OSDBU NEWS

United States Environmental Protection Agency

Fall 2005

Director's Note

The Practices and Power of Collaborative Partnerships

It has been proven that small businesses benefit when they do not operate independently, but engage in collaborative partnerships where there are relationships of mutual trust and respect, shared visions of the goals towards which people are working, and agreement on the tasks that need to be accomplished to achieve those goals.

The OSDBU would like to share some tips obtained from **experience** as well as **collaboration experts** in various industries which may be helpful to your organization. This edition of the OSDBU News will highlight useful resources which confirm the very power of collaborative partnerships, which can be summarized as relationships that provide opportunities for mutual benefits and results beyond those any single organization could realize alone.

I hope that you find this Fall edition, with the theme *Collaborative Partnerships,* valuable as your company continues to experience operational success through this effective management approach.

As an introduction to the how to's and benefits of collaborative partnerships highlighted in this edition, provided below is descriptive listing of noted characteristics of collaborative partnerships:

- Collaborative partnerships have a unique organizational structure and operate differently than other types of organizations.
- Strong arguments exist both for and against using a written formal agreement among partners.

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- Collaborative partnerships begin with centralized leadership, but leadership responsibilities are more widely shared as partnerships evolve.
- Collaborative partnerships build relationships within the community.
- Collaborative partnerships are people oriented.
- Collaborative partnerships need to have a clear vision of their purpose.
- Stakeholders share a commitment to finding solutions.
- Collaborative partnerships provide a communication network to finding solutions.
- Collaborative partnerships change attitudes within the community.
- Local government involvement in collaborative partnerships is crucial for long-term sustainability.

Read and Reflect,

Jeanette L. Brown, Director
Office of Small and Disadvantaged Business Utilization

Maximizing Effectiveness

Experts in the *Department of Educational Psychology, University of Calgary* provide the following explanation of collaboration: Collaboration involves a certain mind set and certain attitudes that are also present in true partnerships. In a true collaboration, there is a shared need to work together coupled with a mind set that views all players as being equally important for the success of the common initiative. In order for the collaboration to work, all of the people involved need to have a shared perspective: A common need and a mutual respect for each others' contributions. Although there may be a designated chair person, collaboration is not a game of leaders and followers, it is a game of mutuality. Thus, the chair may be responsible for conducting a meeting, but the processes engaged in, and the decisions made, are the result of "group-think." Moreover, the actions resulting from the decisions are shared amongst group members. To all intents and purposes, a collaboration functions according to the following dictum: "Let's work together on this, figure out together what it is we want to do and how we will go about doing it, and share the credits for success."

This source indicates that most effective partnerships and collaborations are characterized by relationships that are:

- **Mutually rewarding**. Everyone feels like there are deriving benefits from the collaboration. There is value added for the time spent working collaboratively.
- **Mutually trusting**. Over time, participants learn to trust each other and develop confidence that there will be no back-stabbing and that people can be counted on to keep their promises. Collaborations work, but they take time to develop.
- **Equally valued**. All participants are valued for their contributions. Some participants may seem to contribute more than others, but participants have differing amounts of resources to contribute. There is acknowledgment that participants contribute in different ways, so it seems that people are making different, but equally important contributions, not more or less valuable.
- **Based on similar or complimentary professional and social strengths**.

Collaboration is easiest when people see "eye to eye" on issues and approaches. However, when there is a diverse group, there often is a larger resource pool of skills, talents, and perspectives. Provided a shared mind set can be developed, collaborations amongst diverse groups of people can be very effective.

- **Participants share a common vision**. There is an agreement on the purpose of the collaboration and the goals towards which people are working. Participants feel ownership for the shared vision, are willing to commit resources to it, and are comfortable with forgoing personal gain in the interest of assisting the group.

- **Shared value system.** In the short term, people may agree to overlook differences in their value systems, in order to work towards the common vision. After all, they just have to work together, not necessarily be best friends. However, people will need to be patient and understanding, as well as value and respect individual differences in order for the collaboration to work in the long-term. For this to happen, there typically needs to be a substantial agreement on some core set of common values. This is particularly true in business relationships, where people can work together with a common goal in the short term, but end up with irreconcilable differences in the long run.

- **Shared decision-making**. Collaborations involve shared power. Collaboration involves giving up some individual power, but collectively more power is created because everyone contributes to the system. Paradoxically, power is gained by giving it away.

- **Diverse membership and the encouragement of multi-disciplinary efforts**. There is respect for and encouragement of divergent opinions, BUT there is a focus on developing a common point of view. "Can I live with this decision?" and "Does this take us in the desired direction?" become the guiding questions, rather than "Is this the best possible deal for the group I represent?"

- **Leaders who are ready to restructure for change**. The participants involved in the collaboration, and the organizations they represent, need to be willing to give up some things in favor of making the collaboration work. If people are entrenched in their points of view and in their organization structures then collaboration is more difficult to achieve.

- **Mutually rewarding**. There is a recognized tangible pay-off for all participants.

- **Consensus building**. Exploring common ground and talking through areas of disagreement to reach a shared point of view become the norm, rather than voting on issues under discussion.

Collaboration is noted as yielding many benefits. Among the most noteworthy are the following:

- **Reduced competition for diminishing resources.** When people work together towards common goals, they are not fighting each other to see who can get the largest portion of the funding pie.

- **Elimination of service duplication.** Working together towards common goals reduces the likelihood that several agencies will not be developing the same, or similar, programs and products. Sharing is more cost-effective than developing several versions of the same thing.

- **Diversified problem-solving.** Often the diversity in a collaboration brings fresh perspective to a problem and generates novel solutions.
- **Increased inter-agency understanding.** Collaboration typically increases people's awareness of the perspectives of others, and the agencies they represented. This promotes greater harmony amongst people and agencies and reduces friction.
- **Renewed sense of professionalism.** True collaborations seem to spawn increased commitment to participants' work roles, increased vigor for their job duties, and heightened expectations for their service recipients.

Resource Sharing

According to *The Department of Local Government and Regional Development*, local government continues to face challenges in meeting growing community expectations to expand the range and quality of services provided within budget constraints. There are a range of options that may be able to effectively combine more efficient service delivery with vibrant local democracy. It is further noted that across states there are a wide variety of resource sharing arrangements that are resulting in:

- Providing councils with more buying power for savings and the ability to afford the latest technology to deliver services;
- Improving the ability to afford specialist skills in regional areas; and
- Savings from efficient operations

Essential Elements

The New Horizons for Collaborative Partnerships has identified three essential elements associated with successful collaborative partnerships, namely networking, leadership, and vision.

Networking

Collaborative efforts are strengthened by networking, which enables one to draw upon multiple resources and build a team to accomplish the desired objectives. An important networking skill is the ability to identify the resources that are available within the community. These resources include both financial resources and human resources. When an idea is developed appropriately, multiple individuals are frequently eager to become involved with the venture. It takes a community of individuals all working together to be successful. The development and maintenance of effective working teams is fundamental to advancing the successfulness of community endeavors.

Leadership

Another necessary element of collaborative partnerships is that of good leadership. The credibility of the leader is paramount to the success of the venture; leadership entails inspiring stakeholders to devote energy, time, and resources toward a positive endeavor. Leaders need to be able to transform practice cultures to achieve the desired outcomes. Experts suggest that successful leaders will motivate the group to achieve outcomes that exceed the prospects of the endeavor. Leaders must take the time to investigate the issues and become knowledgeable about the possible opportunities for success to occur. They need to remain visible, enthusiastic, and actively involved with the goals of the organization for the outcomes to be successful. Leadership authors note that leaders need to be willing to persevere and to take risks as they develop new opportunities for addressing the challenges identified by key stakeholders. However, leaders also need to be

able to trust the group members. One expert wrote that a leader identifies the responsibilities for the different individuals involved in the program but then needs to get out of the way and let them do the jobs assigned. The reputations of the members of the group also play an enormous part in the success of the project. Laying a sound foundation of leadership and membership for the collaborative efforts can be time-consuming, but in the long run is invaluable to the success of the venture.

Vision

The success of a collaborative project requires that everyone on the team be actively captivated by the mission and/or goals of the group. The Institute of Medicine noted the importance of a system identifying its shared purpose; this allows for a core set of principles to be developed to guide the innovation or partnership. A leadership expert concluded, "…leadership is therefore about influence, but it is also about inspiration – those with the inspiration to inspire belief in ourselves". Another expert stated "inspirational leaders instill an intrinsic drive that is fueled by a higher purpose, a sense of mission, and a commitment to a vast array of possibilities", and added that inspired individuals engage a "fire of passion" for the vision of the project that results in an inherently and independently driven success for the endeavor.

Vision comes from the leader. Without the leader taking the initiative to excite the committee, the efforts of the group frequently become fragmented and ineffective. A shared vision held by all partners is an essential early step in the partnering process. According to one author, "…worthwhile work involves understanding the work and knowing how the work helps others". Once steadfastness to the goal is developed, the enthusiasm for the consortium seems to fall into place.

In summary, according to *New Horizons for Collaborative Partnerships,* partnership opportunities are there for the taking when one remains cognizant of trends and issues within communities, organizations, and the profession. Being prepared to take the initiative is also very important as one project may mesh or overlap into another. An understanding of the process of collaboration enables leaders to develop and manage the environment to meet the needs identified within the community. The elements of networking, leadership, and vision are all important as relationships between stakeholders are developed. By carefully addressing each of these areas, partnerships become strong, and beneficial outcomes follow.

Best Practices

INNOVA Learning reported the following emerging best practices as a result of government-voluntary sector collaboration

- Collaboration means both sectors come to the table as equal partners
- Develop knowledgeable civil servants who understand and support voluntary sector activities
- Champions within government departments are needed to carry the message and win others over.
- Recognize that the process of building good working relationships takes time.
- The process of working together is as important as the product in increasing understanding between the sectors
- Balance autonomy and accountability
- Build relationships based on mutual trust and respect.

Guidelines For Effective Partnering Relationships

The Corporate Partnering Institute presents the following principles in a partnering relationship that must be understood and accepted by all partners:

1. Staying the long haul.

Collaboration demands effort, time, patience and seeing the big picture. Increased audiences or substantial cost savings are not always immediately evident but may, infact, be the resulting synergy of new systems.

2. Common Goals.

It is no longer us versus them. It must only be us in order to achieve maximum synergy. Each partner must translate its individual goals into common goals towards which all partners are striving.

3. Transparent Communications.

Building trust and confidence in each other demands a timely, accurate, and open exchange of information. Nothing can be held back nor kept under wraps if this relationship is going to blossom.

4. Teamwork.

The process of partnering is as important as the substance. Patience must rule the day as opposed to expediency. Start from the premise that initial trust in the partnership is fragile and easily broken. Then strengthen and build this trust through

actions that build the team rather than any individual player.

5. Create Value.

There is no reason to partner if value is not created for the individual partners. It is incumbent on the partners to pool their core competencies to create a larger whole. Each must do what it does best, and through the combined effort of all, a new and otherwise unattainable value is secured. This is a win-win relationship.

6. Behave Ethically.

When entering a collaboration the highest ethical standards of behavior must rule the day. Each partner must act as he expects his partners to act. The first sign of chicanery or duplicitous behavior will explode the partnership. The key is to enter into the partnership without a hidden agenda and with a full understanding of the nature, activities, ownership and reputation of your partners. If you don't collaborate, you may be working too hard for too little return on your investment of precious human, financial, and physical resources. Find a partner whenever you can for the various projects that you undertake. Make each partnership a strategic business relationship that benefits both parties as well as the community. Like any successful endeavor, there will be hazards and barriers along the way. Know what they are, and overcome them in order to achieve a strategic collaboration that works.

Questions To Ask Before Pursuing Partnerships

Pathways to College, in its curriculum entitled "Implementation Tools, Building Collaborative Partnerships", suggest that the following questions should be asked before pursuing partnerships. These questions help to determine whether an organization is prepared to engage in a collaborative partnership.

- Have you completed research on all prospective partners?
- Can you describe the partnership's goals and objectives in simple terms?

- Can you identify the fundable parts of your project?
- Can you really accomplish these goals?
- Do you have tools to measure the success of the project?
- Do you have a proven evaluation method?
- Do you have assurance of dedication to the goals?
- Can you list the resources you are willing to bring to the table to accomplish these goals?
- Do you have established ways to coordinate with other community resources?
- Can you describe the relationship with the communities you plan to serve?

EPA Leading By Example

The EPA has experienced positive results in developing collaborative partnerships to better serve small businesses and to better facilitate the contracting and subcontracting process. Provided below are examples of how the EPA participates in and promote collaborative partnerships which have resulted in tremendous economies of scale:

Watershed Working Lands Summit

Better Water Quality Through Better Government Collaboration held April 18-19, 2005 in Raleigh, NC

This series of meetings involved water quality and other natural resource agency leaders (EPA, USDA, DOI, etc.) at the Federal, State, and local levels, together with appropriate participation by regional and national headquarters staff. The summit focused on leadership principles, concepts and practices necessary for collaborative decision-making at the state level by Federal and State agencies, and subunits of state government.

Community Involvement Conference and Training

July 12-15, 2005, in Buffalo, New York

The theme of the conference was, "Building Bridges Through Strong Partnerships" and focused on how collaborative partnerships can improve environmental public education, community involvement, and decision-making.

This annual conference was designed for EPA and its federal, state, local and tribal partners who plan and implement EPA's community involvement, partnership, outreach and education programs. The conference provided a diverse and unique educational program—one in which presenters and participants freely exchanged information and learned from each other. Conference speakers, representing a wide variety of stakeholders, shared how they were involving communities in the protection of our air, water, and land. Over 400 people attended this event.

EPA Earns High Ombudsman Marks

The Small Business Administration National Ombudsman's recent annual report to Congress awarded high marks to the EPA for fairly enforcing federal regulations.

A ratings, the highest, were awarded in five major categories. Quality of Response to specific small

business comments by a high-level representative or the program office, and answering comments well, earned an A. Working hard to comply with its policy prohibiting retaliatory actions against complainants also earned an A, as did all the Compliance Assistance steps the Agency takes to inform and advise small businesses on the rules and on how to comply with them. Also rated A were EPA attendance at Regulatory Enforcement Fairness Hearings, as well as the Agency's work to Inform Small Businesses of their rights, including access to the Office of the National Ombudsman.

These high ratings reflect the EPA commitment to working collaboratively with federal and state agencies, industry including small business, educational institutions and others whenever possible to carry out the important mission of protecting human health and the environment.

EPA, Interior, Army, To Work Together In Removing Health Risks At Tar Creek, Oklahoma

The 40 square mile Tar Creek Superfund Site in northeastern Oklahoma is part of the 1,188 square mile historic zinc and lead mines known as the Tri-State Mining District in Missouri, Kansas, and Oklahoma. The district's historic lead and zinc production ranks as one of the highest in the world, with total ore production estimated to have been slightly more the 0.5 billion short tons, with production high during World War II. Mining began in the early 1900's and continued until the 1960's.

The by-products of the mining operation were highly acidic mine water and large amounts of discarded mine and mill tailings, discarded in chat piles or settling ponds. The principle pollutants are lead, cadmium, and zinc, and chat was freely used and placed throughout the area by individuals and municipal and county agencies. There are approximately 30,000 people residing in the area, and most of the land on the Tar Creek site is allotted Indian Land.

What Is The Gulf of Mexico Program?

The Gulf of Mexico Program was formed in 1988 by the Environmental Protection Agency as a non-regulatory, inclusive partnership to provide a broad geographic focus on the major environmental issues in the Gulf. The mission of the Program is " to facilitate collaborative actions to protect, maintain, and restore the health and productivity of the Gulf of Mexico in ways consistent with the economic well-being of the Region." The partnership includes representation from state and local governments and the citizenry in each of the five Gulf States; the private sector (business and industry); federal agencies responsible for research, monitoring, environmental protection, and natural resource management; and the academic community.

EPA News

New Administrator Visits Program Offices

On May 4, 2005, EPA's new Administrator, Stephen L. Johnson, visited the Judiciary Square Building, where OSDBU and other EPA program offices and contractors are housed. OSDBU hosted a welcoming breakfast in honor of the

visit. In his message to EPA's employees, Administrator Johnson stated:

> I am humbled and honored that President Bush has entrusted me with the leadership of this great Agency. During EPA's 35 years, our experiences have taught us what works, as well as what can be done better to improve our environment and protect public health. We have learned that sound scientific research and analysis are the foundation for our work and the genesis of our future successes. In order to advance the credibility of our actions, I will continue to promote transparency as a key to successful decision-making.
>
> To face the new challenges of national and global concern, I will encourage EPA to fully integrate innovation, flexibility and collaboration at the local, state, national, and international levels. The United States has proven to the world that environmental success and economic growth can go hand-in-hand, and I will further this progress in EPA's actions.
>
> I know that our mission cannot be realized without your continued commitment and dedication. I am grateful for each of you and the work you do to leave the next generation with a safer, healthier environment in which to live, work, and play.

EPA SDVOSB Counseling Session and Trade Fair

EPA has attained yet another milestone in service to the small business industry by conducting its first Service Disabled Veteran Owned Small Business (SDVOSB) Counseling Session and Trade Fair on Thursday, August 11, 2005 at the Marriott Hotel at Metro Center. The purpose of this event was to facilitate EPA's strategies of 1. Encouraging contract opportunities exclusively for SDVOSBs; 2. Encouraging and facilitating participation by SDVOSBs in competition for award of Agency contracts; 3. Providing SDVOSBs an opportunity to speak with EPA's contract and progam managers; and 4. Provide SDVOSBs and other Federal agencies an opportunity to meet.

The agenda for the event was packed with exciting opportunities for information sharing and networking, in keeping with EPA's goal of assisting SDVOSBs in doing business with EPA. From the informative speakers, to the motivating ribbon-cutting ceremony, to the interactive exhibits, to the identification of Resource Officials, this event truly made its mark on business owners in attendance. A highlight of the event was the opportunity for SDVOSBs to attend one-on-one counseling sessions to receive counsel and advice on opportunities and assistance in understanding EPA's procurement process and culture.

Cassandra R. Freeman, Deputy Director, OSDBU, set the tone for the day in her introductory remarks where she expounded on efforts to implement the EPA strategic plan and the goal of having each attendee to leave the event with valuable knowledge and contacts to help in the Federal contracting process.

Jeanette L. Brown, Director, OSDBU, provided encouraging remarks to the attendees, stressing EPA's commitment to this initiative as endorced by the participation of key program managers

and representatives from EPA's Office of Administration and Resources Management.

The group was further encouraged by many other speakers, including Steve Johnson, EPA Administrator, who personally thanked veterans for their sacrifices, commended veterans for taking advantage of the opportunity to own businesses and contribute to the economic growth of the nation, and confirmed the support of EPA to the success of SDVOSBs.

HCD International, OSDBU's newsletter contractor, attended the event as a roving reporter. Provided below is a sample of comments obtained from attendees regarding the event:

- "The speakers' comments showed a commitment to SDVOSB goals and to what they are promising to do. I look forward to the one-on-one session."
- "My organization has not had much experience with EPA, but we are here to hook-up with other businesses and learn how to enter into the EPA market."
- "This event is very well organized."

Stay tuned for other events where information will be disseminated on matching small business services with EPA needs by visiting the EPA website at www.epa.gov/osdbu.

DoD Conference for SDVOSBs

On June 13-15, 2005, the Department of Defense (DoD) and the Department of Veterans Affairs (VA) sponsored a conference in Las Vegas for Service-Disabled Veteran-Owned Small Businesses. EPA was represented by OSDBU Director Jeanette Brown, Deputy Director Cassandra Freeman, as well as Special Assistant to the Director Susan Galliher, Norman White of the Cincinnati Procurement Office, Jerry Dodson of the RTP Procurement Office, and Region 8's MBE/WBE Coordinator, Marshell Pullman. The conference was a huge success, with a full capacity of 800 registrations being sold out prior to the opening day. A large number of Veteran-Owned Businesses visited the EPA table to share their capabilities, obtain information about EPA contract opportunities, and seek guidance on how to pursue business with EPA. Some of the Veteran-Owned firms walked away with commitments to start providing services to EPA. OSDBU is now working with DoD and VA to plan next year's conference, which may also be held in Las Vegas in June 2006.

Jeanette Brown Elected Chair of OSDBU Directors Council

The interagency OSDBU Directors Council elected EPA's OSDBU Director, Jeanette Brown, to chair the Council in FY2006, which began on October 1, 2005. Ms. Brown's initiatives for the Council this year include improvements to the www.OSDBU.gov website, increased coordination between Federal agencies to alleviate some of their duplication of efforts, and reducing the number of small business events scheduled for the same dates. At the Council's October 20 meeting, Ms. Brown voiced her

renewed energy and eagerness to take the Council to new heights in providing services for the small business community, minority institutions, and trade associations.

16th Annual OSDBU Procurement Conference Scheduled

The OSDBU Directors Council met in early October to start planning the 16th Annual OSDBU Procurement Conference. The conference will be held April 20, 2006, at Show Place Arena in Upper Marlboro, Maryland. The last conference attracted more than 40 Federal agencies and 2,600 participants from around the country. Participants included large businesses that were looking for small businesses capable of providing subcontracting services.

It is anticipated that next year's conference will be bigger and better than ever, including break-out sessions on:

1) Emergency response contracting (e.g., hurricanes, space shuttle, and other disasters);

2) Doing Business with the Government/ Teaming and Partnerships;

3) Women-Owned Businesses; and

4) Service-Disabled Veteran-Owned Small Businesses.

EPA's OSDBU is taking the lead on planning this event. Information regarding the conference will soon be available on the www.OSDBU.gov website.

OSDBU Awards Ceremony

On October 27, 2005, EPA's OSDBU sponsored the Administrator's 17th Annual Small Business Awards Ceremony at EPA Headquarters in Washington, D.C. Awards were presented to small businesses, large businesses, state and local entities, EPA personnel, and 5 offices from EPA's Headquarters, the Regions, and a laboratory for their extraordinary efforts in support of EPA's small business program. The OSDBU office congratulates and thanks the award recipients.

MSIRP Conference

The second strategic planning meeting for the third Minority Serving Institutions Research Partnerships (MSIRP) Conference was held in Washington on May 19 - 20, 2005. The meeting was hosted by the Environmental Protection Agency (EPA) Office of Small and Disadvantaged Business Utilization (OSDBU). OSDBU Director Jeanette Brown welcomed over 60 representatives of governmental agencies, corporations, small businesses, university presidents, provosts and faculty from MSIs who participated. Other federal agencies participating in the meeting included the U.S. Department of Interior; NASA; Department of the Army; Department of Health and Human Services; Department of Homeland Security; Department of Energy; Department of Commerce; and the Small Business Administration. Ms. Brown expressed pleasure with the meeting and the interest and participation of those who attended. Ms. Brown stated "We're off to a great start and the enthusiasm and momentum is apparent. There is still much to be done but I believe we have the necessary components to carry that momentum forward and deliver an excellent conference."

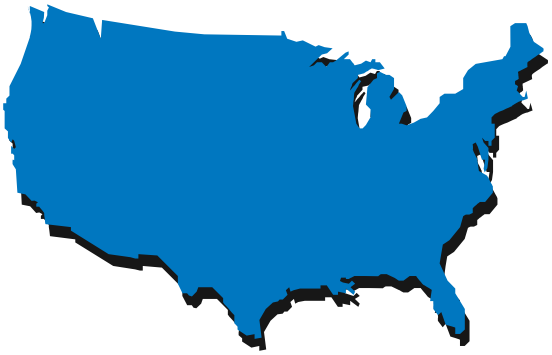
Several presentations were made by EPA officials about various programs within EPA whose missions overlap with the goals of the upcoming MSIRP'06 conference. EPA helps to educate

the public about the environment and furthers its mission through research grants, graduate fellowships and contracting opportunities. While most of the programs seek to provide educational opportunities for talented students at MSIs, others specifically relate to public health concerns and minority business development. Ms. Brown discussed the OSDBU Office, which develops programs to encourage the involvement of small, disadvantaged and women-owned businesses and to make these businesses more competitive in contracting and grant opportunities. OSDBU also provides outreach in the form of training seminars, mentoring, counseling and advocacy for these target populations.

Roberta Miller, from the Office of Research and Development, outlined the EPA Internship Program that targets engineering, public policy and administration majors. Jonathan Newton from EPA's Office of Civil Rights discussed the objectives of the office, which include dissemination of information and grant opportunities for MSIs. Edsel Brown, from the Office of Technology, talked about that office's interest in the development of women-owned businesses that provide free training classes.

The goal of the MSIRP'06 Conference, slated for February 2-4, 2006, is to encourage sustainable business and educational partnerships among governmental agencies, businesses, industry and institutions of higher learning, particularly Minority Serving Institutions, including Hispanic Serving Institutions, Historically Black Colleges and Universities, and Tribal Colleges and Universities. MSIRP'06 will be held on the campus of The University of Texas-Pan American in Edinburg, Texas.

Regional News



EPA's MBE/WBE Coordinators Receive Training

On October 25-27, 2005, the OSDBU office provided training for the Minority Business Enterprise/Women Business Enterprise (MBE/WBE) Coordinators from EPA's ten Regions, the Office of Acquisition Management in Washington, D.C., the Cincinnati Procurement Center, and the RTP Procurement Center in Research Triangle Park, North Carolina. The theme of the training was, "Getting on the Same Page." The MBE/WBE Coordinators were provided training on revisions to EPA's procurement forms; outreach tips and assistance; outreach best practices; various databases that MBE/WBE Coordinators need to understand to do their job; training resources; an overview of the procurement process; direct procurement responsibilities; compliance best practices; the Service-Disabled Veteran-Owned Small Business Program; and building regional websites. During the third day of training, the Coordinators participated in the Administrator's annual awards ceremony. One evening, a special dinner was held to celebrate Marie McPeak's upcoming retirement in Region 10 (Seattle, Washington) and her many years of service to EPA's small business program. The MBE/WBE Coordinators are all listed on the last page of this newsletter, along with their telephone numbers and e-mail addresses.

Region 6 Tribes

Our tribal partnerships recognize tribes' authority to administer their own environmental programs. Working government-to-government, EPA provides a broad range of support for tribes' environmental work. Through coordination and cooperation, advocacy, strategic planning, training and grants, EPA assists tribes in fulfilling their environmental goals.

State Information

Many federal environmental laws include a prominent role for states. EPA's partnerships with states have evolved far beyond shared responsibilities as co-regulators. The results are more innovative and effective protection of our environment and public health.

Today most environmental regulation and enforcement is done by states. EPA provides a comprehensive package of planning, policy, technical, analytical and information resources to support their activities. Working together allows us to address not just the effects, but also the causes of pollution. It allows us to go beyond what the law requires, using environmental regulations as a foundation for what we can accomplish, not a ceiling.

EPA continues to expand its traditional role by fostering creative collaborative solutions to complex environmental problems.

Follow this link for more information.

(http://epa.gov/region6/6xa/states.htm)

Cybertravel Guide

Please take the time to ensure that someone in your business is assigned the task of traveling to key websites so you can remain knowledgeable about collaborative partnerships.

For New Horizons for Collaborative Partnerships, visit **http://www.nursingworld.org/ojin/topic26/tpc26_2.htm**

For The Department of Local Government and Regional Development, visit **http://www.dlgrd.wa.gov.au/localGovt/connect/partnerships.asp**

For INNOVA Learning, visit **http://www.cyr.gov.sk.ca/assets/pdf/VSI/Maureen%20Matthew,%20PVSI,%20June%2011th%20Presentation.pdf**

For The Corporate Partnering Institute, visit **http://www.partneringagreements.com/**

For Information from the Department of Educational Psychology, University of Calgary, visit **http://northwin.ca/board/misc/bryanhiebert.html**

We will see you next quarter with more websites to add to your Cybertravel Guide.

Calendar of Events

DATE	EVENT	SPONSOR/LOCATION	CONTACT
December 8	***Service Disabled Veterans Small Business Counseling Day***	633 3rd Street, NW Washington, DC	Lamont Norwood (202) 564-0928
December 8	***WA Technology Center & Snohomish County Economic Development Council Defense & Security Grants Conference***	Seattle, WA	Kim Heuss (206) 616-2847
December 14	***5th Annual Small Minority & Business Owners Conference***	City of San Antonio & Bexar County Deborah Bradford	Renee Watson (210) 335-2478
January 24-25	***National Veterans Entrepreneurship Conf.***	San Francisco, CA	www.asdv.org
January 25-26	***Connecticut Minority Construction Expo***	Connecticut Convention Center	www.ctmce.com
February 2-4	***2006 Minority Serving Institutions (MSIRP'06) Research Partnerships Conference***	UTPA, Edinburg, Texas	www.citec.panam.edu
February 3-4	***Metropolitan Business League Annual Economic Conference and Membership Awards Banquet***	Richmond, VA	www.thembl.com
February 6-9	***20th Annual National Reservation Economic Summit & Amer. Indian Bus. Trade Fair***	Las Vegas, Nevada	www.ncaied.org
February 22-23	***6th Annual Economic Empowerment & National Women's Leadership Conf. 2006***	Hamilton Crowne Plaza Washington, DC	www.mbpn.org
February 26- March 2	***Waste Management Symposium***	Tucson, Arizona	www.wmsym.org
March 7	***Alliance MID-Atlantic Small Business Procurement Fair***	Valley Forge Convention Center	www.allianceforbiz.com

OSDBU has identified meetings, conferences, and forums being provided across the country that may be of interest to the small business community. Events that OSDBU will sponsor or support are identified with lead OSDBU staff for additional information. The Calendar of Events is maintained by Tammy Thomas. Ms. Thomas can be reached at (202) 564-4298.

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Contact information current as of 11-05

EPA/OSDBU Mission

The mission of the U.S. Environmental Protection Agency's Office of Small and Disadvantaged Business Utilization is to support the protection of the environment and human health by fostering opportunities for partnerships, contracts, subagreements, and grants for small and socioeconomically disadvantaged concerns.

www.epa.gov/osdbu

Agency Goals

2006 - 2007 Goals have not been finalized by the SBA.

The U.S. Environmental Protection Agency (EPA) goals for Fiscal Year (FY) 2004/2005 are based on estimated contract obligations of $1.2 billion for direct and $200 million for subcontract.

EPA FY 2004/2005 PRIME CONTRACT GOALS

Direct	*FY '04/05 Goal*
Small Businesses	27.0%
8(a) Businesses*	*6.3%
Non 8(a) Small Disadvantaged Businesses	*3.0%
Women-Owned Small Businesses	5.0%
HUBZones	3.0%
Service Disabled Veterans	3.0%

*Since 8(a)s are SDBs, EPA in essence has an SDB goal of 9.3%.

EPA FY 2004/2005 SUBCONTRACTING GOALS

Subcontract	*FY '04/05 Goal*
Small Businesses	50.0%
Small Disadvantaged Businesses	20.0%
Non 8(a) Small Women-Owned Businesses	7.5%
HUBZones	3.0%
Service Disabled Veterans	3.0%

The Federal Government purchases billions of dollars in goods and services each year that range from paper clips to complex space vehicles. It is the policy of the United States, as stated in the Small Business Act, that all businesses have the maximum practicable opportunity to participate in providing goods and services to the government. To ensure that small businesses get their fair share, the SBA negotiates annual procurement preference goals with each Federal agency and reviews the results.

Small Business Vendor Profile System

EPA's Small Business Vendor Profile System is designed to collect and display information concerning businesses registered with EPA's Office of Small and Disadvantaged Business Utilization (OSDBU). The system captures information on the following types of small businesses: small; small disadvantaged; 8(a) certified; women-owned; Hubzone; veterans; service disabled veterans; and tribal businesses (Federally or State recognized). Information is also available on Historically Black Colleges and Universities (HBCUs), Hispanic Association of Colleges and Universities (HACUs), and minority servicing institutions.

Small Business Vendor Profile System

If you would like to be included in EPA/OSDBU's automated database go to: cfpub.epa.gov/sbvps, or complete the following form and fax it to Denean Jones at (202) 501–0756.

Date: _____

Company Name*: _____

Contact*: _____

Title: _____

Address*: _____

City*: _____ State*: _____ Zip Code*: _____

Phone #*: _____ Fax #: _____

E-mail Address*: _____

Internet Address: _____

NAICS Code(s)*: _____

_____

Capabilities: _____

_____

Have you done business with the EPA before*: ❑ NO ❑ Yes, as a Prime ❑ Yes, as a Subcontractor

Classification

- ❑ Large
- ❑ Mid-Size
- ❑ Small

Tribal

- ❑ Federally Recognized
- ❑ State Recognized

- ❑ SDB
- ❑ Small WOB
- ❑ 8(a) Certified
- ❑ Service Disabled Veteran
- ❑ HUBZone
- ❑ HBCU
- ❑ HACU
- ❑ Tribal College/ University
- ❑ Other Minority

Ethnicity

- ❑ African American
- ❑ Asian-Indian
- ❑ Asian-Pacific
- ❑ Caucasian American Female
- ❑ Hispanic
- ❑ Native American
- ❑ Other Minority
- ❑ None

The fields marked by * are required and must be filled in.

www.epa.gov/osdbu

Small Business Ombudsman

SMALL BUSINESS DIVISION

Regulatory Assistance and Outreach Program

FTE Employees:	Title	Contact #
Karen Brown	**Division Director & Small Business Ombudsman**	**(202) 566-2816**
Joyce Billious	**Secretary**	**(202) 566-2813**
Elsa Bishop	**Program Analyst**	**(202) 566-2814**
Bridgette Dent	**Program Assistant**	**(202) 566-2819**
Earl Russell	**Summer Intern**	**(202) 566-2820**
Angela Suber	**Program Analyst**	**(202) 566-2827**
SEE Enrollees:		
Howard Boddie	**Computer Specialist**	**(202) 566-2815**
James Malcolm	**Chemical Engineer, Toxic Substances and Haz Mat**	**(202) 566-2821**
Esther McCrary	**Senior Secretarial Support Staff**	**(202) 566-2824**
Tom Nakley	**Civil Engineer, CWA, SDWA and Asbestos**	**(202) 566-2826**
Joseph Albright	**Biologist, Asbestos, Randon and Lead**	**(202) 566-2817**

Major Functions/Products:

- Serve as a port of entry "gateway" for small businesses to EPA
- Advocate for small business regulatory issues and relief inside EPA
- Coordinate small business issues with program offices, regions, and states
- Focus on Asbestos regulatory requirements/handle questions and complaints
- Operate and maintain a Small Business hotline that averages 1,100 calls per month
- Participate on regulatory development workgroups representing small business interests
- Prepare semi-annual Newsletter that reaches over 20,000 internal and external customers
- Organize meeting with the Deputy Administrator and Small Business Trade Associations
- Oversee and prepare Report to Congress on the status of CAAA State Section 507 Programs
- Manage contracts, grants and cooperative agreements to strengthen State Small Business Ombudsman Technical Assistance Programs
- Sponsor annual Small Business Regional Liaison Conference
- Develop guidance and policies for small businesses
- Resolve disputes between small businesses and EPA dealing with policies and regulations
- Distribute small business publications, regulations, guidance, and tools

Customers:

- Small Businesses/Small Business Trade Associations
- State Small Business Ombudsmen and Technical Assistance Programs
- EPA senior managers, media offices and agency staff, EPA regions and states offices
- Private Citizens
- EPA Administrator and Deputy Administrator
- Congressional representatives and staff, Governors, Environmental Counsel of States (ECOS)
- Assistance providers, i.e., EPA Compliance Centers, Pollution Prevention Programs (P2), Small Business Development Centers (SBDCs), Manufacturing Extension Partners (MEPs)

Small Business Ombudsman — Toll Free Hotline: (800) 368-5888 Local: (202) 566-2855 Main Line: (202) 566-2822
Fax: (202) 566-0954

Contact information current as of 11-05.

Request For Publications

U.S. Environmental Protection Agency
Office of Small and Disadvantaged Business Utilization
1200 Pennsylvania Ave., NW (1230N)
Washington, DC 20460
(202) 564-4100
(202) 501-0756 (Fax)

Name:_____

Firm:_____

Address:_____

_____

City:_____ State:_____ Zip Code:_____

Phone #:_____

Fax #:_____

Please Check Publications Requested

- ☐ Mentor-Protege Program
- ☐ Forecast of Contract Opportunities
- ☐ Contract Opportunities Under Superfund (five basic categories)
- ☐ The 8(a) Program
- ☐ HUBZone Fact Sheet

www.epa.gov/osdbu

Regional MBE/WBE Coordinators

REGION I
(CT, ME, RI, MA, NH, VT)
Sharon Molden (617) 918-1062
U. S. Environmental Protection Agency
New England Region
One Congress Street (MGM), Suite 1100
Boston, MA 02114-2023

REGION II
(NJ, NY, PR, VI)
Otto Salamon (212) 637-3417
U. S. Environmental Protection Agency
290 Broadway- 27th Floor
New York, NY 10007-1866

REGION III
(DE, VA, MD, PA, DC, WV)
Romona McQueen (215) 814-5155
U. S. Environmental Protection Agency
1650 Arch Street
Philadelphia, PA 19103

REGION IV
(AL, FL, GA, KY, MS, NC, SC, TN)
Josephine Brown (404) 562-9634
U. S. Environmental Protection Agency
61 Forsyth Street, S.W.
Atlanta, GA 30303-8960

REGION V
(IL, IN, MI, MN, OH, WI)
Adrianne Callahan (312) 353-5556
U. S. Environmental Protection Agency
77 West Jackson Boulevard (MC-10J)
Chicago, IL 60604-3507

REGION VI
(AR, LA, NM, OK, TX)
Debora N. Bradford (214) 665-7406
U. S. Environmental Protection Agency
First Interstate Bank Tower at Fountain Place
1445 Ross Avenue, 12th Floor, Suite 1200
Dallas, TX 75202-2733

REGION VII
(MO, NE, IA, KS)
Chester Stovall (913) 551-7549
U. S. Environmental Protection Agency
901 North 5th Street
Kansas City, KS 66101

REGION VIII
(CO, MT, WY, SD, ND, UT)
Marshall Pullman (303) 312-6499
U. S. Environmental Protection Agency
999 18th Street, Suite 500
Denver, CO 80202-2405

REGION IX
(AZ, HI, CA, NV)
Joe Ochab (415) 972-3761
U. S. Environmental Protection Agency
75 Hawthorne Street (PMD-1)
San Francisco, CA 94105

REGION X
(AK, ID, OR, WA)
Marie McPeak (206) 553-2894
Valerie Badon (206) 553-1141
U. S. Environmental Protection Agency
1200 Sixth Avenue (OMP-145)
Seattle, WA 98101

CINCINNATI
Norman G. White (513) 487-2024
U. S. Environmental Protection Agency
Contracts Management Division
26 West Martin Luther King Drive
Cincinnati, OH 45268

NORTH CAROLINA
Jerry Dodson (919) 541-2249
U. S. Environmental Protection Agency
Contracts Management Division
Research Triangle Park, NC 27711

HEADQUARTERS
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U. S. Environmental Protection Agency
Grants Administration Division
1300 Pennsylvania Avenue (3903R)
Washington, DC 20460

EPA United States Environmental Protection Agency
(1230N)
Washington, DC 20460

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