(b) (5)

Internal Use Only – Not for Further Distribution

(b) (5)

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(b) (5)

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Internal Use Only – Not for Further Distribution

(b) (5)

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(b) (5)

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(b) (5)

Internal Use Only – Not for Further Distribution

(b) (5)

Internal Use Only – Not for Further Distribution

(b) (5)

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EcoRights_EPA-HQ-2018-005683_2.28.20 Production00121

(b) (5)

Internal Use Only – Not for Further Distribution

(b) (5)

EcoRights_EPA-HQ-2018-005683_2.28.20 Production00123

(b) (5)

EcoRights_EPA-HQ-2018-005683_2.28.20 Production00124

(b) (5)

EcoRights_EPA-HQ-2018-005683_2.28.20 Production00125

(b) (5)

EcoRights_EPA-HQ-2018-005683_2.28.20 Production00126

(b) (5)

EcoRights_EPA-HQ-2018-005683_2.28.20 Production00127

(b) (5)

Internal Use Only – Not for Further Distribution

Internal Use Only – Not for Further Distribution

(b) (5)

EcoRights_EPA-HQ-2018-005683_2.28.20 Production00129

(b) (5)

Internal Use Only – Not for Further Distribution

EcoRights_EPA-HQ-2018-005683_2.28.20 Production00130

(b) (5)

Internal Use Only – Not for Further Distribution

(b) (5)

Internal Use Only – Not for Further Distribution

(b) (5)

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(b) (5)

[redacted]

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Fiscal Year	FTE Actuals
FY 2016	14,779
FY 2015	14,725
FY 2014	15,408
FY 2013	15,913
FY 2012	17,106
FY 2011	17,359
FY 2010	17,278
FY 2009	17,049
FY 2008	16,916
FY 2007	17,072
FY 2006	17,355
FY 2005	17,495
FY 2004	17,611
FY 2003	17,741
FY 2002	17,590
FY 2001	17,558
FY 2000	17,726
FY 1999	18,110
FY 1998	17,739
FY 1997	17,152
FY 1996	17,082
FY 1995	17,508
FY 1994	17,106
FY 1993	17,280
FY 1992	17,010
FY 1991	16,415
FY 1990	16,318
FY 1989	14,370
FY 1988	14,442
FY 1987	13,442

Program or Region	Total	Offer Made	Accepted
AO	(b) (6)		
OAR			
OARM			
OCFO			
OCSPP			
OECA			
OEI			
OGC			
OITA			
OLEM			
ORD			
OW			
Region 1			
Region 2			
Region 3			
Region 4			
Region 5			
Region 6			
Region 7			
Region 8			
Region 9			
Region 10			
Total			

(b) (5)

Withdrew	Not Eligible	Declined	Separated
(b) (6)			

Jackson, Ryan

From: Vizian, Donna
Sent: Thursday, August 10, 2017 5:48 PM
To: Jackson, Ryan; Flynn, Mike; Bloom, David
Cc: Showman, John
Subject: VERA VSIP Progress Report

This week, we added columns to provide information on offers made, accepted, declined and actual separations. Please note that a person is only counted once across these categories. FTE utilization will be updated next week. Please let me know if you have any questions.

AA Ship/Region	App. Received	Eligible	Not Eligible	Withdrew	Wait List*	Offer Made	Accepted	Declined	Separ
AO					(b) (6)				
OAR									
OARM									
OCFO									
OCSPP									
OECA									
OEI									
OGC									
OITA									
OLEM									
ORD									
OW									
Region 1									
Region 10									
Region 2									
Region 3									
Region 4									
Region 5									
Region 6									
Region 7									
Region 8									
Region 9									
Total									

Projected FY18 FTE Utilization based on current on-boards as of July 26th: **14,894.7**
Current FTE Ceiling: **15,408**
Difference: **513.4**

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Jackson, Ryan

From: Vizian, Donna
Sent: Thursday, August 3, 2017 5:46 PM
To: Jackson, Ryan
Cc: Flynn, Mike; Bloom, David
Subject: V/V Status

Hi Ryan,

Below is the 1st weekly tracking report. We will send these every Thursday. As you can see, my staff have one application still under review. Also, we are waiting to hear from OPM regarding our request for flexibility to live within the overall cap. We will also provide information on offers accepted and separations once we start that part of the process. Also below, OCFO has provided information on how our current on-board count translates into FTE utilization for FY18. This can serve as the basis for messaging going forward. Since FTE utilization is calculated using payroll information, it can be done once a pay period. Please let me know if this works for you.

Thanks
Donna

AA Ship/Region	App. Received	Under Review	Eligible	Not Eligible	Withc
AO			(b) (6)		
OAR					
OARM					
OCFO					
OCSPP					
OECA					
OEI					
OGC					
OITA					
OLEM					
ORD					
OW					
Region 1					
Region 10					
Region 2					
Region 3					
Region 4					
Region 5					
Region 6					
Region 7					

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Region 8	(b) (6)
Region 9	
Total	

Projected FY18 FTE Utilization based on current on-boards as of July 26th: **14,894.7**
Current FTE Ceiling: **15,408**
Difference: **513.4**

(b) (5)

***Wait List-** More eligible employees than slots available based on the current allotment. If pending flexibility requested of OPM approved this number will reduce significantly.

(b) (5)

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Flynn, Mike

VERA/VSIP

From: Showman, John
Sent: Thursday, July 27, 2017 8:29 AM
To: Flynn, Mike; Bloom, David; Terris, Carol; Vizian, Donna; Hart, Debbi
Subject: VERA VSIP Applications Received - Final Number

Here are the final numbers ...

The final VERA/VSIP numbers are below.

483 VERA/VSIP applications have been received agency-wide.
Below is the breakdown by SSC and then by Program/Region.

ALL by HR SSC

HR Shared Service Center	Total
Cincinnati	(b) (6)
ERD	
Las Vegas	
RTP	
	Total: (b) (6)

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Program or Region	Total
AO	(b) (6)
OAR	
OARM	
OCFO	
OCSPP	
OECA	
OEI	
OGC	
OITA	
OLEM	
ORD	
OW	
Region 1	
Region 10	
Region 2	
Region 3	
Region 4	
Region 5	
Region 6	
Region 7	
Region 8	
Region 9	

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EPA EMPLOYEE INFORMATION

July 27, 2017

On Board Employee Count:

April 2017	Permanent:	14,985
	Temporary:	234
	TOTAL:	15,219 (379 are Part-time)
July 2017	Permanent:	14,860
	Temporary:	222
	TOTAL:	15,082 (321 are Part-time)

On-Board Employee Count has decreased by 137 since April 3rd

On Board FTE Utilization (as of PP21): 14,894.7 (includes reimbursable)

VERA/VSIP Applications Received: 483

Onboard FTE as of 7/26/17 vs FY 2017 Enacted FTE Ceiling

Includes Reimbursable and Fee Funded FTE

RPIO	2017 ENA FTE	Onboard FTE as of 7/26/17	Delta
OA	391.4	366.5	(24.9)
OAR	1,145.3	1,131.5	(13.8)
OARM	735.4	678.4	(57.0)
OCFO	344.4	310.3	(34.1)
OCSPP	1,001.8	1,006.0	4.2
OECA	768.3	703.0	(65.3)
OEI	396.3	341.2	(55.1)
OGC	229.8	220.4	(9.4)
OIG	318.1	271.0	(47.1)
OITA	80.3	72.5	(7.8)
OLEM	502.9	487.3	(15.6)
ORD	1,703.9	1,668.6	(35.3)
OW	582.4	577.9	(4.5)
R01	590.1	539.3	(50.8)
R02	783.6	765.3	(18.3)
R03	782.5	810.7	28.2
R04	945.6	893.7	(51.9)
R05	1,077.3	1,051.4	(25.9)
R06	755.5	731.8	(23.7)
R07	496.6	497.6	1.0
R08	527.5	518.1	(9.4)
R09	717.8	719.0	1.2
R10	531.3	533.2	1.9
Grand Total	**15,408.1**	**14,894.7**	**(513.4)**

Overview of EPA's Voluntary Early Retirement Authority and Voluntary Separation Incentive Payments Programs 2014-2017

(b) (5)

(b) (5)

Jackson, Ryan

From: Vizian, Donna
Sent: Friday, September 22, 2017 12:36 PM
To: Jackson, Ryan
Cc: Bloom, David; Cooper, Marian; Flynn, Mike; Darwin, Henry
Subject: RE:

Ryan,

Below is the answer to your questions. Please let me know if you need anything else.

Donna

From: Jackson, Ryan
Sent: Friday, September 22, 2017 9:01 AM
To: Vizian, Donna <Vizian.Donna@epa.gov>
Cc: Bloom, David <Bloom.David@epa.gov>
Subject: RE:

(b) (5)

From: Vizian, Donna
Sent: Thursday, September 21, 2017 11:20 PM
To: Jackson, Ryan <jackson.ryan@epa.gov>
Cc: Bloom, David <Bloom.David@epa.gov>
Subject: Re:

Ryan I will get you the information tomorrow. The cost is likely because it includes the annual leave payout. I've asked if we can get it broken down between incentive payment and annual leave.

On Sep 21, 2017, at 4:21 PM, Jackson, Ryan <jackson.ryan@epa.gov> wrote:

> Thanks so much for the package of information. Really great. I've provided a copy of it to Henry too.
>
> Three questions:
>
> - (b) (5)

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- (b) (5)
- (b) (5)

You also asked for position information for the 2 previous programs(keep in mind that neither included as many offices as this time):

(b) (5)

Ryan Jackson
Chief of Staff
U.S. Environmental Protection Agency
(202) 564-6999

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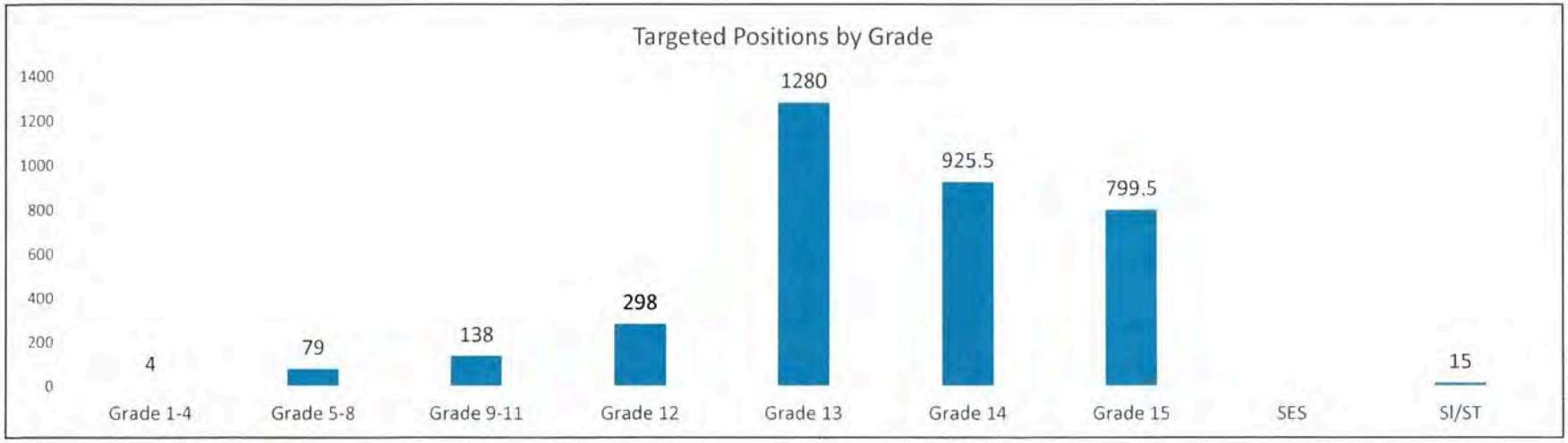
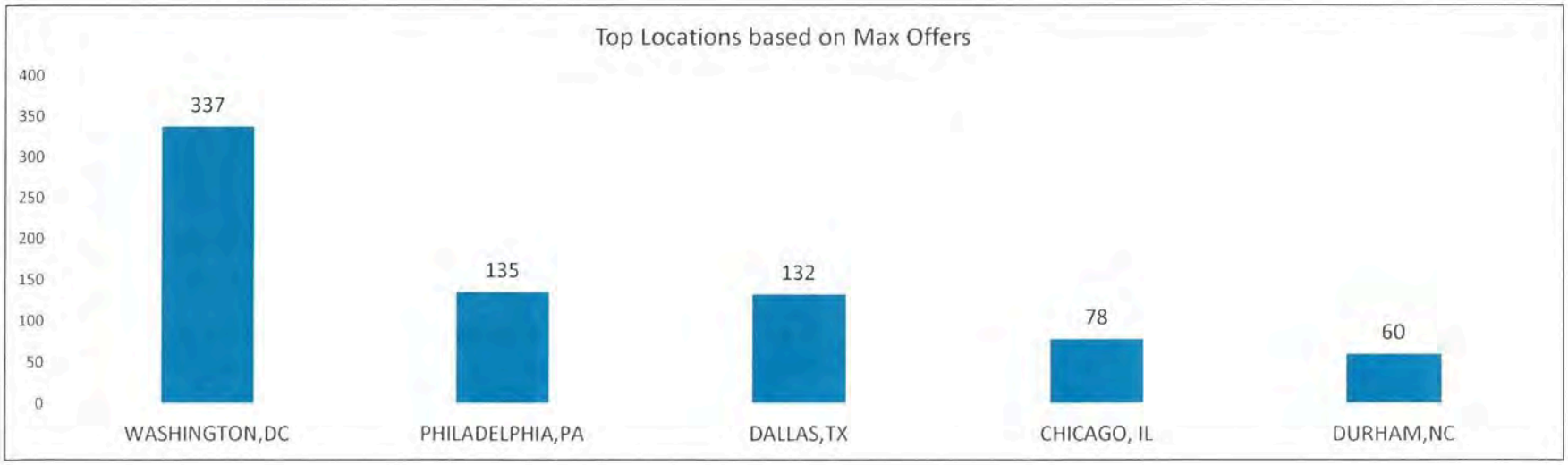
VERA/VSIP SUMMARY

- Max Offer = 8% of total workforce
- Targeted Positions = 25% of total workforce
- Office/Region with highest percentage of maximum offers: Region 6, Region3, OLEM, AO and OARM
- Office/Region with lowest percentage of maximum offers: OGC, Region 8, OAR, Region 4 and Region 9
- Most impactful "Theme": Restructure or reduce highly graded supervisory and non-supervisory positions (4% of the workforce)

Attachment 1

EcoRights_EPA-HQ-2018-005683_2.28.20 Production00150





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VERA/VSIP AA/RAship IMPACTS

	Non-term/Non-Student Employees	Targeted Postions	Targeted Positions as % of Workforce	Max Offers	Max Offers as % of Workforce
OGC					
Region 8					
OAR					
Region 4					
Region 9					
Region 10					
Region 2					
OCSPP					
OW					
Region 1					
OITA					
OECA					
Region 5					
OCFO					
OEI					
Region 7					
ORD					
OARM					
AO					
OLEM					
Region 3					
Region 6					
EPA					

(b) (6)

Request for Voluntary Early Retirement Authority (VERA)

Agency: U.S. Environmental Protection Agency

Covered Component(s): Twenty-two program and regio nal offices

1. State the reason(s) why the authority is needed. (Describe the situation that will result in an excess of personnel because of substantial delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping.) Briefly explain in 250 words or less.

As part of the agency's ongoing efforts to improve overall efficiency and effectiveness, the EPA is seeking to reduce, restructure and reshape its various program and regional offices. The agency's drive for greater efficacy focused on the following themes: delayering to increase our staff to supervisor ratio; consolidation/reduction of administrative or support functions; restructuring or reducing highly graded supervisory and non-supervisory positions; restructuring to focus on core business functions (administrative support); restructuring to focus on STEM/programmatic priorities; and consolidating and streamlining functions, activities, and/or reducing the number of our current programs. VERA will be offered to all regional offices and program offices except the Office of Inspector General (22 total offices). Please see attachments for each office's business case, budget information and specific information on targeted positions for offices based on location, series and grade. All offers are subject to funding availability.

2. Provide the anticipated effective date of the delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping described above in item #1..... 11/01/2017

3. Identify the time period during which the agency plans to offer VERA (end date)..... 10/31/2017

For the following items, if you are requesting VERA for only a part of your organization, provide the data for that portion of the organization only. Do not provide numbers for the entire organization.

4. Provide the total number of permanent employees in the agency or covered component(s)..... 14,524

5. Provide the total number of permanent employees in the agency or covered component(s) that are expected to be involuntarily separated, downgraded, transferred, or reassigned as a result of the situation described above in item #1..... 405

6. Provide the total number of employees in the agency or covered component(s) who are eligible for voluntary early retirement. (*Do not include employees eligible for optional retirement.*)..... 3,654

7. Provide an estimate of the number of employees in the agency or covered component(s) who are expected to take voluntary early retirement..... 195

8. Select the types of personnel actions that are anticipated to be necessary without VERA (based on the reason(s) described above in item #1.) (*Check all that apply*)

- [x] Downgrades
- [x] Transfers
- [ ] Reduction in Force
- [x] Attrition to mitigate the need for involuntary actions
- [x] Reassignment of staff to other organizations/functions
- [x] Other Details

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Agency: U.S. Environmental Protection Agency

Agency Contact Information & Signature of Requesting Official (Agency Head or Designee)

Name: Loretta Hunt Email: hunt.loretta@epa.gov Phone: (202) 564-6963

Requesting Official's Name: Donna J. Vizian Requesting Official's Title: Acting Assistant Administrator, OARM

Requesting Official's Signature (or attach signed cover memo): Date: 07/07/2017

OPM Decision (OPM Use Only)

☑ Approved ☐ Disapproved

VERA Authorization #: 2017-003 Approval Period: 7-10-2017 to 10-31-2017

Approving Official's Name: Kimberly A. Holden Approving Official's Title: Deputy Associate Director

Approving Official's Signature: Date: 7-10-2017

Please submit to:

Mailing Address: Deputy Associate Director
Recruitment and Hiring
U.S. Office of Personnel Management
1900 E Street, NW
Room 6500
Washington, DC 20415

Email: employ@opm.gov

FAX: 202-606-4430

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Request for Voluntary Separation Incentive Payments (VSIP)

Agency: U.S. Environmental Protection Agency

Covered Component(s): Twenty-two program and regional offices

1. Identify the time period during which VSIPs may be paid (end date)..... 10/31/2017
2. Identify the maximum number of VSIPs to be paid..... 1,227
3. Identify the maximum amount to be offered (up to $25,000)..... $ 25,000
4. Describe how the organization will operate without the eliminated/restructured positions and functions. Briefly explain in 250 words or less.

The EPA conducted a thorough examination of each of its program and regional offices through the lens of improving the overall efficiency and effectiveness of its programs. Through use of the VSIP authority, the EPA is seeking to reduce, restructure and reshape its various program and regional offices according to the following themes: delayering to increase our staff to supervisor ratio; consolidation/reduction of administrative or support functions; restructuring or reducing highly graded supervisory and non-supervisory positions; restructuring to focus on core business functions (administrative support); restructuring to focus on STEM/programmatic priorities; and consolidating and streamlining functions, activities, and/or reducing the number of our current programs. VSIP will be offered to all regional offices and program offices except the Office of Inspector General (22 total offices). The agency will: reassign higher graded work to remaining higher graded staff; consolidate functions to achieve efficiency and reduce redundancy; restructure positions so that people with the necessary skills can be hired to meet its current needs, mission and goals (often at lower full performance levels); and better utilize technology which will allow for streamlining of various functions and activities. Please see attachments for each office's business case, budget information and specific information on targeted positions for offices based on location, series and grade. All buyout offers are subject to funding availability.

5. Provide a current and proposed organizational chart showing the expected changes to the organization's structure after completing the VSIP plan..... ☑ Attached
6. If the agency is requesting, or will request, VERA, briefly describe how that authority will be used in conjunction with VSIP.

Offering VERA is more appealing than VSIP alone and most likely will help the agency achieve the voluntary separations needed to reduce, restructure and reshape its workforce.

7. If also offering VSIPs under another statutory authority, briefly describe how VSIPs are being used under that authority.

Not applicable.

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Agency: U.S. Environmental Protection Agency

Agency Contact Information & Signature of Requesting Official

Name: Loretta Hunt Email: hunt.loretta@epa.gov Phone: (202) 564-6963

Name of Requesting Official: Donna J. Vizian Title of Requesting Official: Acting Assistant Administrator, OARM

Signature of Requesting Official (or attach signed cover memo): Date: 07/07/2017

OMB Concurrence (OMB Use Only)

[X] Concur [ ] Do Not Concur

OMB Official's Name: Mike Hickey OMB Official's Title: Chief, Environment Branch

OMB Official's Signature: Date:

OPM Decision (OPM Use Only)

[✓] Approved [ ] Disapproved

VSIP Authorization #: 2017-018 Approval Period: 7-10-2017 to 10-31-2017

Approving Official's Name: Kimberly A. Holden Approving Official's Title: Deputy Associate Director

Approving Official's Signature: Date: 7-10-2017

Please submit to:

Mailing Address: Deputy Associate Director
Recruitment and Hiring
U.S. Office of Personnel Management
1900 E Street, NW
Room 6500
Washington, DC 20415

Email: employ@opm.gov

FAX: 202-606-4430

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INSTRUCTIONS FOR USE OF VOLUNTARY SEPARATION INCENTIVE PAYMENT (VSIP) AUTHORITY

1. Coverage. You may offer VSIPs to employees covered by the geographic area(s), organization(s), series, and/or grade(s), or other qualifying factors specified in the approved VSIP plan. You may offer VSIPs only to employees who are serving under appointments without time limitation and who have been currently employed by the Federal Government for a continuous period of at least 3 years. **See section 3521(2)(B) of title 5, United States Code (U.S.C.), for a list of employees who are ineligible to receive a VSIP.**

2. Open Periods. You may establish the periods during which you will offer VSIP. You may establish these periods for any duration covered by this authority. You may limit window periods by establishing an opening and closing date or a specified number of VSIP applications received. You must announce to your employees the inclusions and/or exclusions you intend to use whenever you offer VSIP. You may subsequently establish and publicize a revised closing date, or a revised number of applications to be received, if a change in management's need to offer VSIP occurs. The revised closing date, or number of applications to be received, may be applicable to the entire authority or only to employees in specific organizational unit(s), occupational series or level(s), or geographic area(s) covered by the authority. The notice of the revised closing date or number of applications to be received must be publicized in the same manner and to the same group(s) of employees as the original notice.

3. Changes. You must notify OPM if, at any time, further use of this VSIP authority will no longer accomplish the objectives stated in the approved plan. OPM may suspend or terminate a VSIP authority if we determine that your agency is not operating its VSIP program in a manner consistent with applicable laws or regulatory requirements.

4. Limit on payments. Section 3523(b)(3) of title 5, U.S.C., provides that VSIPs shall be equal to the lesser of:

   (A) the severance pay an employee would have received under 5 U.S.C. 5595(c), or
   (B) an amount to be determined by the agency head, not to exceed $25,000.

5. Personnel Processing. Refer to Rule 30 on page 29-8 of Chapter 29 of the Guide to Processing Personnel Actions. The nature of action code is 825, the authority code is ZAA, and the authority is Public Law 107-296. See note 1 concerning documenting the separation incentive and the retirement or resignation on the same Standard Form (SF) 50. The SF 50 should be annotated with the VSIP authority number, 2017-018.

6. Retirement and Insurance Issues. Those retiring in conjunction with this authority must have been covered under the Federal Employees Health Benefits (FEHB) and Federal Employees' Group Life Insurance (FEGLI) programs (1) for the last 5 years of their Federal civilian service in order to continue such coverage in retirement, or (2) if less than 5 years, for all service since the employee was eligible for these benefits unless these requirements are waived.

Enclosure 1

For FEHB only, OPM will grant pre-approved waivers to employees who have been:

- Covered under the FEHB Program continuously since the beginning date of the agency's latest statutory VSIP authority, or OPM-approved VSIP or VERA authority, and
- Retire during the statutory VSIP or OPM-approved VSIP/VERA period; and
- Receive a VSIP; or
- Take early optional retirement; or
- Take discontinued service retirement based on an involuntary separation due to RIF, directed reassignment, reclassification to a lower grade, or abolishment of position.

Employees who meet these requirements do not need to write a letter requesting a waiver. Instead, agencies must attach a memorandum to the employee's retirement application stating that the employee meets the requirements for a pre-approved waiver by OPM as set forth in these instructions. Please provide the Public Law number granting your agency VSIP authority or the VSIP or VERA approval number that OPM assigned to your agency. Also include the beginning and ending dates of your agency's VSIP or VERA period.

Some employees who retire during a VSIP or VERA period may not be eligible for a pre-approved waiver. These include employees who retire on a regular optional retirement but were not offered a VSIP. Employees who do not qualify for a pre-approved waiver may request a waiver on a case-by-case basis by asking OPM to waive the participation requirement in their case. OPM, in its discretion, may grant waivers in appropriate cases.

These employees should send OPM the following information:

- Explanation of why the employee believes OPM should consider granting a waiver (e.g., why employee cannot meet the 5-year requirement or why meeting it would be harmful);
- All health benefit enrollment forms (SF 2809's and SF 2810's) or electronic enrollment verification;
- Service history SF 2801-1 for CSRS or SF 3107-1 for FERS;
- Proof of coverage under CHAMPUS/TRICARE;
- Copy of agency VSIP authority or VERA letter from OPM;
- Retirement date; and
- If an employee or a family member has a medical condition that is a factor in the decision to retire, include any medical documentation the employee wants OPM to consider.

The employee should send the waiver request to the following address:

Office of Personnel Management
Retirement and Benefits
Retirement Benefits Branch
1900 E Street, NW
Washington, DC 20415-3532
Fax: 202-606-1640 or 202-606-4237

7. Reemployment with the Federal Government. Section 3524(b) of title 5, U.S.C., requires repayment of the gross amount of a VSIP if the former employee accepts any employment for compensation with the Government of the United States within 5 years of the date of the

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separation on which the payment is based. The individual must repay the entire amount of the VSIP to the agency that paid the VSIP before the individual's first day of reemployment. The Director of the Office of Personnel Management may, at the request of the head of the agency, waive the buyout repayment required if:

(A) the individual involved possesses unique abilities and is the only qualified applicant available for the position; or
(B) in case of an emergency involving a direct threat to life or property, the individual has skills directly related to resolving the emergency, and will serve on a temporary basis only so long as that individual's services are made necessary by the emergency.

8. Personal Services and Other Direct Contracts. Section 3524(b) of title 5, U.S.C., also requires repayment of the gross amount of a VSIP if the former employee provides services for the Government of the United States under a personal services contract, or other direct contract, within 5 years of separating with an incentive payment. Section 37.104 of title 48, Code of Federal Regulations, defines "personal services contract." An individual who separated for an incentive payment should contact the legal staff of the agency that is offering the contract for an interpretation of whether the repayment provisions would apply to the proposed contract.

9. General. Please ensure that agency managers or employees do not coerce employees who are eligible for VSIP. Be sure to include employees who are eligible for VSIP and retirement in your regular retirement counseling activities.

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INSTRUCTIONS FOR USE OF VOLUNTARY EARLY RETIREMENT AUTHORITY (VERA)

1. Coverage. You may determine the coverage of offers to eligible employees under this authority based on any combination of organizational components, geographic areas, occupational series or levels, or other non-personal and objective factors, within the parameters of the approved VERA plan. This authority covers all eligible employees in the organization identified in the VERA plan, with the exception of:

(a) Employees who have not been continuously on the agency's rolls since at least 30 days before the date of your request, July 7, 2017;
(b) Employees serving under time-limited appointments; and
(c) Employees in receipt of a decision of involuntary separation for misconduct or unsatisfactory performance.

2. Open Periods. You may establish early retirement window periods during which early retirements may be offered. These window periods may be established for any duration covered by this authority. You may limit window periods only by an established opening and closing date or by receipt of a specified number of early retirement applications. The manner of the limitation must be announced to employees at the time of the initial offer. You may subsequently establish and publicize a revised closing date, or a revised number of applications, when a change in management's need to offer voluntary early retirement has occurred. The revised closing date, or number of applications, may be applicable to the entire authority or only to employees in specific organizational unit(s), occupational series or level(s), or geographic area(s). The notice of the revised closing date or number of applications must be publicized in the same manner and to the same group(s) of employees as the original notice.

3. Scope of Authority. In granting this VERA, OPM recognizes your need to offer voluntary early retirement to a specific group of employees within your organization for a specific period of time. The authority does not extend outside the scope of your request. We have granted this authority based on information concerning the number of excess employees in your agency, the number of employees eligible for voluntary early retirement, and the number of employees expected to exercise the early retirement option. You must use early retirements only to the extent necessary to achieve the reductions in your workforce outlined in your request.

4. Changes. You must notify OPM if, at any time, further use of voluntary early retirement will no longer accomplish the objectives stated in your request. OPM may suspend or terminate an authority if OPM determines that your agency is no longer undergoing the major reorganization, major reduction in force, or major transfer of function that formed the basis for approval of the authority. Also, OPM may suspend or terminate this authority if your agency is not operating its early retirement program in a manner consistent with applicable laws or regulatory requirements.

Enclosure 2

5. Limiting Retirements. If you find that you must limit voluntary early retirements among your employees, you may adopt any fair and objective methods and criteria for approving applications that you believe are necessary.

6. General. Please ensure that agency managers or employees do not coerce employees who are eligible for voluntary early retirement. Be sure to include employees who are eligible for voluntary early retirement in your regular retirement counseling activities.

7. Retirement and Insurance Issues. Those retiring in conjunction with this authority must have been covered under the Federal Employees Health Benefits (FEHB) and Federal Employees' Group Life Insurance (FEGLI) programs (1) for the last 5 years of their Federal civilian service in order to continue such coverage in retirement, or (2) if less than 5 years, for all service since the employee was eligible for these benefits unless these requirements are waived.

For FEHB only, OPM will grant pre-approved waivers to employees who have been:

- Covered under the FEHB Program continuously since the beginning date of the agency's latest statutory VSIP authority, or OPM-approved VSIP or VERA authority, and
- Retire during the statutory VSIP or OPM-approved VSIP/VERA period; and
- Receive a VSIP; or
- Take early optional retirement; or
- Take discontinued service retirement based on an involuntary separation due to RIF, directed reassignment, reclassification to a lower grade, or abolishment of position.

Employees who meet these requirements do not need to write a letter requesting a waiver. Instead, agencies must attach a memorandum to the employee's retirement application stating that the employee meets the requirements for a pre-approved waiver by OPM as set forth in these instructions. Please provide the Public Law number granting your agency VSIP authority or the VSIP or VERA approval number that OPM assigned to your agency. Also include the beginning and ending dates of your agency's VSIP or VERA period.

Some employees who retire during a VSIP or VERA period may not be eligible for a pre-approved waiver. These include employees who retire on a regular optional retirement but were not offered a VSIP. Employees who do not qualify for a pre-approved waiver may request a waiver on a case-by-case basis by asking OPM to waive the participation requirement in their case. OPM, in its discretion, may grant waivers in appropriate cases.

These employees should send OPM the following information:

- Explanation of why the employee believes OPM should consider granting a waiver (e.g., why employee cannot meet the 5-year requirement or why meeting it would be harmful);
- All health benefit enrollment forms (SF 2809's and SF 2810's) or electronic enrollment verification;
- Service history SF 2801-1 for CSRS or SF 3107-1 for FERS;

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- Proof of coverage under CHAMPUS/TRICARE;
- Copy of agency VSIP or VERA authority letter from OPM;
- Retirement date; and
- If an employee or a family member has a medical condition that is a factor in the decision to retire, include any medical documentation the employee wants OPM to consider.

The employee should send the waiver request to the following address:

U.S. Office of Personnel Management
Retirement and Benefits
Retirement Benefits Branch
1900 E Street, NW
Washington, DC 20415-3532
Fax: 202-606-1640 or 202-606-4931

For each voluntary retirement, the individual retirement record [Standard Form 2806 for Civil Service Retirement System (CSRS) or Standard Form 3100 for Federal Employees Retirement System (FERS)] must show the appropriate CSRS or FERS authority. A statement similar to the following should appear in the last line of the service history portion of the form: RET 5 U.S.C. 8336(d)(2), or RET 5 U.S.C. 8414(b)(1)(B); OPM authority number: 2017-003.

8. Personnel Processing. The following nature of action codes should be used on the Standard Forms 50 used to separate employees who are retiring under this authority:

Block	Code-CSRS	Code-FERS
5-A	303	303
5-B	Retirement-Special Option	same as CSRS
5-C	V3P	USM
5-D	5 U.S.C. 8336(d)(2)	5 U.S.C. Chapter 84
5-E	AZM	same as CSRS
5-F	OPM 2017-003	same as CSRS

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UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
WASHINGTON, D.C. 20460
August 9, 2017

OFFICE OF
ADMINISTRATION
AND RESOURCES
MANAGEMENT

Ms. Kimberly Holden
Deputy Associate Director, Recruitment and Hiring
Employee Services
U.S. Office of Personnel Management
1900 E Street, NW
Washington, DC 20415

Dear Ms. Holden:

The U.S. Environmental Protection Agency requests to amend its Voluntary Early Retirement Authority #2017-003 and Voluntary Separation Incentive Payments Authority #2017-018. The targeted position data for the Office of Water mistakenly identified a 0344 position (Management and Program Clerical and Assistance series) as being in the Office of Ground Water and Drinking Water when the position is actually in the Office of Wetlands, Oceans and Watersheds. A revised list of targeted positions for OW is attached for your review and concurrence. Row 41 identifies the corrected location, series and grade for the targeted 344 position.

Thank you in advance for your assistance with this matter. If you have any questions or concerns regarding this matter, please do not hesitate to contact me at (202) 564-6963 (hunt.loretta@epa.gov), or Debbi Hart, division director, Policy, Planning and Training Division, at (202) 564-2011 (hart.debbi@epa.gov).

Sincerely,

Loretta L. Hunt
Chief, Policy and Accountability Branch
Policy, Planning and Training Division
Office of Human Resources

Enclosure

cc: Donna Vizian, OARM
Mike Hickey, OMB
Linda Gray, OHR

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Robert Stevens, OW
Lizabeth Engebretson, HR Shared Service Center – Las Vegas
Debbi Hart, PPTD

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT
Washington, DC 20415

Employee Services

AUG 2 1 2017

Ms. Donna J. Vizian
Acting Assistant Administrator
Office of Administration
and Resources Management
1200 Pennsylvania Avenue, N.W.
U.S. Environmental Protection Agency
Washington, DC 20460

Dear Ms. Vizian:

The U.S. Office of Personnel Management (OPM) has approved your August 9, 2017, request, as augmented by the clarifying information in Ms. Loretta Hunt's email dated August 9, 2017, to amend the U.S. Environmental Protection Agency (EPA) Voluntary Early Retirement Authority (VERA) number 2017-003 and Voluntary Separation Incentive Payment (VSIP) number 2017-018.

Per your request, EPA's VERA and VSIP authorities are amended to correct the offices in the Office of Water from the Office of Ground Water and Drinking Water to the Office of Wetlands, Oceans and Watersheds for the GS-0344, Management and Program Clerical and Assistance position, identified in the attachment to your August 9, 2017 request.

This approval is Addendum 1 to VERA number 2017-003 and VSIP authority number 2017-018. Except for the change identified above, all other conditions and instructions included with the approval of these authorities dated July 10, 2017, remain in effect, e.g., the number of authorized VSIPs remains at 1,227 and the authorities expire October 31, 2017.

Please address any questions concerning this addendum to Gregory Snowden on 202-606-1155 or by email at gregory.snowden@opm.gov.

Sincerely,

Kimberly A. Holden
Deputy Associate Director
Recruitment and Hiring

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Attachment 5

U.S. ENVIRONMENTAL PROTECTION AGENCY

OFFICE OF INSPECTOR GENERAL

Spending Taxpayer Dollars

EPA's 2014 Early-Out and Buyout Activities Aided Workforce Restructuring Goals, and Continued Monitoring of Progress Can Show Value of Restructuring

Report No. 17-P-0140 **March 23, 2017**

Report Contributors:

Tim Roach
Rodney Rice
Ben Beeson
Leon Carter
Eric Lewis

CFR	Code of Federal Regulations
EPA	U.S. Environmental Protection Agency
FTE	Full-Time Equivalent
FY	Fiscal Year
OARM	Office of Administration and Resources Management
OECA	Office of Enforcement and Compliance Assurance
OHR	Office of Human Resources
OIG	Office of Inspector General
OPM	U.S. Office of Personnel Management
OW	Office of Water
U.S.C.	United States Code
VERA	Voluntary Early Retirement Authority
VSIP	Voluntary Separation Incentive Payment

Cover image: An illustration of early-out/buyout incentives and related annual leave paid in 2014 as a result of VERA-VSIP activities. (EPA OIG image)

Are you aware of fraud, waste or abuse in an EPA program?

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1200 Pennsylvania Avenue, NW (2431T)
Washington, DC 20460
(888) 546-8740
(202) 566-2599 (fax)
OIG_Hotline@epa.gov

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Washington, DC 20460
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U.S. Environmental Protection Agency
Office of Inspector General

17-P-0140
March 23, 2017

At a Glance

Why We Did This Review

This report addresses the U.S. Environmental Protection Agency's (EPA's) progress toward workforce restructuring goals after EPA employees accepted payments of up to $25,000 in 2014 to separate from federal employment. The U.S. Office of Personnel Management (OPM) gave the EPA buyout authority through Voluntary Early Retirement Authority (VERA, or "early out") and Voluntary Separation Incentive Payment Authority (VSIP, or "buyout") so it could downsize and restructure its workforce. Once an agency's VERA-VSIP plan gets approved, the agency should administer the VERA-VSIP plan as approved by OPM.

The EPA paid $11.3 million in incentives in 2014 to get 456 employees to voluntarily leave the agency. EPA's other VERA-VSIP goals included reducing surplus positions, decreasing the staff-per-supervisor ratio, and reducing the pay grades of targeted positions.

This report addresses the following EPA goal or cross-agency strategy:

- *Embracing EPA as a high-performing organization.*

Send all inquiries to our public affairs office at (202) 566-2391 or visit www.epa.gov/oig.

Listing of OIG reports.

EPA's 2014 Early-Out and Buyout Activities Aided Workforce Restructuring Goals, and Continued Monitoring of Progress Can Show Value of Restructuring

What We Found

The EPA used its VERA-VSIP authority to buy out employees in certain targeted positions. This helped the agency accomplish certain restructuring goals, including reducing the size of program and regional offices, reducing the number of highly graded positions, and eliminating surplus positions.

Monitoring results of workforce restructuring activities informs decisions about the value and benefits of employee buyout incentives.

Although progress has been made in filling positions designated for restructuring under VERA-VSIP, not all workforce restructuring goals had been achieved at the time we concluded our review. Two of five EPA organizations we reviewed reported that all the VERA-VSIP-vacated positions planned for restructuring had been filled. Overall, approximately 80 percent of the positions (57 of 73) in our sample targeted for restructuring had been filled.

Other VERA-VSIP goals—such as increasing the number of staff per supervisor and obtaining staff with new skill sets—were also not complete at the time we concluded our review. Further, there are limitations in determining whether goals for increasing the staff-per-supervisor ratio and changing organizational structure were met, because some EPA organizations did not specify a metric for their goals or an identifiable end point for restructuring. Specific metrics were not required by OPM.

The EPA complied with OPM's reporting requirements during and immediately after the completion of the early-outs and buyouts. In addition, the agency developed "hiring templates," which were designed to track the status of positions vacated through the buyouts, so that positions targeted for elimination were not refilled and positions targeted for restructuring were filled using different position descriptions. However, the agency did not have a system to monitor its progress in achieving all of the remaining VERA-VSIP goals. As a result, the agency could not assess the overall impact, effectiveness and value of VERA-VSIP as a workforce restructuring tool.

Recommendations and Agency Corrective Actions

We made two recommendations to the Assistant Administrator for Administration and Resources Management to monitor the remaining VERA-VSIP activities and determine the value of VERA-VSIP as a workforce tool. The Office of Administration and Resources Management concurred with both recommendations and provided sufficient corrective actions, which have been completed.

UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
WASHINGTON, D.C. 20460

THE INSPECTOR GENERAL

March 23, 2017

MEMORANDUM

SUBJECT: EPA's 2014 Early-Out and Buyout Activities Aided Workforce Restructuring Goals, and Continued Monitoring of Progress Can Show Value of Restructuring
Report No. 17-P-0140

FROM: Arthur A. Elkins Jr.

TO: Donna Vizian, Acting Assistant Administrator
Office of Administration and Resources Management

This is our report on the review conducted by the Office of Inspector General (OIG) of the U.S. Environmental Protection Agency (EPA). The project number for this review was OPE-FY14-0049. This report contains findings that describe the problems the OIG has identified and corrective actions the OIG recommends. This report represents the opinion of the OIG and does not necessarily represent the final EPA position. Final determinations on matters in this report will be made by EPA managers in accordance with established audit resolution procedures.

Action Required

In accordance with EPA Manual 2750, you provided acceptable corrective actions and milestone dates for Recommendations 1 and 2. Both recommendations are considered resolved and closed. You are not required to provide a written response to this final report. Should you choose to provide a final response, we will post your response on the OIG's public website, along with our memorandum commenting on your response. Your response should be provided as an Adobe PDF file that complies with the accessibility requirements of Section 508 of the Rehabilitation Act of 1973, as amended. The final response should not contain data that you do not want to be released to the public; if your response contains such data, you should identify the data for redaction or removal along with corresponding justification.

We will post this report to our website at www.epa.gov/oig.

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Chapter 1
Introduction

Purpose

We reviewed actions taken by the U.S. Environmental Protection Agency (EPA) for its fiscal year (FY) 2014 Voluntary Early Retirement Authority (VERA) and Voluntary Separation Incentive Program (VSIP) activities to assess agency workforce restructuring progress. We addressed four questions:

1. What workforce restructuring goals were identified by program and regional offices?
2. How consistent were these goals across the agency?
3. What progress have the offices made in executing their restructuring plans?
4. Did the major offices achieve their goals in restructuring the organization?

Background

On December 12, 2013, the Deputy Administrator announced that EPA offices were planning to use early-outs (under VERA) and buyouts (under VSIP) to realign their workforces to meet changing mission requirements and move toward new models of work. According to the announcement, over the prior year, due to resource constraints, the EPA had been operating under a series of temporary hiring policies to carefully manage its workforce and payroll by not filling all positions vacated when people left the agency. The December 2013 announcement noted this approach was difficult to manage because of the unpredictable nature of attrition. Further, it challenged the EPA's ability to acquire new talent, build diversity in its staff, develop new skills, and provide all of the necessary tools to do the job of protecting human health and the environment.

VERA and VSIP are options for increasing voluntary attrition in agencies that are downsizing or restructuring. With U.S. Office of Personnel Management (OPM) approval, federal agencies can grant early-outs to temporarily lower the age and service requirements to increase the number of employees eligible for retirement from the federal government. Similarly, with OPM approval,

Several conditions apply to a VERA-VSIP plan. Specifically:

1. **The plan must include identification of the specific positions to be reduced or eliminated by organizational unit, geographic location, occupational series, grade level, and any other factors related to the position.**
2. **Only positions to be restructured in the approved plan may be refilled.**
3. **Agencies are required to administer the plan as approved.**
4. **Only OPM can approve amendments.**

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agencies can grant buyouts—lump-sum payments of up to $25,000 to each employee—as an incentive to voluntarily leave the federal government. Section 1313 of the Chief Human Capital Officers Act of 2002 authorized VERA and VSIP options as regulated by OPM and codified in Title 5 U.S.C. (For VERA, see 5 U.S.C. §§ 8336(d)(2) and 8414(b)(1)(B); for VSIP, see 5 U.S.C. §§ 3521 and 3525.)

According to CFR 576.102(a)(1), a plan submitted to OPM by the head of an agency, or his or her specific designee, must include identification of the specific positions and functions to be reduced or eliminated—identified by organizational unit, geographic location, occupational series, grade level, and any other factors related to the position. The OPM human resources specialist we interviewed stated that only restructured positions under the approved plan can be refilled. Further, once an agency's VERA-VSIP plan gets approved, the agency is required to administer the VERA-VSIP plan as approved. Only OPM can approve amendments that revise the dates and targeted positions listed in the original approved plan after consultation with the Office of Management and Budget.

Besides eliminating positions, OPM interprets the VERA-VSIP to allow positions to be restructured. This includes filling the vacated position with a position:

- Having a different job series and/or grade.
- Using the same job series and grade but with substantively different duties and responsibilities.
- Having a different full-performance level.
- That is no longer supervisory.

Once OPM approves an agency's VERA-VSIP plan, each agency should administer its plan as approved. This includes completing the restructuring or elimination of positions vacated through the buyouts. An organization's progress in completing its approved restructuring activities is relevant for assessing whether the VERA-VSIP authority was properly used, and for assessing the overall cost effectiveness of VERA-VSIP to meet agency workforce goals. While, agencies are required to provide OPM with interim and final VERA and VSIP reports, OPM does not monitor organizations after the conclusion of the buyout authority to verify restructuring progress.

In 2014, 19 of the EPA's 23 program and regional offices participated in VERA-VSIP activities. A total of 456 employees separated from the EPA through these activities. The EPA paid early-out/buyout incentives of about $11.3 million and annual leave payments of $4.9 million, for a total of approximately $16.2 million, as shown in Figure 1. These costs represent the direct costs associated with the VERA-VSIP early-outs/buyouts. Other indirect costs not captured include the costs to develop and administer each of the 19 program and regional office plans.

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Figure 1: EPA direct costs for VERA-VSIP early-outs and buyouts in 2014

Source: Office of Inspector General (OIG) analysis.

Responsible Office

The Office of Human Resources, within the Office of Administration and Resources Management (OARM), oversees the agency human capital program, and coordinated the agency's 2014 VERA-VSIP program.

Scope and Methodology

We conducted our work from November 2014 to May 2016. We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Each of the EPA program and regional offices participating in VERA-VSIP independently applied to OPM for early-out/buyout authority. This independent approach resulted in some differences in how the participating EPA offices described their goals and objectives in their applications. Some EPA offices provided specific numeric targets for VERA-VSIP goals, such as specifying a desired supervisor-to-staff ratio of 1:9. In other cases, offices simply described their goals as a reduction or change with no accompanying target, date for completion, or other specific way to assess whether goals are achieved. The regulations that address VERA-VSIP reporting—5 CFR 842.213 for VERA and 5 CFR 576.104 for VSIP—do not require or prescribe to agencies specific measures for assessing VERA-VSIP goals after the early-outs and buyouts are completed.

For the 15 program and regional offices ("organizations") in Table 1, we collected and reviewed such information as:

- The requests to OPM for VERA-VSIP authority.
- OPM's approvals.
- EPA organizations' quarterly and final progress reports to OPM.

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Table 1: Organizations reviewed

Organization
Office of the Administrator
Office of the Chief Financial Officer
Office of Enforcement and Compliance Assurance
Office of Environmental Information
Office of Research and Development
Office of Land and Emergency Management
Office of Water
Region 1
Region 3
Region 4
Region 6
Region 7
Region 8
Region 9
Region 10

Source: OIG analysis.

To answer objectives 1 and 2, we obtained detailed information from four of the 15 organizations: the Office of Environmental Information, the Office of Land and Emergency Management, and Regions 1 and 8. In addition to interviewing personnel from these four EPA organizations, we interviewed staff from OARM and OPM. We also obtained and reviewed information on payments to employees who left the EPA under VERA-VSIP. We reviewed laws, regulations and guidance documents related to VERA-VSIP.

To answer objectives 3 and 4, we obtained detailed information for program offices and regions that had at least a 50-percent acceptance rate of authorized VERA-VSIP actions.[1] These offices were the Office of Water (OW); Office of Enforcement and Compliance Assurance (OECA); and Regions 1, 4 and 7. We obtained information about hiring and activities to achieve restructuring goals through document reviews and interviews with managers and staff in these organizations. OW reported conducting a second round of buyouts with a goal to reduce the number of higher-graded positions. To be consistent with our analysis of organizations, we reviewed only the first round of buyouts. Hiring data was current through June 2016.

This report contains our analysis of the agency buyout and restructuring activities. A separate report will address the EPA OIG's buyout and restructuring activities.

[1] We excluded Region 8 from selection for this analysis due to other OIG reviews occurring in the region at the time.

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Prior Report

On July 14, 2015, we issued Report No. 15-P-0184, *Quick Reaction Report: EPA Should Ensure Positions Vacated Under Buyouts Are Eliminated or Properly Filled*, which made a time-sensitive recommendation for improvements to how the EPA was filling positions vacated under VERA-VSIP authorities. OARM distributed "hiring templates" to program offices and regions as a corrective action to the OIG recommendation. These hiring templates were designed to track the status of positions vacated through the buyouts, so that positions targeted for elimination were not refilled and positions targeted for restructuring were filled using different position descriptions.

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Chapter 2
VERA-VSIP Helped Achieve Some but Not All Restructuring Goals

VERA-VSIP authority helped the EPA organizations in our sample achieve goals related to reducing size and grades. At the time we concluded our review, other organizational goals—such as de-layering (increasing supervisor-to-staff ratio) and adding staff with new skill sets—had not been achieved, and not all of the VERA-VSIP positions targeted for restructuring had been filled. To obtain buyout authority from OPM, EPA program offices and regions identified and proposed a variety of restructuring activities in their VERA-VSIP applications (plans). Once OPM approved VERA-VSIP plans, organizations were required to administer their VERA-VSIP plan as approved. The agency monitored its buyout and subsequent hiring activities to ensure positions vacated under VERA-VSIP were properly filled. However, the agency was limited in determining whether it achieved its VERA-VSIP goals for reducing the supervisor-to-employee ratio and changing organizational structure, because some organizations did not specify measurements for their goals or an identifiable end point for restructuring. As a result, the agency could not assess the overall impact, effectiveness and value of VERA-VSIP as a workforce management tool.

Agency Restructuring Goals Were Generally Consistent

The EPA program offices and regions requested VERA-VSIP authority consistent with OPM guidance, justifying early-outs and buyouts for restructuring goals. Table 2 lists the goals in applications that EPA organizations submitted to OPM. These goals included de-layering, reorganization, transfer of function, or other workforce restructuring or reshaping. The organizations in our review requested VERA-VSIP for a variety of reasons, and those reasons were generally consistent. Staff from OARM described three cross-cutting issues that EPA senior leadership suggested to program and regional offices:

- Reduce the number of staff performing administrative functions.
- Replace higher-graded technical staff with lower-graded technical staff (reduce grade).
- Increase the staff-to-supervisor ratio (de-layering).

As shown in Table 2, these issues were reflected as goals in most of the EPA VERA-VSIP requests we reviewed.

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Table 2: VERA-VSIP goals by organization

Organization	Goals (i.e., reasons for restructuring)						
	Separating employees				Hiring employees		
	De-layer	Surplus	Reduce grade	Reduce size	New skill	Grade cap	Other
Office of the Administrator		X	X	X	X		
Office of the Chief Financial Officer	X	X	X	X	X		
Office of Enforcement and Compliance Assurance		X		X	X		X
Office of Environmental Information	X	X	X		X	X	X
Office of Research and Development		X			X		
Office of Land and Emergency Management		X	X		X	X	
Office of Water		X		X	X		X
Region 1	X		X	X	X	X	
Region 3		X	X	X	X		
Region 4	X	X					
Region 6		X	X	X	X		
Region 7	X		X	X	X		
Region 8			X	X	X		X
Region 9	X	X					X
Region 10	X	X		X	X		
Total	**7**	**12**	**9**	**10**	**13**	**3**	**5**

De-layer: Reduce number of supervisory positions and/or combine organizational units to change staff-to-supervisor ratio.

Surplus: Reduce number of positions in job series because the workload does not warrant number onboard; the skills needed for the position are no longer needed; or the work is being performed by others because of automation, work transfers, etc.

Reduce grade: Consolidate work requiring a higher-graded position into fewer positions and (in some cases) shift lesser work to lower-graded positions.

Reduce size: Reduce the number of positions.

New skill: Address when the work requires a position with skills different than those in the existing workforce, even (sometimes) when the position is in the same job series as separating positions.

Grade Cap: New staff are being hired who will be on a career ladder with a lower grade cap.

Other: A goal was identified that did not specify either separating or hiring employees.

Office of Enforcement and Compliance Assurance: Preserve extramural funds to implement future compliance program and consolidate administrative functions.

Office of Environmental Information: Realign information technology security functions with the Senior Agency Information Security Officer to increase the officer's independence.

Office of Water: Redirect or refocus resources in the Office of Water.

Region 8: Merging offices and centralizing administrative functions.

Region 9: Consolidate all attorney-advisor positions into the San Francisco office.

Source: OIG analysis of EPA VERA-VSIP applications.

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The most common goal in the EPA program and regional office requests was the acquisition of new skills, and the second most frequent goal was to target nonessential positions. According to some of the EPA requests, the agency had positions that were considered no longer essential to operations. Fifteen organizations planned new hires after VERA-VSIP buy-outs. Also, 13 of the 15 organizations identified that new or different skills were needed in their workforce. Three organizations indicated that some positions would have a lower full-performance level for the newly hired staff. Further, the goals described by the 15 organizations were consistent with the purposes of an early-out or buyout.

The EPA organizations we reviewed described in general terms the workforce analysis they performed in support of their VERA-VSIP requests. For example:

- The Office of Research and Development performed a modified gap analysis to identify its scientific workforce supply, demand and gaps, and how VERA-VSIP could be used to address the gaps.

- Region 1 reviewed its workforce demographics to determine the number of positions, occupations and grade levels that would be considered for workforce reshaping.

- Region 10 relied on a comprehensive workload assessment that it conducted in FY 2013 using specially designed assessment guidelines to determine what workload or priority adjustments were warranted.

Staff and managers we interviewed in the Office of Human Resources (OHR), within OARM, reported assisting regions and program offices through a variety of activities. OHR reported preparing business cases for VERA-VSIP. OHR also created two teams to help regions and program offices implement VERA-VSIP. OHR developed and shared with all of the EPA organizations participating in VERA-VSIP its workforce planning data, rosters of staff eligible for retirement, examples of VERA-VSIP requests, templates, VERA and VSIP Guides, checklists, and other items. OHR reviewed program office and regional VERA-VSIP applications, and advised changes, before EPA organizations sent the applications to OPM.

Buyouts Helped Vacate Positions

The EPA organizations we reviewed made progress executing restructuring plans and achieving some of the goals identified in their OPM-approved VERA-VSIP plans. The VERA-VSIP early-out/buyout initiative was successful in helping vacate 456 positions across the agency.

The voluntary nature of the VERA-VSIP incentive means that the agency cannot control which employees—or how many employees—will accept an offer to separate from the agency. However, the agency retains control of hiring into

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restructured positions, and should complete restructuring those positions as part of administering its plans as approved by OPM. While VERA-VSIP early-outs/ buyouts helped the regions and program offices reviewed achieve goals for reducing the size and changing the shape of the workforce, some goals used to justify the early-out/buyout authority from OPM—such as hire workers with new skills, restructure work or redirect resources—were not complete at the time we concluded our review.

VERA-VSIP Helped Achieve Some Goals Associated With Reducing Number of Positions

We evaluated success achieving the goals listed in VERA-VSIP applications for the sample organizations in Table 3. At the time we concluded our review, each organization achieved at least one of the VERA-VSIP goals associated with de-layering, removing surplus positions, reducing grade or reducing size.

Table 3. Progress on VERA-VSIP goals

Organization	Goals			
	De-layer	Surplus	Reduce grade	Reduce size
OECA	N/A		N/A	
Office of Water	N/A		N/A	
Region 1		N/A		
Region 4			N/A	N/A
Region 7		N/A		

Source: OIG analysis.

Green = goal accomplished; yellow = some progress made.

Examples for each of the goals follow, based on information provided by program offices and regions.

- **De-layer:** Regions 1, 4 and 7 sought to reduce the number of supervisory positions consistent with a smaller workforce. Region 1 made slight progress; its pre-VERA-VSIP ratio was 1:7.4 and post-VERA-VSIP ratio was 1:7.8. Region 1 reported to us that it believed its continued restructuring will move it to above a ratio between 1:8. Region 4 made some progress as well, moving from 1:6.6 to 1:7.4, with a goal of 1:9. While Region 7 did not identify a target ratio in its VERA-VSIP plan, its supervisor-to-staff ratio increased from 1:6.9 in 2013 to 1:8.4 as of September 2015.

- **Surplus:** Three of five organizations sought to reduce the number of positions in targeted areas and made progress. For example, OW eliminated eight positions and Region 4 eliminated 10 positions from targeted job series. OECA eliminated six positions and restructured seven others to lower full performance grade levels.

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- **Reduce Grade:** Regions 1 and 7 reduced the number of highly-graded employees at the GS-13 through GS-15 level, and transferred duties to other employees or to lower-graded staff. The Region 1 VERA-VSIP plan stated its goal was to reduce the number of high-graded technical experts and senior policy advisors, and bring greater balance across the region's grade structure in both technical and legal series. As of September 2015, Region 1 capped new-hire positions for entry-level environmental engineers, environmental scientists and environmental protection specialists at the GS-12 level, and has only hired for GS-7 through GS-12 positions. Region 7's stated goals were to consolidate some higher-graded duties or restructure grade levels. According to a September 2015 Region 7 report, 73 percent of its VERA-VSIP departures were at GS-13 or above. The region spread staff work from those that left so some could be performed by lower-graded staff. Region 7 reduced the grade of one GS-14, three GS-13 and one GS-12 positions. Four total OECA Attorney and Criminal Investigator positions were also restructured to lower full performance level or by changing the supervisory status of the position.

- **Reduce Size:** Four of the five organizations sought to reduce the size of the organization, and all four lowered the full-time equivalent (FTE) to the level or below listed in their OPM-approved VERA-VSIP plan:

  - OECA reduced its FTEs to 726; its goal was to reduce to 767 FTEs.
  - OW reduced its FTEs to 558; its goal was to reduce to 563 FTEs.
  - Region 1 reduced its FTEs to 556; its goal was to reduce to approximately 590 FTEs.
  - Region 7 reduced its FTEs to 488; its goal was to reduce to 488 FTEs.

Some Progress Made on VERA-VSIP Restructuring Goals

One justification for the EPA's VERA-VSIP authority was to provide an incentive for staff in targeted positions to vacate those positions, which would then be restructured to accommodate new skillsets. This would enable the agency to accomplish its human health and environmental protection goals with a different workforce.

While hiring has occurred since VERA-VSIP, not all the organizations we reviewed had filled all the positions that were targeted for restructuring at the time we concluded our review. Table 4 shows the positions vacated through VERA-VSIP targeted for restructuring, and how many of those had been filled. Regions 1 and 7 are the only organizations to have filled all positions targeted for restructuring.

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Table 4: Progress on restructuring through new positions

Region/office	Positions available for restructuring	Positions restructured and filled
Region 1	11	11
Region 4	7	1
Region 7	37	37
OECA	11	3
OW [2]	7	5
Totals	**73**	**57**

Source: Analysis of EPA June 2016 hiring data.

Green = goal accomplished; yellow = some progress made.

EPA regional and program office managers stated that restructuring activities had not been completed for various reasons. For example:

- Region 4 cited the theft of security-related information (OPM breach) leading to the slowing and stopping of background checks as impeding its ability to hire new staff.
- OECA stated its overall number of staff was reduced due to congressional budget cuts, and it did not want to hire and then have to lay off staff.
- OW managers had not filled more positions because of uncertainty about budgets being large enough to support new staff.

The status of restructuring efforts for new skill, grade cap and other organization goals in our sample is summarized in Table 5.

Table 5: Progress achieving restructuring goals

EPA region or office	Restructuring Goals			
	New skill	Grade cap	Consolidation	Realign activities
Region 1			N/A	N/A
Region 4	N/A	N/A	N/A	N/A
Region 7		N/A	N/A	N/A
OECA		N/A		N/A
OW		N/A	N/A	

Source: OIG analysis.

Green = goal accomplished; yellow = some progress made; red = goal not accomplished.

- **New Skill:** We concluded that Regions 1 and 7 completed their new skill-hiring goals because they filled all of their restructured positions. Region 1 identified three positions needing new skills and reported filling each of those positions. Region 7 changed the job series of 12 positions and filled those positions with new staff. OECA stated that it added some staff with new skills to meet about 25 percent of its requirement and, at the time of our review, stated it had made job offers that would raise the fill rate to

[2] The information presented for OW in Table 4 is only for Round 1 of the buyouts. Appendix C contains additional information about both rounds of buyouts and filling of restructured positions.

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about 50 percent if those offers were accepted. The OW had identified nine positions requiring different job series and had hired staff into four of those positions.

- **Grade Cap:** Region 1 reduced the grade of the four positions targeted for restructure so the full performance level was capped at a lower grade. Those changes included two environmental engineer positions reduced from a GS-13 to GS-12 full performance level; one GS-13 Information Specialist replaced with a GS-9 Correspondence Control Analyst; and one GS-13 Management Analyst position downgraded to a GS-12.

- **Consolidation:** Consolidation was an OECA VERA-VSIP goal. At the time of our review, OECA's consolidation effort was not complete. Specifically, OECA sought VERA-VSIP authority to redirect and refocus resources to support the *Next Gen*[3] compliance assistance system and other consolidation efforts that reduce administrative and program support through efficiencies and eliminating obsolete skills. At the time of our review, OECA achieved its FTE reduction goal but could not decide how to reallocate staff.

- **Realign Activities:** The OW stated that realignment of administrative functions was not complete at the time of our review. The office attempted to realign administrative processes after losing 15 administrative staff. The office has tried alternatives, such as having other staff serve as backups and considered using Senior Environmental Employees. However, the OW stated that realignment is still a work in progress.

EPA Should Continue Monitoring Its Progress on VERA-VSIP Goals

All of the EPA organizations we reviewed submitted quarterly reports to OPM during the VERA-VSIP early-out/buyout period. These reports document progress in completing authorized buyouts. At the conclusion of the early-outs/buyouts in April 2014, these organizations submitted a final report detailing compliance with VERA-VSIP requirements and the results of the initiative. This reporting requirement was an OPM oversight function to monitor the agency's use of VERA-VSIP authority.

After the final reports were submitted to OPM, EPA organizations monitored hiring activities to verify that positions vacated after VERA-VSIP were either eliminated or restructured before being refilled. This monitoring occurred through "hiring templates" distributed by OARM. OARM has also summarized results of VERA-VSIP buyouts across the agency in its April 2015 and May 2016 EPA VERA-VSIP Impact Reports. The information presented in the April 2015 report helped OARM conclude that VERA-VSIP created an opportunity for the EPA

[3] The *Next Generation Compliance (Next Gen)* approach increases the use of technology and innovative compliance strategies to yield more effective compliance with the nation's environmental laws.

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"... to significantly reshape its workforce to align with evolving mission needs and current budgetary limitations." The report from May 2016 summarized the results of VERA-VSIP buyout activities, discussed subsequent hiring to fill skill gaps, and stated that organizations were following their respective business cases to reshape their workforce for better alignment with mission goals and objectives.

The agency monitoring that occurred during the buyout activities was used to comply with OPM's VERA-VSIP reporting requirements, and later provided OARM with data to assess the impact of VERA-VSIP. With this monitoring and reporting, we believe the agency can identify barriers to success, be positioned to detect when the longer-term restructuring goals are achieved, and have information to determine whether the 2014 VERA-VSIP program was a cost-effective approach to achieve EPA workforce restructuring needs.

Conclusion

Under its VERA-VSIP authority, the EPA paid incentives of about $11.3 million for federal workers to leave their positions, plus accumulated annual leave payments of $4.9 million, for a total of $16.2 million. VERA-VSIP helped the program offices and regions in our sample achieve goals related to reducing size, grades and surplus positions. Other goals—such as de-layering and adding staff with new skill sets—had not been fully achieved at the time we concluded our review. All EPA organizations we reviewed complied with OPM's reporting requirements, and continued monitoring after the completion of the buyouts. In response to an earlier OIG report, the agency implemented "hiring templates" to ensure it filled new EPA positions in a manner consistent with its VERA-VSIP goals and authority. The agency can take further action to monitor its progress in achieving its VERA-VSIP restructuring goals while also providing a foundation for assessing the cost effectiveness of VERA-VSIP as a broad workforce restructuring tool.

Recommendations

We recommend that the Assistant Administrator for Administration and Resources Management:

1. On a quarterly basis, collect information from program offices and regions on:
    a. Progress toward achievement of Voluntary Early Retirement Authority–Voluntary Separation Incentive Payment restructuring goals.
    b. When Voluntary Early Retirement Authority–Voluntary Separation Incentive Payment restructuring goals are accomplished.
    c. When positions vacated under Voluntary Early Retirement Authority–Voluntary Separation Incentive Payment are filled.

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2. Analyze the information obtained to determine the value of Voluntary Early Retirement Authority–Voluntary Separation Incentive Payment as a workforce restructuring tool.

Agency Response and OIG Evaluation

In response to the draft report, OARM agreed with the recommendations and provided corrective actions and completion dates. OIG and OARM representatives met to discuss the recommendations and agency response. Recommendations 1 and 2 are resolved and closed. We also received separate comments from Region 1, which we incorporated into the report as appropriate. Prior to issuing the final report we received supplemental comments and information from OARM and OW, which were incorporated into the report as appropriate. Agency comments are in Appendices A, B and C.

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Status of Recommendations and Potential Monetary Benefits

RECOMMENDATIONS

Rec. No.	Page No.	Subject	Status[1]	Action Official	Completion Date	Potential Monetary Benefits (in $000s)
1	13	On a quarterly basis, collect information from program offices and regions on: a. Progress toward achievement of Voluntary Early Retirement Authority–Voluntary Separation Incentive Payment restructuring goals. b. When Voluntary Early Retirement Authority–Voluntary Separation Incentive Payment restructuring goals are accomplished. c. When positions vacated under Voluntary Early Retirement Authority–Voluntary Separation Incentive Payment are filled.	C	Assistant Administrator for Administration and Resources Management	7/16/15	
2	14	Analyze the information obtained to determine the value of Voluntary Early Retirement Authority–Voluntary Separation Incentive Payment as a workforce restructuring tool.	C	Assistant Administrator for Administration and Resources Management	9/30/16	

[1] C = Corrective action completed.
R = Recommendation resolved with corrective action pending.
U = Recommendation unresolved with resolution efforts in progress.

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Agency Response to Draft Report

UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
WASHINGTON, D.C. 20460

JUN 2 4 2016

OFFICE OF
ADMINISTRATION
AND RESOURCES
MANAGEMENT

MEMORANDUM

SUBJECT: EPA Response to the Office of Inspector General Draft Report, *EPA's 2014 Early-Out and Buyout Activities Aided Workforce Restructuring, But Not All Goals Have Been Achieved,* Project No. OPE-FY14-0049, dated May 25, 2016

FROM: Donna J. Vizian, Acting Assistant Administrator

TO: Carolyn Copper, Assistant Inspector General
Office of Program Evaluation
Office of Inspector General

Thank you for the opportunity to review the draft report. Below is the agency's response to the report recommendations.

BACKGROUND:

On December 12, 2013, the Deputy Administrator announced that EPA offices were planning to use early-outs under Voluntary Early Retirement Authority (VERA) and buyouts under Voluntary Separation Incentive Program (VSIP) to realign their workforces to meet changing mission requirements and move toward new models of work. According to the announcement, over the prior year, due to resource constraints, the EPA had been operating under a series of temporary hiring policies to carefully manage its workforce and payroll by not filling all positions vacated when people left the agency. The December 2013 announcement noted this approach was difficult to manage because of the unpredictable nature of attrition. Furthermore, it challenged the EPA's ability to acquire new talent, build diversity in its staff, develop new skills, and provide all of the necessary tools to achieve the agency's mission of protecting human health and the environment.

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AGENCY RESPONSE TO RECOMMENDATIONS:

The agency concurs with the draft report recommendation and provides the following corrective actions and the completion dates.

No.	Recommendation	High-Level Intended Corrective Action(s)	Estimated Completion Date by Quarter and FY
1	On a quarterly basis, collect information from program offices and regions on: a) Progress toward achievement of VERA-VSIP restructuring goals. b) When VERA-VSIP restructuring goals are accomplished. c) When positions vacated under VERA-VSIP are filled.	• The Office of Human Resources developed Strategic Hiring Templates to monitor progress following VERA-VSIP. On a quarterly basis, program and regional offices update the templates with the status of VERA-VSIP vacated positions. This ensures offices are complying with the goals outlined in their respective business cases.	7/16/15
2	Analyze the information obtained to determine the value of VERA-VSIP as a workforce restructuring tool.	• Following VERA-VSIP, the EPA began using OPM's HRStat initiative to analyze and monitor restructuring of the workforce. This provides an opportunity to show senior leaders how hiring compares to the goals stated through VERA-VSIP. • The Office of Human Resources published a VERA-VSIP Impact Report, which details the effects of VERA-VSIP on the agency and provides information on subsequent hiring.	10/29/14 Q4 FY2016

Once the remaining corrective action is implemented, OARM believes the agency has met the intent of the OIG recommendations and no additional follow-up actions are required. Additionally, due to the sensitive nature, OARM recommends eliminating the reference to clerical and administrative support when describing surplus positions on page seven of the report.

Should you or your staff have any questions regarding this response, please have them contact Linda Gray, Director, Office of Human Resources, OARM at (202) 564-4606.

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Region 1 Response to Draft Report

MEMORANDUM

FROM: Michael Kenyon, Senior Resource Official
Assistant Regional Administrator, EPA Region 1

TO: Timothy Roach, Project Manager, Office of Inspector General
Eric Lewis, Director, Special Program Reviews

cc: Donna Vizian, Acting Assistant Administrator
Office of Administration and Resources Management

SUBJECT: Draft Report: Workforce Restructuring Under VERA-VSIP
Project No. OPE-FY14-0049

EPA Region 1 appreciates the opportunity to respond to the draft report on the above subject audit conducted by the Office of Inspector General (OIG) of the U.S. Environmental Protection Agency (EPA). Our comments pertain to the portions of the report specific to Region 1.

At the onset of the review, the OIG identified their objectives were to determine:

1. What workforce restructuring goals were identified by program and regional offices?
2. How consistent were these goals across the agency?
3. What progress have the offices made in executing their restructuring plan?
4. Did the major offices achieve their goals in restructuring the organization?

We believe that our region was successful in achieving most of our workforce restructuring goals. On December 20, 2013, EPA Region 1, thru the Office of Administration and Resource Management (OARM) at EPA headquarters, submitted a VERA/VSIP plan to OPM. This plan was subsequently approved on January 31, 2014. Region 1 identified its overarching goal was to reshape the workforce by consolidating higher graded positions into a smaller proportion of higher graded staff, reduce the number of supervisory positions in line with a smaller overall workforce, and address the changing nature of the workforce skill requirements due to advances in technology and changing Agency priorities.

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Region 1's plan identified that it would allow 20 people to leave and use the VERA/VSIP authority in three areas.

- Administrative Support – reduce the number of staff performing administrative functions (new skill)
- GS14/14 Supervisory - delayer
- GS 14/15 Non-Supervisory – replace higher graded technical staff with lower graded technical staff and introduce new skills (reduce grade; new skill)

While we have only made incremental progress on the delayering goal, we believe otherwise we largely met our goals. We do not believe this is accurately reflected in the report. We provide specific comments below.

Restructuring of Positions: Table 4 in the draft report has identified that Region 1 had 11 positions available for restructuring. It further indicates that Region 1 has "0" positions restructured and filled. As discussed in our conversation with the IG team in March, this is not the case. Attached to this report please find a detailed report of all of the positions vacated in Region 1 as a result of the VERA/VSIP activities.

Region 1 met the target to restructure and fill 11 positions:

> 9 positions were restructured and filled prior to 09/30/15. 2 more positions were restructured and filled by 11/15/15.

The remaining 9 positions vacated during VERA/VSIP were addressed as follows:

> 7 positions were eliminated and the resources reallocated to other key areas. 1 GS 15 position was abolished.
> 1 GS 5 position was abolished.

The reallocation of resources allowed us the opportunity to hire into 15 entry level positions, addressing critical mission work and introducing needed new skills into the organization.

Delayering: The draft report, in Table 3 indicates that Region 1 has not yet achieved its de-layering goal. The shift to date has moved Region 1 from 1.7 to 1.8. Our hiring activity and attrition impacted our results in this area. However, we continue to pursue the development of organizational restructures that we feel will result in our ratio of supervisors to employees moving above 1.8 ratio.

Comment: The Draft Report does not mention how data was captured to calculate the supervisor to employee ratio. For example, we do not know if vacant supervisory positions were used. We would recommend a footnote be added to include the time frame and method used to calculate this ratio.

Thank you for the opportunity to comment on this draft report.

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Office of Water Response to Draft Report

UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
WASHINGTON, D.C. 20460

FEB 27 2017

OFFICE OF WATER

MEMORANDUM

SUBJECT: Draft Report: Workforce Restructuring Under VERA-VSIP
Project No. OPE-FY14-0049

FROM: Michael H. Shapiro
Senior Resource Official

TO: Timothy Roach, Project Manager, Office of Inspector General
Eric Lewis, Director, Special Program Reviews

Thank you for the opportunity to update the Office of Water's (OW) numbers in *Table 4: Progress on restructuring through new positions* in the draft report referenced above. We have provided our updated information below, but would also like to note that the progress represented in restructuring positions correlates with progress toward each of the other identified goals, requiring a more well-rounded progress update. While the Office of Inspector General's (OIG) report was an accurate depiction of OW's progress in October of 2015, OW has made significant progress since then.

Of the 26 positions identified for restructuring, 21 have been filled at this time. One position went through the recruitment process, though we were unable to find a qualified candidate, 2 positions were eliminated to reallocate resources and the remaining 2 positions remain unfilled due to uncertainty about budget considerations to support new staff. Detailed information about these positions can be found in OW's strategic hiring template.

Specifically, for *Table 4: Progress on restructuring through new positions* on page 11:

Region/office	Positions available for restructuring	Positions restructured and filled
Office of Water	26	21

Our updated numbers are as follows for the 26 positions OW identified for restructuring:

- *21 have been filled (81%)*
- *1 was advertised but we were unable to find a qualified candidate; the position remains unfilled*
- *2 were eliminated*
- *2 are on hold/pending approval relative to resource constraints*

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Also, respectfully, the numbers referenced in Table 4 of the report are reflective of both the first and second round of the Voluntary Early Retirement Authority (VERA) and Voluntary Separation Incentive Program (VSIP) while the goals identified for OW in Table 2 are only reflective of the first round. OW would like to note that a significant goal of our second-round VERA/VSIP participation was to reduce the number of higher-graded positions within the AAship. Through restructuring and consolidation of work, OW has been successful in filling new positions at the entry level to meet mission critical needs within the confines of our identified VERA/VSIP goals. OW agrees with the assessment of meeting the surplus and size reduction goals and with the completion of position restructuring, OW has been able to realize the goals of achieving new skill sets in the workforce and reducing the grade level of the overall workforce.

OW continues to make progress in the goal of realigning administrative activities. Vacated administrative positions generally supported one administrative function and have been restructured to address more well-rounded business operations responsibilities. This approach was taken in response to the impact of technology and the changing needs of the workforce. OW continues work on streamlining administrative processes across the AAship.

Thank you for the opportunity to respond to this draft report.

cc: Donna Vizian, Acting Assistant Administrator
Office of Administration and Resources Management

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EFFDT	PAY_P	OCC_S	GRADE	VT_STE	GVT_OFFICIAL_DESCR	Name	AA/RA	PA_ORG_C	Office	Division	Supervisor Status	Location
Apr/20/2014	GS	1102	13	03	Contract Specialist						Non-Supervisor	Washington DC
Apr/28/2014	GS	0342	13	03	Support Services Specialist						Non-Supervisor	Washington DC
Apr/29/2014	GS	0343	15	03	Supv Mgmt & Program Analyst						Supervisor	Washington DC
May/01/2014	GS	0201	12	07	Classification)						Non-Supervisor	Cincinnati OH
May/01/2014	GS	1102	14	08	Contract Specialist						Non-Supervisor	Washington DC
May/03/2014	GS	0203	07	03	Human Resources Assistant						Non-Supervisor	Las Vegas NV
May/05/2014	GS	0201	09	06	Human Resources Specialist						Non-Supervisor	Durham NC
May/09/2014	ES	0340	00	00	Division						Supervisor	Washington DC
May/18/2014	GS	0343	15	07	Supervisory Program Analyst						Supervisor	Washington DC
May/18/2014	GS	1102	13	04	Contract Specialist						Non-Supervisor	Washington DC
Jun/03/2014	GS	0080	14	09	SECURITY OFFICER						Non-Supervisor	Washington DC
Jun/13/2014	GS	2130	14	07	TRANSPORTATION MANAGEMENT SPECIALIST						Non-Supervisor	Washington DC
Jun/14/2014	GS	1102	13	01	CONTRACT SPECIALIST						Non-Supervisor	Washington DC
Jun/28/2014	GS	0201	13	02	HUMAN RESOURCES SPECIALIST (ER/LR)						Non-Supervisor	Durham NC
Jul/12/2014	GS	1102	14	05	LEAD CONTRACT SPECIALIST						Non-Supervisor	Washington DC
Jul/26/2014	GS	0201	12	02	HUMAN RESOURCES SPECIALIST						Non-Supervisor	Las Vegas NV
Jul/26/2014	GS	0201	14	10	HUMAN RESOURCES SPECIALIST						Non-Supervisor	Washington DC
Jul/31/2014	GS	0201	13	05	HR SPECIALIST (CLASS/RECRUIT)(LDR)						Non-Supervisor	Cincinnati OH
Jul/31/2014	GS	0201	09	01	HUMAN RESOURCES SPEC (EMP BENEFITS)						Non-Supervisor	Durham NC
Aug/23/2014	SL	0950	00	00	SENIOR DEBARRING OFFICIAL						Supervisor	Washington DC
Aug/31/2014	EX	0340	04	00	MANAG						Supervisor	Washington DC
Aug/31/2014	GS	0343	14	10	MANAGEMENT ANALYST						Non-Supervisor	Washington DC
Sep/06/2014	GS	1102	13	03	CONTRACT SPECIALIST						Non-Supervisor	Washington DC
Sep/16/2014	GS	1176	12	10	BUILDING MANAGEMENT SPECIALIST						Non-Supervisor	Durham NC
Sep/20/2014	GS	0201	12	07	HR SPECIALIST (RECRUITMENT/PLACEMENT)						Non-Supervisor	Durham NC
Oct/04/2014	GS	0201	12	03	HUMAN RESOURCES SPEC (CLASSIFICATION)						Non-Supervisor	Durham NC
Oct/31/2014	GS	0201	15	04	SUPVY HUMAN RESOURCES SPECIALIST						Supervisor	Cincinnati OH
Oct/31/2014	GS	1102	12	10	CONTRACT SPECIALIST						Non-Supervisor	Washington DC
Nov/01/2014	GS	1176	09	05	BUILDING MANAGEMENT SPECIALIST						Non-Supervisor	Durham NC
Nov/28/2014	GS	0201	12	02	HUMAN RESOURCES SPECIALIST						Non-Supervisor	Las Vegas NV
Nov/29/2014	GS	0343	13	03	PROGRAM ANALYST						Non-Supervisor	Washington DC
Nov/29/2014	GS	1102	13	03	CONTRACT SPECIALIST						Non-Supervisor	Washington DC
Dec/27/2014	GS	0905	14	02	ATTORNEY-ADVISER (GENERAL)						Non-Supervisor	Washington DC
Dec/31/2014	GS	0201	14	04	SUPERVISORY HUMAN RESOURCES SPECIALIS						Supervisor	Durham NC
01/02/2015	GS	0201	12	05	HUMAN RESOURCES SPEC (RECRUITMENT)						Non-Supervisor	CINCINNATI,HAMILTON,OHIO
01/02/2015	GS	1102	12	06	CONTRACT SPECIALIST						Non-Supervisor	WASHINGTON,DISTRICT OF COLUMBIA
01/02/2015	GS	1102	12	10	CONTRACT SPECIALIST						Non-Supervisor	DURHAM,DURHAM,NORTH CAROLINA
01/02/2015	GS	2210	15	10	SUPVY INFORMATION TECHNOLOGY SPEC.						Supervisor	WASHINGTON,DISTRICT OF COLUMBIA
01/09/2015	GS	0801	15	10	SUPERVISORY GENERAL ENGINEER						Supervisor	CINCINNATI,HAMILTON,OHIO
01/10/2015	GS	0080	13	05	SECURITY SPECIALIST						Non-Supervisor	WASHINGTON,DISTRICT OF COLUMBIA
01/10/2015	GS	1102	14	05	LEAD PROCUREMENT ANALYST						Non-Supervisor	WASHINGTON,DISTRICT OF COLUMBIA
01/10/2015	GS	1102	13	04	CONTRACT SPECIALIST						Non-Supervisor	WASHINGTON,DISTRICT OF COLUMBIA
02/27/2015	GS	1102	12	06	CONTRACT SPECIALIST						Non-Supervisor	NORWOOD,HAMILTON,OHIO
03/07/2015	GS	1102	13	02	CONTRACT SPECIALIST						Non-Supervisor	WASHINGTON,DISTRICT OF COLUMBIA
04/03/2015	GS	0201	13	09	HUMAN RESOURCES SPECIALIST						Non-Supervisor	WASHINGTON,DISTRICT OF COLUMBIA
04/03/2015	ES	0340	00	00	PRINCIPAL DAA FOR OARM						Supervisor	WASHINGTON,DISTRICT OF COLUMBIA
04/04/2015	GS	1102	14	06	CONTRACT SPECIALIST						Non-Supervisor	WASHINGTON,DISTRICT OF COLUMBIA
04/04/2015	GS	1109	12	04	GRANTS MANAGEMENT SPECIALIST						Non-Supervisor	WASHINGTON,DISTRICT OF COLUMBIA
05/01/2015	GS	1102	13	05	CONTRACT SPECIALIST						Non-Supervisor	NORWOOD,HAMILTON,OHIO
05/02/2015	GS	1102	13	02	CONTRACT SPECIALIST						Non-Supervisor	WASHINGTON,DISTRICT OF COLUMBIA
05/02/2015	GS	1102	15	10	SUPERVISORY CONTRACT SPECIALIST						Supervisor	NORWOOD,HAMILTON,OHIO

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Position Number	EFFDT	GVT_PAY_PLA	GVT_OCC_SERI	GRADE	GVT_STEP	GVT_OFFICIAL_DESCR	Name	AA/RA	Org code	Office	Division	Supervisor Status	Location
P13	5/18/2014	GS	0341	11	01	Program Analyst	Name	PC	P000000	Office of P	Division 1	Non-Supervisor	Washington DC
P14	5/4/2014	GS	1102	15	08	Supervisory Contract Specialist	Name	PC	P000000	Office of P	Division 1	Supervisor	Washington DC
P15	4/20/2014	GS	0905	11	09	Attorney-Adviser	Name	PC	P000000	Office of P	Division 1	Non-Supervisor	Washington DC
P16	09/06/15	GS	0301	09	01	ADMINISTRATIVE SUPPORT SPECIALIST	Name	PC	P000000	Office of P	Division 1	Non-Supervisor	DISTRICT OF COLUMBIA COUNTY, DC
P17	07/26/15	GS	0343	15	07	MANAGEMENT & PROGRAM ANALYSIS OFCR	Name	PC	P000000	Office of P	Division 1	Supervisor	WASHINGTON,DISTRICT OF COLUMBIA
P18	09/06/15	GS	0343	09	01	PROGRAM ANALYST	Name	PC	P000000	Office of P	Division 1	Non-Supervisor	DISTRICT OF COLUMBIA COUNTY, DC
P19	09/20/15	GS	0343	13	01	PROGRAM ANALYST	Name	PC	P000000	Office of P	Division 2	Non-Supervisor	WASHINGTON,DISTRICT OF COLUMBIA
P20	08/23/15	GS	0343	09	01	PROGRAM ANALYST	Name	PC	P000000	Office of P	Division 2	Non-Supervisor	DISTRICT OF COLUMBIA COUNTY, DC
P21	09/06/15	GS	0343	09	01	PROGRAM ANALYST	Name	PC	P000000	Office of P	Division 2	Non-Supervisor	DISTRICT OF COLUMBIA COUNTY, DC
P22	5/4/2014	ES	0340	00	00	Federal Environmental Executive	Name	PC	P000000	Office of P	Division 2	Non-Supervisor	Washington DC
P23	11/15/15	ES	0340	00	00	FEDERAL CHIEF SUSTAINABILITY OFFICER	Name	PC	P000000	Office of P	Division 2	Supervisor	WASHINGTON,DISTRICT OF COLUMBIA
P24	7/12/2015	GS	0028	15	10	Federal Environmental Executive	Name	PC	P000000	Office of P2	Division 1	Non-Supervisor	
P25	6/28/2015	GS	0028	12	10	Federal Environmental Executive	Name	PC	P000000	Office of P2	Division 1	Non-Supervisor	
P26	11/29/15	GS	0905	15	05	ATTORNEY - ADVISOR	Name	PC	P000000	Office of P2	Division 1	Non-Supervisor	WASHINGTON,DISTRICT OF COLUMBIA
P27	06/14/2015	ES	0905	00	00	ENVIRONMENTAL APPEALS JUDGE	Name	PC	P000000	Office of P2	Division 2	Supervisor	WASHINGTON,DISTRICT OF COLUMBIA
P28	09/06/15	GS	0905	11	01	ATTORNEY - ADVISOR	Name	PC	P000000	Office of P2	Division 2	Non-Supervisor	WASHINGTON,DISTRICT OF COLUMBIA
P29	11/15/15	GS	0905	12	01	ATTORNEY - ADVISOR	Name	PC	P000000	Office of P2	Division 2	Non-Supervisor	WASHINGTON,DISTRICT OF COLUMBIA
P30	11/15/15	GS	0905	11	01	ATTORNEY - ADVISOR	Name	PC	P000000	Office of P2	Division 2	Non-Supervisor	DISTRICT OF COLUMBIA COUNTY, DC
P31	11/29/15	GS	0950	11	01	PARALEGAL SPECIALIST	Name	PC	P000000	Office of P2	Division 2	Non-Supervisor	WASHINGTON,DISTRICT OF COLUMBIA

Y	H1
N	H2
	H3
	H4
	H5
	H6
	H7
	H8
	H9
	H10
	H11
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	H14
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	H17
	H18
	H19

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Position Number	Do you plan to eliminate or restructure the position?	If the position is to be, or was, restructured, how was the position restructured? (OPM and OIG define restructuring as: o Supervisory to non-supervisory o Different series o Same series, lower grade and FPL o Same series, same grade (or FPL) but position has been restructured (i.e., significant change in duties). Significant change in duties to be described as a combination of new duties (25% or more) and new such/specialized expertises.)	Status	If filled, with which position number from Post V.V Hires page	Notes/Comments	EVT_PAY_PLAN	EVT_DCC_SERIES	GRADE	EVT_STEP	EVT_OFFICIAL_DESCR	Name	EPA_AASHIP_ID	EPA_ORG_CD	Office	Division	MANAGER_LEVEL	Supervisor Status	LOC_DESCR
P1						GS	0301	12	08	Program Specialist	Name	PC	P000000	Office of P	Front Office		8 Non-Supervisor	USEPA HQ AR DC
P2						GS	0303	08	10	Photocopy Assistant	Name	PC	P000000	Office of P	Front Office		8 Non-Supervisor	USEPA HQ WSM DC
P3						GS	0341	11	08	Administrative Officer	Name	PC	P000000	Office of P	Front Office		8 Non-Supervisor	USEPA HQ EPA EAST DC
P4						GS	0343	14	11	Program Analyst	Name	PC	P000000	Office of P	Front Office		8 Non-Supervisor	USEPA HQ RRB DC
P5						GS	0343	14	07	Management Aid	Name	PC	P000000	Office of P	Front Office		8 Non-Supervisor	USEPA HQ EPA EAST DC
P6						GS	0343	13	03	Program Analyst	Name	PC	P000000	Office of P	Front Office		8 Non-Supervisor	USEPA HQ RRB DC
P7						GS	0350	04	10	Copy Equipment	Name	PC	P000000	Office of P	Services Division		8 Non-Supervisor	USEPA HQ WSM DC
P8						GS	0350	04	10	Copy Equipment	Name	PC	P000000	Office of P	Services Division		8 Non-Supervisor	USEPA HQ RRB DC
P9						GS	0350	04	10	Copy Equipment	Name	PC	P000000	Office of P	Services Division		8 Non-Supervisor	USEPA HQ RRB DC
P10						GS	0850	14	10	Mechanical Engineer	Name	PC	P000000	Office of P	Services Division		8 Non-Supervisor	USEPA HQ RRB DC
P11						GS	1170	14	10	Realty Specialist	Name	PC	P000000	Office of P	Management Division		8 Non-Supervisor	USEPA HQ RRB DC
P12						GS	1654	13	08	Printing Specialist	Name	PC	P000000	Office of P	Management Division		8 Non-Supervisor	USEPA HQ WSM DC

Eliminate	Supervisors to non-supervisors	Eliminated
Restructure	Different series	Filled
	Same series, lower grade and FPL	
	Significant change in duties and qualifications	

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Date Range:

1			2	3	4	5	6	7	8	10	11	12	13
Position Title	Organization Office/Division	Duty Station	Series	Advertised Grade	Promotion Potential	Comments	Position Previously Classified	Using FAST TRACK Recruitment Package	Interested in sharing Certificates	Non Competitive Options	Competitive Options	FPPS Number	Projected Hire Date
EXAMPLE: Mechanical Engineer	OA/FMSD	Wash DC	GS-830	9	12	Multiple Selections	YES	no	YES		DEU		9/1/2015

NOTES:

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SAMPLE

	July 1, 2014	June 15, 2015
Number of Total Employees	720	670
Number of Permanent Employees	714	668
Number of Supervisors	87	83
Supv/Employee Ratio Total Employees	1 : 7.3	1 : 7.1
Supv/Employee Ratio Permanent Employees	1 : 7.2	1 : 7
FTE Ceiling		

VERA/VSIP Targeted Positions and Separations - Round 1						RECRUITMENT											VERA/VSIP Relation	
Click here for the Reasons for Targeted Positions																		
Targeted Position Title	Targeted Series	Targeted Grade	Number Of Positions Targeted	Maximum V/V Offers	Actual Number of V/V Separations	Recruit Position Title	Series	Advertised Grade	Promotion Potential	# to Hire	Duty Location(s)	Organization	Standard "Fast Track" PD Package	PD Number	Position Previously Classified	Competitive Options	V/V Related?	Does Recruitment Meet V/V intent?
Miscellaneous Admin & Program	301	12 13 15	3	2	1													
Miscellaneous Clerk & Assistant	305	6	1	1	1													
Administrative Officer	341	11	2	2	1													
Support Services	342	12 13 14	4	4														
Management & Program Analyst	343	11 14 15	11	7	1	Management and Program Analyst	343	9	13	1	Washington DC		No		No	Merit Promotion (Internal)		
Equipment Operator	590	4	4	4	1											PMF (through OPM)		
Printing Clerical	351	5	1	1		Mgmt & Prog Analyst (Chief of Staff	343	13	15	1			No		Yes	Merit Promotion (Internal)		
Printing Services	1654	11 12 14	3	3	1											PMF (through OPM)		
Safety & Occupational Health Mgmt	18	14 14	3	1														
Program Manager	340	15	1	1														
Architect	808	14	1	1		Architect/Space Planner	808	9 or 11	14	1	Washington DC		No		No	Merit Promotion (Internal)		
Mechanical Engineer	830	14	1	1	1	Mechanical Engineer	830	9 or 11	14	1	Washington DC		No		Yes	Merit Promotion (Internal)		
Realty	1170	14	3	1	1	Industrial Property Management	1109	9	13	1	Washington DC		No		No	Merit Promotion (Internal)		
Security Administrator	80	15	1	1		Security Specialist (NSI Insider Threat)	80	9	13	1	Washington DC		No		Yes	Merit Promotion (Internal)		
						Electrical Engineer	850	9 or 11	14	1	Washington DC		No		Yes	Merit Promotion (Internal)		
						Fire Protection Engineer	804	9 or 11	14	1	Washington DC		No		Yes	Merit Promotion (Internal)		
						Environmental Engineer	819	9	14	1	Washington DC		No		No	Merit Promotion (Internal)		
						Environmental Protection Specialist	18	9	13	1	Washington DC		No		No	Merit Promotion (Internal)		
																Merit Promotion (Internal)	Internal	
Totals			62	57	12	Total				10								

VERA/VSIP Targeted Positions and Separations - Round 2					
Click here for the Reasons for Targeted Positions					
Targeted Position Title	Targeted Series	Targeted Grade	Number Of Positions Targeted	Maximum V/V Offers	Actual Number of V/V Separations
Miscellaneous Admin & Program	301	9 13	15	44	4
FOIA Specialist	306	11	1		
Secretary	318	6 7 8	2		3
Administrative Officer	341	11 12	4		1
Management & Program Analyst	343	9 13	38		11
Safety & Occupational Health Mgmt	18	11 14 15	6	2	2
Security Specialist	80	11 14 15	13	8	
Human Resources Specialist	201	11 14 15	7	4	1
Misc. Clerk and Assistant	303	4 6 8	5	3	
Office Automation	326	4	1	1	
Program Manager	340	15	4	2	1
Support Services Specialist	342	12 13 14	13	8	1
Management & Program Assistant	344	7	1	1	
Copy Equipment Operator	590	4	1	1	
Printing Clerk	351	5	1	1	
Auditor	511	12 15	5	2	1
General Engineer	801	12 13 14	5	3	1
Architect	808	14	1	1	
Mechanical Engineer	830	11 12 13 14	5	2	
Procurement Analyst	1102	13 14 15	22	15	2
Procurement Technician	1106	7	1	1	
Grants Management Specialist	1108	12 13 14	14	7	2
Realty Specialist	1170	9 14	2	1	
Printing Officer	1654	13 14	2	1	
Inventory Mgmt Specialist	2010	9 13	2	2	1
IT Specialist	2210	13	6	4	
Totals			159	108	32

Total Attrition 4.1.2014 - 6.15.2015 Including VERA/VSIP						Post V/V Hires 4.1.2014 - 6.15.2015					
Click here for a detailed list of Non-V/V departures						Click here for a detailed list of Post-V/V hires					
Position Title	Series	Grade	Number of Separations	V/V Departure	V/V Targeted Position	Position Title	Series	Grade	Number of Hires	Separation	V/V Targeted Position?
Safety and Occupational Health Mgt	18	15	1	Y							
						Environmental Protection Specialist	18	11	1	N	
Security Officer	80	13 14	1								
HR Specialist	201	9 11 13 14 15	18			HR Specialist	201	9 11 12 14	11	N	
HR Specialist	201	12	1	Y							
HR Assistant	203	7	1								
						Student - HR	299	5	1	N	
Program Specialist	301	9	1								
Program Specialist	301	11 12 13 14	6	Y							
Photocopy Assistant	305	3	1	Y							
Secretary	318	6 7 8	3	Y							
AA/Director	340	15	4			Senior Officials	340	15 SL	1	N	
Program Manager	340	15	1	Y							
Admin Officer	341	11	1	Y							
Support Services Specialists	342	15	1								
Support Services Specialists	342	13	1	Y							
Program and Mgmt Analyst	343	12 13 14 15	5			Program Analyst	343	9 11 12 14	6	N	
Program and Mgmt Analyst	343	13 14 15	16	Y							
Copy Equipment Operator	590	4	1	Y							
Auditor	511	13	1	Y							
General Engineer	801	15	1								
General Engineer	801	13	1	Y							
						Fire Prevention Engineer	804	11	1	N	
Mechanical Engineer	830	14	1	Y		Mechanical Engineer	830	11	1	N	
						Electrical Engineer	850	11	1	N	
Attorney	905	14	1			Appeals Judge, Attorney	905	SES 21	1	Y N	
Senior Debarring Official	930	SL	1								
Contract Specialist	1102	12 13 14 15	13			Contract Specialist	1102	13 15	1	N Y	
Contract Specialist	1102	14	1	Y							
Grants Management	1108	12	1								
Grants Management	1109	13 14	1	Y							
Realty Specialist	1170	14	1	Y							
Building Mgmt Specialist	1176	9 12	1								
						Facilities Operations Specialist	1640	9 11 12	4	N	
Printing Specialist	1654	13	1	Y							
Inventory Mgmt Specialist	2010	9	1	Y							
Transportation Mgmt Specialist	2130	14	1								
IT Specialist	2210	13 15	1								
Totals			101			Totals			32		

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EcoRights_EPA-HQ-2018-005683_2.28.20 Production00202

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EcoRights_EPA-HQ-2018-005683_2.28.20 Production00203

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EcoRights_EPA-HQ-2018-005683_2.28.20 Production00207

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EcoRights_EPA-HQ-2018-005683_2.28.20 Production00208

EcoRights_EPA-HQ-2018-005683_2.28.20 Production00209

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