



EPA

InSight

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NEWS FOR, ABOUT, AND BY

EPA EMPLOYEES

RECEIVED

APR 1992

WITH BILL REILLY



Up Front

Integrity: A Cornerstone for All We Do

As many of you may already know, EPA's Inspector General, **John Martin**, has issued a draft report on contract management at the Agency. I am deeply concerned with the findings in this report, particularly the characterization of our management culture as inattentive to Federal procurement regulations and overly dependent on contractors. What makes these allegations all the more disturbing is that they have been raised before. We *cannot* allow this situation to continue.

The attitudes and behaviors involving contract management at *all* levels in the Agency must be transformed. I have instructed the Agency's senior managers to get a firm grip on the contract program in their offices and to ensure that the culture is above reproach. I have also instructed **Chris Holmes**, as acting AA for OARM, to lay out an immediate course of action for the Agency to correct the deficiencies identified in the IG Report.

The real and potential abuses found in this report undermine all that we've done to make integrity and

Continued on page 5



Managing Contracts — Responding to the Challenge

by Chris Holmes, Acting Assistant Administrator, OARM

As a first step in laying out a course of action for improving contract management, I recently visited with management officials and contract specialists in four regional offices and two field locations.

I also met with Headquarters Delivery Order Project Officers and joined Administrator **Bill Reilly** in a meeting with senior managers from Headquarters. Our message was clear. We need to manage contracts "by the book" or not at all.

It will not be easy to change attitudes and behaviors involving contract management at EPA. Nor will it be quick. But we must commit ourselves to both short- and long-term actions that will lead to essential changes to the Agency's culture.

Our first long-term action is to establish a *Standing Committee on Procurement* to identify needed reforms and to ensure their implementation. The Administra-

tor has asked me to chair this committee and to use Total Quality Management tools to bring about fundamental change.

Continued on page 6

Inside

Heads Up	2
In the News	3
Total Quality	4
TQM Success Stories	5
On the Hill	6
People and Progress	7
Calendar; Your Turn	8

Heads Up

A QUICK LOOK AT EPA NEWS AROUND THE NATION

EPA LABORATORIES

✓ *Air and Energy Engineering Research Laboratory, RTP*—In cooperation with the Electric Power Research Institute, the Gas Research Institute, the U.S. Energy Department, Ohio Coal Development Office, and Combustion Engineering, scientists at AEERL have worked out an arrangement with the Commonwealth of Independent States (formerly the Soviet Union) to share valuable research data. The United States will get data on the reburning technology used in a wall-fired boiler in the Ukraine; the CIS will get data from our research with cyclone-type boilers in Niles, Ohio. (Contact: **Bob Hall**, FTS-629-2477.)



✓ *Environmental Research Lab, Athens*—**Steven C. McCutcheon**, Ph.D., P.E. was named EPA's "Engineer of the Year" for 1991. Along with similarly-designated engineers from 35 other Federal agencies, Steve was honored by the National Society of Professional Engineers at a recent awards ceremony. An environmental engineer who develops

computer models for managing pollution, Steve is the second engineer from ERL-A to receive this award.

Bob Ambrose won it in 1989. (Contact: **Bob Ryans**, FTS-250-3306.)

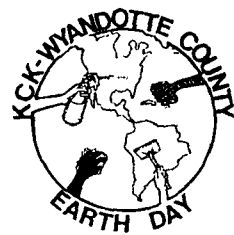
✓ *Health Effects Research Lab, RTP*—Scientists at HERL are analyzing air samples collected in Czechoslovakia. This research is part of a joint effort with the Czech government to characterize the country's air pollution. Summer and winter air samples were taken using a device attached to people's clothing that collects fine air particles. (Contact: **Randall Watts**, FTS-629-2491 or **Joellen Lewtas**, FTS-629-3849.)

EPA REGIONS

✓ *Region 2*—Administrator **Bill Reilly** recently signed a Memorandum of Understanding with the University of Puerto Rico. Under this MOU, Region 2 will sponsor activities with faculty and students to help meet the Agency's need for science and engineering professionals. EPA has hired over 100 UPR graduates in the past five years. **Herb Barrack**, ARA for Policy and Management, was recently named "Campus Executive" for UPR. (Contact: **Paul Hedley**, FTS-264-5381.)

✓ *Region 3*—EPA and the U.S. Department of Health and Human Services have joined together to sponsor the MidAtlantic Environmental Hygiene Resource Center to provide training and educational materials on indoor air quality. It is the first center of its kind in the United States. (Contact: **Joan Goodis**, FTS-597-6728.)

✓ *Region 7*—Earth Day continues to be a major event in this area. One of the most successful activities has been the Kansas City, KS/Wyandotte County Environmental Education Fair, which drew more than 2,000 students last year from Wyandotte's parochial and public schools. (Contact: **Rowena Michaels**, FTS-276-7003.)



✓ *Region 8*—In a consent agreement with EPA, one of Utah's largest companies has agreed to pay a penalty of \$500,000 for violating its RCRA permit. U.S. Pollution Control Industries was charged with failing to follow key sampling, analysis and record-keeping requirements at its Grassy Mountain hazardous waste facility near Clive, Utah. The wastes in question, organic halogens, are part of a family of chemicals used in industrial processes. (Contact: **Rich Lathrop**, FTS-330-1120.)

✓ *Region 9*—The Human Resources Management staff has implemented a new form, called the "FastStart Form," for employees who want "direct deposit" of their paychecks. Employees no longer have to get a signature from their bank to get this service. (Contact: **Heidi Erler**, FTS-484-1558, or **Karen O'Toole**, FTS-484-1557.)

EPA HEADQUARTERS

Administrator **Bill Reilly** invites all employees to join him in opening the new Public Information Center at 2 p.m. on Earth Day in the Mall courtyard. The PIC will provide public access to environmental information and will feature exhibits of EPA activities and programs. If you have materials you would like to share with the public, please contact: **Suzanne Annand**, OARM, FTS-260-8298.

33/50 — Business is Improving!

by Tom Kean, OPPTS

On March 18, Administrator **Bill Reilly** announced that 734 U.S. corporations have pledged to reduce their emissions of 17 toxic chemicals by 304 million pounds by 1995.

The 33/50 Program is a voluntary program whose purpose is to reduce toxic waste from industrial sources. The program gets its name from the two goals which the Agency has set for it: a 33% reduction by 1992 and a 50% reduction by 1995 of 17 high-priority, toxic chemical wastes, using 1988 Toxics Release Inventory data as a baseline.

Over 6,000 companies reported that in 1988 about 1.4 billion pounds of these chemicals were either released to the environment or transferred off-site to waste management facilities.

Industry participation in EPA's 33/50 Program has grown threefold (up from 236) since July 1991.

"Even more encouraging," says **Susan Hazen**, Program Director, "is that some companies have gone beyond the basic program by including additional chemicals, overseas facilities, and pollution prevention management plans in their commitments." Dow Chemical, for example, has targeted for reduction all 121 chemicals that Dow generates that are listed in EPA's Toxics Release Inventory. Companies are achieving reductions largely through chemical substitutions and process modifications.

For additional information about this program, please contact the TSCA Hotline, FTS-554-1404 (Monday through Friday, 8:30AM to 4PM, EDT, excluding Federal holidays). For copies of the 33/50 Program's Second Progress Report, call the Special Projects Office, OPPTS, FTS-260-1763.

First Green Lights, Now Green Computers

by Susan Bullard and Cathy Zoi, OAR

By now, most of you have probably heard of the Agency's Green Lights Program. What you may not know is that it is a *voluntary program*. It is also a good example of EPA working with industry to prevent pollution *before* it is generated. How? By increasing the use of energy-efficient lighting technologies throughout the country.

Today the Green Lights Program has more than 425 participants, including seven states, three cities, one county, several environmental groups, as well as large and small corporations. Collectively, their commitment to convert to energy-efficient lighting already totals more than *two billion square feet*. That's equivalent to all the office space in New York City, Los Angeles, Chicago, Houston, Dallas and Detroit! In a press conference on March 18, Administrator **Bill Reilly** described the program as making "dollar sense, energy sense, and environmental sense."

The success of the Green Lights Program has encouraged the Agency to move ahead to . . . Green Computers! Like Green Lights, the program is *voluntary*. Its purpose is to get industry to manufacture and market highly energy-efficient computer systems. EPA experts estimate that Green Computers could result in a savings of at least *20 billion kilowatt-*

hours of electricity every year and prevent the release of *15 million tons of carbon dioxide every year*. Clearly, the three E's of environment, energy and economy will benefit a lot from these "green" initiatives.



Update on . . . Administrator's Awards for Pollution Prevention

by Carol Singer, OCEPA

EPA has received 840 applications for the second Annual Administrator's Awards Program, which this year recognizes achievements in pollution prevention. Applications have come from five sources: citizens; non-profit, community and environmental organizations; educational institutions; business and industry; and all levels of government (excluding EPA).

Finalists will be identified by a non-EPA panel of experts from among the nominations selected by the Regional Administrators. An EPA AA-level panel will then recommend award winners to the Administrator. Winners will be announced on **Earth Day**.

Total Quality

A Message to All EPA Managers and Supervisors

from Hank Habicht

It's exciting to see a concept like Total Quality becoming a reality at EPA. But, like anything else that's good for the organization, it won't happen without hard work.

Total Quality is *not* a passing fad—here today, gone tomorrow. It's common-sense management principles and behaviors that have been around for a long time, but have not always been practiced effectively. Its success depends on good leadership and full participation by everyone in the organization. The principles of Total Quality are:

- ✓ Empower employees to make decisions
- ✓ Do the *right* things *right*
- ✓ Get ideas and involvement from *every single employee in the organization*
- ✓ Make decisions based on *facts*
- ✓ See the "*big picture*"
- ✓ Solve problems *jointly*
- ✓ Listen and be responsive to the *customers*
- ✓ Commit to *continuous improvement*

Let's look at the concept of *empowerment*. Empowerment does *not* mean abandonment of responsibility by management. It means giving employees the tools and the authority to do their jobs effectively. It means communicating clearly what you expect of your employees and the rewards and consequences if those expectations are met or not.

For empowerment to work, you need to communicate regularly with employees so they will know if they are meeting your expectations. If they aren't, you'll have enough time to work things out jointly. (Please keep this in mind as you conduct your mid-year performance reviews this month.)

If you've read the messages in this newsletter from **Bill Reilly** and **Chris Holmes** on contract management, you know that the Inspector General has found serious problems with the way we manage contracts in EPA. Total Quality gives us the tools to address the root causes of this problem so it doesn't happen again. I'm convinced that, had we followed the principles of Total Quality in managing our contracts, we would not be in this situation. Now that we are, let's treat it as an opportunity for growth and deal with it constructively.

Throughout the Agency, Total Quality has already helped many of you make a difference. The two "success stories" on page 5 are good examples of what Total Quality can do.

Total Quality *can* change our culture where it needs to be changed, but only if we truly commit ourselves to *continuous improvement*. Let's make this commitment together—and let's make it NOW!



The Infrastructure for TQM: *It's Everybody's Business*

by Jim Mangino, OHRM

You probably know what TQM is, but you may not know some of the people involved. Here they are!

Regional QC's:		Headquarters QC's:			
1	Stephen Perkms	835-3355	OAR	Ann Goode	260-1101
2	Marilyn Quinones	264-5381	OARM	Michael Prutz	260-1101
3	Pat Krantz	597-7808	OCLA	Deborah Atwood	260-5200
4	Annie Godfrey	257-3837	OCEPA	Linda Zarrow	260-5615
5	Kathy Gunn	353-3405	OE	Bob Heiss	260-8777
6	William Rhea	255-2100	OGC	Eudora Edwards	260-8070
7	Charles Hensley	276-7519	OIA	Joan Fidler	260-0076
8	Pat Smedly	330-1404	OIG	Tom Maloney	260-2234
9	Jerry Bock	484-1533	OPPE	Gary Katz	260-4001
10	Micheline Ward	399-0309	OPPTS	Tom Hooven	260-2906
			ORD	George Alapas	260-7468
			OROSLR	Dick Cantor	260-4719
			OSWER	Nancy Allinson	260-5615

Note: All numbers listed are FTS- extensions.

Quality Improvement Board: The purpose of the QIB is to define the objectives and specify the actions necessary to implement TQM. The members know first-hand the real-world considerations involved in putting it into practice. **Dick Bauer**, Region 5, chairs the Board; **Ed Hanley**, OARM, is the Vice Chair.

Quality Coordinators: Each AA and RA has designated an employee to serve as the QC for their organization. The QC's function is to coordinate TQM training, disseminate information, and provide implementation support. Regional and Headquarters Quality Coordinators are listed at left.

Getting a Handle on FOIA Requests

by Kathy Gunn, Region 5

I am sure you all know what FOIA (Freedom of Information Act) requests are. Employees in the pre-Remedial Unit of the Region 5 Superfund Program Management Branch used to handle FOIA's as an "additional duty." The process involved forwarding FOIA requests to the appropriate Remedial Program Manager or attorney with a cover memo asking for a quick response. The volume of requests? About 300 a month—an overwhelming amount for an already busy staff. Needless to say, efficiency was low and so was morale.

Then, in February 1991, Region 5 formed a Quality Action Team to come up with a new way of doing business. It didn't take long to figure out what the problems were. And they had plenty of ideas on how to fix them. Here's what Region 5 agreed to do:

- ✓ Detail six additional clerical employees from other offices to catch up on the backlog of requests;
- ✓ Have employees handling FOIA's work as a team with the RPM/attorney drafting the response by doing the file and document searches themselves;
- ✓ Develop and implement a FOIA database and tracking system to monitor the workload; and
- ✓ Set clear goals for reducing the backlog and meet them.

The results? Between January and October of 1991, the backlog of Superfund FOIA requests went from 1,580 to fewer than 400! FOIA positions have been officially established, and so has a new FOIA Section, which is now part of Region 5's Office of Superfund.

Saving the best part for last—Regional Administrator Val Adamkus recently awarded a Bronze Medal to each employee on the FOIA Quality Action Team. Now that's a happy ending!

When Trouble Was Our Middle Name

by Barbara Bonofiglio, OARM

Up until a few months ago, I don't think a day went by that we in Facilities didn't hear about the trouble with the "Trouble Desk." Virtually no one had a nice thing to say about this service. We had to do something.

So, in October 1990, we set up a Quality Action Team, with employees from the OW, OPPTS, the Administrator's Office, Security, Health and Safety, the Management and Organization Division, and Town Center Management. When we started meeting, things were pretty rocky because we were all blaming each other for the problems. But we finally settled down and worked out one problem at a time. That was a turning point for us.

Then another important thing happened: as we presented management with options and recommendations, we could see that they had confidence in us. We felt empowered by them to "do the right thing"—even though some of our recommendations would not be easy to implement.

Now the Headquarters "Trouble Desk" is called the "Building Services Desk." We've also moved it from the basement of one building to the hub of another — the 4th floor of the West Tower — where people can find it! While the number of calls has risen about 10% from 1990 to 1991 (as our buildings get older, we expect that rate will continue), the average time to respond to each call is 4 hours now instead of 15 days.

But the best news of all is that we have a process that works the next time trouble calls. It's called Total Quality Management. Try it. We think you'll like it.



Building Services Desk Staff

Up Front Continued from page 1

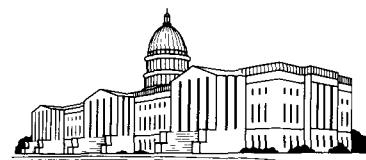
quality the foundation of EPA's work. Making Total Quality Management a part of our culture is imperative. We must not relent.

The importance and urgency of our work in protecting public health and the environment is no

excuse for cutting corners. We cannot perform our mission without the confidence and trust of the public. I intend to do all that I can to assure that we maintain and strengthen that trust.

Integrity and public trust must and will continue to come first at EPA. I ask each of you to take the management of public funds seriously, and to give these matters your immediate and continuing attention.

On the Hill



by Diana White, OCLA

Great Lakes

Senate—The Governmental Affairs Committee (Chairman **John Glenn**, D-OH) will hold a hearing on April 7 to discuss concerns about contaminated fish and non-point source pollution.

House—The Public Works and Transportation Subcommittee on Water Resources (Chairman **Henry Nowak**, D-NY) has scheduled a similar hearing on April 8.

Superfund

Senate—The Environment and Public Works Subcommittee on Superfund, Ocean and Water Protection (Chairman **Frank Lautenberg**, D-NJ) will hold a hearing on the Agency's Superfund

Program on April 8. Administrator **Bill Reilly** is scheduled to testify.

EPA Contract Management

House—The Government Operations Subcommittee on Environment, Energy, and Natural Resources (Chairman **Mike Synar**, D-OK) has scheduled a hearing on April 9 to discuss Superfund contract management.

RCRA Reauthorization

Senate—Markup on S.976 is expected to begin the end of April. S.976 is a comprehensive RCRA bill sponsored by Senator **Max Baucus** (D-MT), Chairman, Environment and Public Works Subcommittee on Environmental Protection, and Senator **John Chafee** (R-RI), ranking Minority Member.

Managing Contracts *Continued from page 1*

Meanwhile, we must also act quickly and decisively to take care of the problems reported by the Inspector General. With the concurrence of the Administrator, I have asked the Agency's senior managers to take the following actions:

- ✓ Designate an SES-level *Senior Procurement Officer* to report directly to them, with full responsibility for the integrity of all procurement activities in their organization;
- ✓ Ensure that every SES-level employee in their organizations completes a special seminar on contract management by the end of FY 1992;
- ✓ By June 1992, ensure that all contractors in their organizations have and wear identification that is visibly distinct from that of EPA employees;
- ✓ Separate EPA employee workspace from contractor workspace;

- ✓ Make sure that contractors DO NOT:
 - participate in EPA events, such as awards ceremonies;
 - attend staff meetings;
 - receive training beyond what is in their contracts;
 - hold positions in which they can be mistaken for government employees;
 - perform assignments which violate the ban on personal services.

Within my own organization, I have also decided to elevate the Agency's procurement functions by having them report directly to me.

I know we can count on all of you to help us preserve EPA's integrity in contracts management. I promise to keep you informed of our progress through *EPA InSight* and other avenues of communication.



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People and Progress

Research at Ann Arbor: Picking Up Speed!

by Charles L. Gray, Jr., NVFEL/Ann Arbor

EPA's National Vehicle and Fuel Emissions Laboratory is an exciting place to work these days. Formerly called the Motor Vehicle Emission Laboratory, NVFEL is the closest thing we have in the United States to an independent, automotive technology center that other automotive-producing countries already have.

Our immediate challenge is to make gasoline and diesel vehicles run as cleanly as possible. NVFEL is off to a good start by developing a new type of *catalytic converter* that should greatly reduce emissions from cars during warm-up. Another success story for the lab is the development of *computerized diagnostic systems* to make it easier to identify and repair faulty emission controls.

Even with these breakthroughs, air quality projections suggest that additional emission reductions may still be necessary for many U.S. cities to achieve clean air. That's why we're also looking into using natural gas, ethanol and methanol because they burn much more cleanly than gasoline and diesel. For example, as a result of a cooperative agreement with Detroit Diesel Corporation, General Motors, Natural Resources Defense Council, and the *Center for Auto Safety*, we have developed a *methanol-fueled engine*. This engine is now in use in many buses in New York City and Los Angeles. We are also hoping to transfer to domestic automakers new technology involving *alcohol-fueled engines* developed under EPA contract.

In February, Deputy Administrator **Hank Habicht** visited Ann Arbor and presented Bronze Medals to 21 NVFEL employees. He described the lab as being "on the cutting edge of some very important research." Mr. Habicht also singled out our work with alternative fuels as "an excellent example of integrating the three E's of environment, energy, and economy."

What lies ahead for NVFEL? Implementing the motor vehicle provisions of the new Clean Air Act and meeting the President's stated goal of "reconciling the automobile with the environment." We've got miles to go before we get there, but we're well on our way.

A Word to the Wise Secretary

by Laura Loux, Chair,
National Secretarial Advisory Council

I remember my surprise, back in 1987 when I came to EPA, upon learning how many support systems the Agency had: the Human Resources Council, Women in Science and Engineering, and the Secretarial Advisory Council—just to name a few. These groups work hard to find out what the employees are thinking and what they need in order to do their jobs more effectively and to feel like a part of the EPA family.

I am *not* saying that everything is "peaches and cream" at EPA. There is always room for improvement in any organization. What I am saying is that EPA gives secretaries more attention and more respect than any other place I've ever worked.

Why do I feel this way? From personal experience—especially as Chair of the SAC for the past two years. By working with a number of these wonderful support systems I mentioned earlier, we developed a guide entitled, "Administrative Support Career Management System." I can't say enough about this career system. It was a wonderful experience seeing it and the guide come together. If used properly, the guide can really help secretaries and supervisors *work together* in planning a career path for secretaries.

Cards and flowers are very nice to get on **National Secretaries Day**. But having a career management system to help you realize your highest potential—now *that's* recognition!




"His phone is busy, his fax is busy and his modem is busy. I'll just walk over and talk to him."

Calendar

April

Office of
Water
Month

S	M	T	W	T	F	S
			1	2	3	4
		<p>■ March 31: Clean Air Act Advisory Committee Meeting (Contact: Paul Rasmussen, OAR, FTS-260-7430)</p>	<p>Department of Transportation established 1967</p>			
5	6	7	8		10	11
 <p>Daylight Savings Time begins at 2am</p>	<p>April 6-10: National Libraries Week</p>		<p>■ April 8: International Environmen- tal Information Fair (Contact: Lily Vivanco, OARM, FTS-260-5927)</p>		<p>Happy Birthday, Hank Habicht!</p>	
12	13		15		17	18
			<p><i>Income Tax Day!</i></p>			
		<p>■ April 13-16: Site-Specific Soil Q.A. Materials Workshop (Contact: Jeff van Ee, EMSL-LV, FTS-545-2367)</p>				
19	20		22	23	24	25
	<p>April 20-24: National Secretaries Week</p>	 <p>Earth Day!</p>	<p>■ April 22-23: Clean Air Marketplace Conference (Contact: Keith Mason, OAR, FTS-260-5580)</p>			
26		28	29	30		
<p>■ April 26-May 2: National Volunteer Week (Contact: Joan Schnell, OARM, FTS-260-3600)</p>		<p>■ April 28-30: EPA/NOAA Joint Librarians Meeting (Contact: Jonda Byrd, OARM, FTS-684-7183)</p>				

Your Turn

Q: We think *EPA InSight* is a really good newsletter. In the spirit of pollution prevention, though, have you considered other options besides one-copy-for-everyone?

— *Alisa Greene, Region 9*

A: Glad you asked. Yes—to begin with, we are delighted to tell you that *EPA InSight* will be available through Email starting next month. We've also been working with OARM to ensure that every organization receives just enough copies to cover every EPA employee and no more. In fact, **Lew Crampton** recently sent a memo to every AA, RA, and Lab Director asking them to make sure that only employees receive copies, *not contractors or grantees*. Employees are welcome, of course, to share their copies with anyone they wish. We also invite any Lab, Regional Office, and AAs to try other options that could result in fewer copies for their organization. The important thing is for employees to have *equal access* to the information. Thanks for calling! (P.S. We hope you like the comic strip on page 6.)

— *Kym Burke, FTS-260-0336*
Email: *Burke.K*

EPA InSight

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