



# DEMOBILIZATION PLAN

Version 1.0

**KALAMAZOO RIVER/ENBRIDGE SPILL – REMOVAL  
SITE # Z5JS  
MARSHALL, MICHIGAN  
LATITUDE: 42.2395273; LONGITUDE: -84.9662018**

**Response Type:** Emergency  
**Response Authority:** OPA  
**Response Lead:** PRP  
**Mobilization Date:** 7/26/2010

**Incident Category:** Removal Action  
**NPL Status:** Non-NPL  
**FPN#:** E10527  
**Start Date:** 7/26/2010

**Approval:**

Ralph Dollhopf (U.S. EPA FOSC):

  
for RD  
July 20, 2012

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## **1) PURPOSE**

Personnel and equipment will be demobilized from the incident in accordance with this plan. Demobilization is an orderly and cost effective process for the release and return of all response resources and personnel to their respective home destinations. The demobilization of resources and personnel from this incident will involve all personnel working on the incident. This demobilization plan will be implemented upon approval of the Incident Commander (IC).

This plan is a living document and may be modified as necessary, as a result of changing site conditions and/or any additional factor as determined by the IC.

## **2) OBJECTIVES**

- a) Demobilization of personnel is critical in future planning for the response organizational structure. Prioritization of demobilization is conducted to ensure that all incident command priorities are addressed and the response organization remains intact to ensure that all incident objectives are achieved.
- b) Resources, including personnel, no longer required for the response will be demobilized as rapidly as is feasible. Generally, demobilization of personnel will occur from the Group/Unit level, to the Branch Director level, to the Section Chief and Command staff level.
- c) The IC has delegated authorization for the demobilization of individual personnel to the joint approval of the Operations Section Chief (OPSC) and the Planning Section Chief (PSC).
- d) Demobilization Check-Out Form (ICS 221 A Form, Attachment C) will be used to facilitate the process and to provide resource accountability. As resources are identified which are available for demobilization, the ICS 221 A Form will be initiated by the Section Chief responsible for that resource. The ICS 221 A Form will be reviewed by the OPSC and the PSC to verify that the resource is not planned for another task. After their approval and concurrence from the IC, the resource will be demobilized from the incident.
- e) The PSC will be responsible for distribution of information of released resources to other sections.

### 3) **TASKS TO BE COMPLETED PRIOR TO DEMOBILIZATION**

a) Each Section Chief has identified a list of critical tasks which shall be completed prior to demobilization of the respective unit from the incident.

i) Command Staff

(1) Incident Commander

(a) Submit all hard copy documentation, electronic documentation, and e-mails in accordance with procedures outlined in Attachments A and B of this document.

(2) Deputy Incident Commander

(a) Submit all hard copy documentation, electronic documentation, and e-mails in accordance with procedures outlined in Attachments A and B of this document.

(3) Safety Officer

(a) Coordinate with MDEQ to develop and implement a schedule for transition of all Safety Officer tasks to MDEQ.

(b) Provide support services, as necessary, during transition of the Safety Officer position to MDEQ.

(c) Submit all hard copy documentation, electronic documentation, and e-mails in accordance with procedures outlined in Attachments A and B of this document.

ii) Operations Section

(a) Transition all necessary Operations field oversight positions to MDEQ, including sufficient overlap period.

(b) Transition all necessary Operations Group Supervisor/ Division Lead/ Field Team Lead positions to MDEQ, including sufficient overlap period.

(c) Transition Deputy Operations Chief and Operations Chief positions to MDEQ including sufficient overlap period.

(d) Complete review of all outstanding Operations documents submitted to U.S. EPA by Enbridge, including but not limited to, the following:

(i) Overbank Response Action Summary Reports

(ii) Shoreline and Overbank Reassessment Techniques Summary Reports

(iii) Submerged Oil Reassessment Summary Reports

(iv) Monthly Progress Reports

(v) Any Addendum documents submitted to the December 21, 2011 Consolidated Work Plan (CWP).

(e) Review the CWP to identify any tasks that have not been completed and schedule these tasks within the Unified Command for completion.

(f) Complete After Action Modular Summary Report.

(g) The Waste Management Branch shall complete the following activities:

(i) Ensure electronic copies of all manifests are properly maintained, based on review of Waste Manifest Tracking Log, the Enbridge Monday's Totals

- Report (Recovered Oil Report), and Enbridge's monthly reports.
- (ii) Ensure electronic copies of all waste analytical laboratory reports are properly maintained, based on review of Enbridge's Equis database, the Enbridge Monday's Totals Report (Recovered Oil Report), and Enbridge's monthly reports.
- (iii) Complete 100% QA/QC of Enbridge's Monday's Total Report (Recovered Oil Report)
- (h) Ensure that all routine Operations generated documents, files, etc. have been tracked, filed, and submitted to the Documentation Unit, including but not limited to:
  - (i) Operations ICS 214 forms
  - (ii) Digital photos and associated photo tracking sheets
  - (iii) Logbooks
- (i) Submit all hard copy documentation, electronic documentation, and e-mails in accordance with procedures outlined in Attachments A and B of this document.

### iii) Logistics Section

- (a) Equipment
  - (i) EPA-owned Equipment
    1. Inventory
    2. Reconciliation in coordination with EPA Regional Logistics staff
    3. Determination of current and projected needs
    4. Demobilization of items determined unnecessary during Step (i)(3) above.
    5. Documentation of the demobilization
  - (ii) START Contractor-owned Equipment
    1. Inventory
    2. Reconciliation in coordination with START warehouse staff
    3. Determination of current and projected needs
    4. Demobilization of items determined unnecessary during Step (ii)(3) above.
    5. Documentation of the demobilization
  - (iii) Enbridge-owned Equipment
    1. Inventory
    2. Reconciliation based on 213 Records
    3. Determination of current and projected needs
    4. Return items determined unnecessary during Step (iii)(3) above to Enbridge.
    5. Documentation of the return
- (b) Begin consolidation of personnel into reduced number of trailers. Once consolidation is complete, coordinate with Enbridge regarding removal of excess trailers.

- (c) IT Equipment
  - (i) START-Contractor Server
    - 1. Ensure all appropriate documents have been submitted to the EPA server for processing.
    - 2. Coordinate with START-Contractor IT support regarding appropriate backup
    - 3. Demobilization
  - (ii) EPA-server
    - 1. Coordinate with the Planning/Documentation Unit to ensure all documents are processed and appropriate back-ups have occurred.
    - 2. Coordinate with EPA Regional Logistics staff to schedule return of the server to the EPA regional office.
    - 3. Demobilization
- (d) Submit all hard copy documentation, electronic documentation, and e-mails in accordance with procedures outlined in Attachments A and B of this document.

#### iv) Planning Section

- (1) GIS Unit
  - (a) Obtain a complete backup of all GIS data maintained by Enbridge.
  - (b) Ensure PDF files of all created maps have been submitted to the Documentation Unit, in the proper format.
  - (c) Coordinate with Logistics to return equipment (plotter, GIS computer, ink).
  - (d) Send backup of the GIS portion of the server to the Weston Chicago office contract files.
  - (e) Submit all hard copy documentation, electronic documentation, and e-mails in accordance with procedures outlined in Attachments A and B of this document.
- (2) Documentation Unit
  - (a) EPA Documentation Unit
    - (i) Perform a comprehensive audit/reconciliation of all enforcement related documents, including EPA Order, directives, letters, and Enbridge plans and reports. This audit shall ensure that all EPA directives have been fulfilled, and that all Enbridge plans/reports have received formal response. Forward any outstanding items to the Environmental Unit and/or Operations for review and response.
    - (ii) Collect all hard copy documentation from demobilizing personnel for processing.
    - (iii) Ensure all submitted documents are properly signed and dated by the demobilizing personnel.
    - (iv) Collect all electronic documents from demobilizing personnel, including archive files of all site-related e-mails.
    - (v) Process all received documentation in accordance with the Documentation Unit Standard Operating Procedure.

- (b) START Contractor Documentation Unit
  - (i) Reconcile START server for missing documents. Scan any missing components.
  - (ii) Reconcile EPA server with the START server and transfer any missing documents to the EPA server.
  - (iii) Finalize Logbooks
    - 1. Once all field work is complete, complete the covers of all log books from the first day of the response to the final documented day, by assigning final book number to all books.
    - 2. Re-scan the covers of all finalized logbooks and merge with existing scan of the logbook.
    - 3. Reconcile all completed logbooks with EPA server
    - 4. Upload all completed logbooks to Weston FTP site
- (3) Situation Unit
  - (a) Continue documenting and updating the OPSC on all transitional progress and continually changing field conditions throughout the transitional period.
  - (b) Assist in all photo-documentation and metrics reporting required for completion of the After Action Report.
- (4) Environmental Unit
  - (a) Complete and submit final review comments to Enbridge regarding the Hydrodynamic Model (HDM) Calibration Report; comments shall include a list of data gaps to be addressed in order to complete HDM model calibration.
  - (b) Review additional data collection procedures, data results, and baseline model run results performed in order to complete the HDM model calibration.
  - (c) Develop a final list of additional model scenarios to be completed using the calibrated HDM, or suitable subarea models, in order to demonstrate adequate understanding of submerged oil transport and deposition within critical portions of the Kalamazoo River system, per the CWP. As described in the CWP, additional model scenarios may include, but are not limited to: repeat model runs that incorporate additional categories of low-density sediments representing organic sediments and/or submerged oil, a detailed 3D model of the Delta and Morrow Lake (e.g., from 35th Street bridge to Morrow Lake dam; summer and winter conditions), a 2D or 3D model of the new E-4 containment system, detailed 2D models of select sediment trap areas that represent the effects of sediment removal and/or trap deepening. Any data needs for the additional model scenario runs would also be specified.
  - (d) Review of additional data collection procedures, data results, and model results obtained in order to complete the required HDM model scenarios.
  - (e) Assist in developing final data collection procedures for performing the 2012 submerged oil quantification evaluation. Review data collection, results, and submerged oil quantification calculations and reporting.
  - (f) Assist in developing final data collection procedures for performing the submerged oil agitation effects evaluation. Review data collection, results, and report documentation for the submerged oil agitation effects evaluation.

- (g) Review all outstanding Enbridge plans and/or reports identified by the Documentation Unit in Section 2(a)(1) above.
  - (h) Submit all hard copy documentation, electronic documentation, and e-mails in accordance with procedures outlined in Attachments A and B of this document.
- v) Scientific Support Coordinators (SSCs)
- (a) Review all recommendations prepared by SSCs and submitted to the FOSC.
  - (b) Identify all SSC recommendations that the FOSC forwarded to Enbridge for implementation.
  - (c) Review all final work plans and final reports to ensure that SSC-recommended tasks have been completed, to include:
    - (i) Development of oil fingerprinting procedure for submerged Line 6B oil.
    - (ii) Volume estimate for residual Line 6B submerged oil.
    - (iii) Biodegradation of Line 6B oil, both evidence for current biodegradation and potential for future biodegradation.
    - (iv) Toxicity testing of spill site sediments.
    - (v) Dose/response testing for Line 6B oil.
    - (vi) Study documenting effects of sediment agitation on residual Line 6B oil, including potential for adverse ecological effects and behavior of oil introduced into the water column.
    - (vii) Additional tasks that may be recommended by the SSC and ultimately forwarded to Enbridge by the FOSC.
  - (d) Collect documentation for all SSC Group activities, limited to materials prepared or received by internal coordination staff:
    - (i) Meeting minutes
    - (ii) Workshop minutes
    - (iii) Electronic documentation
    - (iv) E-mails
    - (v) All reference documents uploaded to the SSC Group shared webpage.
  - (e) Submit all hard copy documentation, electronic documentation, and e-mails in accordance with procedures outlined in Attachments A and B of this document.

4) **DEMOBILIZATION OF PERSONNEL.**

- a) All releases of personnel will be initiated in the Resources Unit after approval from the OPSC and PSC, and concurrence with the IC.
- b) All Section Chiefs will coordinate demobilization of staff with the PSC, OPSC, and Resources Unit Lead.
- c) No units, personnel or equipment will leave the incident until authorized to do so.
- d) All equipment checked out must be returned to the Logistics Section.
- e) All demobilizing personnel must complete the ICS 221 A Form and receive sign-off from the following:
  - (1) OPSC
  - (2) PSC
  - (3) Logistics Section Chief
  - (4) Documentation Unit Lead
- f) All demobilization activities will be accomplished in the safest and most cost effective manner. No person will be released prior to obtaining a minimum of eight (8) hours of rest, unless specifically approved by the IC or their designee.
- g) Upon safe arrival at home unit, all personnel must email the Resources Unit.

## **Attachment A – Instructions for Submitting Site Documentation to the Documentation Unit**

### **1) PREPARING HARD COPY DOCUMENTS FOR SUBMITTAL**

- a.** Separate all hard copy documentation as follows:
  - i. Clean copies of documents.
  - ii. Documents containing alterations (i.e. hand written notes, highlighting, starring or any other markings).
- b.** All copies of documents containing alterations should include the following in the upper right hand corner of the document (space permitting):
  - i. Name of individual who made the alteration.
  - ii. Signature of individual who made the alteration.
  - iii. ICS position of the individual who made the alteration, at the time the alteration was made.
  - iv. Date the alteration was made.
  - v. Identify partial documents (i.e. missing Page 3 of 10) by writing the phrase “Partial Document” under the date the alteration was made.

### **2) ELECTRONIC FILES**

- a.** Create 3 folders on an external hard drive or thumb drive for transfer of files to the Documentation Unit:
  - i. “EOS-FILES-UNALTERED- **NAME-POSITION**”: This folder should contain files which were distributed to you by a different individual, maintained in your possession, but not altered in any way by you. The file name and modified date should be identical as when you received it. (i.e. Daily distribution of metrics reports from Enbridge, which were viewed by you, but not modified.)
  - ii. “EOS-FILES-EDITED- **NAME-POSITION**”: This folder should contain files which were created by a different individual, but modified or edited by you. (i.e. a SitRep which was reviewed by you and contains your edits, via track changes or within the text.)
  - iii. “EOS-FILES-AUTHORED- **NAME-POSITION**”: Files which you authored. The file name of final versions should begin with “Final\_”. Draft and working copies should begin with “Draft\_”.

Where the above naming convention is as follows:

**NAME** – Last Name followed by First Name with no space

**POSITION** – ICS Position held during the date range of the e-mails included in PST (i.e. LSC for Logistics Section Chief, DOPSC for Deputy Operations Section Chief, etc.)

- b.** Burn copies of all electronic files stored locally on your computer or alternative media, including but not limited to, external hard drives and thumb drives. Save all copies in the appropriate folder created in Step (a) above.
- c.** Submit all DVDs and CDs as received. Do not save copies of the contents to the above folders.

### 3) **MEET WITH DOCUMENTATION UNIT**

#### **a. On-Site Personnel**

- i. Coordinate with the Documentation Unit Lead to arrange a time to submit all hard copy and electronic documents.
- ii. During this meeting, the Documentation Unit Lead will go through all documents you are submitting and will return your thumb drive or external hard drive.

#### **b. Off-Site Personnel**

- i. Make copies of all hard copy documentation and electronic files prepared in Steps 1 and 2 above. Maintain these copies until the Documentation Unit Lead contacts you to indicate that the originals were received.
- ii. Mail or FedEx all **ORIGINAL** hard copy documentation prepared in Step 1 above and a thumb drive or external hard drive containing all electronic files prepared in Step 2 above to the following address:

EPA Documentation Unit  
1601 Pratt Avenue, Trailer 9  
Marshall, MI 49068

- iii. Contact the Documentation Unit Lead to advise them of the documents you are submitting.
- iv. **Thumb drives and/or external hard drives will not be returned.** If you prefer to not send a thumb drive or external hard drive, please contact the Documentation Unit for instruction on how to upload your documents to an FTP or to arrange for an alternative submittal process.

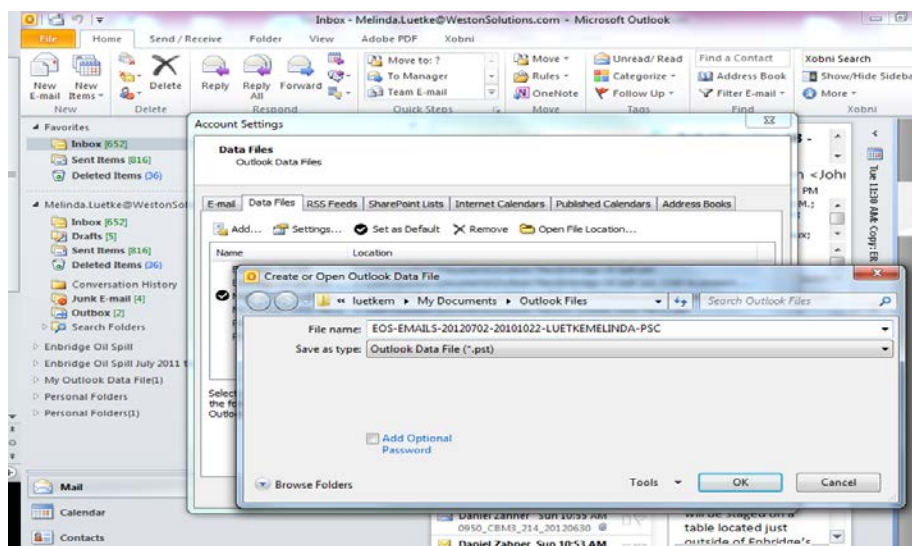
## Attachment B – Instructions for Submitting E-mails to the Documentation Unit

### 1) CREATING A PST USING MICROSOFT OUTLOOK 2010

- a. Identify the date of the first e-mail you received relating to the Enbridge Oil Spill. Identify the date of the most recent e-mail you will be submitting. Write both of these dates down. They will be used in Step (i) below to name your PST.
- b. Open Microsoft Outlook.
- c. Select the “File” tab
- d. Select “Info” on the right side of the
- e. Select the “Account Settings” dropdown button
- f. Select “Account Settings...”



- g. Select the “Data Files Tab”
- h. Select “Add” – A popup menu will appear prompting you to enter a name for your new PST



- i. Name your PST using the following naming convention:

EOS-EMAILS-**XXXXXXXX**-**YYYYYYYY**-**NAME**-**POSITION**

Where the above naming convention is as follows:

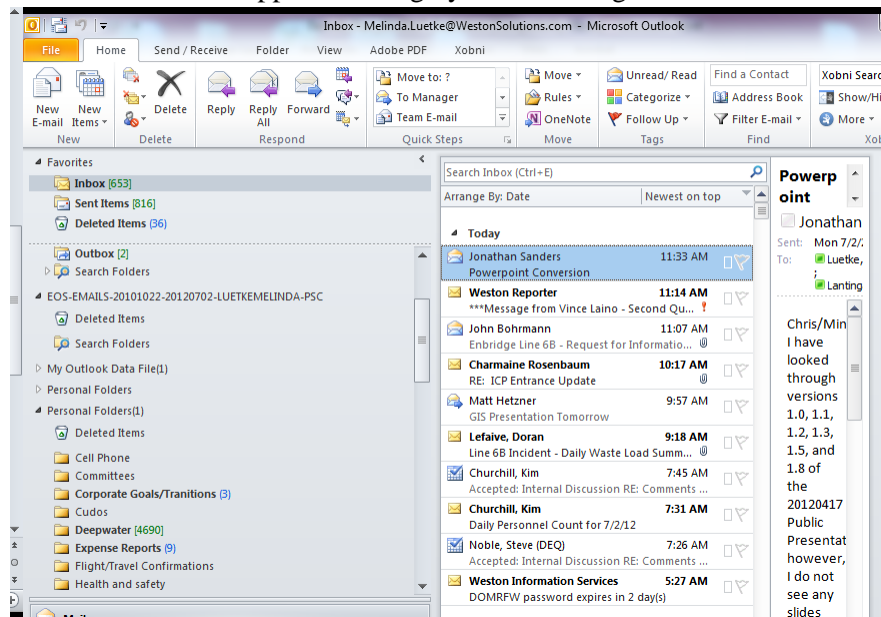
**XXXXXXXX** – Date of First E-mail included in PST in format YYYYMMDD

**YYYYYYYY** – Date of Last E-mail included in PST in format YYYYMMDD

**NAME** – Last Name followed by First Name with no space

**POSITION** – ICS Position held during the date range of the e-mails included in PST (i.e. LSC for Logistics Section Chief, D OPSC for Deputy Operations Section Chief, etc.)

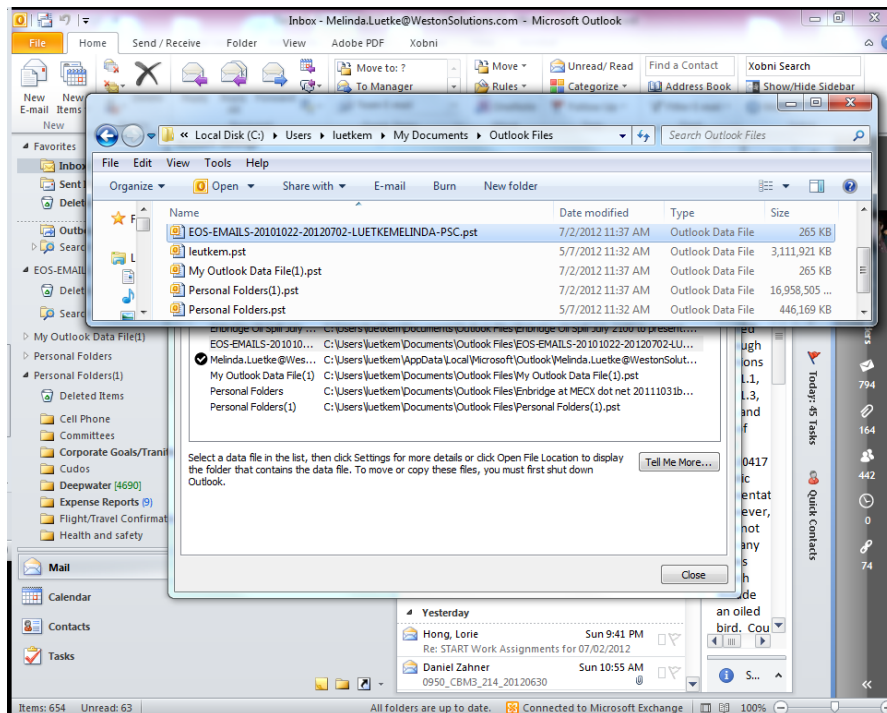
- j. Select the “Home” Tab of Microsoft Outlook.  
k. Your new PST will appear on the gray bar on the right side of the screen.



- l. Drag and drop **ALL** Enbridge related e-mails (including mobilization orders, e-mails you were CCed on, both send and received e-mails, etc.) into the PST.

## 2) SUBMITTING THE PST TO THE DOCUMENTATION UNIT

- a. Once all e-mail have been moved or copied into the PST, select the “File” tab.
- b. Select the “Account Settings” dropdown button
- c. Select “Account Settings...”
- d. Select the “Data Files” Tab
- e. Follow the file path shown in the “Location” column associated with your Enbridge PST to locate the PST file.



- f. Copy the file to a thumb drive or burn it to a CD and submit to the Documentation Unit.

## 3) ADDITIONAL CONSIDERATIONS

- a. If you have any e-mails sent to an e-mail account other than ones included in your Outlook files, (i.e. a personal, web-based e-mail provider), please consult with the Documentation Unit. Do not just forward these e-mails to your primary account.
- b. If you use different e-mail management software (i.e. Lotus Notes), please create an archive file (i.e. .NST file), using the naming convention described in Section 1(g) of this document. Consult with the Documentation Unit for additional assistance.

## Attachment C – ICS Form 221A

P540

<b>Kalamazoo River/Enbridge 6B Pipeline</b> <b>EPA Check Out or Demobilization from the Incident (Form 221 A)</b>	
<b>Today's Date/Time:</b>	
<b>Name of Individual Released:</b>	
<b>Agency/Region #</b>	<b>Incident Position:</b>
<b>Last Day Worked On Site:</b>	<b>Travel Day:</b>
<b>Anticipated Return Date to Site:</b>	<b>Cell #:</b>
<b>Name of Replacement, if any:</b>	<b>email:</b>
<b>Alternate Point of Contact:</b>	
Demobilization Release Approvals	
<b>Logistics Section</b>	<b>Approved for Release</b>
<b>Supplies Returned:</b>	<b>Logistics Unit Chief or Representative</b>
<b>Reason for not returning supplies, if any</b>	<b>Print name</b>
<b>Signature/Date/Time</b>	
<b>Communications/ Equipment Returned</b>	
<b>Computer/Mouse</b>	
<b>Camera</b>	
<b>Communication Equipment</b>	
<b>Documentation Unit</b>	<b>Approved for Release</b>
<b>Log Books/214s</b>	<b>Documentation Unit Chief or Representative</b>
<b>Photos/Data</b>	<b>Print name</b>
<b>Signature/Date/Time</b>	
<b>Time and Attendance</b>	
<b>Time/Attendance logs completed</b>	
<b>I acknowledge that the information set forth above, and all information I have provided to the Demobilization Unit is complete and accurate.</b>	
<b>Signature/Date/Time</b>	
<b>All emails related to Incident must be sent to the following:</b> <b>R5IMT_docs@epa.gov</b>	

**Within 24 hrs of returning home, email or call to the following:**  
**enbridgeiap@enbridge.com**

ID	Task Name	Start	Finish	Jul 15, '12	Jul 22, '12	Jul 29, '12	Aug 5, '12	Aug 12, '12	Aug 19, '12	Aug 26, '12	Sep 2, '12	Sep 9, '12	Sep 16, '12	Sep 23, '12
				S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S	S M T W T F S
1	<b>Safety Officer</b>	<b>Mon 7/23/12</b>	<b>Thu 8/30/12</b>											
2	Develop a schedule for transition to MDEQ	Mon 7/23/12	Tue 7/31/12											
3	Provide support services during transition of the Safety Officer position to MDEQ	Tue 7/31/12	Thu 8/30/12											
4	Submit all hard copy documentation, electronic documentation, and e-mails	Mon 7/23/12	Thu 8/30/12											
5	<b>Operations</b>	<b>Tue 7/17/12</b>	<b>Fri 9/28/12</b>											
6	Prepare schedule for transition of all necessary Operations personnel to MDEQ	Mon 7/23/12	Mon 7/30/12											
7	Transition all necessary Operations field oversight positions to MDEQ	Wed 8/1/12	Thu 8/30/12											
8	Transition all necessary Operations Group Supervisor/ Division Lead positions to MDEQ	Wed 8/1/12	Fri 9/14/12											
9	Transition Deputy Operations Chief and Operations Chief positions to MDEQ	Wed 8/1/12	Fri 9/28/12											
10	Complete review of all outstanding Operations documents submitted to US EPA by Enbridge	Mon 7/23/12	Fri 9/28/12											
11	Review CWP to identify any tasks that have not been completed and schedule for completion	Tue 7/17/12	Wed 7/18/12											
12	Complete After Action Modular Summary Report	Mon 7/23/12	Fri 9/28/12											
13	Submit all hard copy documentation, electronic documentation, and e-mails	Mon 7/23/12	Fri 9/28/12											
14	<b>Waste Management Branch</b>	<b>Mon 7/23/12</b>	<b>Thu 8/30/12</b>											
15	Ensure electronic copies of all manifests are properly maintained	Mon 7/23/12	Mon 7/30/12											
16	Ensure electronic copies of all waste analytical laboratory reports are properly maintained	Mon 7/23/12	Fri 8/10/12											
17	Perform 100% QA/QC of Enbridge's Monday's Total Report (Recovered Oil Report)	Fri 8/10/12	Thu 8/30/12											
18	<b>Logistics</b>	<b>Mon 7/23/12</b>	<b>Fri 9/28/12</b>											
19	Inventory of equipment	Mon 7/23/12	Tue 7/31/12											
20	Reconciliation of equipment	Wed 8/1/12	Tue 8/7/12											
21	Determination of current and projected needs	Wed 8/8/12	Tue 8/14/12											
22	Demobilization of items determined unnecessary	Thu 8/16/12	Fri 9/28/12											
23	Consolidation of personnel into reduced number of trailers	Wed 8/1/12	Tue 8/14/12											
24	Demobilization of the START server	Fri 9/28/12	Fri 9/28/12											
25	Coordinate with EPA Regional Logistics staff to schedule return of the server to the EPA regional office	Mon 9/24/12	Thu 9/27/12											
26	Demobilization of the EPA server	Fri 9/28/12	Fri 9/28/12											
27	Submit all hard copy documentation, electronic documentation, and e-mails	Mon 7/23/12	Fri 9/28/12											
28	<b>EPA Documentation Unit</b>	<b>Mon 7/23/12</b>	<b>Fri 9/28/12</b>											
29	Perform a comprehensive audit/reconciliation of all enforcement related documents	Wed 8/1/12	Fri 9/14/12											
30	Collect all hard copy documentation from demobilizing personnel for processing	Mon 7/23/12	Fri 9/28/12											
31	Ensure all submitted documents are properly signed and dated by the demobilizing personnel	Mon 7/23/12	Fri 9/28/12											
32	Collect all electronic documents from demobilizing personnel	Mon 7/23/12	Fri 9/28/12											
33	Process all received documentation	Mon 7/23/12	Fri 9/28/12											
34	<b>START Contractor Documentation Unit</b>	<b>Mon 7/23/12</b>	<b>Fri 9/28/12</b>											
35	Reconcile START server for missing documents Rescan any missing components	Mon 7/23/12	Fri 8/31/12											
36	Transfer/reconcile EPA server for missing documents	Wed 8/15/12	Fri 9/14/12											
37	Finalize Logbooks	Mon 9/17/12	Fri 9/28/12											
38	<b>Environmental Unit</b>	<b>Mon 7/23/12</b>	<b>Fri 9/28/12</b>											
39	Submit final review comments to													