



CORAS Bulletin

Office of Emergency and Remedial Response
Office of Program Management OS-240

Intermittent Bulletin
Volume 2 Number 1

FINANCIAL MANAGEMENT RESPONSIBILITIES AND AUTHORITIES OF EPA PROGRAM STAFF

Number 6 in a series

In an effort to clarify the roles and responsibilities of EPA staff and facilitate more effective planning, management, and administration of Superfund contracts, the CORAS Bulletin printed a series of five articles, addressing key aspects of Superfund contract management. The first article, "Financial Responsibilities and Authorities of EPA Program Staff," which was published in the December 1988 edition (Number 2) of the CORAS Bulletin, introduced the series and provided a general overview of the areas of responsibility and the types of contracts involved. The subsequent articles presented additional details on each of the major areas of responsibility: "Review of Contractor Work Plans" (September 1989, Number 5), "Review and Certification of Contractor Invoices" (May 1989, Number 4), "Review of Contractor Financial Reports and Ongoing Monitoring" (December 1990, Number 10), and "Development of Work Assignment/Task Order Budgets" (July 1991, Number 11).

This series of articles focused on financial oversight of Superfund cost-reimbursement contracts, including Remedial Planning (REM), Field Investigation Team (FIT), Technical Assistance Team (TAT), Alternative Remedial Contract Strategy (ARCS), and Environmental Services Assistance Team (ESAT) contracts as well as other Superfund cost-reimbursement contracts. The program staff responsible for the financial management of these contracts includes the Project Officer (PO), the Deputy Project Officer/Regional Project Officer (DPO/RPO), the Remedial Project Manager (RPM), and the On-Scene Coordinator (OSC). These individuals are referred to as "contract monitors" for the purpose of describing the financial responsibilities in this series of articles.

The importance of these topics is emphasized in the October 1991 GAO report, "EPA Has Not Corrected Long-Standing Contract Management Problems." This report identified two major areas of responsibility as problematic: preparation of independent cost estimates and review of contractors' monthly invoices. Due to the importance of these topics and for the benefit of those who have not before received the CORAS Bulletin, this article summarizes the key aspects of Superfund financial management presented in detail in each article of the five-part series. The specific issue of the bulletin in which each article appeared is noted. If you would like to obtain a copy of one or more of these articles, please contact Jalaria Ellis FTS 260-8533.

In accordance with the Federal Acquisition Regulations, the work assignment budget should be developed as an independent, in-house estimate and should not be obtained from the contractor, private firms, or other outside sources. Independent government cost estimates can be valuable aids in reviewing the contractor's budget estimate because they provide a basis for evaluating, negotiating, and controlling contractor costs. According to the GAO report, when prepared, independent cost estimates were used effectively in negotiations of the contractors' proposed budgets. In one case, the contractor's proposal was decreased from \$3 million to \$1.6 million.

The basic steps in defining the work and developing the work assignment or task order budget are scoping the work, estimating labor hours, and developing cost estimates. Each of these steps as well as the tools available to assist the contract monitor in performing these activities is summarized below.

The first and most important step in preparing a work assignment or task order budget is to define the scope of the work to be performed. Because the contract monitor's ability to develop a conceptual understanding of the work to be accomplished will have a direct impact on the accuracy of the cost estimate, the contract monitor should prepare the work assignment using any existing information related to the assignment, drawing upon previous experience with similar assignments to help determine the magnitude and complexity of the effort. In defining the scope of work, the contract monitor should first break the work into individual tasks, describing each task in as much detail as possible. The contract monitor should then evaluate the complexity of each task and identify specific requirements and resources for each.

The second step in developing the budget is to determine the level of effort required for each task defined in the scope of work. The contract monitor should use his/her best professional judgement to identify the full range of labor resources needed to complete this task. While making this determination may prove difficult, it is important to thoroughly assess the technological skills and hours required in relationship to the complexity of the scope of work.

Once the contract monitor has scoped the work and developed estimates of labor hours for the work assignment, he/she can develop a detailed cost estimate, the final step in the budget development process. To develop a detailed cost estimate, the contract monitor uses the specific labor hour estimates by labor category developed previously. The total hours per labor category can be

multiplied by the loaded hourly rate for that category under the specific contract. The loaded hourly rate has been adjusted to include costs for fringe benefits and overhead and can be obtained from the Project Officer or Contracting Officer for the contract. Other direct cost estimates can be developed by detailing task requirements, such as the number and location of trips and the number and volume of reports. From this detailed breakdown of estimated costs, the contract monitor can compare the independent government cost estimate with the contractor's proposed budget in the work plan, highlighting and evaluating the reasonableness of any discrepancies. Comparison of the two cost estimates provides an informed basis for evaluating specific costs and negotiating with the contractor concerning any cost discrepancies.

A variety of tools are available to assist the contract monitor in estimating work assignment costs. Each of these tools is outlined below.

► *Scoper's Notes* - provides useful assistance in scoping RI/FS tasks and developing an average range of costs based on site complexity and historical experience

► *Scheduling and Cost Estimating Expert System (SCEES)* - provides a useful tool for estimating the level of effort and costs for RI/FS tasks at complex sites

► *Cost of Remedial Action (CORA) Model* - assists in evaluating remedial action technologies at a site and computing estimates based on past experience with the application of these technologies

► *Remedial Action Bid Tabulation database* - provides historical data on remedial action costs at similar sites for comparison purposes

► *Work Assignment Resources Planning (WARP) program* - provides assistance in computing total work assignment cost estimates based on resource projections and contract specific rates.

A chart, which includes a contact point for each tool, Superfund site phase for which each tool is most useful, and the directive/publication that announced each of these budget development tools, is included with the original article.

EPA remedial contracts, primarily ARCS and Headquarters support contracts, require the submission of a work plan in response to the work assignment. The contract monitor is responsible for reviewing, and for some contracts, formally approving the work plans within a set number of days. In evaluating a contractor work plan, it should be kept in mind that the work plan is a deliverable and can be quite expensive to produce. While some work plans may contain similar language, there are no "standard" costs for work plans and each work plan must be evaluated individually based upon the actual work involved.

The review of technical and cost portions of a work plan is highly interrelated. The staffing, approach,

and schedule in the technical plan will drive work assignment costs. Independent government cost estimates provide a basis for comparison and review of contractor work plans. If the proposed level of effort deviates from the government's estimate, the contract monitor must ensure that the deviation is justified.

In addition to using independent government cost estimates to assist in work plan review and negotiation, contract monitors should seek assistance from specialists whose experience and expertise are applicable to conditions at a given site. The monitor should take full advantage of resources that are available at the Regional office, including the contracting officer(s), experienced technical specialists, and existing historical data. The ARCS

Contracts Users' Manual (April 1989) is also a useful resource in reviewing work plans. The manual contains as Appendix III a six-page Work Plan Checklist which includes questions on addressing the work assignment, skill levels/hours, material and equipment, travel, consulting and subcontracting effort, computer effort, printing, and safety and contingency and must be completed and submitted with an approved ARCS work plan to the Contracting Officer.

Contract monitors have the right to reject any unsatisfactory product, including work plans and any unnecessary or unreasonable costs which should not be paid. Contractor work plans may be approved, approved with changes, or disapproved.

REVIEW AND CERTIFICATION OF CONTRACTOR INVOICES

(MAY 1989, ISSUE 4)

Under the provisions of a cost-reimbursement contract, the costs incurred by the contractor in performing the work must be allowable, allocable, and reasonable as defined by Federal Acquisition Regulations. Of these three, the contract monitor is responsible for determining the "reasonableness" of invoice charges. "Reasonable" charges have values that seem to be justified and legitimate and are what a prudent person would pay under like circumstances in the conduct of competitive business. Several tools are available to assist contract monitors in determining if charges are reasonable. Individual work assignments, technical direction documents (TDDs), technical information documents (TIDs), as well as monthly progress reports may be useful to contract monitors in evaluating the reasonableness of contractor charges. Additionally, contract monitors may review average historic cost of similar activities to help determine the reasonableness of contractor charges.

Invoice reviews allow the government to foresee future problems, such as when contractors' charges are going to exceed the established budget and to avoid being charged a higher than reasonable amount. Therefore, these reviews can reduce the risk of excessive charges. In its report, GAO identified invoice review as a continual problem. Additional assistance is available to RPMs in EPA's new Superfund contract management course, which includes an invoice review module.

The contract monitor should use a systematic

checklist of questions to evaluate each invoice prior to its certification. In evaluating an invoice, the monitor should examine specific line items, including: direct labor, travel, equipment, other direct costs, and subcontractor costs. Each category of cost should be reviewed separately with key factors being considered for each. A summary checklist that can be used by the contract monitor to evaluate each invoice is presented as an Exhibit following this article. The invoice reviewer will determine whether the payment request is commensurate with the items delivered and/or the services performed by the contractor.

At the completion of each invoice review, Project Officers are required to complete the Project Officer Approval form, regardless of who has reviewed the invoice. Response, including invoice certification, is required within five working days after receipt. Despite the short time frame permitted for invoice review, program staff should seriously examine cost information. If certain costs do not appear to be reasonable, the contract monitor should make every effort to obtain from the contractor the rationale and back-up supporting the expenditure. The right to disallow costs can be exercised only by the Contracting Officer. A cost is disallowed when the Contracting Officer has made a final determination that the government will not pay the cost in question. Additionally, previously submitted invoices can always be reexamined. It is never too late to question contractor charges.

EXHIBIT

Checklist for Voucher Review

Contract No.: _____

Invoice No.: _____

YES NO N/A

GENERAL	1 The contract number is valid.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	2 The account number or work assignment number is valid.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LABOR	3 The LOE charged is commensurate with progress.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	4 The labor mix appears to be appropriate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	5 Hours charged by category are within the ceilings or estimates.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	6 Overtime was charged.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	6a. Overtime charged was at premium rates.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	6b. Overtime charged was approved in advance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TRAVEL	7 Local travel expenses are warranted and reasonable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	8 The purpose of out-of-town travel is known and appears consistent with project needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	9 The appropriate number of people traveled.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EQUIPMENT	10 The purchase of equipment received prior Contracting Officer approval.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	11 A lease-versus-purchase analysis was performed and is documented.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	12 The quality of the equipment is commensurate with the need.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	13 The quantities of equipment purchased are reasonable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	14 EPA Form 1730-1 is attached to the invoice.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OTHER DIRECT COSTS	15 Photocopying charges are commensurate with magnitude of deliverables.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	16 Communications charges are commensurate with need.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	17 If present, the amount of "miscellaneous" charges seems reasonable and commensurate with the work performed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SUBCONTRACTOR COSTS	18 Subcontractors have received appropriate EPA approvals to work on contract.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	19 The level of subcontractor effort charged was commensurate with the level of progress made.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	20 The subcontractor's costs are appropriate for the type of activities and progress made.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	21 If the subcontract is cost reimbursement, the prime contractor has provided a breakdown of charges by element of cost.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments/action items:

Name: _____

Date: _____

Cost-reimbursement type contracts require a great deal of financial oversight since the contractor has less incentive to control costs than under fixed-price contracts. Therefore, it is critical on all cost-reimbursement contracts that the contract monitors regularly review the financial progress of the contract and identify any problems to the Contracting Officer.

To monitor contractor financial performance adequately, the contract monitor should use both the contractor invoice and monthly progress reports. There are several tools which are available to assist the contract monitor in the comparison and evaluation of the costs. These tools include: technical progress reports, previous monthly financial reports, estimated costs provided in the technical direction documents, technical information documents or work plans, and knowledge of comparative or similar costs. Discussion on the review and certification of contractor invoices was presented under the third section of this article; therefore, this section will focus on use of financial information provided in monthly progress reports.

In accordance with the EPA Acquisition Regulation, progress reports under cost-type contracts must provide specific information concerning contract financial status including the following: actual costs and direct labor hours expended during the current reporting month, cumulative costs and direct labor hours expended from the effective data of the contract through the last day of the reporting month, estimated costs and direct labor hours to be expended during the next reporting period, average cumulative incurred cost per direct labor hour compared to average cost per direct labor hour derived from the estimated cost of the contract, and actual costs and direct labor hours incurred for each

work assignment issued and estimates of costs and staff hours required to complete each work assignment. Additional reporting requirements may be specified in the contract. The monitor must request the minimum reporting information necessary to adequately determine the reasonableness of costs.

In reviewing and evaluating the financial performance of the contractor, contract monitors should review costs in relationship to the technical progress on the contract. Based on the financial data provided in the progress report, the work assignment manager can compare the actual costs and direct labor hours incurred to the estimates required to complete the assignment. Review of costs in relationship to technical progress will help identify any costs which do not appear to be supported by technical accomplishments during the current or any previous reporting period. In reviewing financial reports, contract monitors should also compare monthly expenditures against those reported in previous monthly financial reports. This will help identify any major fluctuations in costs.

Through this review, the contract monitor may identify several types of problems that require corrective

actions, such as unauthorized use of overtime, inefficient use of contractor resources, and minor growth trends in expenditures. The type of corrective action required depends on the severity of the problem. Potential problems and the actions required to correct each were illustrated in an exhibit to the original article.

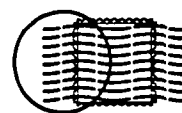
The contract monitor should not hesitate to request additional information if he/she does not understand any of the costs. If the contract monitor believes that the contractor is spending more than is reasonably required to accomplish certain portions of the work, the Project Officer should request an explanation or more backup from the contractor and can suspend payment of the amount in question, if warranted.

The most important thing to remember in reviewing financial performance of contracts is that it is the responsibility of the contract monitor to identify any problems and to work with the Project Officer and the Contracting Officer to take corrective action as soon as possible. This will prevent waste of public funds and ensure that EPA obtains the necessary contractor services within the required parameters.

If you have future articles or comments for the *CORAS Bulletin*, please submit them to:

WE WANT YOUR FEEDBACK!

Jalania Ellis
US EPA, OS-240
401 M Street, SW
Washington, DC 20460



If you are interested in receiving back issues of the *CORAS Bulletin*, please call Jalania Ellis, FTS 260-8533.

For any changes to the "Key Regional Personnel in Superfund Contract Management" chart, please notify Jalania Ellis, FTS 260-8533.

CORAS BULLETIN BOARD



Hazardous Site Evaluation Division

As of November 20, 1991, the FIT contractor offices have officially closed. In the future, any questions regarding sites that FIT had worked on should be addressed to the Regional Site Assessment Section Chiefs. Questions regarding contractual matters should be addressed to:

Mark Thomas or
PCMD
SF/RCRA HQ Operations Branch
Management Section
FTS 260 - 9172

Steve Caldwell
OERR
Site Assessment Branch
Field Operations Section
FTS 260 - 8195

Contract Related Meetings, Conferences, and Training

Meetings & Conferences

CORAS Forum (tentative)	April 1992	Washington, DC	Lynn Beasley 202-4026 CORAS
11 th Hazardous Materials Spills Conference co-sponsored by the National Response Team, the National Governors Association, the Chemical Manufacturers Association and AIChE	April 21 - 24, 1992	Philadelphia, PA	Dorothy McManus 260-8606

Training

See attachments

C O M M E N T S...

After completing this page, please fold it into three sections so that the return address appears on the outside. Please staple or tape together. Thank you for taking the time to assist in future articles for the CORAS Bulletin.

WE WANT YOUR FEEDBACK!

We would appreciate the assistance of the contract management clientele to help with the selection, writing, and prioritization of the CORAS Bulletin (bulletin) articles. This section will become a standard feature for the bulletin. To get us started, below is a list of prospective articles for the bulletin. Please review the list and place your vote by each one using numbers 1 - 8 (1 being high and 8 being low).

Space is also provided for additional articles you believe will interest the contract management clientele. Please list them and they will be provided in the next bulletin for voting.

- ___ Indemnification Report
- ___ Property (management)
- ___ Guidance on Exercising Program Management Costs (generalize, lessons learned)
- ___ Interview Region 3's OSCs and FAOs—Sharing the success of the Program.
- ___ Invoice Review
- ___ Suspensions
- ___ Requirements for Small Business Set Aside and Managing the Program
- ___ \$50 million Set Aside in RA Budget for Quick Response at NPL Sites

or

I would like to contribute future CORAS Bulletin articles on:

Article(s)

Contact Name: _____

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Washington, DC 20460

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**Ms Jalaria Ellis
U.S. Environmental Protection Agency
OERR/OPM/CORAS
401 M Street, S.W.
Mailstop: OS-240
Washington, DC 20460**

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CERCLA Education Center

In November of this year, OSWER's Technology Innovation Office began offering training courses through its newly established, state-of-the-art CERCLA Education Center (CEC). Initially, courses will be taught at the North Carolina State University and may be offered at other locations in the future. The CEC course curriculum, which includes classes for both entry-level and experienced environmental professionals, is designed to build a firm base of knowledge and facilitate a better understanding of the laws, regulations, policies, and sciences that make up the Superfund program. The CEC takes a tiered-structure approach to training, which allows participants to choose the courses that best meet their needs. To learn more about the CEC curriculum, schedule of courses, and class locations, please review the attached fact sheet.

The CERCLA Education Center

U.S. ENVIRONMENTAL PROTECTION AGENCY
OFFICE OF SOLID WASTE AND EMERGENCY
RESPONSE
TECHNOLOGY INNOVATION OFFICE



The CERCLA Education Center (CEC) provides the opportunity for On-Scene Coordinators (OSCs), Remedial Project Managers (RPMs), other Superfund staff, and other Federal and State environmental professionals to build a firm base of knowledge on the laws, regulations, policies, and sciences that make up the Superfund program. This unique training forum was created by the Environmental Protection Agency's (EPA's) Technology Innovation Office (TIO) within the Office of Solid Waste and Emergency Response (OSWER).

The CEC begins with the *Fundamentals of Superfund* for all newly hired OSCs and RPMs. This course for entry-level OSCs and RPMs is organized around the National Contingency Plan (NCP), Superfund's implementing regulation, to give participants an understanding of their roles and authorities in the Superfund program. During the *Fundamentals* course, participants also will gain an understanding of their role in the context of a complete hazardous waste response.

The CEC continues from the *Fundamentals of Superfund* into its tiered-structure approach to training. The CEC offers a cafeteria-style offering of courses where both entry-level and experienced environmental professionals can tailor a Superfund training program to their needs.

WHAT IS THE CEC'S FUNDAMENTAL CURRICULUM?

The CEC's structure assists Superfund professionals in obtaining the knowledge and skills that will help ensure that they can effectively manage all the tasks that make up the Superfund process. The CEC's tiered training structure begins with a preparation session known as the *Fundamentals of Superfund*. During this *Fundamentals* session, to be offered quarterly, entry-level OSCs and RPMs receive an introduction to and overview of the Superfund cleanup process. This session includes a statutory and enforcement overview, a discussion of Superfund roles and responsibilities, basic skills in incident and site management, and training in communication skills.

WHAT OTHER TRAINING DOES THE CEC OFFER?

Once entry-level OSCs and RPMs have completed the *Fundamentals of Superfund* they, like more experienced Superfund professionals, can use the CEC's flexible structure to design a training program that meets their needs. As mentioned above, the tiered structure of the CEC moves on from the *Fundamentals* training course to more specific program training. For example, OSCs may enroll in a course on the removal process; RPMs are eligible for a parallel course on the remedial process. Sessions on the Superfund enforcement process and community relations are also offered.

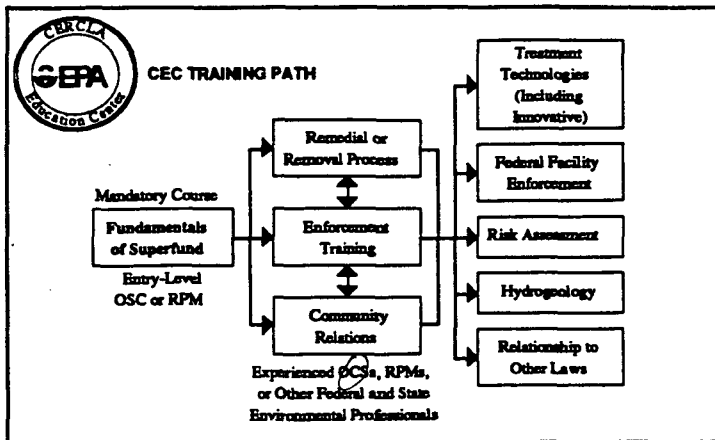
FUNDAMENTALS OF SUPERFUND NOVEMBER 1991

The *Fundamentals of Superfund*, the first session and debut of the CEC, will be held November 4 through 8, 1991, at North Carolina State University in Raleigh-Durham, North Carolina.

The November curriculum will include an introduction to and overview of the Superfund law, a discussion of roles and responsibilities for response actions, an enforcement overview, and training on the remedial and removal processes. Participants will take part in a case study that will guide them through the Superfund process. This case study will provide first-hand experience in the practical application of the Superfund law (CERCLA), its implementing regulations (the NCP), and relevant EPA guidance and policy. With the aid of this case study, Superfund professionals understand not only *what* must be done but *why*.

The session starts Monday, November 4, and will continue through Friday, November 8. To enroll OSCs and RPMs in the November session, contact Marlene Suit, U.S. EPA Technology Innovation Office, OS-110W, Washington DC, 20460, FTS 398-8847 or telephone (703) 308-8847 (after November 15, FTS prefix changes to 478).

The CEC's curriculum continues to expand with a series of specialized training topics. These sessions will enable participants to acquire specific training in Federal facilities enforcement, treatment technologies (including innovative technologies), hydrogeology, and CERCLA's relationship to other laws, to mention a few. The illustration below shows the possible progress through the CEC for both entry-level and experienced Superfund professionals.



WHAT IS THE CEC'S AUDIENCE?

The CEC is intended primarily for OSCs, RPMs, and other EPA staff involved in the Superfund program. OSCs, RPMs, and other environmental professionals with less than six months experience in the Superfund program must begin with the *Fundamentals of Superfund* training. Once the *Fundamentals* course has been completed they, like their more experienced counterparts, can take advantage of the CEC's tiered training approach to design a curriculum most suited to their individual requirements.

TIO has also designed the CEC to be available to environmental professionals in other Federal agencies and the States. Environmental professionals frequently interact with EPA OSCs and RPMs during complex site management tasks. The CEC provides an opportunity to gain a thorough understanding of the Superfund process.

WHERE WILL CEC BE HELD?

The CEC will begin in November 1991 at North Carolina State University (NC State) in Raleigh-Durham, North Carolina. In January 1992, the CEC will continue at NC State for one week on a monthly basis. State-of-the-art training techniques and facilities will be used to ensure that maximum training effectiveness is achieved. Innovative training concepts such as interactive videos, computer-based training, and multimedia presentations will create variety in the way training is delivered. Advanced telecommunications capabilities at NC State will enable participation in CEC courses from other locations. After a six-month trial period, TIO will analyze the CEC's effectiveness to determine the feasibility of establishing the CEC at a second location.

TENTATIVE CEC SCHEDULE

November:	Fundamentals of Superfund
January:	Enforcement Remedial Response
February:	Enforcement Community Relations Removal Response
March:	Fundamentals of Superfund Community Relations Remedial Response
April:	Federal Facilities Enforcement* Risk Assessment* Superfund's Relationship to Other Laws
May:	Enforcement Community Relations Treatment Technologies
June:	Fundamentals of Superfund Remedial Response Removal Response
July:	Hydrogeology Risk Assessment* Superfund's Relationship to Other Laws

*These courses are being developed.

TO OBTAIN MORE INFORMATION

or to enroll in the CEC, contact Marlene Suit, U.S. EPA Technology Innovation Office, OS-110W, Washington DC, 20460, FTS 398-8847 or 703-308-8847 (after November 15, FTS prefix changes to 478).

KEY PERSONNEL IN SUPERFUND CONTRACT MANAGEMENT

Contract	Headquarters (PO, DPO if possible)	Region 1	Region 2	Region 3	Region 4
REM	REM I & II - Tracy Loy EMAIL5201, 678-8349 REM III & IV - Steve Chang EMAIL5644, 678-8348 REM IV - Florence Blair EMAIL5241, 678-8327	Nancy Barmakian 833-1797, EMAIL9170 Mail Code HCP-CAN7 JFK Federal Building Boston, MA 02203	Shaheer Alvi 264-2221, EMAIL9204 26 Federal Plaza New York, NY 10278	James McKenzie 597-3229, EMAIL93035 841 Chestnut Street Philadelphia, PA 19107	Ken Myer 257-2930, EMAIL 345 Courtland St., N.E. Atlanta, GA 30365
ARCS	Bill Zobel EMAIL5516, 678-8354 Barbara McDonough EMAIL5236, 678-8347	Nancy Barmakian 833-1797, EMAIL9170 Diane Kelley 833-1672, EMAIL5236 Mail Code HCP-CAN7 JFK Federal Building Boston, MA 02203	Jill Hacker 264-4197, EMAIL Fernando Rosado 264-6130, EMAIL9171 Keith Kollar 264-1576, EMAIL Keith Moncino 264-9300, EMAIL 26 Federal Plaza New York, NY 10278	Elaine Spiewak 597-3229, EMAIL James McKenzie 597-3229, EMAIL93035 841 Chestnut Street Philadelphia, PA 19107	Matt Robbins 257-2930, EMAIL9428 Doug Thompson 257-2234, EMAIL Charles Swan 257-2234, EMAIL 345 Courtland St., N.E. Atlanta, GA 30365
ERCS	Zone 1 - Patricia Tidwell EMAIL5216, 260-2668	John Carlson 617-860-4624, EMAIL9161 New England Regional Lab 60 Westview Street Lexington, MA 02173	Norm Vogelsang 342-4346, EMAIL9283 Lisa Guameri 340-6108, EMAIL9490 2890 Woodbridge Ave. Edison, NJ 08837	Rich Fetzer 597-1389, EMAIL9324 Mail Code 3HW30 841 Chestnut Street Philadelphia, PA 19107	Colette Botts 257-2930, EMAIL 345 Courtland St., N.E. Atlanta, GA 30365
TAT	Zone 1 - Pat Hawkins EMAIL5191, 260-2458 Zone 2 - Karen Tomimatsu EMAIL30026, 260-9861	John Carlson 828-6624, EMAIL9119 JFK Federal Building Boston, MA 02203	Lisa Guameri 340-6180, EMAIL 2890 Woodbridge Avenue Edison, NJ 08837	Charlie Kleeman 597-4018, EMAIL9340 841 Chestnut Street Philadelphia, PA 19107	Sharon Camp 257-2930, EMAIL 345 Courtland St., N.E. Atlanta, GA 30365
TES	Zone 1 - Jack Jojokian EMAIL , 678-8650 Zone 2 - Jean Wright EMAIL , 678-8659 Zone 3 - Marlene Lemro EMAIL , 678-8639 Zone 4 - Nancy Deck EMAIL , 678-8647	Rick Leighton 833-1654, EMAIL9156 JFK Federal Building Boston, MA 02203	Cathy Moyik 264-8123, EMAIL9206 Erwin Sieszek 264-4311, EMAIL 26 Federal Plaza New York, NY 10278	Donna McGowan 597-8230, EMAIL 841 Chestnut Street Philadelphia, PA 19107	Ken Meyer 257-2930, EMAIL 345 Courtland St., N.E. Atlanta, GA 30365
ESAT	Terry Simpson, Actg. PO EMAIL93018, 260-8607 Zone 1 - Reg. 1,2,3, & 5 Zone 2 - Reg. 4,6,10, & HQs	Scott Clifford 828-6631, EMAIL9161 60 Westview Street Lexington, MA 02173	Joseph Hudek 340-6713, EMAIL9252 Woodbridge Raritan Depot-Bldg. 209	Cindy Caporale, Actg. PO 652-2138, EMAIL 839 Bestgate Road Annapolis, MD 21401	Bobby Carroll 250-3309, EMAIL9434 College Station Road, ASB Athens, GA 30613

KEY PERSONNEL IN SUPERFUND CONTRACT MANAGEMENT

Contract	Region 5	Region 6	Region 7	Region 8	Region 9	Region 10
REM	Gail Nabsny 353-1056, EMAIL95019 230 South Dearborn St. Chicago, IL 60604	Tom Oliver 255-2240, EMAIL 1445 Ross Avenue Dallas, TX 75202	Karen Floumoy 276-7782, EMAIL9722 726 Minnesota Avenue Kansas City, KS 66101	Gregg Hargreaves 330-1061, EMAIL9832 999 18th Street Denver, CO 80202	Rob Stern 484-2339, EMAIL99039 75 Hawthorne Street San Francisco, CA 94103	Joanne LaBaw 399-2594, EMAIL9069 1200 6th Street Seattle, WA 98101
ARCS	Steven Nathan 886-5496, EMAIL95019 Pat Vogtman 886-5496, EMAIL95021 Carl Norman 886-5496, EMAIL95020 230 South Dearborn St. Chicago, IL 60604	Carlene Chambers or Eve Boss 255-6720, EMAIL9698 1445 Ross Avenue Mail Code 6E-E Dallas, TX 75202	Debi Morey 276-7593, EMAIL9733 726 Minnesota Avenue Kansas City, KS 66101	Jeff Mashburn 330-7156, EMAIL98002 Gregg Hargreaves 330-1061, EMAIL9832 999 18th Street Denver, CO 80202	Rob Stern 484-2339, EMAIL99039 Matt Mitguard 484-2335, EMAIL2333 Sherry Nikzat 484-9984, EMAIL99103 Doug Frazier 484-2338, EMAIL99173 75 Hawthorne Street San Francisco, CA 94103	Joanne LaBaw 399-2594, EMAIL9069 1200 6th Street Seattle, WA 98101
ERCS	Charles Brasher 353-7625, EMAIL 230 South Dearborn St. Chicago, IL 60604	JoAnn Woods 255-2270, EMAIL9625 1445 Ross Avenue Dallas, TX 75202	Larry Stafford 276-5102, EMAIL9789 25 Funston Road Kansas City, KS 66115	Mike Zimmerman 564-1723, EMAIL9873 Mail Code 8HWN-ER 999 18th Street Denver, CO 80202	Chris Weden 484-2291, EMAIL99026 75 Hawthorne Street San Francisco, CA 94103	William Longston 399-1679, EMAIL9043 1200 6th Street Mail Code HW093 Seattle, WA 98101
TAT	Duane Heaton 353-1788, EMAIL 230 South Dearborn St. Chicago, IL	Chris Peterson 255-2277, EMAIL9625 1445 Ross Avenue Dallas, TX 75202	Paul Doherty 276-5008, EMAIL9783 726 Minnesota Avenue Kansas City, KS 66101	Karen Moorar 330-7063, EMAIL 999 18th Street Denver, CO 80202	William Lewis 484-2292, EMAIL99086 Mail Code T-4-8 75 Hawthorne Street San Francisco, CA 94103	Chris Field 399- , EMAIL 1200 6th Street Seattle, WA 98101
TES	TES 10 - Gail Nabsny 353-1056, EMAIL95019 TES 9 - Eva Howard 886-7274, EMAIL95019 230 South Dearborn St. Chicago, IL 60604	Karen Witten 255-6720, EMAIL 1445 Ross Avenue Dallas, TX 75270	Maureen Hunt 276-7722, EMAIL Nancy Healy 276-7713, EMAIL Aaron Zimmerman 276-7333, EMAIL 726 Minnesota Avenue Kansas City, KS 66101	Sam Marquez 330-7151, EMAIL9826 999 18th Street Denver, CO 80202	Judy Walker 484-2334, EMAIL Mail Code T-4-8 75 Hawthorne Street San Francisco, CA 94103	Mike Slater 399-0455, EMAIL 1200 6th Street Seattle, WA 98101
ESAT	Jay Thakkar 886-1972, EMAIL Mail Code 5SCRL 77 W. Jackson Blvd. Chicago, IL 60605	Michael Daggett 730-2107, EMAIL 10625 Fallstone Houston, TX 77099	Harold Brown 276-5127, EMAIL9784 726 Minnesota Avenue Kansas City, KS 66101	Steve Callio 330-1056, EMAIL98014 999 18th Street Denver, CO 80202	Terry Stumph 484-1522, EMAIL9957 Mail Code P-3 75 Hawthorne Street San Francisco, CA 94103	Gerald Muth 390-1282, EMAIL 7411 Beach Drive Port Orchard, WA 98366

BASIC PROJECT OFFICER COURSE FY 1992 SCHEDULE

<u>LOCATION</u>	<u>DATE</u>	<u>POINT OF CONTACT</u>
Washington	Jan. 28 - 31 Feb. 11 - 14 Feb. 25 - 28 March 17- 20 April 21 - 24 May 12 - 15 June 23 - 26 July 21 - 24 July 28 - 31 Aug. 11 - 14	Tina Scott The Federal Group, Inc. 3918 Prosperity Ave. Fairfax, VA 22031 (703) 204-4660
Research Triangle Park, NC	May 5 - 8 June 2 - 5 July 14 - 17	Kay Harward EPA - Personnel (MD 29) (FTS) 629-4350
Cincinnati, OH	April 7 - 10	Jessica Barron EPA - Personnel 26 W. M. L. King Drive Cincinnati, OH 45268 (FTS) 684-7807
Ann Arbor, MI	July 21- 24	Jeanine Heinrich EPA - M.V.E. Lab. 2565 Plymouth Road Ann Arbor, MI 48105 (FTS) 374-8220
Region II (New York, NY)	April 21 - 24 July 21 - 24	Vicky Borkowsky EPA - Region II 26 Federal Plaza New York, N.Y. 10278 (FTS) 264-1760
Region III (Philadelphia, PA)	May 19 - 22 Aug. 25 - 28	Monica Malo EPA - Region III (3PM-42) 841 Chestnut Street Philadelphia, PA 19107 (FTS) 597-1899

<u>LOCATION</u>	<u>DATE</u>	<u>POINT OF CONTACT</u>
Region IV (Atlanta, GA)	June 9 - 12 Aug. 4 - 7	Ralph Armstrong EPA - Region IV Personnel 345 Courtland St., NE Atlanta, GA 30365 (FTS) 257-3486
Region V (Chicago, IL)	April 28 - May 1	Pat Easley EPA - Region V 230 S. Dearborn Street Chicago, IL 60604 (FTS) 886-7535
Region VI (Dallas, TX)	May 19 - 22 July 14 - 17	Cindy Singletary EPA - Region VI (6M-AP) 1445 Ross Avenue Dallas, TX 75270 (FTS) 255-6560
Region VII (Kansas City, KS)	Aug. 18 - 21	Marian Hess EPA - Region VII 726 Minnesota Avenue Kansas City, KS 66101 (FTS) 276-7041
Region VIII (Denver, CO)	June 9 - 12	Pat Smedley EPA - Region VIII 999 18th Street, Suite 500 Denver, CO 80202-2413 (FTS) 330-1404
Region IX (San Francisco, CA)	May 12 - 15	Marla Lesley EPA - Region IX 75 Hawthorne St. San Francisco, CA 94105 (FTS) 484-1544
Region X (Seattle, WA)	July 28 - 31	Diane Ruthruff EPA - Region X 1200 Sixth Avenue Seattle, WA 98101 (FTS) 399-5139

CONTRACT ADMINISTRATION FY 92 SCHEDULE

<u>LOCATION</u>	<u>DATES</u>	<u>POINT OF CONTACT</u>
Washington, D.C.	Oct. 01 - 03 Nov. 05 - 07 Dec. 03 - 05	Shirley Green, EPA Training Operations Branch Institute Division, OHRM (PM-224) (202) 260-2594
North Conference Center (Near WIC) Room #3	Jan. 07 - 09 Feb. 04 - 06 Mar. 03 - 05 Apr. 07 - 09 May 05 - 07 June 02 - 04 July 07 - 09 Aug. 04 - 06 Sep. 01 - 03	
Cincinnati, Ohio	Oct. 08 - 10 *Oct. 11 Apr. 07 - 09 *Apr. 10	Al Anderson, EPA Personnel 26 W. Martin Luther King Dr. Cincinnati, OH 45268 FTS 8 -684-7823
Gulf Breeze, FL	Mar. 31 - Apr. 2 *Apr. 3	Connie Shoemaker Environmental Research Laboratory (ORD) Sabine Island Gulf Breeze, FL 32561-5299 FTS 8-220-9200
Athens, GA	May 12 - 14 **May 15	Maxine Kellum Environmental Research Laboratory (ORD) College Station Road Athens, GA 30613 FTS 8-250-3134
Research Triangle Park, North Carolina	Dec. 03 - 05 *Dec. 06 Apr. 21 - 23 *Apr. 24	Millard Thacker and Kay Harward U.S. EPA (MD-29) Res. Triangle Park, NC 27711 FTS 8-629-4356 and 629-4350

* Supervisors Course
** Re-Certification Course

**CONTRACT ADMINISTRATION
FY 92 SCHEDULE (Cont'd)**

<u>LOCATION</u>	<u>DATES</u>	<u>POINT OF CONTACT</u>
Ann Arbor, MI	Sep. 15 - 17 *Sep. 18	Jeanine Heinrich U.S. EPA - M.V.E. Lab 2565 Plymouth Road Ann Arbor, MI 48105 FTS 8-374-8220
Las Vegas, NV	June 16 - 18 *June 19	Lizabeth Cervera-Iler, EPA P.O. Box 98516 Las Vegas, NV 89193-8516 FTS 8-545-2404
Region I (Boston, MA)	May 10 - 12 *May 13 July 14 - 16 *July 17	Pauline Callahan EPA - Region I J.F.K. Federal Bldg. Boston, MA 02203 FTS 8-835-3624
Region II (New York, NY)	Feb. 11 - 13 *Feb. 14	Vicky Borkowsky EPA - Region II 26 Federal Plaza New York, NY 10278 FTS 8-264-1760
Region III (Philadelphia, PA)	Jan. 14 - 17 *Jan. 18 Apr. 21 - 23 *Apr. 24 Sep. 01 - 03 *Sep. 04	Monica Maio EPA - Region III (3PM-42) 841 Chestnut Building Philadelphia, PA 19107 FTS 8-597-1899
Region IV (Atlanta, GA)	Feb. 11 - 13 *Feb. 14	Ralph Armstrong EPA - Region IV 345 Courtland Street, N.E. Atlanta, GA 30365 FTS 8-257-3486
Region V (Chicago, IL)	Jan. 28 - 30 *Jan. 31 Aug. 11 - 13 *Aug. 14	Patricia Easley EPA - Region V (5MP) 230 South Dearborn Street Chicago, IL 60604 FTS 8-886-7535

* Supervisors Course

CONTRACT ADMINISTRATION FY 92 SCHEDULE (Cont'd)

<u>LOCATION</u>	<u>DATES</u>	<u>POINT OF CONTACT</u>
Region VI (Dallas, TX)	Nov. 05 - 07 *Nov. 08 May 05 - 07 *May 08	Cindy Singletary EPA - Region VI 1445 Ross Avenue, 12th Floor Dallas, TX 75202 FTS 8-255-6560
Region VII (Kansas City, KS)	May 19 - 21 *May 22	Marian Hess EPA - Region VII 726 Minnesota Avenue Kansas City, KS 66101 FTS 8-276-7041
Region VIII (Denver, CO)	Oct. 29 - 31 *Nov. 01	Pat Smedley EPA - Region VIII 999 18th Street, Suite 500 Denver, CO 80202-2405 FTS 8-330-1404
Region IX (San Francisco, CA)	Jan. 07 - 09 *Jan. 10 July 21 - 23 *July 24	Marla Lesley EPA - Region IX 75 Hawthorne Steet San Francisco, CA 94105 FTS 8-484-1544
Region X (Seattle, WA)	Mar. 17 - 19 *Mar 20	Diane Ruthruff EPA - Region X 1200 Sixth Avenue Seattle, WA 98101 FTS 8-399-7844

HEADQUARTERS SCHEDULE for FY 92/SUPERVISORS & MANAGERS

North Conference Center, Room #3 (Near WIC)	Oct. 04 Nov. 08 Dec. 06 Jan. 10 Feb. 07	Shirley Green (PM-224) EPA Institute Division 401 M Street, S.W. Washington, D.C. 20460 (202) 260-2594
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Supervisors Course

**CONTRACT ADMINISTRATION
FY 92 SCHEDULE (Cont'd)**

**HEADQUARTERS SCHEDULE
for
FY 92/SUPERVISORS & MANAGER (Cont'd)**

Mar. 06
Apr. 10
May 08
June 05
July 10
Aug. 07
Sep. 04