

# Acquisition & Grants Office Communication Plan

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## NOAA Acquisition and Grants Office Communication Plan

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### I. INTRODUCTION

The Acquisition and Grants Office (AGO) recently identified communication challenges within the organization. Through the Business Process Reengineering (BPR) effort, the Acquisition BPR "Communications Team" developed an annual plan for communicating Acquisition-related information between AGO and internal and external stakeholders. The purpose of the AGO Communication Plan is twofold:

- Improve dissemination of Acquisition-related information to facilitate consistent application of NOAA Acquisition policy and the FAR.
- Increase awareness of NOAA's Acquisition capabilities in communities such as vendors, state and local governments, other Federal agencies, and potential suppliers.

Specifically, the Plan identifies all Acquisition-related communication events (Section VII: Fiscal Year Events Spreadsheet) scheduled to occur during the course of a fiscal year and provides critical details such as key messages, target audiences, and communication vehicles. Furthermore, the Plan provides guidelines and procedures for maintaining the Fiscal Year Events Spreadsheet and executing the communication events.

With proper maintenance and execution, the AGO Communication Plan should result in several significant benefits outlined below:

#### Increased Efficiency

- Expedites dissemination of, and provides access to, consistent information through self-service and user-friendly sources.
- Increases awareness by internal and external stakeholders of NOAA Acquisition services and processes.
- Improves consistency of process and reduces time spent reworking acquisitions due to incorrect information or miscommunication.

#### Enhanced Effectiveness

- Improves mission outcomes by increased leverage of Acquisition knowledge and resources.

#### Improved Customer Satisfaction

- Improves management of expectations due to increased information exchange among stakeholder groups.
- Improves customer relationships.

### II. DOCUMENT SECTIONS

This document contains the following six sections:

- Calendar – Events by month, day and necessary action



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- Communication Events List
  - Fiscal Year Events Spreadsheet overview and description of the Excel chart fields and corresponding actions.
- Guidelines – Procedures for the development and dissemination of messages to the AGO community.
- Appendix:
  - A: Templates – Examples of mail documents for delivery of the various communication messages. Memorandum – Examples of written communication in memorandum format Users design e-mails in the specific formats.
  - B: Distribution lists – Listing of the key communication groups within the acquisitions and grants community and their links.
- Fiscal Year Events Spreadsheet (physical document and/or web link information)



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**III. CALENDAR**

This section provides a month-by-month, high-level view of all Acquisition-related communication events to occur in the fiscal year.

**2008**

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**October**

7	Monthly Status meeting between Heads of Contracting Offices (HCOs) & Acquisition Liaisons
9	Strategic Sourcing Vehicles List
10	C.Buy/C.Request Maintenance Schedule
15	Acquisition Management Advisory Committee (AMAC) Meeting
28	HCO Quarterly Conference

**November**

4	Monthly Status Meetings Between HCOs & Acquisition Liaisons Quarterly Status Meetings Between HCOs & Chief Financial Officers (CFOs)
14	AGO Handbook Updates
18	Training Requirements
19	AMAC Meeting

**December**

1	Forecast of Business Opportunities
2	Monthly Status Meetings Between HCOs & Acquisition Liaisons
10	C.Buy/C.Request Maintenance Schedule
17	AMAC Meeting

**2009**

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**January**

6	Monthly Status Meetings Between HCOs & Acquisition Liaisons
21	AMAC Meeting
27	HCO Quarterly Conference

**February**

2	Consolidated Guidance
3	Monthly Status Meetings Between HCOs & Acquisition Liaisons Quarterly Status Meetings Between HCOs & CFOs Call for Fiscal Year Training Status
10	C.Buy/C.Request Maintenance Schedule
18	AMAC Meeting



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### March

2	Acquisition Lead Times
3	Monthly Status Meetings Between HCOs & Acquisition Liaisons Response to Call for Fiscal Year Training Status Call for Advance Acquisition Plans (AAPs)
18	AMAC Meeting

### April

1	Annual Status Meetings Between HCOs & AGO Dir./Deputy Dir. Notification of Fiscal Year Training Status Reminder AAPs are due in Mid-April
7	Monthly Status Meetings Between HCOs & Acquisition Liaisons
10	C.Buy/C.Request Maintenance Schedule
15	AMAC Meeting
28	HCO Quarterly Conference

### May

5	Monthly Status Meetings Between HCOs & Acquisition Liaisons Quarterly Status Meetings Between HCOs & CFOs
15	AGO Handbook Updates
20	AMAC Meeting

### June

1	Forecast of Business Opportunities
2	Monthly Status Meetings Between HCOs & Acquisition Liaisons
5	Upcoming Cutoff Dates
10	C.Buy/C.Request Maintenance Schedule
17	AMAC Meeting

### July

7	Monthly Status Meetings Between HCOs & Acquisition Liaisons
15	AMAC Meeting
28	HCO Quarterly Conference

### August

3	Fiscal Year Closing Instructions
4	Monthly Status Meetings Between HCOs & Acquisition Liaisons Quarterly Status Meetings Between HCOs & CFOs
10	C.Buy/C.Request Maintenance Schedule
19	AMAC Meeting

### September

1	Monthly Status Meetings Between HCOs & Acquisition Liaisons
16	AMAC Meeting



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### IV. COMMUNICATION EVENTS LIST

#### A. Fiscal Year Events Spreadsheet (Excel file)

For a detailed view of each Acquisition-related communication event for a fiscal year, please refer to the Fiscal Year Events Spreadsheet.

#### B. Fiscal Year Events Spreadsheet Overview

Below is a screenshot of the attached Fiscal Year Events Spreadsheet including explanations for each field.

Date	Event	Target Audience	Delivery Vehicle	Objective	Key Messages	Writer	Sender	Frequency	Notes
10/07/08	Monthly Status Meetings Between HCOs & Acquisition Liaisons	HCOs, Acquisition Liaisons	Meeting (in-person, via phone if necessary)	<ul style="list-style-type: none"> <li>• Informs Acquisition Liaisons of how LO-specific acquisitions are progressing</li> <li>• Provides opportunity for HCOs to readjust/realign resources according to remaining workload</li> <li>• Provides access to new materials/information to stakeholders</li> <li>• Informs/reminds LO/SO of importance of Strategic Sourcing</li> <li>• Informs both AGO and LO/SO of changes in acquisition policy and program policy</li> </ul>	<ul style="list-style-type: none"> <li>• What is the status of progress against the spend plan and the acquisition plan?</li> <li>• What is the status of progress for larger acquisitions according to the WIP, Awarded, AAP, and Milestone Plans?</li> <li>• What are some strategic sourcing initiatives, strategies, or opportunities?</li> <li>• What are the upcoming cutoffs/submission dates?</li> <li>• What adjustments do we need to make in the way we execute our jobs?</li> <li>• What are the latest changes in training?</li> </ul>	N/A	N/A	Monthly	
10/09/08	Strategic Sourcing Vehicles List	AGO, LO/SO	Info Email, AGO Website	<ul style="list-style-type: none"> <li>• Informs and reminds AGO &amp; LO/SO personnel of importance of capitalizing on Strategic Sourcing when preparing plans for upcoming acquisitions</li> </ul>	<ul style="list-style-type: none"> <li>• What are strategic sourcing vehicles available for use?</li> </ul>	POD	POD	Annually	
10/10/08	C Buy / C Request Maintenance Schedule	AGO, LOs/COs	Info Email, AGO Website	<ul style="list-style-type: none"> <li>• Informs acquisition community of changes in C Buy / C Request procedures</li> <li>• Communicates scheduled system outages</li> <li>• Reduces time spent by stakeholders waiting for system to respond</li> </ul>	<ul style="list-style-type: none"> <li>• What changes have been made to C.R / C.B?</li> <li>• How do I need to change the way I use C.R / C.B?</li> <li>• When will the system be down?</li> </ul>	OCIO	POD	Every other month	
10/15/08	AMAC Meeting	AMAC members (AMAC LO Liaisons, AMAC AGO members)	Meeting	<ul style="list-style-type: none"> <li>• Allows LO/CO to provide guidance and feedback to AMAC regarding policy and operational decisions</li> <li>• Ensures policy and operational guidance is disseminated to LO/CO via AMAC's LO Liaisons</li> </ul>	<ul style="list-style-type: none"> <li>• How well is AGO functioning?</li> <li>• What adjustments in policy or operational procedure can be made to make AGO more efficient?</li> <li>• What guidance can be provided to AGO to make processes more effective and efficient?</li> </ul>	N/A	N/A	Monthly	
10/28/08	HCO Quarterly Conference	HCOs, AGO Director/Deputy Director, POD Director	Meeting	<ul style="list-style-type: none"> <li>• Provides forum for HCOs to discuss operational issues/status regarding AGO</li> <li>• Increases knowledge sharing and communication between divisions</li> </ul>	<ul style="list-style-type: none"> <li>• How is AGO operating?</li> <li>• How can AGO improve its operational efficiency?</li> <li>• What changes does AGO need to</li> </ul>	N/A	N/A	Quarterly	

- **Date** – The date the communication activity is to occur.
- **Event** – The name of the Acquisition-related communication activity.
- **Target Audience** – The internal and/or external audience for whom the information is intended to inform, alert or request action.
- **Delivery Vehicle** – The medium for communicating with the target audience. The standard delivery methods include memorandum (document), e-mail, briefing, telephone call, annual meeting, podcast, and web posting. There may be multiple delivery vehicles. E-mail communications should take the form of one of several formats: Action, Flash Alert, Information, and Policy. The e-mail templates are attached to this guide (please see Appendix A).



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- **Objective** – The purpose or goal of the communication event. When composing an e-mail or memorandum, refer to this section and carefully review the message to make sure the communication meets the intended objectives.
- **Key Messages** – The important aspects of the message. In order to communicate clearly ask a series of probing questions regarding who, what, how, and why. Use the answers to focus the message throughout the writing process.
- **Writer** – The individual who creates the message. This person takes responsibility for the information by acting as a contact point or recipient of the information requested in the message.
- **Sender** – The individual or office overseeing the message. The sender takes official responsibility for the message content, and acts as contact point, reviewer, and/or recipient of the action requested in the message.
- **Frequency** – The regularity with which a communication event will occur during a fiscal year.
- **Notes** – Special information or instructions related to completing the action.



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### V. GUIDELINES

This section provides information for executing the details outlined in the Fiscal Year Events Spreadsheet's communication events.

Guidelines
<ul style="list-style-type: none"><li>• The Policy and Oversight Division (POD) prepares the electronic and written communication using templates for topic and audience.</li><li>• The POD decides what type of communication is sent on behalf of the Director, AGO, and on behalf of the POD.</li><li>• Revisions are coordinated and approved by the Director, AGO.</li><li>• Electronic communication (E-mails) must be sent from the AGO POD e-mail account.</li><li>• Prior to POD sending communication, the AGO Policy Working Group will review and check the message for appropriate content, clarity, and grammar.</li></ul>
Maintenance Policies
<ul style="list-style-type: none"><li>• The POD is responsible for maintaining and updating the e-mail lists, the calendar, and the Fiscal Year Events Spreadsheet.</li><li>• The POD crafts final communication per internal procedures (tracking number, audience identified, subject with clear directions, etc.) and disseminates on behalf of the Director, AGO.</li><li>• Acquisition contacts and their e-mail address are available on the internet under the AGO websites.</li><li>• High-level calendar view in Section III of this document should be updated as changes are made to the Fiscal Year Events Spreadsheet.</li><li>• The AMAC and other liaison staff are informed of communications between the AGO and other user groups through e-mail messages and memorandums. The POD communicates with the AMAC, CFO Council, and others by through e-mail and calendar postings.</li><li>• New policies and or procedures are vetted with clients through the AMAC and other venues by submitting draft policies/procedures for review by all affected parties.</li></ul>



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### VI. APPENDIX A: TEMPLATES

Communicating information through e-mail is a convenient and quick way of reaching your target audience. The following section provides e-mail templates that may be tailored to convey the appropriate message. In addition, memorandum formats are included as a guide for developing detailed memorandum that may be attached to an outgoing e-mail.

#### Templates

E-mail Type	Purpose
Action	Sending information requiring action and or response within a specific timeframe or date.
Flash Alert	Communicating urgent news or messages affecting business or operational processes.
Information	Communicating information not requiring a specific time-sensitive response.
Policy	Communicating significant changes associated with external and internal documents and/or regulations. The changes may affect specific work procedures and may relate to other internal/external sources.

**Memorandum** – When a NOAA internal memorandum is used, it shall be in accordance with the format set forth at <http://www.correspondence.noaa.gov/> and attached.

#### Message Writing Tips

- Carefully follow the guidelines established by NOAA offices. Type text using standard capitalization and font (Times New Roman-12).
- Avoid acronyms and internal colloquial speech. If acronyms are needed, limit the number as much as possible.
- An acronym is not needed for a phrase only used once. When communicating with vendors, contractors, and the general public, place acronyms in parenthesis after spelling out at first usage.
- Do not use capital letters for emphasis.
- Use bullets or points to separate ideas in the message development. Attach any required information.
- Always check the spelling of a completed e-mail.



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- Prior to sending our any message, it is recommended that the document undergo clearance procedure from officials in charge of or overseeing the message information.
- Include any reference (document name/internet site/links) in message. If the text includes a reference or a portion of a public web article, include the complete web address. Attach any required information.



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**Action E-Mail**

**To:** [List names/e-mail groups.]

**Subject:** Action: [Briefly state title.]

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**Message**

**Body - To:** [Prior to developing e-mail, establish communication audience: AGO personnel, requisitioners, and or internal/external audience (vendors/contractors/public). If necessary, develop audience specific e-mails (internal and external).]

**Action:** [Type one to three sentences outlining the specific action or task for completion. Include any pre dates before the final due date.]

**Due Date:** [Final Date]

**Reply to the Following:**

[Name]

[E-mail (if appropriate)]

**Point of Contact:**

[Name ]

[Title]

[Telephone number]

[Insert business cards if appropriate.]

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**Background:** [In this area, provide significant information necessary to respond effectively to the action. Try to limit the message to one page and include attachments as needed.]



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**Action E-Mail**  
(example)

**To:** AMAC <[AMAC@noaa.gov](mailto:AMAC@noaa.gov)>, \_OFA HCO <[HCO@noaa.gov](mailto:HCO@noaa.gov)>, \_AMAC ACQ POL SUB <[AMAC.ACQPOLSUB@noaa.gov](mailto:AMAC.ACQPOLSUB@noaa.gov)>, \_AGO POL GRP <[AGO.POLGRP@noaa.gov](mailto:AGO.POLGRP@noaa.gov)>

**Subject:** **Action:** [Review final Federal Acquisition Regulation rule on restrictions for Treasury Offset Program Debts (AGO-ACT-08-013).]

**To:** HCOs, Contracting Officers, Contract Specialists, Field Delegates, Purchase Card Holders, and Purchase Card Holder Approving Officials.

**Action:** Review and comment on the Federal Acquisition Regulation (FAR) final rule, “Government-wide Commercial Purchase Card Restrictions for Treasury Offset Program Debts (AGO-ACT-08-013)” by the due date. NOAA will consolidate and submit the comments to DOC by Friday, August 29, 2008.

**Due Date:** 12:00pm, Thursday, August 28, 2008

**Reply to the Following:**

Gary Rice  
Chief, Policy, and Oversight Division  
[Gary.Rice@noaa.gov](mailto:Gary.Rice@noaa.gov)

**Point of Contact:**

Gary Rice  
Chief, Policy, and Oversight Division  
301-713-0833, ext. 145

**Background:** There is a proposed joint agreement on the final rule amending the FAR to restrict the use of the Government-wide commercial purchase card as a method of payment for offerors with debts subject to the Treasury Offset Program. The final rule was opened to consider the recommendation of the Federal Contractors Tax Compliance Task Force to add a debt indicator to the Central Contractor Registration (CCR) database for identifying entities with delinquent Federal debt, and to preclude the use of the Government-wide commercial purchase card as a method of payment if the debt indicator is present in CCR. NOAA offices are asked to review and comment.



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**Flash Alert E-Mail**

**To:** [List names/e-mail groups.]

**Subject:** *Flash Alert!* [Briefly state title.]

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**Message**

**Body - To:** [Prior to developing e-mail, establish communication audience: AGO personnel, requisitioners, and or internal/external audience (vendors/contractors/public). If necessary, develop audience specific e-mails (internal and external).]

**Flash:**

[Type the flash information in sentences leading with the most important data. This document is primarily for conveying informative details. ]

**Effective Date:** [Specify date purpose]

**Point of Contact:**

[Name]

[Title]

[Telephone number]

[Insert business cards if appropriate.]

---

**Background:** [If needed. Try to limit the message to one screen.]



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**Flash Alert E-Mail**  
(example)

**To:** AMAC <[AMAC@noaa.gov](mailto:AMAC@noaa.gov)>, \_AGOPOD <[AGOPOD@noaa.gov](mailto:AGOPOD@noaa.gov)>, \_OFA HCO <[HCO@noaa.gov](mailto:HCO@noaa.gov)>, LAUREN KALISH <[LKalish@DOC.GOV](mailto:LKalish@DOC.GOV)>

**Subject:** ***Flash Alert!*** [FebBid Service is down!]

**To:** AMAC, HCOs, Contracting Officers, Contract Specialists, Purchasing Agents, and Field Delegates.

***Flash:***

The FebBid website is down. The system suffered a major crash at 2:00am on January 1, 2000. Technicians are diligently working on the problem and expect to have the system up and functioning within a few hours. Please alert your offices.

**Effective Date:** January 1, 2000

**Point of Contact:**

Jerry Rorstrom-Lee  
[Jerry.Rorstrom-Lee@noaa.gov](mailto:Jerry.Rorstrom-Lee@noaa.gov)  
301-713-0833 x140

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The FedBid site is a key system to offerors for viewing the lowest proposed quote, submitting bids through the FedBid interface, and under bidding the lowest offer. The system is expected to resume normal functioning in the very near future.



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**Information E-Mail**

**To:** [List names/e-mail groups.]

**Subject:** **Info:** [Briefly state title.]

**Message**

**Body - To:** [Prior to developing e-mail, establish communication audience: AGO personnel, requisitioners, and or internal/external audience (vendors/contractors/public). If necessary, develop audience specific e-mails (internal and external).]

**Attention:** [Treat the text typed here as a thesis statement or opening paragraph for a news article presenting the most important information in one to three sentences.]

**Effective Date (if appropriate):** [Depending upon the nature of the information, the effective date may also be added to the subject line.]

**Point of Contact:**

[Name]

[Title]

[Telephone number]

---

[Provide additional or follow up information in this area. Try to limited message to one screen.]



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**Information E-Mail**  
(example)

**To:** AMAC <[AMAC@noaa.gov](mailto:AMAC@noaa.gov)>, AGOPOD <[AGOPOD@noaa.gov](mailto:AGOPOD@noaa.gov)>, \_OFA HCO <[HCO@noaa.gov](mailto:HCO@noaa.gov)>, LAUREN KALISH <[LKalish@DOC.GOV](mailto:LKalish@DOC.GOV)>

**Subject:** **Info:** [Reverse Auction Service is available (AGO-INFO-08-004)]

**To:** AMAC, HCOs, Contracting Officers, Contract Specialists, Purchasing Agents, and Field Delegates.

**Attention:** The FebBid reverse auction service tool is now available as an alternative means for competitive solicitation of commodity-type commercial items such as computer products, security gear, office supplies, tools, equipment and simple services.

**Effective Date:** Upon issuance

**Termination Date:** February 6, 2009

**Point of Contact:**

Jerry Rorstrom-Lee

[Jerry.Rorstrom-Lee@noaa.gov](mailto:Jerry.Rorstrom-Lee@noaa.gov)

301-713-0833 x140

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The objective of this issuance is to inform the acquisition community of a commercial reverse auctioning tool for competitive acquisition of commercial, commodity-type items. Electronic reverse auctioning is an internet-based competitive solicitation tool primary suited for commodity type acquisitions, where selection is heavily weighted on price and price-related factors.

Once a solicitation is posted to FedBid, offerors can see the lowest proposed quote or offers submitted through the FedBid interface and elect to under bid the lowest offer. Pricing information is posted in real time and all offerors identities are protected from release to other competitors. This Information Notice will be posted to the AGO web site in the near future.



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## Policy Change E-Mail

**To:** [List names/e-mail groups.]

**Subject:** **Policy Change/Number:** [Briefly state title and policy number.]

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### *Message*

**Body - To:** [Prior to developing e-mail, establish communication audience: AGO personnel, requisitioners, and or internal/external audience (vendors/contractors/public). If necessary, develop audience specific e-mails (internal and external).]

**Attention:** [Type policy information in sentences leading with the most important data.]

**Follow-up/New Procedure:** [Provide any immediate action resulting from the policy change. ]

**Effective Date (if appropriate):** [Depending upon the nature of the information, the effective date may also be added to the subject line.]

### **Point of Contact:**

[Name]

[Title]

[Telephone number]

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**Action-Forcing Event/Analysis:** [In this area, provide any background including events or actions that led to the change. You may also briefly state details of the change (purpose, etc.)]



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**Policy Change E-Mail**  
(example)

**To:** AMAC <[AMAC@noaa.gov](mailto:AMAC@noaa.gov)>, \_AGOPOD <[AGOPOD@noaa.gov](mailto:AGOPOD@noaa.gov)>, \_OFA HCO <[HCO@noaa.gov](mailto:HCO@noaa.gov)>, LAUREN KALISH <[LKalish@DOC.GOV](mailto:LKalish@DOC.GOV)>

**Subject:** **Policy Change/Number** [Partnership Agreement between SBA and DOC/  
NAO 2008-04]

**To:** AMAC, HCOs, Contracting Officers, Contract Specialist, Purchasing Agents, and DPAs (Field Delegates)

**Attention:** The revised Memorandum of Understanding (MOU) between the Department of Commerce (DOC) and the Small Business Administration (SBA) regarding the 8(a) program is final.

**Follow-up/New Procedure:** Action offices will implement the new policy requirement on the effective day. When awarding 8(a) contracts, Contracting Officers shall operate in accordance with the terms of the Partnership Agreement and take full advantage of its streamlined procedures.

**Effective Date:** June 26, 2007

**Point of Contact:**

Jerry Rorstrom-Lee  
[Jerry.Rorstrom-Lee@noaa.gov](mailto:Jerry.Rorstrom-Lee@noaa.gov)  
301-713-0833 x140

**Action-Forcing Event/Analysis:** The SBA and DOC revised Partnership Agreement will expedite and allow the direct award of 8(a) contracts and purchase orders. In addition, the class deviation from FAR Subpart 19.8, Contracting with the Small Business Administration (The 8(a) Program) and Part 52, Solicitation Provisions and Contract Clauses is issued to implement the agreement.

**Attachments:**

1. Procurement Memorandum 2008-04
2. Word version of Section B (FAR deviation and text/clauses)
3. SBA Presentation



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**Memorandum Example**

(reference <http://www.correspondence.noaa.gov/>)

**MEMORANDUM FOR:** Conrad C. Lautenbacher, Jr.  
Vice Admiral, U.S. Navy (Ret.)  
Under Secretary of Commerce for  
Oceans and Atmosphere

**FROM:** Eduardo J. Ribas  
Director, Workforce Management Office

**SUBJECT:** Development Assignment for Sumer Morlock  
(NOAA Presidential Management Fellow) to the  
Office of Senator Barbara Boxer

The purpose of this memorandum is to inform you that Jane Doe, a Marine Habitat Resources Specialist and National Oceanic and Atmospheric Administration (NOAA), Presidential Management Fellow (PMF), will participate in a developmental assignment within the office of Senator Joe Public. This assignment will begin on or about April 9, 2007, and will conclude at the end of the current Congressional session, between October and December 2007.

Ms. Doe will work on ocean policy and other priority issues. Her staff assignment will be coordinated by Mr. Joe Blow, Majority Senator Policy Advisor and Counsel for the Committee on Environmental and Public Works, and by Senator Public's Legislative Director, Ms Polly Anna, and Legislative Assistant, Mr. Brian McKnight.

Additional information about this developmental assignment may be obtained from Ms. Doe's supervisor, Mr. Jules Verns, at (301) 713-0000. General questions about PMF programs policies may be addressed by Mr. Berry Mann, NOAA's PFM Training, and development Program Manager, at (703) 497-1234.

cc. Scott Rayder, NOAA  
John Oliver, NOAA  
Eric Webster, NOAA  
Maurine Wylie, NOAA



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### VI. APPENDIX B: DISTRIBUTION LISTS

<u>Distribution Lists</u>	<u>Group Contact (e-mail) Address</u>
Acquisition Management Advisory Committee (AMAC)	
NOAA Executive Council (NEC)	
NOAA Executive Panel (NEP)	
Acquisition and Grants Office (AGO)	
AGO Policy Working Group	
CFO Council	
Contracting Officer's Representatives (CORs)	
Field Delegates (DPA)	
Head of Contracting Office (HCO)	
Acquisition Liaisons (AL)	
AGO policy and Oversight Division (POD)	
Purchase Card Holders	
Purchasing Card Approving Officials (AO)	
Acquisition Staff by Division	



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**VII. FISCAL YEAR EVENTS SPREADSHEET (SEE WEB SITE)**