Category 325320
Schedule Title: Pest and Animal Control Products & Services
Contract number: GS-21F-0146X
Contract period: July 25th, 2016 through July 24th, 2021
IPC’s internet address: www.invasiveplantcontrol.com

Invasive Plant Control, Inc.
PO Box 50556
Nashville, TN 37205
www.invasiveplantcontrol.com

Cell Phone: 615-969-1309
Office Phone: 615-385-4319
Fax: 615-385-4124
Point of Contact: Steven Manning

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GENERAL SERVICES ADMINISTRATION
Federal Supply Service
Authorized Federal Supply Schedule Price List

On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA Advantage!, a menu-driven database system. The INTERNET address GSA Advantage! is: GSAAdvantage.gov.

Contract administration source (same as above).
Business size: Small Business

2. Maximum order: $1 Million
3. Minimum order: $100
4. Geographic coverage: Worldwide
5. Point(s) of production: Nashville, Davidson County, TN
6. Discount from list prices or statement of net price: 4% for all hourly labor categories. 5% for training courses. Other service category discounts range from 1-18%
7. Quantity discounts: Not applicable
8. Prompt payment terms: 1.5% for payment within 14 Days
9a. Notification that Government purchase cards are accepted at or below the micro-purchase threshold: Accept
9b. Notification whether Government purchase cards are accepted or not accepted above the micro-purchase threshold: Accept
10. Foreign items: None
11a. Time of delivery: Specific timing determined by the ordering agency.
11b. Expedited Delivery: No expedited delivery
11c. Overnight and 2-day delivery: No overnight or 2-day delivery
11d. Urgent Requirements: Agencies may request accelerated delivery under the "Urgent Requirements" clause.
12. F.O.B. point(s): Destination
13a. Ordering address: Invasive Plant Control, Inc. PO Box 50556, Nashville, TN 37205
13b. Ordering procedures: For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA's) are found in Federal Acquisition Regulation (FAR) 8.405-3.
14. Payment address: Invasive Plant Control, Inc. PO Box 50556, Nashville, TN 37205
15. Warranty provision: 95% Mortality Rate on all treated species

16. Export packing charges: Not applicable

17. Terms and conditions of Government purchase card acceptance (any thresholds above the micro-purchase level): Not applicable

18. Terms and conditions of rental, maintenance, and repair: Not applicable

19. Terms and conditions of installation: Not applicable

20. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices: Not applicable

20a. Terms and conditions for any other services: Not applicable

21. List of service and distribution points: Not applicable

22. List of participating dealers: Not applicable

23. Preventive maintenance: Not applicable

24a. Special attributes such as environmental attributes (e.g., recycled content, energy efficiency, and/or reduced pollutants): Not applicable

24b. If applicable, indicate that Section 508 compliance information is available on Electronic and Information Technology (EIT) supplies and services and show where full details can be found (e.g., contractor’s website or other location.) The EIT standards can be found at: www.Section508.gov/: Not applicable

25. Data Universal Number System (DUNS) number: 968167049

26. Notification regarding registration in Central Contractor Registration (CCR) database: Active in CCR; Registration valid until 04/12/2012
Invasive Plant Control, Inc.

Invasive Plant Control, Inc. is a service oriented company whose main line of service is invasive species management. Invasive species management involves the control of unwanted or pest plants on federal, state, municipal and private properties. Plants controlled include bushes, trees, forbs, ferns, grasses and vines. This type of work is listed under SIN 371 003, Pest Control Services on Federal lands. Since our inception in 1997, IPC has been managing undesirable plants on federal, state and municipal lands, effectively treating hundreds of thousands of acres. IPC's services include:

- On the Ground Management of targeted species
- Training courses
- Planning
- Mapping
- Plan development
- Restoration with native plants when required

IPC has separated itself from other vegetation management companies by offering selective control options applied by college educated technicians. These methods are extremely important when working in fragile natural environments like our National Park System. IPC clients have come to expect the highest quality employee with the ability to key out different species of plants while working in the field. These same employees are the ones that will treat or remove the undesirable species and limit the impact to desirable and sometimes rare species on the site.

IPC’s Travel Teams

IPC ground crews are made up entirely of travel teams. Crew members live throughout the United States and spend all of their time on the road controlling invasive pest plants. Most projects take from 1-4 weeks to complete. Since our inception in 1997 IPC has been totally dedicated to the travel team concept and has become very efficient in managing such an operation.

Qualifications

IPC has built a strong reputation in the restoration ecology field, considered by many as the leader in providing quality invasive species management in sensitive natural areas in the United States. Since its inception, IPC has completed federal projects north to south from the US Virgin Islands to Maine, and east to west from Tanzania, Africa to Hawaii. IPC’s travel teams roam the United States targeting invasive species in fragile natural areas. Utilizing an Integrated Pest Management approach, IPC focuses on selectivity through proper timing and application methods. IPC also offers technologically advanced delineation, GPS/GIS & mapping of invasive species.

All IPC management plans and on the ground control projects have a strong emphasis on selectivity. Protection of desirable flora and fauna is of the utmost importance in all IPC projects.

IPC is one of only a few companies in the United States whose sole purpose is the management of Invasive Species nationwide. Invasive plant management requires remarkably different methodologies than traditional vegetation management. Focusing specifically on invasive species has allowed IPC, Inc. to become one of the nations leading private entities for controlling invasive plants. Utilizing an Integrated Pest Management Approach, IPC, Inc. has selectively controlled invasive species in hundreds of natural areas throughout the eastern United States since 1997.
Invasive Plant Control, Inc.

**Professional Organizations and Licenses**

IPC has managed hundreds of thousands of acres of invasive species specific projects since entering the field in the late 1980’s. IPC provides invasive plant identification, prioritization and selective control methodologies for invasive species management plans and on the ground control. IPC also offers invasive species training courses throughout the world.

All IPC staff including field laborers have a college degree from a resource management related field. This ensures a high level of selectivity in sensitive natural environments.

**Quality Assurance Plan**

The biggest step IPC takes to ensure high quality is a strong emphasis on hiring employees working towards or holding a degree in a resource management related field. While the cost per employee is higher, the return on investment is much higher as well. IPC has found that the quality of the person hired eliminates many common problems in labor management. Aside from our hiring policy, quality control is administered through various components of everyday work. IPC published a book on bid specifications which outlines tough control measures recommended to vendors for invasive plant management projects. IPC implements the following quality control measures:

- Percentage holdback: Many of our clients holdback 10% of the project payment for one year until the client is certain that the intended treatments have been successful based upon our recommendations.
- IPC recommends clients include provisions in the contract which allow the vendor to penalize IPC in the event off target mortality rate is inadequate.
- IPC guarantees a % mortality rate based on the control method being used
- IPC visits sites frequently to determine the effectiveness of their control efforts. If the control is not adequate, IPC will return to the site at no extra cost to retreat the site.
- All jobsites require the use of applicable surfactants, marking dyes and other adjuvants that improve the quality of the application.
- IPC only uses the most selective techniques and chemicals when controlling invasive plants.
- Ongoing training exercises allow IPC staff to stay up to date on the latest and most selective technologies
- IPC accommodates its site sheets to be specific to the agency it is working for. Appropriate data on the site sheets such as weather conditions and chemical usage allow us to track our daily routine and correct mistakes.

**Organizational and Staff Experience**

Currently, all have college degrees in resource management related field. Our seasonal staff consists primarily of college interns or recent college graduates. It has been our goal to hire individuals who are either working towards or currently have a degree in a resource management related field. IPC feels that in order to manage highly sensitive natural areas, it is necessary to have staff ON-SITE that can differentiate between desirable and undesirable species. Our staff is confident making their own decisions and just as confident in conversing with the client.
## Invasive Plant Control, Inc. GSA Price List/Services Offered
---On the Ground Management

<table>
<thead>
<tr>
<th>SIN(s)</th>
<th>SERVICE</th>
<th>Infestation level</th>
<th>Unit of Issue</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>371 003</td>
<td>Invasive Tree and Bush Control - Basal Bark Application</td>
<td>High</td>
<td>Acre</td>
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<td>371 003</td>
<td>Invasive Tree and Bush Control - Basal Bark Application</td>
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<td>Invasive Tree and Bush Control - Foliar Spray with Backpacks</td>
<td>Medium</td>
<td>Acre</td>
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<td>371 003</td>
<td>Invasive Tree and Bush Control - Cut and Treat</td>
<td>High</td>
<td>Acre</td>
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<tr>
<td>371 003</td>
<td>Invasive Tree and Bush Control - Cut and Treat</td>
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<td>Acre</td>
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<td>371 003</td>
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<td>Invasive Tree and Bush Control - Foliar Spray with RTV's/ATV's (with spraygun)</td>
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<td>371 003</td>
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<td>371 003</td>
<td>Herbaceous Weed Control - Cut and Treat Stumps</td>
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<td>Acre</td>
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<td>371 003</td>
<td>Herbaceous Weed Control - Cut and Treat Stumps</td>
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<td>Invasive Vine Control - High Level of Infestation</td>
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<td>371 003</td>
<td>Invasive Vine Control - Low Level of Infestation</td>
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### Invasive Plant Control, Inc. GSA Price List
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<td>Invasive Species Management</td>
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### Invasive Plant Control, Inc. GSA Price List
---Hourly Labor Rates

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<th>SIN(s)</th>
<th>SERVICE</th>
<th>Education/ Certification</th>
<th>Years of Experience</th>
<th>Unit of Issue</th>
<th>Price</th>
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<td>Day</td>
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<td>Bachelors</td>
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<td>371 003</td>
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<td>Bachelors</td>
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<td>371 003</td>
<td>Senior Project Manager</td>
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<td>Biologist</td>
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<td>Principal</td>
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<td>Hour</td>
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Elements of Invasive Plant Control, Inc.’s Services

IPC utilizes a price schedule based on the five primary elements listed below. Each element is critical in determining the cost of invasive species management in sensitive natural areas. If the proposed work was to be completed on level terrain with tractors or other mulching/spraying devices it would be easy to propose a low price per acre as this is simply reducing the biomass. In the majority of the work IPC has been asked to complete over the past 14 years, this equipment would not be applicable. Use of these non-selective tools would destroy the environment IPC was hired to manage and protect.

There are very few companies that provide selective invasive species management targeting plants that often require hand tools versus machines. Because IPC offers both options, our clients can keep their costs low for traditional biomass reduction with large equipment spraying or mulching. The advantage with IPC is that they also have the option to utilize more selective tools that allow the operator to manage only the target species. Using this equipment takes more time thus increasing the cost for control but the results are exactly what natural areas managers are looking for. Traditional equipment is not selective. If there are desirable plants within the same treatment area as the target species, a large tank sprayer will not effectively differentiate between the two and target only one plant. Selective methods allow for the applicator to see the good and the bad plants and to treat only the plants that are targeted for control. The remaining good plants can now thrive in their clean environment, eliminating the need for the land manager to spend money on rehabilitation with new plantings.

It is important to understand the five elements described on the following pages. These descriptions provide insight as to why it is important to utilize a price schedule that includes multiple price points based on these factors.

1. Level of Infestation of Target Plant
2. Selectivity Required for Control
3. Plant Type
4. Size of Target Area
5. Method of Control
Level of Infestation of Target Plants

The level of infestation is important because many sites that require invasive weed control also have desirable species growing. IPC identifies level of infestation using three categories; high, medium and low.

- **Level of Infestation: High**
  
  A *high infestation* level is the worst case scenario. It is defined as a treatment area where the target species covers 61-100% of the proposed work site. These sites often require the longest timeframe, cost and manpower. The example to the right (Photo A) is a species called bush honeysuckle. The green layer of plants on the forest floor must be controlled without damaging the larger native overstory. There are also native tree saplings underneath the visible green layer that must be identified and protected while managing this site. This is an example of a high infestation level.

- **Level of Infestation: Medium**
  
  A *medium infestation* level is defined as a treatment area where the target species covers 31-60% of the work site. These are sites where invasive weeds have not completely inundated the area but are on the verge of forming a monoculture. In the example to the right (Photo B), bush honeysuckle has begun to invade and has covered much of the forest floor but is mostly along the forest edges. This is an example of a medium infestation level. Inside the canopy there are mostly easier to manage younger plants. In photo A, the bush honeysuckle extends for acres into the canopy and is 20-30 years old.

- **Level of Infestation: Low**
  
  A *low infestation* level is defined as a treatment area where the target species covers 0-30% of the proposed work site. These sites are high priority for treatment, often referred to as Early Detection/Rapid Response projects. Controlling unwanted weeds before they grow beyond this level is a high priority for any newly introduced invasive species as this will be the least expensive timeframe to control the undesirable plants. Photo C to the right is an example of an understory where bush honeysuckle has been controlled. 90% of the vegetation on this site is desirable. This site will have re-sprouts and new seedlings that must be managed. It is now a low level of infestation and costs less to manage.
Selectivity Required for Control

It is important to understand control options available based on the selectivity required to control different pest plants species. IPC offers control based on 4 categories; Selective Mechanical and Chemical Control, Selective Non-Chemical Control, Non-Selective Mechanical and Chemical Control and Non-Selective Non-Chemical Control. Understanding these categories is helpful when a land manager is deciding which method to use.

- **Selective Mechanical and Chemical Control**
  Selective Mechanical and Chemical Control involves the use of chainsaws, brushcutters, backpack sprayers, hand-sprayers and other low impact tools to control invasive weeds in natural areas. This method is most often used when desirable species are located on the same worksite as the target plants. Utilizing more selective methods allow the desirable species to continue to thrive after treatment, saving the land manager restoration costs.

- **Selective Non-Chemical Control**
  Selective Non-Chemical Control involves the use of equipment designed to leverage plants from the ground such as mattocks or a specialized tool called a weed wrench. Manual control methods are often required where clients do not wish to use any form of chemical on the site. Mechanical control requires more time, cost and manpower but can be very selective.

- **Non-Selective Mechanical and Chemical Control**
  Non-Selective Mechanical and Chemical Control includes high or low volume spraying equipment as well as mulching machines and other tools designed to clear an area of vegetation. These methods are not selective as the name implies and therefore allow crews to cover much more ground. The cost is significantly less for control but often deceiving because the cost for restoring the site is much higher since all desirable species are also targeted. These methods are cost efficient when a site is infested with a monoculture of the undesirable plants.

- **Non-Selective Non-Chemical Control.**
  Non-Selective Non-Chemical Control is often referred to as biomass reduction. On sites that have no significant value, utilizing a mulching machine or other non-selective tool will significantly reduce the biomass on the site and allow the land manager to start with a clean slate. These methods are cost efficient when a site has a monoculture of undesirable plants or where the site will be cleared for new facilities.
Plant Categories

IPC separates its services into treatments for 4 types of plants: Forbs, ferns and grasses; invasive trees; invasive bushes and invasive vines. Each poses different obstacles, requiring different tools and techniques for control. While these are separated into four categories for this description, IPC’s GSA price schedule combines trees and bushes into one category.

Forbs, Ferns and Grasses Control

Herbaceous weed control is the eradication, reduction, or manipulation of weed species including invasive, noxious, and prohibited plants. IPC’s herbaceous weed control program includes forbs, ferns and grasses and is designed to achieve the desired plant community through the utilization of Integrated Pest Management (IPM) principles. Herbaceous treatments differ from bush, tree and vine treatments in part because it is generally easier to manage these species as they are on the ground, have a shallow root system and no cutting tools are required. Once treated, removal is generally not required which also reduces the cost of management. Easy access to herbaceous plant populations allows for a decreased cost and easier long term management. Many of the weeds treated in the western United States fall into this category.

Invasive Tree Control

Invasive tree species are fast-growing trees and prolific seeders that can overtake natural areas, replacing native plants and form dense thickets. One example, *Ailanthus altissima* also produces chemicals that prevent the establishment of other plant species nearby. Invasive trees have extensive root systems and have been known to cause damage to sewers and foundations. Tree species require different methodologies than vines, shrubs, forbs, ferns or grasses. Basal sprays and injection methods can be effective for controlling trees in the backcountry but require low volume sprayers which increase time in the field.

Invasive Bush/Multistemmed Plant Control

Invasive bush species are often the most difficult and time consuming plant to control. Trunks usually occur as multiple stems with many long, leafy branches which make them difficult to cut. Cut and treat methods are commonly used on multistemmed plants in natural areas as a method of selectivity. Once these plants grow to taller than six feet, cut and treat methods are often necessary to protect native vegetation. Multistemmed species also commonly form dense thickets in fields or in the understory of forests, shading out and out-competing many species. Once established, they are very difficult to remove. The cost per acre is greater with this plant type because the number of stems per square yard is higher than tree and vine species.
Invasive Vine Control

Invasive vines kill or degrade other plants by smothering them under a solid blanket of leaves, by girdling woody stems and tree trunks, and by breaking branches or uprooting entire trees and shrubs. Vine species pose a different set of management obstacles than trees, shrubs or herbaceous weeds. One example of an invasive vine species is Kudzu. Kudzu grows rapidly, extending as much as 60 feet per season at a rate of about one foot per day and may extend 32-100 feet in length. Each kudzu vine has the ability to send a taproot down 20 feet into the earth and require markedly different management techniques to achieve control. Other species like English ivy pose their own obstacles by leaching onto desirable trees. Control of this vine and many other vine species requires the delicate removal of the attached vine prior to any foliar applications. This time consuming process is selective but can be expensive.

Size and Geography of Area to Control

Once the level of infestation is understood IPC must determine the size and geography of an invasive plant management project to provide an accurate cost. An industry standard is the North American Weed Management Association’s definition of an Infested Area.

**Infested Areas:** Area of land containing one or more weed species. An infested area of land is defined by drawing a line around the actual perimeter of the infestation as defined by the canopy cover of the plants, excluding areas not infested. Areas containing only occasional weed plants per acre do not equal one acre infested. Generally, the smallest area of infestation mapped will be 1/10th (.10) of an acre or 0.04 hectares. An area of weeds can be defined in many ways and there is little consistency between individuals, counties, states and countries. Is an acre of weeds one weed plant in an acre, an acre covered with weeds or all the lands threatened with invasion from an existing infestation?

Many of the sites that require services under SIN 370 003 with reference to invasive plant management are located in difficult to reach places. For example, in Hawaii, technology is being researched to help helicopter applicators use selective tools such as paintball guns filled with herbicides to treat target vegetation. In the eastern US many of the parklands are situated on mountainsides requiring that park staff estimate not only level acres but also vertical acres when preparing an RFP. In Alaska most of the invasives are new and introduced by unsuspecting tourists hiking a trail. Access to these sites is limited so understanding the mobility requirements and equipment needs based on geography is critical when preparing a pest management project. Another example is the need for watercraft to reach a site, significantly increasing the cost per acre for a project. There are also times that a project in Alaska, Maryland, Tennessee or Florida requires boats or other water crafts to reach islands where invasives must be treated. Terrain and accessibility play a large role in determining the cost for control.

When managing a roadside, municipal park or agricultural field, the cost of control is significantly decreased by the lay of the terrain. Treating one acre on flat terrain can take two-crew members less than 30 minutes to cover. Treating the same undesirable weed on mountain terrain could take 3 full days for two crew members to treat. This terrain change and other variables must be accounted for in the proposed service rates. IPC differentiates prices based on terrain by adding this variable into the infestation level equation.
Invasive Plant Control Inc. Services

The following pages summarize the services IPC offers under SIN 371 003, Pest Control Services. IPC offers 23 service categories based on plant type and method of control as a per acre cost. IPC also offers 8 labor rates based on hourly rates.

Explanation of Proposed Services

**Cut Stump Treatments**

Cut Stump Treatments involve herbicide concentrates or herbicide-water mixtures applied to the outer circumference of freshly cut stumps or the entire top surface of cut stems, applied with a spray bottle, backpack sprayer, wick, or paint brush. Freshly cut stems and stumps of trees, woody vines, shrubs, canes and bamboo stems are treated with herbicide mixtures to prevent resprouting and to kill roots. Cutting is usually by chainsaw or brush saw but can be accomplished by handsaws and cutting blades and should create a clean and perpendicular cut surface that inhibits herbicide runoff.

**Basal Bark Treatment**

Basal sprays are herbicide-oil-penetrant mixtures sprayed on the lower portion of woody stems, usually applied with a backpack sprayer or wick applicator. Basal sprays are best used where most trees are less than 8” d.b.h., but can be used on much larger trees of susceptible species. Application is to smooth juvenile bark by thoroughly wetting the lower 10” to 24” of the trunk, up to 36” on larger trees, to the ground line, including the root collar area and any exposed roots.

**Foliar Spray with Backpack Sprayers**

Directed foliar sprays are herbicide-water sprays aimed at target plant foliage to cover all leaves to the point of runoff, applied with various low and high volume spray equipment. Backpack sprayers are the low volume option for this method and require more effort because of the lower capacity in each tank. Herbicide application by directed foliar spray is a cost effective method for treating many types of invasive plant species. With this method, herbicides are thoroughly mixed in water, often with a non-ionic surfactant, and applied to the foliage and especially the growing tips of woody plants or to completely cover herbaceous plants. Foliar sprays can be applied whenever leaves are present but are usually most effective when applied from midsummer to late fall. Selective treatment is possible because the applicator directs the spray towards target plants and away from desirables. Plants up to 6 feet tall can be treated with low volume backpack spraying.
equipment, while the addition of a commercially available wand extension can slightly increase height capabilities.

### Foliar Spray with RTV’s, ATV’s or Tractor Booms

High volume foliar sprays are applied using wands on hoses attached to spraying systems mounted on vehicles with a much larger capacity. This application approach is the most efficient method to tackle large infestations of multiple invasive species mixed with few non-target plants to avoid. Directed foliar sprays are herbicide-water sprays aimed at target plant foliage to cover all leaves to the point of runoff, applied with various low and high volume spray equipment. Herbicide application by directed foliar spray is a cost effective method for treating many types of invasive plant species. With this method, herbicides are thoroughly mixed in water, often with a non-ionic surfactant, and applied to the foliage and especially the growing tips of woody plants or to completely cover herbaceous plants.

IPC utilizes complete spray systems mounted on utility skids for hauling in truck beds and as trailers for towing behind many types of equipment. IPC sprayers for treating invasives have a 100 to 150 gallon capacity and require 100 to 200 foot hose reels attached to a handgun. A variety of handguns and nozzles are available for varying application volume, spray distance, and spray pattern.

When treating with the high volume handgun, these sprayers are moved to convenient locations and IPC’s applicator must trek into the infestation on foot. High volumes of herbicide-water mixtures can be applied with these systems, but are limited by human access, hose length and weight, and provisioning of water in the field.

- **ATV and Utility Vehicle Mounted Sprayers**
  ATV sprayers are best used for selective applications in sensitive areas. IPC’s newer spray models can hold 16, 24 or 40 gallons with optional front tank add on. RTV’s (Recreational Terrain Vehicles) Utility Vehicles or Gators are larger than ATV’s and allow the operator to have more capacity for herbicide mixtures. RTV’s can hold up to 150 gallon tanks and are a better option when spraying right of ways and larger swaths of herbaceous plants.

- **Tractor Mounted Sprayers**
  Spray systems can be mounted on farm tractors, four-wheel drive tractors, skidders, forwarders, and crawler tractors. Tractor mounted sprayers are useful for large prairie and forest restoration and right of way projects. Interchangeable attachments allow the operator to use the tractor for herbicide application as well as seed application procedures. Tractor mounted tanks allow for a much larger workload than other ground equipment with a capacity from 200-600 gallons of spray solution per tank.
Description of IPC Labor Categories

IPC is offers eight labor categories under our GSA schedule. Position descriptions for the proposed labor categories are as follows:

- Invasive Plant Management Crew (Two People)
- Invasive Plant Management Consultant
- Senior Project Manager
- Biologist
- Surveyor
- Principal
- Crew Leader
- Crew Member

Invasive Plant Management Crew (Two People)

Functional Responsibilities

This position includes one crew leader and one crew member with the ability to perform the necessary management of invasive species in a time efficient manner. The following responsibilities are required of the Invasive Management Crew:

- Operates transportation equipment such as 4X4 truck with or without trailer for the purpose of traveling to work sites in a safe and courteous manner.
- Operates field transportation equipment for the purpose of transporting him/herself and up to a ten member work crew.
- Conducts daily inspection and maintenance of truck and equipment.
- Conducts daily inspection and inventory of safety equipment for him/herself and crew.
- Transfers, mixes, transports, and applies non-restricted use herbicides (NRH) and adjuvants or directly supervises <10 man crew for the application of NRH. All instructions must be followed as labeled for all activities.
- Operates equipment as needed for the proper application of herbicides and adjuvants or directly supervises <10 man crew in the proper use of application equipment, including backpack sprayer, ATV, Argo, swamp buggy, airboat, skiff w/ outboard motor, and 4X4 truck.
- Operates spray apparatus, including electric pump, gas powered pumps, and hand pumps or directly supervises <10 man crew.
- Conducts daily inspections and maintenance of equipment and spray apparatus.
- Assumes responsibility for crew safety, navigation, and training.
- Properly completes daily work logs and reporting logs for equipment maintenance and delivers to Project Manager.
- Properly completes Daily Progress Reports (DPR's) for each job for each day and delivers to Project Manager.
- Adheres to label instructions and IPC Safety Guidelines in all aspects of work.
- Maintain driving record in compliance with insurance carrier’s criteria.
- Project planning and execution including material management (herbicides, biocontrol agents, equipment, tools) and mapping.
- Prepares bi-monthly reports on project performance and progress.
- Discuss goals and desires to passersby in an understanding way.
• Ability to correctly identify all invasive plant with minimal review, and to discriminate invasive plants from any native vegetation of similar appearance.
• Have a sound academic knowledge of ecological principles as they relate to vegetation management.
• Have a working, current knowledge of resource management methods, biological processes and vegetation sample techniques.
• Have knowledge of data organization, record keeping, and global positioning system (GPS).
• Knowledge, ability, and willingness to handle herbicides in the course of vegetation management.
• Knowledge of treatment history of previously treated sites.
• Familiarity with invasive plant data management protocols and requirements of the client
• Ability to mix, handle, and apply herbicides in accordance with label directions and crew supervisor instructions
• Ability to handle and maintain tools, equipment, and supplies in good working order for daily operations.
• Perform on-the-ground management

Minimum Years' Experience

• One year minimum experience in field techniques of mechanical and chemical treatment of Invasive Plants common to the eastern deciduous forest ecosystem.

Minimum Education/Degree Requirements

• Minimum of being in the process of completing a B.S. or preferably has a B.S. degree in one of the following disciplines is required: environmental science, natural resources, biological sciences, ecology, forestry, wildlife management, or related field.

Training/Certification Requirements

• Possess a current applicators license issued from the appropriate state regulatory authority listing the appropriate application category, current CPR card, and ability to train applicators working under his/her license.
• Be trained in the operation of chainsaws, brush cutters, gasoline powered sprayers.
• Be certified in CPR and First Aid; preferably back country/1st responder.
Invasive Plant Management Consultant

Functional Responsibilities

- Writing, research, and field work in support of the preparation of environmental studies, natural resources management plans, wetland delineations, and similar studies;
- Collecting field data using accepted standardized collection methods;
- Acting as a team leader/principal investigator with responsibility for specific project/subject areas;
- Preparing or assisting in the preparation of project reports while adhering to project deadlines;
- Traveling to client locations, project sites, symposia and other meetings;
- Communicating with government, academic, and industry researchers and scientists;
- Participating in project team meetings and attending meetings with third parties/clients;
- Researching, acquiring, and synthesizing scientific literature and data.

Minimum Experience

- Three years’ work experience preferably for, but not limited to, a regulatory agency, consulting firm, or military environmental group. Experience in one or more of the following disciplines are required: ecological surveys, wildlife management, environmental studies, habitat assessments, delineation, wetland hydrology, prescribe burning, soil classification, and plant identification.

Minimum Education/Degree Requirements

- Minimum of a B.S. (M.S. preferred) in one of the following disciplines is required: environmental science, natural resources, biological sciences, ecology, forestry, wildlife resources, or related field.

Training/Certification Requirements

**Senior Project Manager**

**Functional Responsibilities:**

The project manager is responsible for all aspects of management of environmental projects such as resource management plans, project oversight, and client relations. Provides oversight of all aspects of project:

- interfaces with clients, other environmental firms, and in house resource specialists, regulatory personnel;
- directs and leads staff teams in project activities;
- ensures consistent production of thorough, accurate, technically sound reports in client specified formats;
- establishes and adheres to project schedules;
- assumes responsibility for project financial and administrative tracking and control and labor and resource planning and implementation;
- maintains project documentation and records;
- works to secure revenue for office through interface with current clients, identification and cultivation of new or potential clients;
- travels to client locations, project sites, symposia and other meetings.
- Produce and present workshops, presentations, and training.
- Possess strong technical writing and editing, organizational and interpersonal skills; the ability to manage multiple tasks concurrently and function in an environment of changing priorities and time constraints.

**Minimum Experience**

- 5 years in managing projects for an environmental firm and/or government agency.

**Minimum Education/Degree Requirements**

- Master’s Degree in environmental or natural resources, or related field. Bachelor's degree and commensurate relevant experience is acceptable.

**Training/Certification Requirements**

- Possess appropriate pesticide applicator certifications/license per state regulatory offices.
**Biologist (Ecologist)**

**Functional Responsibilities**

The biologist is responsible for providing scientific guidance as it relates to the fulfillment of deliverables, be it in management planning to on the ground direction for the project manager. Provides direction and guidance to support project development and project efficacy:

- Writing, research, and field work in support of the preparation of environmental studies, natural resources management plans, delineations, and similar studies;
- Collecting field data using accepted standardized collection methods;
- Acting as a team leader/principal investigator with responsibility for specific project/subject areas;
- Preparing or assisting in the preparation of project reports while adhering to project deadlines;
- Traveling to client locations, project sites, symposia and other meetings;
- Communicating with government, academic, and industry researchers and scientists;
- Participating in project team meetings and attending meetings with third parties/clients;
- Assisting with marketing and sales;
- Researching, acquiring, and synthesizing scientific literature and data
- Possess strong technical writing and editing, organizational, and interpersonal skills as well as the ability to manage multiple tasks concurrently, while functioning in an environment of changing priorities and time constraints. Fieldwork in difficult terrain and extensive travel may be required.

**Minimum Experience**

- Three years' work experience preferably for, but not limited to, a regulatory agency, consulting firm or military environmental group. Experience in one or more of the following disciplines are required: ecological surveys, wildlife management, environmental studies, habitat assessments, wetland delineation, wetland hydrology, soil classification, and plant identification. Other useful skills include knowledge or experience in field data collection methods, GPS usage, ecosystem management principles, natural resources, ESRI GIS, National Environmental Policy Act, Clean Water Act, Endangered Species Act, and related policies.

**Minimum Education/Degree Requirements**

- Minimum of a B.S. (M.S. preferred) in one of the following disciplines is required: environmental science, natural resources, biological sciences, ecology, forestry, wildlife management, or related field.

**Training/Certification Requirements**

- Required to be an active member in industry specific not for profit organizations
- Required to attend a minimum of three training courses/conferences per year
Surveyor (GIS Analyst)

Functional Responsibilities

- Possess and maintain technical knowledge and skills necessary for the successful completion of projects
- Determines appropriate software applications are most appropriate for each project’s needs
- Ensures geospatial data are accurately used and depicted on project maps and figures
- Ensures data and project information are appropriately named, organized/formatted, documented, and archived following IPC and Federal standards
- Maintain notes and/or documentation on the processes used for each project including problems, changes, based on Project Managers’ directions
- Ensures that assignments are allotted adequate hours and are completed within allocated hours and communicates effectively with the Project Manager on appropriate level of effort;
- Explains clearly the technical aspects of data or deliverables to the Project Manager or Biologist (Ecologist)
- Assists Project Manager with planning and estimation of GIS effort for projects
- Provides quality control and assurance on all GIS and Graphics products
- Prepares and prints project graphic and GIS maps and figures for deliverables
- Demonstrate knowledge of GIS programming languages and environments (i.e. SQL, Visual Basic, Visual C++, Java, .NET, Python)

- Coordinate with and support the IT department, provide basic and limited on-site technical support to users’ workstations

Minimum Experience

- One year’s experience to support marine science, natural resource, and cultural resource projects.

Minimum Education/Degree Requirements

- BS in Geography/GIS, Biology, Ecological Restoration, Environmental Science, or closely related field.

Training/Certification Requirements

- Attend 2 training workshops per year
**Principals**

**Functional Responsibilities**

The Principals oversees the operation of IPC including:

**Personnel Issues:**

- **Employee hiring and termination:**
  - Budgets and gains approval for hiring
  - Prepares job descriptions and job advertisements
  - Provides counsel and documentation as needed
  - Completes IPC paperwork to support personnel actions
  - Maintains personnel files

- **Supervises all office staff:**
  - Provides recommendations and budgets for employee raises and bonuses
  - Recommends and budgets for staff training and professional development
  - Provides in-house staff training including Project Manager training
  - Approves timesheets, leave requests
  - Sets and ensures adherence to utilization targets
  - Ensures staff effectively manage multiple project schedules and assignments
  - Provides staff support to other offices as needed
  - Establishes and oversees intern program

**Office Financials:**

- **Creates annual office budget:**
  - Staffing levels
  - Utilization projections
  - Capital expenditures
  - Projected quarterly billings
  - Direct project expenses
  - Fixed and variable office expenses

- **Achieves or exceeds profit and labor utilization goals:**
  - Analyzes monthly profitability analysis and income statements
  - Monitors staff utilization
  - Provides oversight for project schedules and budgets
  - Approves office and project expenses

- **Achieves sales, and operating income goals:**
  - Analyzes monthly backlog reports
  - Works to secure revenue for office sufficient to support staff level
  - Creates and executes marketing/sales plan
  - Develops marketing plan
  - Budgets for marketing expenses
  - Determines work to be pursued
  - Acts as primary client interface
  - Holds signature authority for checking account
  - Approves all vendor invoices
Project Support:
- Reviews and approves project plans, internal budgets, cost proposals
- Reviews and approves monthly project costs, billings
- Ensures infrastructure, equipment, and supplies are available and maintained
- Supports on time and profitable completion of projects
- Ensures quality of deliverables

Office Other:
- Establishes office policies and procedures
- Establishes electronic and hard copy naming and file structure
- Streamlines paperwork and processes

Minimum Experience
- 5 years

Minimum Education/Degree Requirements
- Bachelor’s or Master’s Degree in natural resources or related and/or Masters of Business Administration

Training/Certification Requirements
- Required to be an active member in industry specific not for profit organizations
- Required to hold a certified applicator license
- Required to host a minimum of two training courses per year
- Required to attend a minimum of three training courses per year
Crew Leader:

Functional Responsibilities

- Operates transportation equipment such as 4X4 truck with or without trailer for the purpose of traveling to work sites in a safe and courteous manner.
- Operates field transportation equipment for the purpose of transporting him/herself and up to a ten member work crew.
- Conducts daily inspection and maintenance of truck and equipment.
- Conducts daily inspection and inventory of safety equipment for him/herself and crew.
- Transfers, mixes, transports, and applies non-restricted use herbicides (NRH) and adjuvants or directly supervises <10 man crew for the application of NRH. All instructions must be followed as labeled for all activities.
- Operates equipment as needed for the proper application of herbicides and adjuvants or directly supervises <10 man crew in the proper use of application equipment, including backpack sprayer, ATV, Argo, swamp buggy, airboat, skiff w/ outboard motor, and 4X4 truck.
- Operates spray apparatus, including electric pump, gas powered pumps, and hand pumps or directly supervises <10 man crew.
- Conducts daily inspections and maintenance of equipment and spray apparatus.
- Assumes responsibility for crew safety, navigation, and training.
- Properly completes daily work logs and reporting logs for equipment maintenance and delivers to Project Manager.
- Properly completes Daily Progress Reports (DPR's) for each job for each day and delivers to Project Manager.
- Communicates daily with Project Manager.
- Conducts support duties such as errands, routine maintenance, and shop cleanup as directed by the Project Manager.
- Maintains appearance and attitude in such a ways as to positively portray the company in the public's view.
- Adheres to label instructions and IPC Safety Guidelines in all aspects of work.
- Maintain driving record in compliance with insurance carrier's criteria.
- Project planning and execution including material management (herbicides, biocontrol agents, equipment, tools) and mapping.
- Personnel planning for each project (affordable and appropriate).
- Prepares bi-monthly reports on project performance and progress.
- Discuss goals and desires to passersby in an understanding way.
- Ability to correctly identify all invasive plant with minimal review, and to discriminate invasive plants from any native vegetation of similar appearance.
- Have a sound academic knowledge of ecological principles as they relate to vegetation management.
- Have a working, current knowledge of resource management methods, biological processes and vegetation sample techniques.
- Have knowledge of data organization, record keeping, and global positioning system (GPS).
- Knowledge, ability, and willingness to handle herbicides in the course of vegetation management.
- Ability to work under adverse physical and weather conditions, including high humidity and temperatures, inclement weather, exposure to poisonous plants, biting insects, and in difficult terrain.
Invasive Plant Control, Inc.

- Ability to operate and conduct field maintenance of vehicles and to recognize and avoid hazards associated with operating same.
- Knowledge of treatment history of previously treated sites.
- Familiarity with invasive plant data management protocols and requirements of the client
- Ability to mix, handle, and apply herbicides in accordance with label directions and crew supervisor instructions
- Ability to handle and maintain tools, equipment, and supplies in good working order for daily operations.
- Perform on-the-ground management

Minimum Experience

- Two years’ experience in field techniques of mechanical and chemical treatment of Invasive Plants common to the eastern deciduous forest ecosystem.

Minimum Education/Degree Requirements

- Minimum of being in the process of completing a B.S. or preferably has a B.S. degree in one of the following disciplines is required: environmental science, natural resources, biological sciences, ecology, forestry, wildlife management, or related field.

Training/Certification Requirements

- Possess a current applicators license issued from the appropriate state regulatory authority listing the appropriate application category, current CPR card, and ability to train applicators working under his/her license.
- Be trained in the operation of chainsaws, brushcutters, gasoline powered sprayers.
- Be certified in CPR and First Aid; preferably back country/1st responder.
**Crew Member:**

**Functional Responsibilities**

- Ability to correctly identify all invasive plant with minimal review, and to discriminate invasive plants from any native vegetation of similar appearance.
- Have a sound academic knowledge of ecological principles as they relate to vegetation management.
- Have a working, current knowledge of resource management methods, biological processes and vegetation sample techniques.
- Have knowledge of data organization, record keeping, and global positioning system (GPS).
- Knowledge, ability, and willingness to handle herbicides in the course of vegetation management.
- Ability to work under adverse physical and weather conditions, including high humidity and temperatures, inclement weather, exposure to poisonous plants, biting insects, and in difficult terrain.
- Ability to operate and conduct field maintenance of vehicles and to recognize and avoid hazards associated with operating same.
- Knowledge of treatment history of previously treated sites.
- Familiarity with invasive plant data management protocols and requirements of the client.
- Ability to mix, handle, and apply herbicides in accordance with label directions and crew supervisor instructions.
- Ability to handle and maintain tools, equipment, and supplies in good working order for daily operations.
- Perform on-the-ground management.

**Minimum Experience**

- ½ of a year's experience in field techniques of mechanical and chemical treatment of Invasive Plants common to the eastern deciduous forest ecosystem.

**Minimum Education/Degree Requirements**

- Minimum of being in the process of completing a B.S. or has a B.S. degree in one of the following disciplines is required: environmental science, natural resources, biological sciences, ecology, forestry, wildlife management, or related field.

**Training/Certification Requirements**

- Possess a current applicators license issued from the appropriate state regulatory authority listing the appropriate application category, current CPR card, and ability to train applicators working under his/her license.
Invasive Plant Control, Inc.

Invasive Species Management Training Courses

Title: Invasive Species Management

Length of course
IPC offers multiple training courses annually, always related to invasive species management including one, three and five day courses. All courses carry the same content with abbreviated agendas on the one and three day events.

Minimum/Maximum number of participants
The minimum number of participants is 20 and the maximum is 75.

Objective:
The primary goal of IPC's Invasive Species Workshops is to provide a comprehensive overview of invasive species issues and management strategies for invasive species managers across the United States. The long-term goal is to lay a foundation for development of effective invasive species management programs across the country.

Abstract:
The workshops provide participants with knowledge and resources that will enable them to improve land stewardship by building partnerships and effectively addressing invasive species problems in their particular sites and situations. Invasive species science and management experts from academic institutions, federal and state agencies, and non-governmental organizations will outline key components of a strategic approach to preventing, detecting, and managing invasive species. Participants will learn about local, state, and federal invasive species initiatives and regional partnership opportunities. The species to be considered include terrestrial, plants, aquatic and other nuisance species with a strong emphasis placed on the development of Cooperative Invasive Species Management Areas (CISMA's). Participants also will learn about local, state, and federal invasive species initiatives and regional partnership opportunities.

With the new knowledge, skills, and materials gained at the workshops, participants will be able to strengthen the effectiveness and efficiency of their invasive species management, and will be positioned to educate other installation personnel and project partners.

Background
Invasive species management requires strategies and tools for prevention, early detection-rapid response, control, and restoration. Selection of strategies and tools depends upon overall land or water management goals such as land-use activities (e.g., military training) or natural resource conservation (e.g., biodiversity, threatened and endangered species). An ecosystem approach to invasive plant management is ideal for natural areas covering extensive areas. Such an approach is also well suited for partnerships that can bring together individual projects to address region-wide problems. By incorporating ecological concepts into invasive species management strategies and fostering local and regional partnerships, participants will have greater success in achieving their management goals.
Approach

Our workshops are planned in three phases: (1) information gathering, (2) development, and (3) delivery and evaluation.

Phase 1: Information Gathering
When preparing for a training course, IPC surveys natural resource program managers in representative ecoregions (e.g., Northern Pacific Rainforest, Northern Rockies, Coastal California, Great Basin, Warm Continental, Laurentian, Adirondack-New England, Eastern Broadleaf, Central Appalachian, Outer Coastal Plain and the Southern Mixed Forest Province) for information vital to developing the workshop curriculum. This survey identifies: (1) the most pressing invasive species problems, including present populations and potential invaders; (2) staff knowledge gaps in invasive species management; and (3) challenges in working across jurisdictional boundaries on invasive species management with public land management agencies and private landowners.

Phase 2: Workshop Development
The results from Phase 1 will be used to modify and finalize the topics proposed below. Scientists and specialists with expertise on these topics will be invited to be workshop instructors and we will work closely with them to refine the curriculum. IPC draws on our network of partners, which includes invasive species experts from academic institutions, federal and state agencies, and non-governmental organizations worldwide. Effective instructional design strategies will be implemented to engage participants and provide activities that allow them to apply newly learned concepts, principles, and methods to real problems, both in the classroom and the field. Additionally, activities will provide invaluable opportunities for participants and instructors to exchange ideas and experiences.

Support materials provided as part of the course
1. CD’s/DVD’s from the course with related material
2. CD recording of the sessions that will be delivered to participants and program managers after the workshop is completed
3. Web Page designed for the client to manage a specific species the participant focused on during the course
4. Class web page hosted by IPC and our partner EDMAPPS that provide workshop materials, presentations, handouts, networking information, etc. in easily downloadable formats. Examples of previous workshop websites can be found through this link: www.invasiveplantcontrol.com
5. Three ring binder with all class materials and handouts
6. Resource materials that supplement workshop topics (technical papers, publications, and web-based resources);

Logistics
Workshop logistics, including the selection of central, easily accessible workshop sites in the appropriate regions, meeting facilities, meals, lodging, and field trip locations and transportation, will be determined and arranged.

Instructional Design
Effective instructional design strategies are employed in the classroom and the field to engage participants and provide activities that will allow them to apply newly learned concepts, principles, and methods to real problems. Additionally, activities will provide invaluable opportunities for participants and instructors to exchange ideas and experiences.

Learning Outcomes
Learning outcome: Participants will become familiar with species known to be invasive, potential new invaders, and some of the management strategies that are currently being employed.
**Topics Covered**

IPC Invasive Species Management Courses include the following topics:

- Invasive Plant Species Overview and Current Issues
- Invasive Species Identification
- Early Detection and Rapid Response
- Invasive Plant Inventory, Survey, and Mapping
- Management Plan Development and Implementation
- Developing Bid Specifications for Invasive Plant Control
- Integrated Vegetation Management
  - Mechanical Control
  - Chemical Control
  - Biologic Control
  - Cultural
  - Habitat Manipulation
- Invasive Plant Control Tools and their proper usage
  - Field Demonstrations (seasonal and site limited)
- Applicator certification and recertification
- Habitat Restoration
  - Native Plant Alternatives and Installation
- Creating Partnerships
- Public awareness
- Engaging Stakeholders
- How to develop Cooperative Invasive Species Management Areas
- Managing Invasive Species at Ports of Entry

**Phase 3: Workshop Delivery and Evaluation**

The weeklong workshops will begin on a Monday morning and end Friday at noon. Three day workshops include 2.5 days of content and one day workshops are anywhere from 4-8 hours depending upon the audience. Daily workshop topics will be complemented by daily outings and/or one all-day field trip, and evening sessions that will be educational but offered in a more relaxed social atmosphere. One-on-one private consultation with instructors will also be offered.

**Benefits to Participants**

The proposed workshops will benefit the participants by enabling natural resource managers to develop invasive species management strategies that reduce the economic and ecological costs of invasive species on natural areas.

The workshops will emphasize deepening the ecological understanding of species invasions and management actions, strengthening prevention and early detection-rapid response strategies, implementing management frameworks that include assessment and prioritization, and encouraging collaboration and information sharing among installations and other partners. These workshop themes all point toward achieving land stewardship goals and maintaining or improving desired conditions that support ecosystem function and military operations, as well as reducing the expense of managing invasive species by maximizing management effectiveness and minimizing adverse impacts.

With the new knowledge, skills, and materials gained at the workshop, participants will be able to strengthen their invasive species management efforts and will be positioned to educate and provide leadership to other personnel and project partners. Participants will also be more familiar with partnership opportunities, including state and regional invasive species initiatives, ongoing programs of federal land management agencies, and cooperative weed management areas. *(End Workshop Description)*
The Service Contract Act (SCA)

IPC’s proposed base rates and fringe benefit rates for these labor categories meet or exceed the SCA wage determination rates and fringe benefits for the areas where IPC expects to perform the majority of work under the contract. Four labor categories were identified as eligible SCA contract labor categories. One applies to code title 99832 Surveying Technician and the other three labor categories apply to code title 99832 Surveying Technician.

<table>
<thead>
<tr>
<th>Labor Categories</th>
<th>Hourly Rate</th>
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</thead>
<tbody>
<tr>
<td>Invasive Plant Management Crew**</td>
<td>$187.50</td>
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<tr>
<td>Invasive Plant Management Consultant</td>
<td>$120.00</td>
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<tr>
<td>Crew Member**</td>
<td>$66.00</td>
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<tr>
<td>Crew Leader**</td>
<td>$90.00</td>
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<tr>
<td>Senior Project Manager</td>
<td>$213.00</td>
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<tr>
<td>Biologist</td>
<td>$107.00</td>
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<tr>
<td>Surveyor**</td>
<td>$76.00</td>
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<tr>
<td>Principal</td>
<td>$213.00</td>
</tr>
</tbody>
</table>

** Indicates SCA eligible categories. See the SCA Matrix following the price list for additional information regarding these labor categories.

SCA Matrix

<table>
<thead>
<tr>
<th>SCA Contract Category</th>
<th>Eligible Labor</th>
<th>SCA Equivalent Code Title</th>
<th>WD Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invasive Plant Management Crew</td>
<td>08010 Brush/Precommercial Thinner</td>
<td>1998-0637</td>
<td></td>
</tr>
<tr>
<td>Crew Member</td>
<td>08010 Brush/Precommercial Thinner</td>
<td>1998-0637</td>
<td></td>
</tr>
<tr>
<td>Crew Leader</td>
<td>08010 Brush/Precommercial Thinner</td>
<td>1998-0637</td>
<td></td>
</tr>
<tr>
<td>Surveyor</td>
<td>99832 Surveying Technician</td>
<td>2005-2497</td>
<td></td>
</tr>
</tbody>
</table>

"The Service Contract Act (SCA) is applicable to this contract and it includes SCA applicable labor categories. The prices for the indicated (**) SCA labor categories are based on the U.S. Department of Labor Wage Determination Number(s) identified in the SCA matrix. The prices offered are based on the preponderance of where work is performed and should the contractor perform in an area with lower SCA rates, resulting in lower wages being paid, the task order prices will be discounted accordingly."
ALL OCCUPATIONS LISTED ABOVE RECEIVE THE FOLLOWING BENEFITS:

HEALTH & WELFARE: $3.50 per hour or $140.00 per week or $606.67 per month

VACATION: 2 weeks paid vacation after 1 year of service with a contractor or successor; 3 weeks after 8 years, and 4 weeks after 15 years. Length of service includes the whole span of continuous service with the present contractor or successor, wherever employed, and with the predecessor contractors in the performance of similar work at the same Federal facility. (Reg. 29 CFR 4.173)

HOLIDAYS: A minimum of ten paid holidays per year: New Year's Day, Martin Luther King Jr.'s Birthday, Washington's Birthday, Memorial Day, Independence Day, Labor Day, Columbus Day, Veterans' Day, Thanksgiving Day, and Christmas Day. (A contractor may substitute for any of the named holidays another day off with pay in accordance with a plan communicated to the employees involved.) (See 29 CFR 4.174)