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**Parker, Michelle**

---

**From:** Cantor, Howard  
**Sent:** Tuesday, February 18, 2014 9:51 AM  
**To:** Dunlap, Bridget; Parker, Michelle  
**Subject:** Fw: Inappropriate Behavior – Your Assistance Requested  
  
**Importance:** High

Howard Cantor  
Deputy Regional Administrator  
US EPA, Region 8  
Phone: (303)312-6308

---

**From:** Dew, Wendy  
**Sent:** Tuesday, February 18, 2014 9:49:44 AM  
**To:** Cantor, Howard  
**Subject:** FW: Inappropriate Behavior – Your Assistance Requested

This went to junk mail folder for most of us...

Thanks!

Wendy Dew  
Outreach and Education Coordinator  
U.S. Environmental Protection Agency  
Region 8 ( CO, ND, SD, MT, UT, WY )  
1595 Wynkoop Street, 8OC  
Denver CO 80202-1129  
dew.wendy@epa.gov  
303-312-6605 office

-----Original Message-----

**From:** Howard Cantor [mailto:Howard\_Cantor@epamail.epa.gov]  
**Sent:** Tuesday, February 18, 2014 9:35 AM  
**To:** All Region 8 Employees  
**Subject:** Inappropriate Behavior – Your Assistance Requested  
**Importance:** High

UNITED STATES ENVIRONMENTAL PROTECTION AGENCY REGION 8  
1595 Wynkoop Street  
DENVER, CO 80202-1129  
Phone 800-227-8917  
<http://www.epa.gov/region08>  
February 18, 2014

Ref: 8RA

MEMORANDUM

**SUBJECT: Inappropriate Behavior – Your Assistance Requested**

**FROM: Howard M. Cantor//signed//  
Deputy Regional Administrator**

**TO: All Region 8 Employees, SEEs and Contractors**

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## **Parker, Michelle**

---

**From:** Parker, Michelle  
**Sent:** Tuesday, February 18, 2014 10:48 AM  
**To:** Cantor, Howard; Dunlap, Bridget  
**Subject:** RE: Inappropriate Behavior – Your Assistance Requested

I believe this message needs to be sent out again in a different format so it goes to employees' inboxes. What do you both think?

Thanks.

Michelle Parker  
Labor & Employee Relations Officer | EPA Region 8  
303.312.6139 | parker.michelle@epa.gov  
303.565.0658

-----Original Message-----

**From:** Cantor, Howard  
**Sent:** Tuesday, February 18, 2014 9:51 AM  
**To:** Dunlap, Bridget; Parker, Michelle  
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**Importance:** High

Howard Cantor  
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**Doris, Grace**

---

**From:** (b)(6)  
**Sent:** Tuesday, February 18, 2014 10:50 AM  
**To:** Smith, Paula  
**Cc:** Doris, Grace; Naro, Eric  
**Subject:** FW: inappropriate behavior email from Howard Cantor

Paula,

Please see (b)(6) message below.

Thank you,

(b)(6)

U.S. Environmental Protection Agency  
1595 Wynkoop Street (b)(6)  
Denver, CO 80202-1129

(b)(6)

---

**From:** (b)(6)  
**Sent:** Tuesday, February 18, 2014 10:36 AM  
**To:** (b)(6)  
**Cc:** (b)(6); (b)(6)  
**Subject:** Inappropriate behavior email from Howard Cantor

(b)(6)

In light of the behavior described by Howard, and the potential that these behaviors may escalate as outlined by Dr. Nicoletti, I hope that all employees here at EPA will be walking through the magnometer as a matter of security. These attack-related behaviors are a threat to all of us who work in this building. Allowing Federal and See employees to walk into the building without proper screening puts us all in danger.

Would you please pass along my concerns to upper management and Security?

Thank you.

(b)(6)

\*\*\*\*\*

(b)(6)

(b)(6)

1595 Wynkoop St., (b)(6)  
Denver, CO 80202-1129

(b)(6)

(b)(6)

## **Parker, Michelle**

---

**From:** Dunlap, Bridget  
**Sent:** Tuesday, February 18, 2014 10:53 AM  
**To:** Parker, Michelle; Cantor, Howard  
**Subject:** RE: Inappropriate Behavior – Your Assistance Requested

According to Don Serina they can put in a help desk ticket however we don't have any ability to fix it ourselves. What if you mention it at SLT today and ask SLT to get the work out to employees?

-----Original Message-----

**From:** Parker, Michelle  
**Sent:** Tuesday, February 18, 2014 10:48 AM  
**To:** Cantor, Howard; Dunlap, Bridget  
**Subject:** RE: Inappropriate Behavior – Your Assistance Requested

I believe this message needs to be sent out again in a different format so it goes to employees' inboxes. What do you both think?

Thanks.

Michelle Parker  
Labor & Employee Relations Officer | EPA Region 8  
303.312.6139 | parker.michelle@epa.gov  
303.565.0658

-----Original Message-----

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**Sent:** Tuesday, February 18, 2014 9:51 AM  
**To:** Dunlap, Bridget; Parker, Michelle  
**Subject:** Fw: Inappropriate Behavior – Your Assistance Requested  
**Importance:** High

Howard Cantor  
Deputy Regional Administrator  
US EPA, Region 8  
Phone: (303)312-6308

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**From:** Dew, Wendy  
**Sent:** Tuesday, February 18, 2014 9:49:44 AM  
**To:** Cantor, Howard  
**Subject:** FW: Inappropriate Behavior – Your Assistance Requested

This went to junk mail folder for most of us...

Thanks!

Wendy Dew  
Outreach and Education Coordinator

U.S. Environmental Protection Agency  
Region 8 ( CO, ND, SD, MT, UT, WY )  
1595 Wynkoop Street, 80C  
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-----Original Message-----

From: Howard Cantor [mailto:Howard\_Cantor@epamail.epa.gov]  
Sent: Tuesday, February 18, 2014 9:35 AM  
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Subject: Inappropriate Behavior – Your Assistance Requested  
Importance: High

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1595 Wynkoop Street  
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Phone 800-227-8917  
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February 18, 2014

Ref: 8RA

MEMORANDUM

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FROM: Howard M. Cantor//signed//  
Deputy Regional Administrator

TO: All Region 8 Employees, SEEs and Contractors

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employees with a safe and healthy work environment seriously. We request your assistance in notifying us so that we can put a stop to this type of behavior before it escalates.

## **Parker, Michelle**

---

**From:** Parker, Michelle  
**Sent:** Tuesday, February 18, 2014 11:06 AM  
**To:** Cantor, Howard; Dunlap, Bridget  
**Subject:** RE: Inappropriate Behavior – Your Assistance Requested  
**Attachments:** Inappropriate Behavior 2014.doc

Memo attached.

Michelle Parker  
Labor & Employee Relations Officer | EPA Region 8  
303.312.6139 | parker.michelle@epa.gov  
303.565.0658

-----Original Message-----

**From:** Cantor, Howard  
**Sent:** Tuesday, February 18, 2014 11:04 AM  
**To:** Parker, Michelle; Dunlap, Bridget  
**Subject:** Re: Inappropriate Behavior – Your Assistance Requested

Please send to me and I will resend.

Howard Cantor  
Deputy Regional Administrator  
US EPA, Region 8  
Phone: (303)312-6308

---

**From:** Parker, Michelle  
**Sent:** Tuesday, February 18, 2014 10:47:30 AM  
**To:** Cantor, Howard; Dunlap, Bridget  
**Subject:** RE: Inappropriate Behavior – Your Assistance Requested

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Thanks.

Michelle Parker  
Labor & Employee Relations Officer | EPA Region 8  
303.312.6139 | parker.michelle@epa.gov  
303.565.0658

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**From:** Cantor, Howard  
**Sent:** Tuesday, February 18, 2014 9:51 AM

To: Dunlap, Bridget; Parker, Michelle  
Subject: Fw: Inappropriate Behavior – Your Assistance Requested  
Importance: High

Howard Cantor  
Deputy Regional Administrator  
US EPA, Region 8  
Phone: (303)312-6308

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Importance: High

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**Cantor, Howard**

---

**From:** Howard Cantor <Howard\_Cantor@epamail.epa.gov>  
**Sent:** Tuesday, February 18, 2014 11:09 AM  
**To:** All Region 8 Employees  
**Subject:** Inappropriate Behavior – Your Assistance Requested

**Importance:** High

**UNITED STATES ENVIRONMENTAL PROTECTION AGENCY  
REGION 8**

1595 Wynkoop Street  
DENVER, CO 80202-1129  
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February 18, 2014

Ref: 8RA

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**Doris, Grace**

---

**From:** Doris, Grace  
**Sent:** Tuesday, February 18, 2014 11:14 AM  
**To:** Judith Wong; Daniels, William; Dunlap, Bridget; Parker, Michelle  
**Subject:** FW: inappropriate behavior email from Howard Cantor

FYI See email below, you may be hearing from Paula Smith regarding this.

Judy you may want to give Howard a heads up.

**Grace Doris**

Physical Security Specialist Team Lead  
U.S. Environmental Protection Agency Region 8  
1595 Wynkoop Street (8TMS-INF)  
Denver, CO 80202

303-312-6399

**SEE SOMETHING SAY SOMETHING** - Dial 312-6886 and select 1 -for SECURITY- **Be Vigilant!**

---

**From:** (b)(6)  
**Sent:** Tuesday, February 18, 2014 10:50 AM  
**To:** Smith, Paula  
**Cc:** Doris, Grace; Naro, Eric  
**Subject:** FW: inappropriate behavior email from Howard Cantor

Paula,

Please see (b)(6) message below.

Thank you,

(b)(6)  
Federal Manager  
(b)(6)  
U.S. Environmental Protection Agency  
1595 Wynkoop Street (b)(6)  
Denver, CO 80202-1129  
(b)(6)

---

**From:** (b)(6)  
**Sent:** Tuesday, February 18, 2014 10:36 AM  
**To:** (b)(6)  
**Cc:** (b)(6)  
**Subject:** inappropriate behavior email from Howard Cantor

(b)(6)

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Would you please pass along my concerns to upper management and Security?

Thank you.

(b)(6)

Denver, CO 80202-1129

(b)(6)

(b)(6)

**Parker, Michelle**

---

**From:** Cantor, Howard  
**Sent:** Tuesday, February 18, 2014 11:17 AM  
**To:** Dunlap, Bridget; Parker, Michelle; Serina, Don  
**Subject:** Fw: Inappropriate Behavior -- Your Assistance Requested  
  
**Importance:** High

Don,

I sent this from my Groupcast. Why is this problem occurring when it has not in the past?

Thanks,  
Howard

Howard Cantor  
Deputy Regional Administrator  
US EPA, Region 8  
Phone: (303)312-6308

---

**From:** Hawthorne, Daniel  
**Sent:** Tuesday, February 18, 2014 11:14:59 AM  
**To:** Cantor, Howard  
**Subject:** FW: Inappropriate Behavior -- Your Assistance Requested

Just FYI – both of your emails were routed directly to the “Junk Email” folder in Outlook and I do not understand why. My guess is this happened to all R8 employees.

Daniel T. Hawthorne, CFE  
Resident Agent in Charge  
Denver Post of Duty  
United States Environmental Protection Agency  
Office of Inspector General  
Office of Investigations  
1595 Wynkoop Street, 4th Floor (OIG)  
Denver, CO 80202  
(303) 312-6815 [OFFICE]  
(303) 312-7088 [FAX]

---

**From:** Howard Cantor [mailto:Howard\_Cantor@epamail.epa.gov]  
**Sent:** Tuesday, February 18, 2014 11:09 AM  
**To:** All Region 8 Employees  
**Subject:** Inappropriate Behavior -- Your Assistance Requested  
**Importance:** High

**UNITED STATES ENVIRONMENTAL PROTECTION AGENCY  
REGION 8**

1595 Wynkoop Street  
DENVER, CO 80202-1129

February 18, 2014

Ref: 8RA

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Deputy Regional Administrator

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## **Parker, Michelle**

---

**From:** Dunlap, Bridget  
**Sent:** Tuesday, February 18, 2014 11:18 AM  
**To:** Doris, Grace; Wong, Judith; Daniels, William; Parker, Michelle  
**Subject:** RE: Inappropriate behavior email from Howard Cantor

I will send it over to Howard thanks.

---

**From:** Doris, Grace  
**Sent:** Tuesday, February 18, 2014 11:14 AM  
**To:** Wong, Judith; Daniels, William; Dunlap, Bridget; Parker, Michelle  
**Subject:** FW: inappropriate behavior email from Howard Cantor

FYI See email below, you may be hearing from Paula Smith regarding this.

Judy you may want to give Howard a heads up.

**Grace Doris**  
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**From:** (b)(6)  
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**Cc:** Doris, Grace; Naro, Eric  
**Subject:** FW: inappropriate behavior email from Howard Cantor

Paula,

Please see (b)(6) message below.

Thank you,

(b)(6)



**From:** (b)(6)  
**Sent:** Tuesday, February 18, 2014 10:36 AM  
**To:** (b)(6)  
**Cc:** (b)(6)  
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Would you please pass along my concerns to upper management and Security?

Thank you.

(b)(6)

Denver, CO 80202-1129

(b)(6)

(b)(6)

## Cantor, Howard

---

**From:** Dunlap, Bridget  
**Sent:** Tuesday, February 18, 2014 11:26 AM  
**To:** Cantor, Howard  
**Subject:** FW: Inappropriate Behavior Memo -this type of incident happened in EPA Region III 10 years ago or so...  
  
**Importance:** High

---

**From:** (b)(6)  
**Sent:** Tuesday, February 18, 2014 11:26 AM  
**To:** Dunlap, Bridget  
**Subject:** Inappropriate Behavior Memo -this type of incident happened in EPA Region III 10 years ago or so...  
**Importance:** High

Hi Bridget-

If this helps, I wanted you to know that this same type of incident happened in Region III at one point. I am not sure how it was resolved (think there may have been some mental illness involved), but you may want to contact Steve Johnson in Region III to see how it was handled and/or resolved.

Please (b)(6)

(b)(6)

---

**From:** Howard Cantor [[mailto:Howard\\_Cantor@epamail.epa.gov](mailto:Howard_Cantor@epamail.epa.gov)]  
**Sent:** Tuesday, February 18, 2014 11:09 AM  
**To:** All Region 8 Employees  
**Subject:** Inappropriate Behavior -- Your Assistance Requested  
**Importance:** High

**UNITED STATES ENVIRONMENTAL PROTECTION AGENCY  
REGION 8**

1595 Wynkoop Street  
DENVER, CO 80202-1129

February 18, 2014

Ref: 8RA

**MEMORANDUM**

**SUBJECT:** Inappropriate Behavior – Your Assistance Requested

**FROM:** Howard M. Cantor//signed//  
Deputy Regional Administrator

**TO:** All Region 8 Employees, SEEs and Contractors

As some of you may be aware, there have been several incidents of inappropriate behavior in the building. A couple of examples include an individual clogging the toilets with large amounts of paper towels and an individual placing feces in the hallway outside of one the restrooms.

Management consulted with Dr. John Nicoletti, a national expert on preventing workplace violence, about these incidents. He advised us that this is very dangerous behavior as it includes property destruction and a disregard for the health and safety of others. He warned us that these individuals will probably escalate their behavior. Management is taking this situation very seriously and will take whatever actions are necessary to identify and prosecute these individuals. You can assist us by letting us know if you have any information about a specific incident.

Dr. Nicoletti recently provided the Region with refresher training on preventing workplace violence. For those of you who took his recent class or one of his classes in past years, you may understand why the agency is very concerned about this type of behavior. Behavior that includes the destruction of property and disregard for human health is classified by Dr. Nicoletti as attack-related behavior.

Please inform your supervisor, a management official, or a member of the Regional Crisis Management and Advisory Team (RCMAT) if you observe or become aware of inappropriate behavior in the workplace. The RCMAT consists of Bridget Dunlap, Human Resources Officer; Bill Daniels, Infrastructure Program Manager; Grace Doris, Regional Security Officer; and Michelle Parker, Labor and Employee Relations Officer. Management takes its responsibility to provide all employees with a safe and healthy work environment seriously. We request your assistance in notifying us so that we can put a stop to this type of behavior before it escalates.

## **Parker, Michelle**

---

**From:** Serina, Don  
**Sent:** Tuesday, February 18, 2014 11:36 AM  
**To:** Cantor, Howard; Dunlap, Bridget; Parker, Michelle  
**Cc:** Young, Adrea  
**Subject:** RE: Inappropriate Behavior -- Your Assistance Requested

As we have been told by HQ when this happens with other emails from Senior EPA Administrators, each individual manages their own emails including what emails are marked as Junk, we have no control over this, and there are no rule that can be applied to all mailboxes to fix this issue.

This is part of the O365 product that we have received.

Don Serina  
R8 Director ISP  
303-999-1537 cell  
303-312-6635 office

**From:** Cantor, Howard  
**Sent:** Tuesday, February 18, 2014 11:17 AM  
**To:** Dunlap, Bridget; Parker, Michelle; Serina, Don  
**Subject:** Fw: Inappropriate Behavior -- Your Assistance Requested  
**Importance:** High

Don,

I sent this from my Groupcast. Why is this problem occurring when it has not in the past?

Thanks,  
Howard

Howard Cantor  
Deputy Regional Administrator  
US EPA, Region 8  
Phone: (303)312-6308

---

**From:** Hawthorne, Daniel  
**Sent:** Tuesday, February 18, 2014 11:14:59 AM  
**To:** Cantor, Howard  
**Subject:** FW: Inappropriate Behavior -- Your Assistance Requested

Just FYI -- both of your emails were routed directly to the "Junk Email" folder in Outlook and I do not understand why. My guess is this happened to all R8 employees.

Daniel T. Hawthorne, CFE  
Resident Agent in Charge  
Denver Post of Duty

United States Environmental Protection Agency  
Office of Inspector General  
Office of Investigations  
1595 Wynkoop Street, 4th Floor (OIG)  
Denver, CO 80202  
(303) 312-6815 [OFFICE]  
(303) 312-7088 [FAX]

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**Sent:** Tuesday, February 18, 2014 11:09 AM  
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**UNITED STATES ENVIRONMENTAL PROTECTION AGENCY**  
**REGION 8**  
1595 Wynkoop Street  
DENVER, CO 80202-1129  
Phone 800-227-8917  
<http://www.epa.gov/region08>

February 18, 2014

Ref: 8RA

**MEMORANDUM**

**SUBJECT:** Inappropriate Behavior – Your Assistance Requested

**FROM:** Howard M. Cantor//signed//  
Deputy Regional Administrator

**TO:** All Region 8 Employees, SEEs and Contractors

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## Cantor, Howard

---

**From:** Cantor, Howard  
**Sent:** Tuesday, February 18, 2014 12:01 PM  
**To:** Serina, Don  
**Subject:** RE: Inappropriate Behavior -- Your Assistance Requested

Thanks.

Howard Cantor  
Deputy Regional Administrator  
US EPA Region 8  
(303) 312-6308

---

**From:** Serina, Don  
**Sent:** Tuesday, February 18, 2014 12:00 PM  
**To:** Cantor, Howard  
**Subject:** RE: Inappropriate Behavior -- Your Assistance Requested

Good idea I will have something written up

Don Serina  
R8 Director ISP  
303-999-1537 cell  
303-312-6635 office

---

**From:** Cantor, Howard  
**Sent:** Tuesday, February 18, 2014 11:59 AM  
**To:** Serina, Don  
**Subject:** RE: Inappropriate Behavior -- Your Assistance Requested

Was just thinking. Any way we can send out instructions to help people establish the proper settings?

Howard Cantor  
Deputy Regional Administrator  
US EPA Region 8  
(303) 312-6308

---

**From:** Serina, Don  
**Sent:** Tuesday, February 18, 2014 11:36 AM  
**To:** Cantor, Howard; Dunlap, Bridget; Parker, Michelle  
**Cc:** Young, Adrea  
**Subject:** RE: Inappropriate Behavior -- Your Assistance Requested

As we have been told by HQ when this happens with other emails from Senior EPA Administrators, each individual manages their own emails including what emails are marked as Junk, we have no control over this, and there are no rule that can be applied to all mailboxes to fix this issue.

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R8 Director ISP  
303-999-1537 cell  
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**From:** Cantor, Howard  
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**To:** Dunlap, Bridget; Parker, Michelle; Serina, Don  
**Subject:** Fw: Inappropriate Behavior -- Your Assistance Requested  
**Importance:** High

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Howard Cantor  
Deputy Regional Administrator  
US EPA, Region 8  
Phone: (303)312-6308

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Daniel T. Hawthorne, CFE  
Resident Agent in Charge  
Denver Post of Duty  
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Office of Investigations  
1595 Wynkoop Street, 4th Floor (OIG)  
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(303) 312-6815 [OFFICE]  
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REGION 8**

1595 Wynkoop Street  
DENVER, CO 80202-1129  
Phone 800-227-8917  
<http://www.epa.gov/region08>

February 18, 2014

Ref: 8RA

**MEMORANDUM**

**SUBJECT:** Inappropriate Behavior – Your Assistance Requested

**FROM:** Howard M. Cantor//signed//  
Deputy Regional Administrator

**TO:** All Region 8 Employees, SEEs and Contractors

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## **Doris, Grace**

---

**From:** Doris, Grace  
**Sent:** Wednesday, February 19, 2014 8:51 AM  
**To:** Daniels, William; Parker, Michelle; Wong, Judith  
**Subject:** FW: Inappropriate Behavior -- Your Assistance Requested

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

FYI – this just came in to Howard and I, Wanted to be sure you were aware of it in case Howard asks more questions. (b)(6) sent this twice to us, one with the memo attached and one without. I will forward both of them.

### **Grace Doris**

Physical Security Specialist Team Lead  
U.S. Environmental Protection Agency Region 8  
1595 Wynkoop Street (8TMS-INF)  
Denver, CO 80202

303-312-6399

**SEE SOMETHING SAY SOMETHING** - Dial 312-6886 and select 1 -for SECURITY- **Be Vigilant!**

---

**From:** (b)(6)  
**Sent:** Wednesday, February 19, 2014 8:34 AM  
**To:** Howard Cantor; Doris, Grace  
**Subject:** RE: Inappropriate Behavior -- Your Assistance Requested

Howard and Grace: I remember meeting Mr. Nicoletti (b)(6) before our violence in the workplace policy was instituted in its current form. He was extremely helpful to me back then during a very serious violence in the workplace issue. I respect him immensely. If there is anything I can do to help, please let me know. If you think people would be more willing to open up to me vs. mgmt regarding rumors or information they have on this, I'd be happy to be a conduit. (b)(6)

(b)(6) would tell me (b)(6) If circumstances dictate such You can imagine the humorous comments given the foul circumstances, but being familiar with violence in the workplace issues, this behavior is rather cowardly brazen which makes it more threatening. If this person is not found and they don't leave during the VERA period, their next action could be grander in scheme because they didn't get caught this time. I can think of two people right off the bat that should be checked out...one who under the context of emergency, defecated outside the building when precluded from coming into the building prior to 5:30 am and who sits on the floor (b)(6) said yesterday that that was where the defecation was found)... and another, whose behavior was suspicious when ammunition was found on the person, their car was parked on the side of the building, and they had been observed kicking the front door. I know management knows the folks referenced herein, and hopefully have officially or unofficially looked into those two and any other potential folks who have had issues in the past. Please let me know if I can be of assistance.

**From:** Howard Cantor [[mailto:Howard\\_Cantor@epamail.epa.gov](mailto:Howard_Cantor@epamail.epa.gov)]  
**Sent:** Tuesday, February 18, 2014 11:09 AM

**To:** All Region 8 Employees  
**Subject:** Inappropriate Behavior -- Your Assistance Requested  
**Importance:** High

**UNITED STATES ENVIRONMENTAL PROTECTION AGENCY**

**REGION 8**

1595 Wynkoop Street  
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February 18, 2014

Ref: 8RA

**MEMORANDUM**

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**FROM:** Howard M. Cantor//signed//  
Deputy Regional Administrator

**TO:** All Region 8 Employees, SEEs and Contractors

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## Daniels, William

---

**From:** Doris, Grace  
**Sent:** Wednesday, February 19, 2014 8:53 AM  
**To:** Daniels, William; Wong, Judith; Parker, Michelle  
**Subject:** FW: The workplace incidents

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Here is the second item.

### Grace Doris

Physical Security Specialist Team Lead  
U.S. Environmental Protection Agency Region 8  
1595 Wynkoop Street (8TMS-INF)  
Denver, CO 80202

303-312-6399

**SEE SOMETHING SAY SOMETHING** - Dial 312-6886 and select 1 -for SECURITY- **Be Vigilant!**

---

**From:** (b)(6)  
**Sent:** Wednesday, February 19, 2014 8:38 AM  
**To:** Doris, Grace; Cantor, Howard  
**Subject:** The workplace incidents

Howard and Grace: I remember meeting Mr. Nicoletti (b)(6) before our violence in the workplace policy was instituted in its current form. He was extremely helpful to me back then during a very serious violence in the workplace issue. I respect him immensely. If there is anything I can do to help, please let me know. If you think people would be more willing to open up to me vs. mgmt regarding rumors or information they have on this, I'd be happy to be a conduit. (b)(6)

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## **Cantor, Howard**

---

**From:** Wood, MelanieL  
**Sent:** Wednesday, February 19, 2014 9:50 AM  
**To:** Cantor, Howard; Dunlap, Bridget  
**Subject:** FW: curious about bad behavior

Just so you know, the memo from yesterday seems to be generating lots of hall chat, etc. Many women have expressed feeling fearful. I mentioned this to Deb as well. Not sure that there is a solution.

Below is one example email that I am passing along. I had several people ask if we knew what floor this was happening on – I responded with the request that they be watchful and report any suspicious behavior.

I had one employee report that her house keys were stolen off her desk on Jan. 31<sup>st</sup> and she had to have her locks changed – she also said that “this place is getting strange so I am going to apply for the buy out.”

Melanie

---

**From:** (b)(6)  
**Sent:** Wednesday, February 19, 2014 9:31 AM  
**To:** Wood, MelanieL  
**Subject:** FW: curious about bad behavior

Melanie,

I received the below questions from a staff person. I thought they raised some good points that perhaps might be worth passing along. OR, perhaps all of this was already taken into consideration by management, as well as John Nicoletti.

(b)(6)

I was wondering, have you heard anything about the process management used to determine the bad bathroom behavior was due to a bad attitude/bad intentions? How did they eliminate other alternatives? I have rose-colored glasses of course, but one possibility might be that an employee's medication is off, or it's dementia or... some type of mental issue...how do they assume it's of ill intent? Just curious. Thanks.

## **Parker, Michelle**

---

**From:** (b)(6)  
**Sent:** Wednesday, February 19, 2014 9:50 AM  
**To:** Parker, Michelle  
**Subject:** FW: curious about bad behavior

Hi Michelle,

I received the below questions from a staff person, and wonder if there's any additional information that can be shared with this person concerning the recent message sent by Howard. I thought the staff person raised some good points that perhaps might be worth passing along. OR, perhaps all of this was already taken into consideration by management, as well as John Nicoletti.

I was wondering, have you heard anything about the process management used to determine the bad bathroom behavior was due to a bad attitude/bad intentions? How did they eliminate other alternatives? I have rose-colored glasses of course, but one possibility might be that an employee's medication is off, or it's dementia or... some type of mental issue...how do they assume it's of ill intent? Just curious. Thanks.



## Cantor, Howard

---

**From:** (b)(6)  
**Sent:** Wednesday, February 19, 2014 10:06 AM  
**To:** Parker, Michelle; Cantor, Howard  
**Subject:** Oh boy

Hello Howard and Michelle,

So I think the Inappropriate Behavior in the bathrooms might need to be discussed at RLT with some direction on messaging. One of my employees refused to come into the office today because she is terrified after hearing a story on the train home last night: A male supervisor in ECEJ (she would not tell me who) told her that management **knows** that it is a female on the (b)(6) floor who has been wiping feces and menstrual blood on the walls (I'm really sorry, this is beyond gross) and that they are worried that her behavior is escalating. This supervisor said that managers were directed to share this information with staff and she feels that I am not being upfront with my staff with this same information.

She wants security on the (b)(6) floor to keep her safe from the dangerous woman who is definitely on the (b)(6) floor.

I (b)(6) and assured her that I knew no more than she did.

So, perhaps we need to caution supervisors in the way they are messaging this to staff?

Thanks,  
(b)(6)

(b)(6)

**Parker, Michelle**

---

**From:** (b)(6)  
**Sent:** Wednesday, February 19, 2014 10:09 AM  
**To:** Parker, Michelle  
**Subject:** restroom 8th floor

FYI, the first stall in the ladies room on the 8<sup>th</sup> floor was "not flushed" when we went in about 10:00 am today.



## **Parker, Michelle**

---

**From:** (b)(6)  
**Sent:** Wednesday, February 19, 2014 10:11 AM  
**To:** Parker, Michelle  
**Subject:** Bathroom

Hi Michelle,

I apologize for having to report this to you but at approximately 10:05 am the first stall in the ladies room wasn't flushed. It was interesting because I believe the cleaning lady just left because she was in the men's room when I walked into the ladies room. Anyway another person was in the bathroom with me so she suggested we let you know.

Thank you

(b)(6)  
1595 Wynkoop Street  
Denver, CO 80202

(b)(6)

## Cantor, Howard

---

**From:** Cantor, Howard  
**Sent:** Wednesday, February 19, 2014 10:59 AM  
**To:** (b)(6); Parker, Michelle  
**Cc:** Dunlap, Bridget  
**Subject:** RE: Oh boy

(b)(6)

Thanks for the information. We will indeed be discussing this at RLT on Monday. Please let me know if you receive any additional information regarding this issue.

Thanks,  
Howard

Howard Cantor  
Deputy Regional Administrator  
US EPA Region 8  
(303) 312-6308

---

**From:** (b)(6)  
**Sent:** Wednesday, February 19, 2014 10:06 AM  
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**Subject:** Oh boy

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(b)(6) and assured her that I knew no more than she did.

So, perhaps we need to caution supervisors in the way they are messaging this to staff?

Thanks,  
(b)(6)

(b)(6)

## **Parker, Michelle**

---

**From:** Parker, Michelle  
**Sent:** Wednesday, February 19, 2014 12:16 PM  
**To:** (b)(6)  
**Subject:** RE: curious about bad behavior

Hi, (b)(6)

Thanks for passing this information on. We considered numerous possibilities as to the reasons and/or causes for the incidents prior to issuing the memo.

Please contact me if you or your employees have other questions or concerns.

Michelle

**Michelle Parker**  
Labor & Employee Relations Officer | EPA Region 8  
303.312.6139 | parker.michelle@epa.gov  
303.565.0658

---

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**To:** Parker, Michelle  
**Subject:** FW: curious about bad behavior

Hi Michelle,

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I was wondering, have you heard anything about the process management used to determine the bad bathroom behavior was due to a bad attitude/bad intentions? How did they eliminate other alternatives? I have rose-colored glasses of course, but one possibility might be that an employee's medication is off, or it's dementia or... some type of mental issue...how do they assume it's of ill intent? Just curious. Thanks.

**Parker, Michelle**

---

**From:** (b)(6)  
**Sent:** Wednesday, February 19, 2014 12:40 PM  
**To:** Parker, Michelle  
**Subject:** RE: curious about bad behavior

Thanks Michelle. I'll be sure to contact you if additional questions or concerns are raised.

(b)(6)  
US EPA Region 8  
(b)(6)

---

**From:** Parker, Michelle  
**Sent:** Wednesday, February 19, 2014 12:16 PM  
**To:** (b)(6)  
**Subject:** RE: curious about bad behavior

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Michelle

**Michelle Parker**  
Labor & Employee Relations Officer | EPA Region 8  
303.312.6139 | [parker.michelle@epa.gov](mailto:parker.michelle@epa.gov)  
303.565.0658

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colored glasses of course, but one possibility might be that an employee's medication is off, or it's dementia or... some type of mental issue...how do they assume it's of ill intent? Just curious. Thanks.



**Doris, Grace**

---

**From:** Dunlap, Bridget  
**Sent:** Wednesday, February 19, 2014 1:31 PM  
**To:** Parker, Michelle; Doris, Grace  
**Subject:** FW: curious about bad behavior

Grace, what do you think? I mentioned this to Michelle earlier and she sees them but I have to admit I don't but I'm pretty much in my office or meetings...

---

**From:** Wood, MelaniEL  
**Sent:** Wednesday, February 19, 2014 12:40 PM  
**To:** Dunlap, Bridget  
**Subject:** RE: curious about bad behavior

Just wondering if security might patrol the floors a little more ?? I never see them and that might make people feel safer.

---

**From:** Dunlap, Bridget  
**Sent:** Wednesday, February 19, 2014 12:19 PM  
**To:** Wood, MelaniEL  
**Subject:** RE: curious about bad behavior

Thanks Melanie, as Howard may have confirmed already – we haven't assumed we have the answer; we are taking great caution that we address any potential scenario. Thanks for passing this along.

---

**From:** Wood, MelaniEL  
**Sent:** Wednesday, February 19, 2014 9:50 AM  
**To:** Cantor, Howard; Dunlap, Bridget  
**Subject:** FW: curious about bad behavior

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Melanie

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**To:** Wood, MelaniEL  
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(b)(6)

A large black rectangular redaction box covers the top left portion of the page, obscuring several lines of text.

I was wondering, have you heard anything about the process management used to determine the bad bathroom behavior was due to a bad attitude/bad intentions? How did they eliminate other alternatives? I have rose-colored glasses of course, but one possibility might be that an employee's medication is off, or it's dementia or... some type of mental issue...how do they assume it's of ill intent? Just curious. Thanks.

## **Doris, Grace**

---

**From:** Doris, Grace  
**Sent:** Wednesday, February 19, 2014 1:37 PM  
**To:** Dunlap, Bridget; Parker, Michelle  
**Subject:** RE: curious about bad behavior

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

They do patrols thorough the day up until 10:00 PM. We can look in to doing more of them throughout the day on the floors. Let me know.

### **Grace Doris**

Physical Security Specialist Team Lead  
U.S. Environmental Protection Agency Region 8  
1595 Wynkoop Street (8TMS-INF)  
Denver, CO 80202

303-312-6399

**SEE SOMETHING SAY SOMETHING** - Dial 312-6886 and select 1 -for SECURITY- **Be Vigilant!**

---

**From:** Dunlap, Bridget  
**Sent:** Wednesday, February 19, 2014 1:31 PM  
**To:** Parker, Michelle; Doris, Grace  
**Subject:** FW: curious about bad behavior

Grace, what do you think? I mentioned this to Michelle earlier and she sees them but I have to admit I don't but I'm pretty much in my office or meetings...

---

**From:** Wood, Melaniel  
**Sent:** Wednesday, February 19, 2014 12:40 PM  
**To:** Dunlap, Bridget  
**Subject:** RE: curious about bad behavior

Just wondering if security might patrol the floors a little more ?? I never see them and that might make people feel safer.

---

**From:** Dunlap, Bridget  
**Sent:** Wednesday, February 19, 2014 12:19 PM  
**To:** Wood, Melaniel  
**Subject:** RE: curious about bad behavior

Thanks Melanie, as Howard may have confirmed already – we haven't assumed we have the answer; we are taking great caution that we address any potential scenario. Thanks for passing this along.

---

**From:** Wood, Melaniel  
**Sent:** Wednesday, February 19, 2014 9:50 AM  
**To:** Cantor, Howard; Dunlap, Bridget  
**Subject:** FW: curious about bad behavior



Just so you know, the memo from yesterday seems to be generating lots of hall chat, etc. Many women have expressed feeling fearful. I mentioned this to Deb as well. Not sure that there is a solution.

Below is one example email that I am passing along. I had several people ask if we knew what floor this was happening on – I responded with the request that they be watchful and report any suspicious behavior.

I had one employee report that her house keys were stolen off her desk on Jan. 31<sup>st</sup> and she had to have her locks changed – she also said that “this place is getting strange so I am going to apply for the buy out.”

Melanie

---

**From:** (b)(6)  
**Sent:** Wednesday, February 19, 2014 9:31 AM  
**To:** Wood, MelanieL  
**Subject:** FW: curious about bad behavior

Melanie,

I received the below questions from a staff person. I thought they raised some good points that perhaps might be worth passing along. OR, perhaps all of this was already taken into consideration by management, as well as John Nicoletti.

(b)(6)

I was wondering, have you heard anything about the process management used to determine the bad bathroom behavior was due to a bad attitude/bad intentions? How did they eliminate other alternatives? I have rose-colored glasses of course, but one possibility might be that an employee's medication is off, or it's dementia or... some type of mental issue...how do they assume it's of ill intent? Just curious. Thanks.

## **Cantor, Howard**

---

**From:** Cantor, Howard  
**Sent:** Wednesday, February 19, 2014 2:11 PM  
**To:** Dunlap, Bridget; Doris, Grace; Parker, Michelle  
**Subject:** RE: curious about bad behavior

**Categories:** EZ Record - Shared

Yes, please increase the frequency of patrols. Thanks.

Howard Cantor  
Deputy Regional Administrator  
US EPA Region 8  
(303) 312-6308

---

**From:** Dunlap, Bridget  
**Sent:** Wednesday, February 19, 2014 1:59 PM  
**To:** Doris, Grace; Parker, Michelle; Cantor, Howard  
**Subject:** RE: curious about bad behavior

Adding Howard. If he's okay with more throughout the day I think it will make people feel more secure...I hope.

---

**From:** Doris, Grace  
**Sent:** Wednesday, February 19, 2014 1:37 PM  
**To:** Dunlap, Bridget; Parker, Michelle  
**Subject:** RE: curious about bad behavior

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**Subject:** FW: curious about bad behavior

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**Subject:** FW: curious about bad behavior

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**Subject:** FW: curious about bad behavior

Melanie,

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I was wondering, have you heard anything about the process management used to determine the bad bathroom behavior was due to a bad attitude/bad intentions? How did they eliminate other alternatives? I have rose-colored glasses of course, but one possibility might be that an employee's medication is off, or it's dementia or... some type of mental issue...how do they assume it's of ill intent? Just curious. Thanks.





## **Parker, Michelle**

---

**From:** Cantor, Howard  
**Sent:** Wednesday, February 19, 2014 3:54 PM  
**To:** Dunlap, Bridget; Parker, Michelle  
**Subject:** FW: The workplace incidents

Howard Cantor  
Deputy Regional Administrator  
US EPA Region 8  
(303) 312-6308

---

**From:** Cantor, Howard  
**Sent:** Wednesday, February 19, 2014 3:53 PM  
**To:** (b)(6); Doris, Grace  
**Subject:** RE: The workplace incidents

Thanks very much, (b)(6) I will let you know if we need your assistance, and I greatly appreciate the offer.

Howard

Howard Cantor  
Deputy Regional Administrator  
US EPA Region 8  
(303) 312-6308

---

**From:** (b)(6)  
**Sent:** Wednesday, February 19, 2014 8:38 AM  
**To:** Doris, Grace; Cantor, Howard  
**Subject:** The workplace incidents

Howard and Grace: I remember meeting Mr. Nicoletti (b)(6) before our violence in the workplace policy was instituted in its current form. He was extremely helpful to me back then during a very serious violence in the workplace issue. I respect him immensely. If there is anything I can do to help, please let me know. If you think people would be more willing to open up to me vs. mgmt regarding rumors or information they have on this, I'd be happy to be a conduit. (b)(6)

[REDACTED]

if circumstances dictate. You can imagine the humorous comments in the hallways given the foul circumstances, but being familiar with violence in the workplace issues, this behavior is rather cowardly brazen which makes it more threatening. If this person is not found and they don't leave during the VERA period, their next action could be grander in scheme because they didn't get caught this time. I can think of two people right off the bat that should be checked out...one who under the context of emergency, defecated outside the building when precluded from coming into the building prior to 5:30 am and who sits on the 10th floor (b)(6) said yesterday that that was where the defecation was found)... and another, whose behavior was suspicious when ammunition was found on the person, their car was parked on the side of the building, and they had been observed kicking the front door. I know management knows the folks referenced herein, and hopefully have officially or unofficially looked into those two and any other potential folks who have had issues in the past. Please let me know if I can be of assistance. Of course, we all share an interest in finding out who did this, taking the appropriate disciplinary action, and getting that person the help they need.

**Daniels, William**

---

**From:** (b)(6)  
**Sent:** Wednesday, February 19, 2014 6:06 PM  
**To:** Daniels, William  
**Subject:** FW: Inappropriate Behavior -- Your Assistance Requested  
**Importance:** High

Bill – Sorry to bug you with this. I'm not sure if it was malicious, but I just saw that there is an unpleasant situation in the left stall in the men's room or (b)(6)

(b)(6)

---

**From:** Howard Cantor [mailto:Howard\_Cantor@epamail.epa.gov]  
**Sent:** Tuesday, February 18, 2014 11:09 AM  
**To:** All Region 8 Employees  
**Subject:** Inappropriate Behavior -- Your Assistance Requested  
**Importance:** High

**UNITED STATES ENVIRONMENTAL PROTECTION AGENCY  
REGION 8**

1595 Wynkoop Street  
DENVER, CO 80202-1129  
Phone 800-227-8917  
<http://www.epa.gov/region08>

February 18, 2014

Ref: 8RA

**MEMORANDUM**

**SUBJECT:** Inappropriate Behavior – Your Assistance Requested

**FROM:** Howard M. Cantor//signed//  
Deputy Regional Administrator

**TO:** All Region 8 Employees, SEEs and Contractors

As some of you may be aware, there have been several incidents of inappropriate behavior in the building. A couple of examples include an individual clogging the toilets with large amounts of paper towels and an individual placing feces in the hallway outside of one the restrooms.

Management consulted with Dr. John Nicoletti, a national expert on preventing workplace violence, about these incidents. He advised us that this is very dangerous behavior as it includes property destruction and a disregard for the health and safety of others. He warned us that these individuals will probably escalate their behavior. Management is taking this situation very seriously and will take whatever actions are necessary to identify and

prosecute these individuals. You can assist us by letting us know if you have any information about a specific incident.

Dr. Nicoletti recently provided the Region with refresher training on preventing workplace violence. For those of you who took his recent class or one of his classes in past years, you may understand why the agency is very concerned about this type of behavior. Behavior that includes the destruction of property and disregard for human health is classified by Dr. Nicoletti as attack-related behavior.

Please inform your supervisor, a management official, or a member of the Regional Crisis Management and Advisory Team (RCMAT) if you observe or become aware of inappropriate behavior in the workplace. The RCMAT consists of Bridget Dunlap, Human Resources Officer; Bill Daniels, Infrastructure Program Manager; Grace Doris, Regional Security Officer; and Michelle Parker, Labor and Employee Relations Officer. Management takes its responsibility to provide all employees with a safe and healthy work environment seriously. We request your assistance in notifying us so that we can put a stop to this type of behavior before it escalates.

## Daniels, William

---

**From:** Daniels, William  
**Sent:** Thursday, February 20, 2014 7:23 AM  
**To:** Naro, Eric; James, Tammy  
**Subject:** FW: Inappropriate Behavior -- Your Assistance Requested

**Importance:** High

fyi

---

**From:** (b)(6)  
**Sent:** Wednesday, February 19, 2014 6:06 PM  
**To:** Daniels, William  
**Subject:** FW: Inappropriate Behavior -- Your Assistance Requested  
**Importance:** High

Bill – Sorry to bug you with this. I'm not sure if it was malicious, but I just saw that there is an unpleasant situation in the left stall in the men's room on [REDACTED]

(b)(6)

---

**From:** Howard Cantor [[mailto:Howard\\_Cantor@epamail.epa.gov](mailto:Howard_Cantor@epamail.epa.gov)]  
**Sent:** Tuesday, February 18, 2014 11:09 AM  
**To:** All Region 8 Employees  
**Subject:** Inappropriate Behavior -- Your Assistance Requested  
**Importance:** High

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## **Cantor, Howard**

---

**From:** Cantor, Howard  
**Sent:** Thursday, February 20, 2014 8:48 AM  
**To:** R8 RLT Executive  
**Cc:** Parker, Michelle  
**Subject:** FW: Security Notice: Operation Shield Exercise Today (2/20/14)

**Importance:** High

Executive RLT Members,

I recognize that many staff are feeling a heightened state of sensitivity due to the memo I sent out two days ago regarding inappropriate behavior in the building. I want to assure you that the DHS/FPS activity that occurred this morning was not connected in any way to that memo or the activities described therein, and that R8 was not informed of the DHS/FPS activity until last night.

In addition, please note that the purpose of my memo was to ensure that people are aware of the issues occurring in the building, and that it is clear to all employees that they should report any concerning behavior to their management, security personnel, or human resources.

Please communicate this information to your staff as you deem appropriate.

Thanks,  
Howard

Howard Cantor  
Deputy Regional Administrator  
US EPA Region 8  
(303) 312-6308

---

**From:** 1595 WYNKOOP NEWS FLASH [mailto:1595\_WYNKOOP\_NEWS\_FLASH@epamail.epa.gov]  
**Sent:** Thursday, February 20, 2014 7:59 AM  
**To:** All Region 8 Employees  
**Subject:** Security Notice: Operation Shield Exercise Today (2/20/14)  
**Importance:** High

This morning DHS/Federal Protective Service will be conducting an Operation Shield Exercise in the facility. They will do **100%** visual inspection ID checks for all personnel entering the facility. This is a random exercise conducted at all federally owned and leased facilities.

## **Cantor, Howard**

---

**From:** Doris, Grace  
**Sent:** Thursday, February 20, 2014 10:24 AM  
**To:** Wong, Judith; Dunlap, Bridget; Parker, Michelle; Daniels, William; Cantor, Howard  
**Cc:** Naro, Eric; Bohan, Suzanne  
**Subject:** Update Regarding Guard Service Patrols

Bridget, Howard and I conversed by email yesterday and came to agreement that it would be good to increase the number of interior patrols throughout the facility that the contract guards make on a daily basis.

An official request has been submitted today to DHS/Federal Protective Service who is over the contract for the guard service. EPA Security has requested that the number of patrols be increased immediately and for them to provide us with a schedule of when and how often patrols will be conducted for the both the interior and exterior of our facility.

Once I receive confirmation and the schedule that this is being implemented I will share with all of you for your reference if ever needed, this will not be a schedule that we will make public or post.

Any further questions or concerns please let me know, thank you.

**Grace Doris**  
Physical Security Specialist Team Lead  
U.S. Environmental Protection Agency Region 8  
1595 Wynkoop Street (8TMS-INF)  
Denver, CO 80202

303-312-6399

**SEE SOMETHING SAY SOMETHING** - Dial 312-6886 and select 1 -for SECURITY- **Be Vigilant!**

**Doris, Grace**

---

**From:** Doris, Grace  
**Sent:** Thursday, February 20, 2014 11:19 AM  
**To:** (b)(6)  
**Cc:** Daniels, William  
**Subject:** RE: Inappropriate Behavior -- Your Assistance Requested

Good morning (b)(6) Mr. Daniels forwarded me your email from yesterday evening. Thank you, for reporting this information to the Infrastructure Program Office and letting us know about this situation. It was taken care of and we wanted to confirm receipt of your report.

Thanks again!

**"SEE SOMETHING SAY SOMETHING** - Dial 312-6886 and select 1 -for SECURITY- **Be Vigilant!"**

**Grace Doris**

Physical Security Specialist Team Lead  
U.S. Environmental Protection Agency Region 8  
1595 Wynkoop Street (8TMS-INF)  
Denver, CO 80202

303-312-6399

---

**From:** Daniels, William  
**Sent:** Thursday, February 20, 2014 6:19 AM  
**To:** Doris, Grace  
**Subject:** FW: Inappropriate Behavior -- Your Assistance Requested  
**Importance:** High

FYI

---

**From:** (b)(6)  
**Sent:** Wednesday, February 19, 2014 6:06 PM  
**To:** Daniels, William  
**Subject:** FW: Inappropriate Behavior -- Your Assistance Requested  
**Importance:** High

Bill – Sorry to bug you with this. I'm not sure if it was malicious, but I just saw that there is an unpleasant situation in the left stall in the men's room on [REDACTED].

(b)(6)

---

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**Sent:** Tuesday, February 18, 2014 11:09 AM  
**To:** All Region 8 Employees  
**Subject:** Inappropriate Behavior -- Your Assistance Requested  
**Importance:** High

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February 18, 2014

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**Daniels, William**

---

**From:** Daniels, William  
**Sent:** Thursday, February 20, 2014 5:58 AM  
**To:** (b)(6)  
**Subject:** RE: Inappropriate Behavior -- Your Assistance Requested

Thanks – Missed your email last night but I will check it this am.

---

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(b)(6)

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**Doris, Grace**

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**Importance:** High

FYI

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(b)(6)

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## **Parker, Michelle**

---

**From:** jpsych46@aol.com  
**Sent:** Sunday, February 23, 2014 11:23 AM  
**To:** Parker, Michelle  
**Subject:** Re: Question

Michelle,

Just checking in to see the status of your situation. Has it stopped and were you able to identify a subject?

John

John Nicoletti, Ph.D., ABPP  
Board Certified Specialist in Police and Public Safety Psychology

-----Original Message-----

**From:** Parker, Michelle  
**To:** jpsych46  
**Sent:** Thu, Feb 13, 2014 11:19 am  
**Subject:** RE: Question

John,  
Thank you for your quick response. Howard Cantor, our Deputy Regional Administrator, the gentleman who made the opening remarks prior to your training last week, will be sending a memo to all employees. I incorporated the language you suggested.

Thanks again,

Michelle

**Michelle Parker**

Labor & Employee Relations Officer | EPA Region 8  
303.312.6139 | [parker.michelle@epa.gov](mailto:parker.michelle@epa.gov)  
303.565.0658

---

**From:** [jpsych46@aol.com](mailto:jpsych46@aol.com) [<mailto:jpsych46@aol.com>]

**Sent:** Wednesday, February 12, 2014 8:50 PM

**To:** Parker, Michelle

**Subject:** Re: Question

Michelle,

(b)(5) [Deliberative Process]



Let me know if you have any questions or would like to discuss the countermeasures further.

John  
John Nicoletti, Ph.D., ABPP  
Board Certified Specialist in Police and Public Safety Psychology

-----Original Message-----

**From:** Parker, Michelle <[Parker.Michelle@epa.gov](mailto:Parker.Michelle@epa.gov)>  
**To:** jpsych46 <[jpsych46@aol.com](mailto:jpsych46@aol.com)>

Sent: Wed, Feb 12, 2014 1:17 pm

Subject: Question

Hi John,

(b)(5) [Deliberative Process]

We also had someone leave feces in the hallway outside of the restroom on the floor where senior management offices reside.

Thanks, Michelle

**Michelle Parker**

Labor & Employee Relations Officer | EPA Region 8

303.312.6139 | [parker.michelle@epa.gov](mailto:parker.michelle@epa.gov)

303.565.0658

---

**From:** Daniels, William

**Sent:** Wednesday, February 12, 2014 10:48 AM

**To:** Parker, Michelle

**Subject:** FW: 7th floor toilet

We had another incident where someone stuffed a toilet in the women's restroom on the 7<sup>th</sup> floor so full of paper towels that it clogged the plumbing lines so bad it backed up both the men's and women's restrooms on the 7<sup>th</sup> floor to the point that the toilets in both restrooms overflowed. It took 2 building engineers 2 two cleaning staff members 30 minutes to rectify.

---

**From:** James, Tammy

**Sent:** Wednesday, February 12, 2014 10:36 AM

**To:** Daniels, William

**Subject:** 7th floor toilet

Received a call from the front desk about the 7<sup>th</sup> floor rest room overflowing.

Allen, our Building Engineer took a picture of the problem. The problem was a toilet in the women's room stuffed with paper towels.

This caused both the men's and the women's restrooms to overflow.

This should be sent to HR Michelle Parker.

Thanks.

**Parker, Michelle**

---

**From:** Parker, Michelle  
**Sent:** Sunday, February 23, 2014 6:14 PM  
**To:** jpsych46@aol.com  
**Cc:** Parker, Michelle  
**Subject:** Re: Question

John,

Thanks for checking. It hasn't stopped and we haven't identified a subject yet. Everyone is talking about the memo we sent to all employees. I'll forward it to you.

Michelle

---

**From:** jpsych46@aol.com  
**Sent:** Sunday, February 23, 2014 11:23:10 AM  
**To:** Parker, Michelle  
**Subject:** Re: Question  
Michelle,

Just checking in to see the status of your situation. Has it stopped and were you able to identify a subject?

John

John Nicoletti, Ph.D., ABPP  
Board Certified Specialist in Police and Public Safety Psychology

-----Original Message-----

**From:** Parker, Michelle  
**To:** jpsych46  
**Sent:** Thu, Feb 13, 2014 11:19 am  
**Subject:** RE: Question

John,  
Thank you for your quick response. Howard Cantor, our Deputy Regional Administrator, the gentleman who made the opening remarks prior to your training last week, will be sending a memo to all employees. I incorporated the language you suggested.

Thanks again,  
Michelle

**Michelle Parker**  
Labor & Employee Relations Officer | EPA Region 8  
303.312.6139 | [parker.michelle@epa.gov](mailto:parker.michelle@epa.gov)  
303.565.0658

---

**From:** [jpsych46@aol.com](mailto:jpsych46@aol.com) [<mailto:jpsych46@aol.com>]  
**Sent:** Wednesday, February 12, 2014 8:50 PM  
**To:** Parker, Michelle  
**Subject:** Re: Question  
Michelle,

(b)(5) [Deliberative Process]



(b)(5) [Deliberative Process]

Let me know if you have any questions or would like to discuss the countermeasures further.

John  
John Nicoletti, Ph.D., ABPP  
Board Certified Specialist in Police and Public Safety Psychology  
-----Original Message-----  
From: Parker, Michelle <Parker.Michelle@epa.gov>  
To: jpsych46 <jpsych46@aol.com>  
Sent: Wed, Feb 12, 2014 1:17 pm  
Subject: Question

Hi John,

(b)(5) [Deliberative Process]

We also had someone leave feces in the hallway outside of the restroom on the floor where senior management offices reside.

Thanks, Michelle

**Michelle Parker**

Labor & Employee Relations Officer | EPA Region 8  
303.312.6139 | [parker.michelle@epa.gov](mailto:parker.michelle@epa.gov)  
303.565.0658

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**Sent:** Wednesday, February 12, 2014 10:48 AM  
**To:** Parker, Michelle  
**Subject:** FW: 7th floor toilet

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**Subject:** 7th floor toilet

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Allen, our Building Engineer took a picture of the problem. The problem was a toilet in the women's room stuffed with paper towels.

This caused both the men's and the women's restrooms to overflow.

This should be sent to HR Michelle Parker.

Thanks.

**Parker, Michelle**

---

**From:** Parker, Michelle  
**Sent:** Sunday, February 23, 2014 6:20 PM  
**To:** jpsych46@aol.com  
**Cc:** Parker, Michelle  
**Subject:** Fw: Inappropriate Behavior -- Your Assistance Requested  
  
**Importance:** High

Here's the memo.

---

**From:** Howard Cantor  
**Sent:** Tuesday, February 18, 2014 11:08:35 AM  
**To:** All Region 8 Employees  
**Subject:** Inappropriate Behavior -- Your Assistance Requested

**UNITED STATES ENVIRONMENTAL PROTECTION AGENCY  
REGION 8**

1595 Wynkoop Street  
DENVER, CO 80202-1129  
Phone 800-227-8917  
<http://www.epa.gov/region08>

February 18, 2014

Ref: 8RA

**MEMORANDUM**

**SUBJECT:** Inappropriate Behavior -- Your Assistance Requested

**FROM:** Howard M. Cantor//signed//  
Deputy Regional Administrator

**TO:** All Region 8 Employees, SEEs and Contractors

As some of you may be aware, there have been several incidents of inappropriate behavior in the building. A couple of examples include an individual clogging the toilets with large amounts of paper towels and an individual placing feces in the hallway outside of one the restrooms.

Management consulted with Dr. John Nicoletti, a national expert on preventing workplace violence, about these incidents. He advised us that this is very dangerous behavior as it includes property destruction and a disregard for the health and safety of others. He warned us that these individuals will probably escalate their behavior. Management is taking this situation very seriously and will take whatever actions are necessary to identify and prosecute these individuals. You can assist us by letting us know if you have any information about a specific incident.

Dr. Nicoletti recently provided the Region with refresher training on preventing workplace violence. For those of you who took his recent class or one of his classes in past years, you may understand why the agency is very concerned about this type of behavior. Behavior that includes the destruction of property and disregard for human health is classified by Dr. Nicoletti as attack-related behavior.

Please inform your supervisor, a management official, or a member of the Regional Crisis Management and Advisory Team (RCMAT) if you observe or become aware of inappropriate behavior in the workplace. The RCMAT consists of Bridget Dunlap, Human Resources Officer; Bill Daniels, Infrastructure Program Manager; Grace Doris, Regional Security Officer; and Michelle Parker, Labor and Employee Relations Officer. Management takes its responsibility to provide all employees with a safe and healthy work environment seriously. We request your assistance in notifying us so that we can put a stop to this type of behavior before it escalates.



**Parker, Michelle**

---

**From:** jpsych46@aol.com  
**Sent:** Sunday, February 23, 2014 6:46 PM  
**To:** Parker, Michelle  
**Subject:** Re: Inappropriate Behavior -- Your Assistance Requested

How many times has the behavior occurred since the memo was sent out? If you don't see a decrease I can give you some other countermeasures to use. Let me know.

John

John Nicoletti, Ph.D., ABPP  
Board Certified Specialist in Police and Public Safety Psychology

-----Original Message-----

**From:** Parker, Michelle  
**To:** jpsych46  
**Cc:** Parker, Michelle  
**Sent:** Sun, Feb 23, 2014 6:19 pm  
**Subject:** Fw: Inappropriate Behavior -- Your Assistance Requested

Here's the memo.

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February 18, 2014

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**TO:** All Region 8 Employees, SEEs and Contractors

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## Daniels, William

---

**From:** Daniels, William  
**Sent:** Monday, February 24, 2014 9:40 AM  
**To:** Naro, Eric; Doris, Grace  
**Subject:** FW: Incident INC000000960384 has been assigned to your group 'Region 8 Facilities'.  
Priority: Low. Description: Men's restroom on 5th fl, center toilet is clogged

FYI

-----Original Message-----

**From:** EPA Call Center [mailto:epacallcenter@epa.gov]

**Sent:** Friday, February 21, 2014 2:56 PM

**To:** Daniels, William

**Subject:** Incident INC000000960384 has been assigned to your group 'Region 8 Facilities'. Priority: Low. Description: Men's restroom on 5th fl, center toilet is clogged

Incident INC000000960384 has been assigned to your group 'Region 8 Facilities'.

Service Type: User Service Restoration

Requester's Name: (b)(6)

Requester's Phone: (b)(6)

Priority: Low

Summary: Men's restroom on 5th fl, center toilet is clogged

To view the case ticket, login to the Incident Management Console at <https://epacallcenter.com>

**Parker, Michelle**

---

**From:** jpsych46@aol.com  
**Sent:** Monday, February 24, 2014 10:47 AM  
**To:** Parker, Michelle  
**Subject:** Re: Inappropriate Behavior -- Your Assistance Requested

Michelle,

(b)(5) [Deliberative Process]  
[REDACTED]

John

John Nicoletti, Ph.D., ABPP  
Board Certified Specialist in Police and Public Safety Psychology

-----Original Message-----

**From:** Parker, Michelle  
**To:** jpsych46  
**Cc:** Doris, Grace ; Daniels, William ; Dunlap, Bridget  
**Sent:** Mon, Feb 24, 2014 10:27 am  
**Subject:** RE: Inappropriate Behavior -- Your Assistance Requested

John,

We have not involved FPS to investigate. The individual has not been a problem; (b)(6)

[REDACTED]  
No tips received.

Thanks, Michelle

**Michelle Parker**

Labor & Employee Relations Officer | EPA Region 8  
303.312.6139 | [parker.michelle@epa.gov](mailto:parker.michelle@epa.gov)  
303.565.0658

---

**From:** jpsych46@aol.com [<mailto:jpsych46@aol.com>]  
**Sent:** Monday, February 24, 2014 10:20 AM  
**To:** Parker, Michelle  
**Subject:** Re: Inappropriate Behavior -- Your Assistance Requested  
Michelle,

(b)(5) [Deliberative Process]  
[REDACTED]

Have you had any employees come forward with any tips?

John

John Nicoletti, Ph.D., ABPP  
Board Certified Specialist in Police and Public Safety Psychology

-----Original Message-----

**From:** Parker, Michelle <[Parker.Michelle@epa.gov](mailto:Parker.Michelle@epa.gov)>  
**To:** jpsych46 <[jpsych46@aol.com](mailto:jpsych46@aol.com)>  
**Sent:** Mon, Feb 24, 2014 9:20 am  
**Subject:** RE: Inappropriate Behavior -- Your Assistance Requested

John,

Here is an update on our recent incidents at the EPA.

There was another clogged toilet, this time in one of the men's restrooms.

There was also another incident of paper towels in a toilet in one of the women's restrooms. This time it was not flushed, so it did not overflow.

The incidents of urine on the seats and the floors are still occurring regularly in the women's restrooms; however, they are no longer limited to the 6<sup>th</sup> and 7<sup>th</sup> floors. Employees are now reporting the incidents more frequently.

In addition, an employee found a document advertising a (b)(6) rifle on a printer on the (b)(6) floor, (b)(6). Our IT department traced the print

job to (b)(6) employee. We questioned (b)(6) about the document and (b)(6)

(b)(6) We also questioned (b)(6) about the toilet incident on the (b)(6) floor. We asked if (b)(6) had any knowledge of who was involved or if (b)(6) was responsible. (b)(6) stated that (b)(6) was not involved and had no knowledge of anyone involved. We are going to keep (b)(6) on our radar.

Do you recommend that we take any additional countermeasures?

Thanks, Michelle

**Michelle Parker**

Labor & Employee Relations Officer | EPA Region 8

303.312.6139 | [parker.michelle@epa.gov](mailto:parker.michelle@epa.gov)

303.565.0658

---

**From:** [jpsych46@aol.com](mailto:jpsych46@aol.com) [<mailto:jpsych46@aol.com>]

**Sent:** Sunday, February 23, 2014 6:46 PM

**To:** Parker, Michelle

**Subject:** Re: Inappropriate Behavior -- Your Assistance Requested

How many times has the behavior occurred since the memo was sent out? If you don't see a decrease I can give you some other countermeasures to use. Let me know.

John

John Nicoletti, Ph.D., ABPP

Board Certified Specialist in Police and Public Safety Psychology

-----Original Message-----

**From:** Parker, Michelle <[Parker.Michelle@epa.gov](mailto:Parker.Michelle@epa.gov)>

**To:** [jpsych46@aol.com](mailto:jpsych46@aol.com)

**Cc:** Parker, Michelle <[Parker.Michelle@epa.gov](mailto:Parker.Michelle@epa.gov)>

**Sent:** Sun, Feb 23, 2014 6:19 pm

**Subject:** Fw: Inappropriate Behavior-- Your Assistance Requested

Here's the memo.

---

**From:** Howard Cantor <[Howard\\_Cantor@epamail.epa.gov](mailto:Howard_Cantor@epamail.epa.gov)>

**Sent:** Tuesday, February 18, 2014 11:08:35 AM

**To:** All Region 8 Employees

**Subject:** Inappropriate Behavior -- Your Assistance Requested

**UNITED STATES ENVIRONMENTAL PROTECTION AGENCY**

**REGION 8**

1595 Wynkoop Street

DENVER, CO 80202-1129

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<http://www.epa.gov/region08>

February 18, 2014

Ref: 8RA

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Deputy Regional Administrator

**TO:** All Region 8 Employees, SEEs and Contractors

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## **Parker, Michelle**

---

**From:** Parker, Michelle  
**Sent:** Monday, February 24, 2014 10:55 AM  
**To:** Doris, Grace; Daniels, William; Dunlap, Bridget  
**Subject:** FW: Inappropriate Behavior -- Your Assistance Requested

(b)(5) [Deliberative Process] ?

Thanks, Michelle

**Michelle Parker**  
Labor & Employee Relations Officer | EPA Region 8  
303.312.6139 | [parker.michelle@epa.gov](mailto:parker.michelle@epa.gov)  
303.565.0658

---

**From:** [jpsych46@aol.com](mailto:jpsych46@aol.com) [mailto:[jpsych46@aol.com](mailto:jpsych46@aol.com)]  
**Sent:** Monday, February 24, 2014 10:47 AM  
**To:** Parker, Michelle  
**Subject:** Re: Inappropriate Behavior -- Your Assistance Requested

Michelle,

(b)(5) [Deliberative Process]

John

John Nicoletti, Ph.D., ABPP  
Board Certified Specialist in Police and Public Safety Psychology

-----Original Message-----

**From:** Parker, Michelle <[Parker.Michelle@epa.gov](mailto:Parker.Michelle@epa.gov)>  
**To:** [jpsych46@aol.com](mailto:jpsych46@aol.com)  
**Cc:** Doris, Grace <[doris.grace@epa.gov](mailto:doris.grace@epa.gov)>; Daniels, William <[daniels.william@epa.gov](mailto:daniels.william@epa.gov)>; Dunlap, Bridget <[Dunlap.Bridget@epa.gov](mailto:Dunlap.Bridget@epa.gov)>  
**Sent:** Mon, Feb 24, 2014 10:27 am  
**Subject:** RE: Inappropriate Behavior -- Your Assistance Requested

John,

We have not involved FPS to investigate. The individual has not been a problem;

(b)(6)

No tips received.

Thanks, Michelle

**Michelle Parker**

Labor & Employee Relations Officer | EPA Region 8  
303.312.6139 | [parker.michelle@epa.gov](mailto:parker.michelle@epa.gov)  
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(b)(5) [Deliberative Process]

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John Nicoletti, Ph.D., ABPP  
Board Certified Specialist in Police and Public Safety Psychology

-----Original Message-----

**From:** Parker, Michelle <[Parker.Michelle@epa.gov](mailto:Parker.Michelle@epa.gov)>  
**To:** [jpsych46](mailto:jpsych46@aol.com) <[jpsych46@aol.com](mailto:jpsych46@aol.com)>  
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In addition, an employee found a document advertising a (b)(6) rifle on a printer on the (b)(6) floor, (b)(6). Our IT department traced the print job to (b)(6) employee. We questioned (b)(6) about the document and (b)(6). We also questioned (b)(6) about the toilet incident on the (b)(6) floor. We asked if (b)(6) had any knowledge of who was involved or if (b)(6) was responsible. (b)(6) stated that (b)(6) was not involved and had no knowledge of anyone involved. We are going to keep (b)(6) on our radar.

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**To:** [jpsych46@aol.com](mailto:jpsych46@aol.com)>  
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REGION 8**

1595 Wynkoop Street  
DENVER, CO 80202-1129  
Phone 800-227-8917  
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February 18, 2014

Ref: 8RA

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Deputy Regional Administrator

**TO:** All Region 8 Employees, SEEs and Contractors

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**Doris, Grace**

---

**From:** Doris, Grace  
**Sent:** Monday, February 24, 2014 10:57 AM  
**To:** Parker, Michelle; Daniels, William; Dunlap, Bridget  
**Subject:** RE: Inappropriate Behavior -- Your Assistance Requested

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Let me run it by the (b)(5) [Deliberative Process], who know of the issues, but to see at what point (b)(5) [Deliberative Process] (b)(5) [Deliberative Process]? I will let you know what they say.

**Grace Doris**

Physical Security Specialist Team Lead  
U.S. Environmental Protection Agency Region 8  
1595 Wynkoop Street (8TMS-INF)  
Denver, CO 80202

303-312-6399

**SEE SOMETHING SAY SOMETHING** - Dial 312-6886 and select 1 -for SECURITY- **Be Vigilant!**

---

**From:** Parker, Michelle  
**Sent:** Monday, February 24, 2014 10:55 AM  
**To:** Doris, Grace; Daniels, William; Dunlap, Bridget  
**Subject:** FW: Inappropriate Behavior -- Your Assistance Requested

(b)(5) [Deliberative Process] ?

Thanks, Michelle

**Michelle Parker**  
Labor & Employee Relations Officer | EPA Region 8  
303.312.6139 | [parker.michelle@epa.gov](mailto:parker.michelle@epa.gov)  
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**Sent:** Monday, February 24, 2014 10:47 AM  
**To:** Parker, Michelle  
**Subject:** Re: Inappropriate Behavior -- Your Assistance Requested

Michelle,

(b)(5) [Deliberative Process]



John

John Nicoletti, Ph.D., ABPP  
Board Certified Specialist in Police and Public Safety Psychology

-----Original Message-----

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To: jpsych46 <[jpsych46@aol.com](mailto:jpsych46@aol.com)>  
Cc: Doris, Grace <[doris.grace@epa.gov](mailto:doris.grace@epa.gov)>; Daniels, William <[daniels.william@epa.gov](mailto:daniels.william@epa.gov)>; Dunlap, Bridget <[Dunlap.Bridget@epa.gov](mailto:Dunlap.Bridget@epa.gov)>  
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Thanks, Michelle

**Michelle Parker**  
Labor & Employee Relations Officer | EPA Region 8  
303.312.6139 | [parker.michelle@epa.gov](mailto:parker.michelle@epa.gov)  
303.565.0658

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Sent: Monday, February 24, 2014 10:20 AM  
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Michelle,

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Board Certified Specialist in Police and Public Safety Psychology

-----Original Message-----

From: Parker, Michelle <[Parker.Michelle@epa.gov](mailto:Parker.Michelle@epa.gov)>  
To: jpsych46 <[jpsych46@aol.com](mailto:jpsych46@aol.com)>  
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Here is an update on our recent incidents at the EPA.

There was another clogged toilet, this time in one of the men's restrooms.

There was also another incident of paper towels in a toilet in one of the women's restrooms. This time it was not flushed, so it did not overflow.

The incidents of urine on the seats and the floors are still occurring regularly in the women's restrooms; however, they are no longer limited to the 6<sup>th</sup> and 7<sup>th</sup> floors. Employees are now reporting the incidents more frequently.

In addition, an employee found a document advertising a (b)(6) rifle on a printer on the 7<sup>th</sup> floor, (b)(6). Our IT department traced the print job to (b)(6) employee. We questioned (b)(6) about the document and (b)(6). We also questioned (b)(6) about the toilet incident on the (b)(6) floor. We asked if (b)(6) had any knowledge of who was involved or if (b)(6) was responsible. (b)(6) stated that (b)(6) was not involved and had no knowledge of anyone involved. We are going to keep (b)(6) on our radar.

Do you recommend that we take any additional countermeasures?

Thanks, Michelle

**Michelle Parker**

Labor & Employee Relations Officer | EPA Region 8  
303.312.6139 | [parker.michelle@epa.gov](mailto:parker.michelle@epa.gov)  
303.565.0658

---

**From:** [jpsych46@aol.com](mailto:jpsych46@aol.com) [<mailto:jpsych46@aol.com>]  
**Sent:** Sunday, February 23, 2014 6:46 PM  
**To:** Parker, Michelle  
**Subject:** Re: Inappropriate Behavior -- Your Assistance Requested

How many times has the behavior occurred since the memo was sent out? If you don't see a decrease I can give you some other countermeasures to use. Let me know.

John

John Nicoletti, Ph.D., ABPP  
Board Certified Specialist in Police and Public Safety Psychology

-----Original Message-----

**From:** Parker, Michelle <[Parker.Michelle@epa.gov](mailto:Parker.Michelle@epa.gov)>  
**To:** [jpsych46@aol.com](mailto:jpsych46@aol.com)  
**Cc:** Parker, Michelle <[Parker.Michelle@epa.gov](mailto:Parker.Michelle@epa.gov)>  
**Sent:** Sun, Feb 23, 2014 6:19 pm  
**Subject:** Fw: Inappropriate Behavior -- Your Assistance Requested

Here's the memo.

---

**From:** Howard Cantor <[Howard\\_Cantor@epamail.epa.gov](mailto:Howard_Cantor@epamail.epa.gov)>  
**Sent:** Tuesday, February 18, 2014 11:08:35 AM  
**To:** All Region 8 Employees  
**Subject:** Inappropriate Behavior -- Your Assistance Requested

**UNITED STATES ENVIRONMENTAL PROTECTION AGENCY  
REGION 8**

1595 Wynkoop Street  
DENVER, CO 80202-1129  
Phone 800-227-8917  
<http://www.epa.gov/region08>



February 18, 2014

Ref: 8RA

**MEMORANDUM**

**SUBJECT:** Inappropriate Behavior – Your Assistance Requested

**FROM:** Howard M. Cantor//signed//  
Deputy Regional Administrator

**TO:** All Region 8 Employees, SEEs and Contractors

As some of you may be aware, there have been several incidents of inappropriate behavior in the building. A couple of examples include an individual clogging the toilets with large amounts of paper towels and an individual placing feces in the hallway outside of one the restrooms.

Management consulted with Dr. John Nicoletti, a national expert on preventing workplace violence, about these incidents. He advised us that this is very dangerous behavior as it includes property destruction and a disregard for the health and safety of others. He warned us that these individuals will probably escalate their behavior. Management is taking this situation very seriously and will take whatever actions are necessary to identify and prosecute these individuals. You can assist us by letting us know if you have any information about a specific incident.

Dr. Nicoletti recently provided the Region with refresher training on preventing workplace violence. For those of you who took his recent class or one of his classes in past years, you may understand why the agency is very concerned about this type of behavior. Behavior that includes the destruction of property and disregard for human health is classified by Dr. Nicoletti as attack-related behavior.

Please inform your supervisor, a management official, or a member of the Regional Crisis Management and Advisory Team (RCMAT) if you observe or become aware of inappropriate behavior in the workplace. The RCMAT consists of Bridget Dunlap, Human Resources Officer; Bill Daniels, Infrastructure Program Manager; Grace Doris, Regional Security Officer; and Michelle Parker, Labor and Employee Relations Officer. Management takes its responsibility to provide all employees with a safe and healthy work environment seriously. We request your assistance in notifying us so that we can put a stop to this type of behavior before it escalates.

**James, Tammy**

---

**From:** Shadler, Sheila  
**Sent:** Wednesday, February 26, 2014 2:47 PM  
**To:** James, Tammy  
**Subject:** FW: Incident INC000000910453 has been assigned to your group 'Region 8 Facilities'.  
Priority: Medium. Description: 9th floor mens restroom has a trail of poop leading out in hallway

-----Original Message-----

**From:** EPA Call Center [<mailto:epacallcenter@epa.gov>]  
**Sent:** Monday, January 13, 2014 11:54 AM  
**To:** Shadler, Sheila  
**Subject:** Incident INC000000910453 has been assigned to your group 'Region 8 Facilities'.  
**Priority:** Medium. Description: 9th floor mens restroom has a trail of poop leading out in hallway

Incident INC000000910453 has been assigned to your group 'Region 8 Facilities'.  
**Service Type:** User Service Restoration  
**Requester's Name:** (b)(6)  
**Requester's Phone:** (b)(6)  
**Priority:** Medium  
**Summary:** 9th floor mens restroom has a trail of poop leading out in hallway

To view the case ticket, login to the Incident Management Console at  
<https://epacallcenter.com>



**James, Tammy**

---

**From:** Shadler, Sheila  
**Sent:** Wednesday, February 26, 2014 2:48 PM  
**To:** James, Tammy  
**Subject:** FW: Incident INC000000931420 has been assigned to your group 'Region 8 Facilities'.  
Priority: High. Description: 5th floor ladies room, all toilets are blocked up

-----Original Message-----

**From:** EPA Call Center [<mailto:epacallcenter@epa.gov>]  
**Sent:** Thursday, January 30, 2014 10:47 AM  
**To:** Shadler, Sheila  
**Subject:** Incident INC000000931420 has been assigned to your group 'Region 8 Facilities'.  
**Priority:** High. Description: 5th floor ladies room, all toilets are blocked up

Incident INC000000931420 has been assigned to your group 'Region 8 Facilities'.  
Service Type: User Service Restoration  
Requester's Name: (b)(6)  
Requester's Phone: (b)(6)  
Priority: High  
Summary: 5th floor ladies room, all toilets are blocked up

To view the case ticket, login to the Incident Management Console at  
<https://epacallcenter.com>

**James, Tammy**

---

**From:** Shadler, Sheila  
**Sent:** Wednesday, February 26, 2014 2:48 PM  
**To:** James, Tammy  
**Subject:** FW: Incident INC000000931420 has been assigned to your group 'Region 8 Facilities'.  
Priority: High. Description: 5th floor ladies room, all toilets are blocked up

-----Original Message-----

**From:** EPA Call Center [<mailto:epacallcenter@epa.gov>]  
**Sent:** Thursday, January 30, 2014 10:47 AM  
**To:** Shadler, Sheila  
**Subject:** Incident INC000000931420 has been assigned to your group 'Region 8 Facilities'.  
**Priority:** High. Description: 5th floor ladies room, all toilets are blocked up

Incident INC000000931420 has been assigned to your group 'Region 8 Facilities'.  
**Service Type:** User Service Restoration  
**Requester's Name:** Kerri Fiedler  
**Requester's Phone:** 1 303 312-6493  
**Priority:** High  
**Summary:** 5th floor ladies room, all toilets are blocked up

To view the case ticket, login to the Incident Management Console at  
<https://epacallcenter.com>

**James, Tammy**

---

**From:** Shadler, Sheila  
**Sent:** Wednesday, February 26, 2014 2:51 PM  
**To:** James, Tammy  
**Subject:** FW: Incident INC000000949896 has been assigned to your group 'Region 8 Facilities'.  
Priority: Low. Description: Women's restroom near Rocky/Mtn conference room has urine on floor and toilet seat.

-----Original Message-----

**From:** EPA Call Center [<mailto:epacallcenter@epa.gov>]  
**Sent:** Thursday, February 13, 2014 10:13 AM  
**To:** Shadler, Sheila  
**Subject:** Incident INC000000949896 has been assigned to your group 'Region 8 Facilities'.  
Priority: Low. Description: Women's restroom near Rocky/Mtn conference room has urine on floor and toilet seat.

Incident INC000000949896 has been assigned to your group 'Region 8 Facilities'.  
Service Type: User Service Restoration  
Requester's Name: (b)(6)  
Requester's Phone: (b)(6)  
Priority: Low  
Summary: Women's restroom near Rocky/Mtn conference room has urine on floor and toilet seat.

To view the case ticket, login to the Incident Management Console at  
<https://epacallcenter.com>

**James, Tammy**

---

**From:** Shadler, Sheila  
**Sent:** Wednesday, February 26, 2014 2:52 PM  
**To:** James, Tammy  
**Subject:** FW: Incident INC000000960384 has been assigned to your group 'Region 8 Facilities'.  
Priority: Low. Description: Men's restroom on 5th fl, center toilet is clogged

-----Original Message-----

**From:** EPA Call Center [<mailto:epacallcenter@epa.gov>]  
**Sent:** Friday, February 21, 2014 2:56 PM  
**To:** Shadler, Sheila  
**Subject:** Incident INC000000960384 has been assigned to your group 'Region 8 Facilities'.  
Priority: Low. Description: Men's restroom on 5th fl, center toilet is clogged

Incident INC000000960384 has been assigned to your group 'Region 8 Facilities'.  
Service Type: User Service Restoration  
Requester's Name: (b)(6)  
Requester's Phone: (b)(6)  
Priority: Low  
Summary: Men's restroom on 5th fl, center toilet is clogged

To view the case ticket, login to the Incident Management Console at  
<https://epacallcenter.com>

**James, Tammy**

---

**From:** Shadler, Sheila  
**Sent:** Wednesday, February 26, 2014 2:52 PM  
**To:** James, Tammy  
**Subject:** FW: Incident INC000000960207 has been assigned to your group 'Region 8 Facilities'.  
Priority: Low. Description: Women's restroom on the 6th fl. in the 1st stall there is a mess that needs cleaning.

-----Original Message-----

**From:** EPA Call Center [<mailto:epacallcenter@epa.gov>]  
**Sent:** Friday, February 21, 2014 1:30 PM  
**To:** Shadler, Sheila  
**Subject:** Incident INC000000960207 has been assigned to your group 'Region 8 Facilities'.  
Priority: Low. Description: Women's restroom on the 6th fl. in the 1st stall there is a mess that needs cleaning.

Incident INC000000960207 has been assigned to your group 'Region 8 Facilities'.  
Service Type: User Service Restoration  
Requester's Name: (b)(6)  
Requester's Phone: (b)(6)  
Priority: Low  
Summary: Women's restroom on the 6th fl. in the 1st stall there is a mess that needs cleaning.

To view the case ticket, login to the Incident Management Console at  
<https://epacallcenter.com>

**James, Tammy**

---

**From:** Shadler, Sheila  
**Sent:** Wednesday, February 26, 2014 2:52 PM  
**To:** James, Tammy  
**Subject:** FW: Incident INC000000961406 has been assigned to your group 'Region 8 Facilities'.  
Priority: Low. Description: 6th floor men's restroom has water on floor.

-----Original Message-----

**From:** EPA Call Center [<mailto:epacallcenter@epa.gov>]  
**Sent:** Tuesday, February 25, 2014 9:46 AM  
**To:** Shadler, Sheila  
**Subject:** Incident INC000000961406 has been assigned to your group 'Region 8 Facilities'.  
Priority: Low. Description: 6th floor men's restroom has water on floor.

Incident INC000000961406 has been assigned to your group 'Region 8 Facilities'.  
Service Type: User Service Restoration  
Requester's Name: (b)(6)  
Requester's Phone: (b)(6)  
Priority: Low  
Summary: 6th floor men's restroom has water on floor.

To view the case ticket, login to the Incident Management Console at  
<https://epacallcenter.com>

## **Daniels, William**

---

**From:** Daniels, William  
**Sent:** Thursday, February 27, 2014 6:13 AM  
**To:** Doris, Grace  
**Subject:** FW: 7th floor toilet  
**Attachments:** 7thFloorToilet.JPG

---

**From:** Daniels, William  
**Sent:** Wednesday, February 12, 2014 10:48 AM  
**To:** Parker, Michelle  
**Subject:** FW: 7th floor toilet

We had another incident where someone stuffed a toilet in the women's restroom on the 7<sup>th</sup> floor so full of paper towels that it clogged the plumbing lines so bad it backed up both the men's and women's restrooms on the 7<sup>th</sup> floor to the point that the toilets in both restrooms overflowed. It took 2 building engineers 2 two cleaning staff members 30 minutes to rectify.

---

**From:** James, Tammy  
**Sent:** Wednesday, February 12, 2014 10:36 AM  
**To:** Daniels, William  
**Subject:** 7th floor toilet

Received a call from the front desk about the 7<sup>th</sup> floor rest room overflowing.

Allen, our Building Engineer took a picture of the problem. The problem was a toilet in the women's room stuffed with paper towels.

This caused both the men's and the women's restrooms to overflow.

This should be sent to HR Michelle Parker.

Thanks.



## Doris, Grace

---

**From:** Doris, Grace  
**Sent:** Thursday, February 27, 2014 6:28 AM  
**To:** Daniels, William  
**Subject:** RE: 7th floor toilet

Thank you,, such a beautiful site first thing in the morning with my coffee. LOL (NOT)!

### Grace Doris

Physical Security Specialist Team Lead  
U.S. Environmental Protection Agency Region 8  
1595 Wynkoop Street (8TMS-INF)  
Denver, CO 80202

303-312-6399

**SEE SOMETHING SAY SOMETHING** - Dial 312-6886 and select 1 -for SECURITY- **Be Vigilant!**

---

**From:** Daniels, William  
**Sent:** Thursday, February 27, 2014 6:13 AM  
**To:** Doris, Grace  
**Subject:** FW: 7th floor toilet

---

**From:** Daniels, William  
**Sent:** Wednesday, February 12, 2014 10:48 AM  
**To:** Parker, Michelle  
**Subject:** FW: 7th floor toilet

We had another incident where someone stuffed a toilet in the women's restroom on the 7<sup>th</sup> floor so full of paper towels that it clogged the plumbing lines so bad it backed up both the men's and women's restrooms on the 7<sup>th</sup> floor to the point that the toilets in both restrooms overflowed. It took 2 building engineers 2 two cleaning staff members 30 minutes to rectify.

---

**From:** James, Tammy  
**Sent:** Wednesday, February 12, 2014 10:36 AM  
**To:** Daniels, William  
**Subject:** 7th floor toilet

Received a call from the front desk about the 7<sup>th</sup> floor rest room overflowing.

Allen, our Building Engineer took a picture of the problem. The problem was a toilet in the women's room stuffed with paper towels.

This caused both the men's and the women's restrooms to overflow.

This should be sent to HR Michelle Parker.

Thanks.

**Doris, Grace**

---

**From:** Doris, Grace  
**Sent:** Friday, February 28, 2014 1:42 PM  
**To:** Kaminski, John M; Martinez, David  
**Cc:** Parker, Michelle; Naro, Eric; Daniels, William  
**Subject:** FW: Restroom issue  
**Attachments:** 7thFloorToilet.JPG; remedy ticket.xls; [Untitled].pdf

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Gentleman, I received David's voice mail this afternoon, and figured this should help answer some question and provide some additional information for your review.

Please advise if you all will be opening an investigation on this or not and or just making record of it for now or how you may decide to proceed.

Just a question for now, (b)(5) [Deliberative Process]  
(b)(5) [Deliberative Process] ? Just asking for our management was asking.

I will wait for your response. Thank for your support and concern regarding this matter.

**Grace Doris**  
Physical Security Specialist Team Lead  
U.S. Environmental Protection Agency Region 8  
1595 Wynkoop Street (8TMS-INF)  
Denver, CO 80202

303-312-6399

**SEE SOMETHING SAY SOMETHING** - Dial 312-6886 and select 1 -for SECURITY- **Be Vigilant!**

---

**From:** James, Tammy  
**Sent:** Wednesday, February 26, 2014 3:42 PM  
**To:** Doris, Grace  
**Subject:** FW: Restroom Issue

Grace:

The email below is when the issue was first brought to our attention. (12/3/13)

(b)(6) from the (b)(6) floor contacted me (sorry don't have the date) she sent pictures of the mess on the (b)(6) floor. (I deleted the pictures, but have asked her to resend them. Sorry) She stated someone has been messing up the toilets and wants something done about it.

Signs were placed in the bathrooms on;  
1/16/14 – taped to paper towel dispenser – had to be removed  
New signs in restrooms on 1/23/14  
Once again on 2/13/14

---

**From:** James, Tammy  
**Sent:** Tuesday, December 03, 2013 11:09 AM

**To:** Parker, Michelle  
**Subject:** Restroom Issue

Hi Michelle:

The cleaning crew called me to the 6<sup>th</sup> floor womens' restroom, to show me how someone is urinating all over the toilet seat and on the floor. The Master Klean foreman (b)(6) stated this is happening more and more frequently. Mostly on the 6<sup>th</sup> floor but also on the 7<sup>th</sup> floor womens' restrooms.

Is this something we can address? Or is this something we just let go. Grace suggested I run it by you and see if you have thoughts on this.

Thanks.

Tammy James  
303-312-6156

**James, Tammy**

---

**From:** Shadler, Sheila  
**Sent:** Wednesday, February 26, 2014 2:47 PM  
**To:** James, Tammy  
**Subject:** FW: Incident INC000000910453 has been assigned to your group 'Region 8 Facilities'.  
Priority: Medium. Description: 9th floor mens restroom has a trail of poop leading out in hallway

-----Original Message-----

**From:** EPA Call Center [<mailto:epacallcenter@epa.gov>]  
**Sent:** Monday, January 13, 2014 11:54 AM  
**To:** Shadler, Sheila  
**Subject:** Incident INC000000910453 has been assigned to your group 'Region 8 Facilities'.  
Priority: Medium. Description: 9th floor mens restroom has a trail of poop leading out in hallway

Incident INC000000910453 has been assigned to your group 'Region 8 Facilities'.  
Service Type: User Service Restoration  
Requester's Name: (b)(6)  
Requester's Phone: (b)(6)  
Priority: Medium  
Summary: 9th floor mens restroom has a trail of poop leading out in hallway

To view the case ticket, login to the Incident Management Console at  
<https://epacallcenter.com>

**James, Tammy**

---

**From:** Shadler, Sheila  
**Sent:** Wednesday, February 26, 2014 2:48 PM  
**To:** James, Tammy  
**Subject:** FW: Incident INC000000931335 has been assigned to your group 'Region 8 Facilities'.  
Priority: Low. Description: Women's restroom on the 5th floor has all the toilets overflowing.

-----Original Message-----

**From:** EPA Call Center [<mailto:epacallcenter@epa.gov>]  
**Sent:** Thursday, January 30, 2014 10:14 AM  
**To:** Shadler, Sheila  
**Subject:** Incident INC000000931335 has been assigned to your group 'Region 8 Facilities'.  
**Priority:** Low. Description: Women's restroom on the 5th floor has all the toilets overflowing.

Incident INC000000931335 has been assigned to your group 'Region 8 Facilities'.  
Service Type: User Service Restoration  
Requester's Name: (b)(6)  
Requester's Phone: (b)(6)  
Priority: Low  
Summary: Women's restroom on the 5th floor has all the toilets overflowing.

To view the case ticket, login to the Incident Management Console at  
<https://epacallcenter.com>



**James, Tammy**

---

**From:** Shadler, Sheila  
**Sent:** Wednesday, February 26, 2014 2:48 PM  
**To:** James, Tammy  
**Subject:** FW: Incident INC000000931420 has been assigned to your group 'Region 8 Facilities'.  
Priority: High. Description: 5th floor ladies room, all toilets are blocked up

-----Original Message-----

**From:** EPA Call Center [<mailto:epacallcenter@epa.gov>]  
**Sent:** Thursday, January 30, 2014 10:47 AM  
**To:** Shadler, Sheila  
**Subject:** Incident INC000000931420 has been assigned to your group 'Region 8 Facilities'.  
**Priority:** High. Description: 5th floor ladies room, all toilets are blocked up

Incident INC000000931420 has been assigned to your group 'Region 8 Facilities'.  
Service Type: User Service Restoration  
Requester's Name: (b)(6)  
Requester's Phone: (b)(6)  
Priority: High  
Summary: 5th floor ladies room, all toilets are blocked up

To view the case ticket, login to the Incident Management Console at  
<https://epacallcenter.com>



**James, Tammy**

---

**From:** Shadler, Sheila  
**Sent:** Wednesday, February 26, 2014 2:48 PM  
**To:** James, Tammy  
**Subject:** FW: Incident INC000000931420 has been assigned to your group 'Region 8 Facilities'.  
Priority: High. Description: 5th floor ladies room, all toilets are blocked up

-----Original Message-----

**From:** EPA Call Center [<mailto:epacallcenter@epa.gov>]  
**Sent:** Thursday, January 30, 2014 10:47 AM  
**To:** Shadler, Sheila  
**Subject:** Incident INC000000931420 has been assigned to your group 'Region 8 Facilities'.  
**Priority:** High. Description: 5th floor ladies room, all toilets are blocked up

Incident INC000000931420 has been assigned to your group 'Region 8 Facilities'.  
Service Type: User Service Restoration  
Requester's Name: (b)(6)  
Requester's Phone: (b)(6)  
Priority: High  
Summary: 5th floor ladies room, all toilets are blocked up

To view the case ticket, login to the Incident Management Console at  
<https://epacallcenter.com>

**James, Tammy**

---

**From:** Shadler, Sheila  
**Sent:** Wednesday, February 26, 2014 2:51 PM  
**To:** James, Tammy  
**Subject:** FW: Incident INC000000949896 has been assigned to your group 'Region 8 Facilities'.  
Priority: Low. Description: Women's restroom near Rocky/Mtn conference room has urine on floor and toilet seat.

-----Original Message-----

**From:** EPA Call Center [<mailto:epacallcenter@epa.gov>]  
**Sent:** Thursday, February 13, 2014 10:13 AM  
**To:** Shadler, Sheila  
**Subject:** Incident INC000000949896 has been assigned to your group 'Region 8 Facilities'.  
Priority: Low. Description: Women's restroom near Rocky/Mtn conference room has urine on floor and toilet seat.

Incident INC000000949896 has been assigned to your group 'Region 8 Facilities'.  
Service Type: User Service Restoration  
Requester's Name: (b)(6)  
Requester's Phone: (b)(6)  
Priority: Low  
Summary: Women's restroom near Rocky/Mtn conference room has urine on floor and toilet seat.

To view the case ticket, login to the Incident Management Console at  
<https://epacallcenter.com>

**James, Tammy**

---

**From:** Shadler, Sheila  
**Sent:** Wednesday, February 26, 2014 2:52 PM  
**To:** James, Tammy  
**Subject:** FW: Incident INC000000960207 has been assigned to your group 'Region 8 Facilities'.  
Priority: Low. Description: Women's restroom on the 6th fl. In the 1st stall there is a mess that needs cleaning.

-----Original Message-----

**From:** EPA Call Center [<mailto:epacallcenter@epa.gov>]  
**Sent:** Friday, February 21, 2014 1:30 PM  
**To:** Shadler, Sheila  
**Subject:** Incident INC000000960207 has been assigned to your group 'Region 8 Facilities'.  
Priority: Low. Description: Women's restroom on the 6th fl. in the 1st stall there is a mess that needs cleaning.

Incident INC000000960207 has been assigned to your group 'Region 8 Facilities'.

Service Type: User Service Restoration

Requester's Name: (b)(6)

Requester's Phone: (b)(6)

Priority: Low

Summary: Women's restroom on the 6th fl. in the 1st stall there is a mess that needs cleaning.

To view the case ticket, login to the Incident Management Console at  
<https://epacallcenter.com>

**James, Tammy**

---

**From:** Shadler, Sheila  
**Sent:** Wednesday, February 26, 2014 2:52 PM  
**To:** James, Tammy  
**Subject:** FW: Incident INC000000960384 has been assigned to your group 'Region 8 Facilities'.  
Priority: Low. Description: Men's restroom on 5th fl, center toilet is clogged

-----Original Message-----

**From:** EPA Call Center [<mailto:epacallcenter@epa.gov>]  
**Sent:** Friday, February 21, 2014 2:56 PM  
**To:** Shadler, Sheila  
**Subject:** Incident INC000000960384 has been assigned to your group 'Region 8 Facilities'.  
**Priority:** Low. Description: Men's restroom on 5th fl, center toilet is clogged

Incident INC000000960384 has been assigned to your group 'Region 8 Facilities'.  
Service Type: User Service Restoration  
Requester's Name: (b)(6)  
Requester's Phone: (b)(6)  
Priority: Low  
Summary: Men's restroom on 5th fl, center toilet is clogged

To view the case ticket, login to the Incident Management Console at  
<https://epacallcenter.com>

**James, Tammy**

---

**From:** Shadler, Sheila  
**Sent:** Wednesday, February 26, 2014 2:52 PM  
**To:** James, Tammy  
**Subject:** FW: Incident INC000000961406 has been assigned to your group 'Region 8 Facilities'.  
Priority: Low. Description: 6th floor men's restroom has water on floor.

-----Original Message-----

**From:** EPA Call Center [<mailto:epacallcenter@epa.gov>]  
**Sent:** Tuesday, February 25, 2014 9:46 AM  
**To:** Shadler, Sheila  
**Subject:** Incident INC000000961406 has been assigned to your group 'Region 8 Facilities'.  
**Priority:** Low. Description: 6th floor men's restroom has water on floor.

Incident INC000000961406 has been assigned to your group 'Region 8 Facilities'.  
Service Type: User Service Restoration  
Requester's Name: (b)(6)  
Requester's Phone: (b)(6)  
Priority: Low  
Summary: 6th floor men's restroom has water on floor.

To view the case ticket, login to the Incident Management Console at  
<https://epacallcenter.com>







Remedy Tickets concerning restrooms

1/13/2014  
1/30/2014  
1/30/2014  
2/10/2014  
2/12/2014  
2/13/2014  
2/21/2014  
2/21/2014  
2/25/2014

(b)(6)

9th floor mens room has a trail of poop leading out into hallway  
Womens restroom on the 5th floor has all the toilets overflowing  
5th floor ladies room, all toilets are blocked up  
3rd floor mens restroom has puddles of water all over the floor  
7th floor mens restroom - all the toilets are bubbling over  
womens restroom near Rocky Mtn has urine on floor and toilet seat  
womens restroom on 6th floor - 1st stall has urine all over -it's a mess  
Mens restroom 5th floor center toilet clogged  
6th floor mens restroom has water on the floor

## Daniels, William

---

**From:** Doris, Grace  
**Sent:** Monday, March 03, 2014 1:10 PM  
**To:** Kaminski, John M  
**Cc:** Martinez, David  
**Subject:** RE: Restroom issue

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

(b)(6) .. I am out of here in 45 min. Tomorrow is still good in the morning.

### Grace Doris

Physical Security Specialist Team Lead  
U.S. Environmental Protection Agency Region 8  
1595 Wynkoop Street (8TMS-INF)  
Denver, CO 80202

303-312-6399

**SEE SOMETHING SAY SOMETHING** - Dial 312-6886 and select 1 -for SECURITY- **Be Vigilant!**

---

**From:** Kaminski, John M [mailto:John.M.Kaminski@hq.dhs.gov]  
**Sent:** Monday, March 03, 2014 12:22 PM  
**To:** Doris, Grace  
**Cc:** Martinez, David  
**Subject:** RE: Restroom issue

Grace,

Let me know when a good time is to come by your office (today or tomorrow) so we can get a report started on this. I talked to Dave Martinez about this and we are going to do a report and push it up to our Special Agents to see if they can provide any assistance in investigating this matter.

The supporting documents that you included in this e-mail will help.

Thanks,  
John

---

**From:** Doris, Grace [mailto:doris.grace@epa.gov]  
**Sent:** Friday, February 28, 2014 1:42 PM  
**To:** Kaminski, John M; Martinez, David  
**Cc:** Parker, Michelle; Naro, Eric; Daniels, William  
**Subject:** FW: Restroom issue

Gentleman, I received David's voice mail this afternoon, and figured this should help answer some question and provide some additional information for your review.

Please advise if you all will be opening an investigation on this or not and or just making record of it for now or how you may decide to proceed.

Just a question for now, (b)(5) [Deliberative Process]  
(b)(5) [Deliberative Process] ? Just asking for our management was asking.

I will wait for your response. Thank for your support and concern regarding this matter.

**Grace Doris**

Physical Security Specialist Team Lead  
U.S. Environmental Protection Agency Region 8  
1595 Wynkoop Street (8TMS-INF)  
Denver, CO 80202

303-312-6399

**SEE SOMETHING SAY SOMETHING** - Dial 312-6886 and select 1 -for SECURITY- **Be Vigilant!**

---

**From:** James, Tammy  
**Sent:** Wednesday, February 26, 2014 3:42 PM  
**To:** Doris, Grace  
**Subject:** FW: Restroom issue

Grace:

The email below is when the issue was first brought to our attention. (12/3/13)

(b)(6) from the floor contacted me (sorry don't have the date) she sent pictures of the mess on the floor. (I deleted the pictures, but have asked her to resend them. Sorry) She stated someone has been messing up the toilets and wants something done about it.

Signs were placed in the bathrooms on;  
1/16/14 – taped to paper towel dispenser – had to be removed  
New signs in restrooms on 1/23/14  
Once again on 2/13/14

---

**From:** James, Tammy  
**Sent:** Tuesday, December 03, 2013 11:09 AM  
**To:** Parker, Michelle  
**Subject:** Restroom issue

Hi Michelle:

The cleaning crew called me to the 6<sup>th</sup> floor womens' restroom, to show me how someone is urinating all over the toilet seat and on the floor. The Master Klean foreman (b)(6) stated this is happening more and more frequently. Mostly on the 6<sup>th</sup> floor but also on the 7<sup>th</sup> floor womens' restrooms.

Is this something we can address? Or is this something we just let go. Grace suggested I run it by you and see if you have thoughts on this.

Thanks.

Tammy James







(b)(5) [Deliberative Process], (b)(6)

[REDACTED]

[REDACTED]

**Michelle Parker**

Labor & Employee Relations Officer | EPA Region 8

303.312.6139 | [parker.michelle@epa.gov](mailto:parker.michelle@epa.gov)

303.565.0658

## Cantor, Howard

---

**From:** Parker, Michelle  
**Sent:** Friday, March 21, 2014 1:40 PM  
**To:** Cantor, Howard; Dunlap, Bridget  
**Subject:** CONFIDENTIAL: Idea That's Outside of the (Idea) Box

**Sensitivity:** Confidential

**Categories:** Record Saved - Shared

The AFGE and I had a conversation with Dr. Nicoletti yesterday. We were talking about ways to relieve some of the anxiety and stress employees may be experiencing due to rumors, e.g., the bathroom issues, the recent security issues, etc. (b)(5) [Deliberative Process]. So, here's the idea:

(b)(5) [Deliberative Process]

What do you think?

Thanks and have a good weekend!

**Michelle Parker**  
Labor & Employee Relations Officer | EPA Region 8  
303.312.6139 | parker.michelle@epa.gov  
303.565.0658

## Daniels, William

---

**From:** EPA Call Center <epacallcenter@epa.gov>  
**Sent:** Monday, June 23, 2014 10:28 AM  
**To:** Daniels, William  
**Subject:** Incident INC000001092434 has been assigned to your group 'Region 8 Facilities'.  
Priority: Low. Description: Men's restroom on 6th floor has a toilet that overflowed.

Incident INC000001092434 has been assigned to your group 'Region 8 Facilities'.

Service Type: User Service Restoration

Requester's Name: (b)(6)

Requester's Phone: (b)(6)

Priority: Low

Summary: Men's restroom on 6th floor has a toilet that overflowed.

To view the case ticket, login to the Incident Management Console at <https://epacallcenter.com>.

## Daniels, William

---

**From:** EPA Call Center <epacallcenter@epa.gov>  
**Sent:** Tuesday, June 24, 2014 10:23 AM  
**To:** Daniels, William  
**Subject:** Incident INC000001093891 has been assigned to your group 'Region 8 Facilities'.  
Priority: Low. Description: Men's restroom on 8th fl. needs cleaning and toilet paper.

Incident INC000001093891 has been assigned to your group 'Region 8 Facilities'.

Service Type: User Service Restoration

Requester's Name: (b)(6)

Requester's Phone: (b)(6)

Priority: Low

Summary: Men's restroom on 8th fl. needs cleaning and toilet paper.

To view the case ticket, login to the Incident Management Console at <https://epacallcenter.com>

## Cantor, Howard

---

**From:** Mylott, Richard  
**Sent:** Tuesday, June 24, 2014 1:20 PM  
**To:** Cantor, Howard; McGrath, Shaun; Smith, Paula; Dunlap, Bridget; Kortuem, Patrice  
**Cc:** McClain-Vanderpool, Lisa  
**Subject:** FW: "Inappropriate Behavior"

**Importance:** High

All- inquiry from Gov Exec, deadline today. I'm not familiar with the status of this situation, but we should discuss appropriate messages for a concise response.

**From:** Eric Katz [mailto:ekatz@govexec.com]  
**Sent:** Tuesday, June 24, 2014 1:02 PM  
**To:** Mylott, Richard  
**Subject:** Fwd: "Inappropriate Behavior"

----- Forwarded message -----

**From:** Eric Katz <ekatz@govexec.com>  
**Date:** Tue, Jun 24, 2014 at 2:29 PM  
**Subject:** "Inappropriate Behavior"  
**To:** [mylott.richard@epa.gov](mailto:mylott.richard@epa.gov)

Hi Richard,

Bit of an odd request for you. I was forwarded a strange email from region 8 and wanted to follow up with you to see if you could offer any insight. I will copy the email below and put my questions here. Have there been any developments in finding the culprit(s)? What other behavior has occurred? Why did the EPA need to hire an outside consultant for information on this situation -- it seems pretty clear the offense was not a good thing. What were the terms of that consultation? Please pass along any other comments you have on the issue.

Thanks for your help,

Eric

Here is the email to which I am referring:

-----Original Message-----

**From:** Howard Cantor [mailto:[Howard\\_Cantor@epamail.epa.gov](mailto:Howard_Cantor@epamail.epa.gov)]  
**Sent:** Tuesday, February 18, 2014 9:35 AM  
**To:** All Region 8 Employees  
**Subject:** Inappropriate Behavior – Your Assistance Requested  
**Importance:** High

UNITED STATES ENVIRONMENTAL PROTECTION AGENCY REGION 8  
1595 Wynkoop Street  
DENVER, CO 80202-1129  
Phone 800-227-8917  
<http://www.epa.gov/region08>  
February 18, 2014

Ref: 8RA

MEMORANDUM

**SUBJECT: Inappropriate Behavior – Your Assistance Requested**

**FROM: Howard M. Cantor//signed//**  
**Deputy Regional Administrator**

**TO: All Region 8 Employees, SEEs and Contractors**

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Management consulted with Dr. John Nicoletti, a national expert on preventing workplace violence, about these incidents. He advised us that this is very dangerous behavior as it includes property destruction and a disregard for the health and safety of others. He warned us that these individuals will probably escalate their behavior. Management is taking this situation very seriously and will take whatever actions are necessary to identify and prosecute these individuals. You can assist us by letting us know if you have any information about a specific incident.

Dr. Nicoletti recently provided the Region with refresher training on preventing workplace violence. For those of you who took his recent class or one of his classes in past years, you may understand why the agency is very concerned about this type of behavior. Behavior that includes the destruction of property and disregard for human health is classified by Dr. Nicoletti as attack-related behavior.

Please inform your supervisor, a management official, or a member of the Regional Crisis Management and Advisory Team (RCMAT) if you observe or become aware of inappropriate behavior in the workplace. The RCMAT consists of Bridget Dunlap, Human Resources Officer; Bill Daniels, Infrastructure Program Manager; Grace Doris, Regional Security Officer; and Michelle Parker, Labor and Employee Relations Officer. Management takes its responsibility to provide all employees with a safe and healthy work environment seriously. We request your assistance in notifying us so that we can put a stop to this type of behavior before it escalates.

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## **Parker, Michelle**

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**From:** Mylott, Richard  
**Sent:** Tuesday, June 24, 2014 1:31 PM  
**To:** Parker, Michelle  
**Subject:** FW: "Inappropriate Behavior"

**Importance:** High

Hi Michelle—can you give me a call re: below... ?

**From:** Mylott, Richard  
**Sent:** Tuesday, June 24, 2014 1:20 PM  
**To:** Cantor, Howard; McGrath, Shaun; Smith, Paula; Dunlap, Bridget; Kortuem, Patrice  
**Cc:** McClain-Vanderpool, Lisa  
**Subject:** FW: "Inappropriate Behavior"  
**Importance:** High

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**From:** Eric Katz [<mailto:ekatz@govexec.com>]  
**Sent:** Tuesday, June 24, 2014 1:02 PM  
**To:** Mylott, Richard  
**Subject:** Fwd: "Inappropriate Behavior"

----- Forwarded message -----

**From:** Eric Katz <[ekatz@govexec.com](mailto:ekatz@govexec.com)>  
**Date:** Tue, Jun 24, 2014 at 2:29 PM  
**Subject:** "Inappropriate Behavior"  
**To:** [mylott.richard@epa.gov](mailto:mylott.richard@epa.gov)

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Thanks for your help,

Eric

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1595 Wynkoop Street  
DENVER, CO 80202-1129  
Phone 800-227-8917  
<http://www.epa.gov/region08>  
February 18, 2014

Ref: 8RA

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Deputy Regional Administrator

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**Eric Katz**

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## **Parker, Michelle**

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**From:** Dunlap, Bridget  
**Sent:** Tuesday, June 24, 2014 1:43 PM  
**To:** Parker, Michelle  
**Subject:** Fw: "Inappropriate Behavior"  
  
**Importance:** High

Heads up! Pls give Howard a call, thanks.

---

**From:** Mylott, Richard  
**Sent:** Tuesday, June 24, 2014 1:20:11 PM  
**To:** Cantor, Howard; McGrath, Shaun; Smith, Paula; Dunlap, Bridget; Kortuem, Patrice  
**Cc:** McClain-Vanderpool, Lisa  
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1595 Wynkoop Street

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February 18, 2014

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## **Parker, Michelle**

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**From:** Kortuem, Patrice  
**Sent:** Tuesday, June 24, 2014 1:54 PM  
**To:** Parker, Michelle  
**Subject:** FW: "Inappropriate Behavior"

**Importance:** High

Let's discuss a message. Can you draft something to share with the group?

Patrice Kortuem | Acting Assistant Regional Administrator | Office of Technical & Management Services  
USEPA Region 8 | 1595 Wynkoop Street (8TMS) | Denver CO 80202-1129 | 303-312-6150

**From:** Mylott, Richard  
**Sent:** Tuesday, June 24, 2014 1:20 PM  
**To:** Cantor, Howard; McGrath, Shaun; Smith, Paula; Dunlap, Bridget; Kortuem, Patrice  
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February 18, 2014

Ref: 8RA

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**Government  
Executive**

**Media Group**

## **Parker, Michelle**

---

**From:** Cantor, Howard  
**Sent:** Tuesday, June 24, 2014 1:55 PM  
**To:** Parker, Michelle  
**Subject:** Fw: "Inappropriate Behavior"

**Importance:** High

FYI

Howard Cantor  
Deputy Regional Administrator  
US EPA, Region 8  
Phone: (303)312-6308

---

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office: 202.266.7742 | twitter: @EricM\_Katz  
[ekatz@govexec.com](mailto:ekatz@govexec.com)

[www.govexec.com](http://www.govexec.com) | [www.nextgov.com](http://www.nextgov.com) | [DefenseOne.com](http://DefenseOne.com)



--

**Eric Katz**

Staff Correspondent

Government Executive Media Group

office: 202.266.7742 | twitter: @EricM\_Katz

[ekatz@govexec.com](mailto:ekatz@govexec.com)

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## **Cantor, Howard**

---

**From:** Cantor, Howard  
**Sent:** Tuesday, June 24, 2014 2:46 PM  
**To:** Mylott, Richard; Parker, Michelle; Kortuem, Patrice; McGrath, Shaun  
**Cc:** Smith, Paula  
**Subject:** Re: draft response to Gov Exec on recent workplace behavior issues

I'm comfortable with the language. Thanks.

Howard Cantor  
Deputy Regional Administrator  
US EPA, Region 8  
Phone: (303)312-6308

---

**From:** Mylott, Richard  
**Sent:** Tuesday, June 24, 2014 2:43:56 PM  
**To:** Cantor, Howard; Parker, Michelle; Kortuem, Patrice; McGrath, Shaun  
**Cc:** Smith, Paula  
**Subject:** RE: draft response to Gov Exec on recent workplace behavior issues

Deadline today. I've discussed this with Michelle and Patrice. While I may tweak the language below a bit, it may be worth getting your feedback now...

**From:** Cantor, Howard  
**Sent:** Tuesday, June 24, 2014 2:37 PM  
**To:** Mylott, Richard; Parker, Michelle; Kortuem, Patrice; McGrath, Shaun  
**Cc:** Smith, Paula  
**Subject:** RE: draft response to Gov Exec on recent workplace behavior issues

Please let me know when you all have a final draft for review.

What's the deadline?

Thanks,  
Howard


Howard Cantor  
Deputy Regional Administrator  
US EPA Region 8  
(303) 312-6308

**From:** Mylott, Richard  
**Sent:** Tuesday, June 24, 2014 2:02 PM  
**To:** Parker, Michelle; Kortuem, Patrice; Cantor, Howard; McGrath, Shaun  
**Cc:** Smith, Paula  
**Subject:** draft response to Gov Exec on recent workplace behavior issues

Draft, deliberative. Please advise.

.....

(b)(5) [Deliberative Process]



## **Parker, Michelle**

---

**From:** Parker, Michelle  
**Sent:** Tuesday, June 24, 2014 2:55 PM  
**To:** John NICOLETTI  
**Subject:** RE: EPA consultation

**Sensitivity:** Confidential

Hi John,

Eric Katz also contacted our office about the email. We are preparing a short response, which I will send to you when it is completed.

If you want to respond to Mr. Katz so he stops contacting you, you might want to state that you cannot comment on an EPA personnel matter or on a consultation you have had with a customer/client.

Thanks, Michelle

**Michelle Parker**  
Labor & Employee Relations Officer | EPA Region 8  
303.312.6139 | [parker.michelle@epa.gov](mailto:parker.michelle@epa.gov)  
303.565.0658

**From:** John NICOLETTI [<mailto:jpsych46@aol.com>]  
**Sent:** Tuesday, June 24, 2014 2:26 PM  
**To:** Parker, Michelle  
**Subject:** Fwd: EPA consultation

What do you want me to do with this? He is also calling me.

Sent from my iPhone

Begin forwarded message:

**From:** Eric Katz <[ekatz@govexec.com](mailto:ekatz@govexec.com)>  
**Date:** June 24, 2014 at 12:38:08 PM MDT  
**To:** [jpsych46@aol.com](mailto:jpsych46@aol.com)  
**Subject:** EPA consultation

Hello Dr. Nicoletti,

This is Eric Katz, a reporter with Government Executive. I was recently forwarded an internal email from the Environmental Protection Agency in which your name was mentioned. The email pointed to "inappropriate behavior" by EPA employees, including defecating in the hallways. The email says you then consulted with management to discuss the situation. Could you possibly elaborate on what these discussions entailed? Why were you hired and what advice did you offer? What were the terms of the consultation?

Please feel free to give me a call to chat over the phone at 202-266-7742. Thanks for your help,

Eric

--

**Eric Katz**

Staff Correspondent

Government Executive Media Group

office: 202.266.7742 | twitter: @EricM\_Katz

[ekatz@govexec.com](mailto:ekatz@govexec.com)

[www.govexec.com](http://www.govexec.com) | [www.nextgov.com](http://www.nextgov.com) | [DefenseOne.com](http://DefenseOne.com)



## **Parker, Michelle**

---

**From:** Smith, Paula  
**Sent:** Tuesday, June 24, 2014 3:01 PM  
**To:** Mylott, Richard; Cantor, Howard; Parker, Michelle; Kortuem, Patrice; McGrath, Shaun  
**Subject:** RE: draft response to Gov Exec on recent workplace behavior issues

Rich- Looks good to me. Thanks!

- Paula

**From:** Mylott, Richard  
**Sent:** Tuesday, June 24, 2014 2:59 PM  
**To:** Cantor, Howard; Parker, Michelle; Kortuem, Patrice; McGrath, Shaun  
**Cc:** Smith, Paula  
**Subject:** RE: draft response to Gov Exec on recent workplace behavior issues

Final draft; let me know if any of you have additional suggestions before 3:30 pm. Thanks!

\*\*\*\*\*

(b)(5) [Deliberative Process]



**From:** Cantor, Howard  
**Sent:** Tuesday, June 24, 2014 2:46 PM  
**To:** Mylott, Richard; Parker, Michelle; Kortuem, Patrice; McGrath, Shaun  
**Cc:** Smith, Paula  
**Subject:** Re: draft response to Gov Exec on recent workplace behavior issues

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Howard Cantor  
Deputy Regional Administrator  
US EPA, Region 8  
Phone: (303)312-6308

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**From:** Mylott, Richard  
**Sent:** Tuesday, June 24, 2014 2:43:56 PM  
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**Cc:** Smith, Paula  
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**To:** Mylott, Richard; Parker, Michelle; Kortuem, Patrice; McGrath, Shaun  
**Cc:** Smith, Paula  
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What's the deadline?

Thanks,  
Howard

Howard Cantor  
Deputy Regional Administrator  
US EPA Region 8  
(303) 312-6308

**From:** Mylott, Richard  
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**To:** Parker, Michelle; Kortuem, Patrice; Cantor, Howard; McGrath, Shaun  
**Cc:** Smith, Paula  
**Subject:** draft response to Gov Exec on recent workplace behavior issues

Draft, deliberative. Please advise.

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(b)(5) [Deliberative Process]



**Parker, Michelle**

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**From:** Cantor, Howard  
**Sent:** Tuesday, June 24, 2014 3:02 PM  
**To:** Mylott, Richard; Parker, Michelle; Kortuem, Patrice; McGrath, Shaun  
**Cc:** Smith, Paula  
**Subject:** Re: draft response to Gov Exec on recent workplace behavior issues

Works for me. Thanks.

Howard Cantor  
Deputy Regional Administrator  
US EPA, Region 8  
Phone: (303)312-6308

---

**From:** Mylott, Richard  
**Sent:** Tuesday, June 24, 2014 2:59:25 PM  
**To:** Cantor, Howard; Parker, Michelle; Kortuem, Patrice; McGrath, Shaun  
**Cc:** Smith, Paula  
**Subject:** RE: draft response to Gov Exec on recent workplace behavior issues

Final draft; let me know if any of you have additional suggestions before 3:30 pm. Thanks!

.....

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**Sent:** Tuesday, June 24, 2014 2:46 PM  
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**Sent:** Tuesday, June 24, 2014 2:37 PM

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**Cc:** Smith, Paula

**Subject:** RE: draft response to Gov Exec on recent workplace behavior issues

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What's the deadline?

Thanks,  
Howard

Howard Cantor

Deputy Regional Administrator

US EPA Region 8

(303) 312-6308

**From:** Mylott, Richard

**Sent:** Tuesday, June 24, 2014 2:02 PM

**To:** Parker, Michelle; Kortuem, Patrice; Cantor, Howard; McGrath, Shaun

**Cc:** Smith, Paula

**Subject:** draft response to Gov Exec on recent workplace behavior issues

Draft, deliberative. Please advise.

.....  
(b)(5) [Deliberative Process]



**Parker, Michelle**

---

**From:** Parker, Michelle  
**Sent:** Tuesday, June 24, 2014 9:33 PM  
**To:** John Nicoletti  
**Cc:** Parker, Michelle  
**Subject:** Re: Fwd: EPA consultation

Perfect. Thanks.

---

**From:** John Nicoletti <jpsych46@aol.com>  
**Sent:** Tuesday, June 24, 2014 6:43:00 PM  
**To:** Parker, Michelle  
**Subject:** Fwd: EPA consultation

Here is the email.

Sent from my iPad

Begin forwarded message:

**From:** John Nicoletti <jpsych46@aol.com>  
**Date:** June 24, 2014 at 6:42:14 PM MDT  
**To:** Eric Katz <ekatz@govexec.com>  
**Subject:** Re: EPA consultation

Eric,

You need to talk with EPA.

Sent from my iPad

On Jun 24, 2014, at 12:38 PM, Eric Katz <ekatz@govexec.com> wrote:

Hello Dr. Nicoletti,

This is Eric Katz, a reporter with Government Executive. I was recently forwarded an internal email from the Environmental Protection Agency in which your name was mentioned. The email pointed to "inappropriate behavior" by EPA employees, including defecating in the hallways. The email says you then consulted with management to discuss the situation. Could you possibly elaborate on what these discussions entailed? Why were you hired and what advice did you offer? What were the terms of the consultation?

Please feel free to give me a call to chat over the phone at 202-266-7742. Thanks for your help,

Eric

--

**Eric Katz**

Staff Correspondent

Government Executive Media Group

office: 202.266.7742 | twitter: @EricM\_Katz

[ekatz@govexec.com](mailto:ekatz@govexec.com)

[www.govexec.com](http://www.govexec.com) | [www.nextgov.com](http://www.nextgov.com) | [DefenseOne.com](http://DefenseOne.com)





**Current Rates for Training and Consultation**

**Michelle Parker** to: jpsych46

Bcc: Michelle Parker

06/25/2012 01:02 PM

Hi Dr. Nicoletti,

I hope you are doing well.

The EPA is planning for a few training sessions for employees and supervisors. Our current plans are for one 3 hour supervisor class and two 2 hour employee classes. What is your current rate per hour for training?

Also, what is your current rate per hour for a consultation? (I want to ensure we have sufficient funds set aside in case we need to consult with you about an issue.)

What month would work better with your schedule for the training - August or September?

Would you prefer to conduct all classes in one day or does that matter to you? We would prefer to have the two employee classes during different weeks to ensure the maximum number of participants.

Thanks,

Michelle

Michelle Parker  
Labor and Employee Relations Officer  
US Environmental Protection Agency, Region 8  
1595 Wynkoop Street  
Denver, CO 80202

(303) 312-6139  
Fax: (303) 312-6370

## Cantor, Howard

---

**From:** Cantor, Howard  
**Sent:** Wednesday, June 25, 2014 3:18 PM  
**To:** Smith, Paula; Dunlap, Bridget  
**Cc:** Mylott, Richard  
**Subject:** Re: draft email to RLT

I'll speak with Shaun as soon as we're done here.

Howard Cantor  
Deputy Regional Administrator  
US EPA, Region 8  
Phone: (303)312-6308

---

**From:** Smith, Paula  
**Sent:** Wednesday, June 25, 2014 3:16:54 PM  
**To:** Cantor, Howard; Dunlap, Bridget  
**Cc:** Mylott, Richard  
**Subject:** FW: draft email to RLT

Are you OK with changes as indicated?

- Paula

---

**From:** Johnson, Alisha  
**Sent:** Wednesday, June 25, 2014 3:12 PM  
**To:** Smith, Paula  
**Cc:** Cantor, Howard; McGrath, Shaun  
**Subject:** Re: draft email to RLT

I'd tamp this down a tad:

**(b)(5) [Deliberative Process]**

---

**From:** Smith, Paula  
**Sent:** Wednesday, June 25, 2014 5:04:15 PM  
**To:** Johnson, Alisha  
**Cc:** Cantor, Howard; McGrath, Shaun  
**Subject:** FW: draft email to RLT

Alisha- this is our draft to RLR- the regional leadership team. OK to send from your perspective?

- Paula

---

**From:** Cantor, Howard  
**Sent:** Wednesday, June 25, 2014 2:52 PM  
**To:** Smith, Paula; Dunlap, Bridget  
**Cc:** McGrath, Shaun  
**Subject:** RE: draft email to RLT

Is this intended for RLT? If so, I'm ok with you sending it to Alisha for her review. Please keep Shaun and me apprised.

Thanks,  
Howard

Howard Cantor  
Deputy Regional Administrator  
US EPA Region 8  
(303) 312-6308

---

**From:** Smith, Paula  
**Sent:** Wednesday, June 25, 2014 2:49 PM  
**To:** Cantor, Howard; Dunlap, Bridget  
**Subject:** FW: draft email to RLT

Wanted to pass this draft by you before I run it by Alisha at HQ for their review.

- Paula

---

**From:** Mylott, Richard  
**Sent:** Wednesday, June 25, 2014 2:41 PM  
**To:** Smith, Paula  
**Cc:** Dunlap, Bridget  
**Subject:** draft email to RLT

Paula—can you share this with HQ for review? intended to meet the need to make RLT aware.

.....

**(b)(5) [Deliberative Process]**

## EPA Employees Told to Stop Pooping in the Hallway

- By [Eric Katz](#)



There is a big difference between the above image and a hallway.

PhotoXpress

Environmental Protection Agency workers have done some odd things recently.

Contractors built [secret man caves](#) in an EPA warehouse, an employee [pretended to work for the CIA](#) to get unlimited vacations and one worker even spent most of his time on the clock [looking at pornography](#).

It appears, however, that a regional office has reached a new low: Management for Region 8 in Denver, Colo., wrote an email earlier this year to all staff in the area pleading with them to stop inappropriate bathroom behavior, including defecating in the hallway.

In the email, obtained by *Government Executive*, Deputy Regional Administrator Howard Cantor mentioned “several incidents” in the building, including clogging the toilets with paper towels and “an individual placing feces in the hallway” outside the restroom.

Confounded by what to make of this occurrence, EPA management “consulted” with workplace violence “national expert” John Nicoletti, who said that hallway feces is in fact a health and safety risk. He added the behavior was “very dangerous” and the individuals responsible would “probably escalate” their actions.

“Management is taking this situation very seriously and will take whatever actions are necessary to identify and prosecute these individuals,” Cantor wrote. He asked for any employees with knowledge of the poop bandit or bandits to notify their supervisor.

EPA spokesman Richard Mylott provided the following statement:

“EPA cannot comment on ongoing personnel matters. EPA’s actions in response to recent workplace issues have been deliberate and have focused on ensuring a safe work environment for our employees. Our brief consultation with Dr. Nicoletti on this matter, a resource who regularly provides our office with training and expertise on workplace issues, reflects our commitment to securing a safe workplace.”



## Cantor, Howard

---

**From:** Mylott, Richard  
**Sent:** Wednesday, June 25, 2014 11:52 AM  
**To:** Cantor, Howard; Parker, Michelle; Kortuem, Patrice; Daniels, William; McGrath, Shaun; Smith, Paula; McClain-Vanderpool, Lisa; Dunlap, Bridget; Card, Joan  
**Subject:** GovExec: EPA Employees Told to Stop Pooping in the Hallway

Fyi. Classy article from Gov Exec...

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• By [Eric Katz](#)



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consultation with Dr. Nicoletti on this matter, a resource who regularly provides our office with training and expertise on workplace issues, reflects our commitment to securing a safe workplace.”

## **Parker, Michelle**

---

**From:** jpsych46@aol.com  
**Sent:** Wednesday, June 25, 2014 12:08 PM  
**To:** Parker, Michelle  
**Subject:** Re: EPA consultation

Good response. Hopefully he will leave everyone alone.

John

John Nicoletti, Ph.D., ABPP  
Board Certified Specialist in Police and Public Safety Psychology

-----Original Message-----

**From:** Parker, Michelle <Parker.Michelle@epa.gov>  
**To:** John Nicoletti <jpsych46@aol.com>  
**Sent:** Wed, Jun 25, 2014 8:37 am  
**Subject:** RE: EPA consultation

John,

The following is what we sent to Eric Katz. Our best guess is that one of our employees forwarded the email to him.

EPA cannot comment on ongoing personnel matters. EPA's actions in response to recent workplace issues have been deliberate and have focused on ensuring a safe work environment for our employees. Our brief consultation with Dr. Nicoletti on this matter, a resource who regularly provides our office with training and expertise on workplace issues, reflects our commitment to securing a safe workplace.

**Michelle Parker**  
Labor & Employee Relations Officer | EPA Region 8  
303.312.6139 | [parker.michelle@epa.gov](mailto:parker.michelle@epa.gov)  
303.565.0658

**From:** John Nicoletti [<mailto:jpsych46@aol.com>]  
**Sent:** Tuesday, June 24, 2014 6:43 PM  
**To:** Parker, Michelle  
**Subject:** Fwd: EPA consultation

Here is the email.

Sent from my iPad

Begin forwarded message:

**From:** John Nicoletti <jpsych46@aol.com>  
**Date:** June 24, 2014 at 6:42:14 PM MDT  
**To:** Eric Katz <[ekatz@govexec.com](mailto:ekatz@govexec.com)>  
**Subject:** Re: EPA consultation

Eric,

You need to talk with EPA.

Sent from my iPad

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Hello Dr. Nicoletti,

This is Eric Katz, a reporter with Government Executive. I was recently forwarded an internal email from the Environmental Protection Agency in which your name was mentioned. The email pointed to "inappropriate behavior" by EPA employees, including defecating in the hallways. The email says you then consulted with management to discuss the situation. Could you possibly elaborate on what these discussions entailed? Why were you hired and what advice did you offer? What were the terms of the consultation?

Please feel free to give me a call to chat over the phone at 202-266-7742. Thanks for your help,

Eric

--

**Eric Katz**

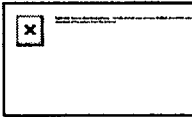
Staff Correspondent

Government Executive Media Group

office: 202.266.7742 | twitter: @EricM\_Katz

[ekatz@govexec.com](mailto:ekatz@govexec.com)

[www.govexec.com](http://www.govexec.com) | [www.nextgov.com](http://www.nextgov.com) | [DefenseOne.com](http://DefenseOne.com)



**Parker, Michelle**

---

**From:** Dunlap, Bridget  
**Sent:** Wednesday, June 25, 2014 12:20 PM  
**To:** Mylott, Richard; Parker, Michelle  
**Subject:** RE: GovExec: EPA Employees Told to Stop Pooping in the Hallway

(b)(5) [Deliberative Process]

[REDACTED] Adding Richard to the email.

**From:** Cantor, Howard  
**Sent:** Wednesday, June 25, 2014 12:12 PM  
**To:** Dunlap, Bridget; McGrath, Shaun  
**Cc:** Kortuem, Patrice  
**Subject:** Re: GovExec: EPA Employees Told to Stop Pooping in the Hallway

I would appreciate it if you (and Michelle?) could draft a note.

Howard Cantor  
Deputy Regional Administrator  
US EPA, Region 8  
Phone: (303)312-6308

---

**From:** Dunlap, Bridget  
**Sent:** Wednesday, June 25, 2014 12:05:39 PM  
**To:** Cantor, Howard; McGrath, Shaun  
**Cc:** Kortuem, Patrice  
**Subject:** FW: GovExec: EPA Employees Told to Stop Pooping in the Hallway

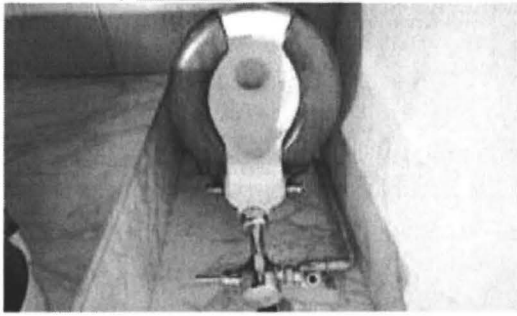
(b)(5) [Deliberative Process]

**From:** Mylott, Richard  
**Sent:** Wednesday, June 25, 2014 11:52 AM  
**To:** Cantor, Howard; Parker, Michelle; Kortuem, Patrice; Daniels, William; McGrath, Shaun; Smith, Paula; McClain-Vanderpool, Lisa; Dunlap, Bridget; Card, Joan  
**Subject:** GovExec: EPA Employees Told to Stop Pooping in the Hallway

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- By Eric Katz



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## Parker, Michelle

---

**From:** Parker, Michelle  
**Sent:** Wednesday, June 25, 2014 12:59 PM  
**To:** John Nicoletti  
**Subject:** FW: GovExec: EPA Employees Told to Stop Pooping in the Hallway

FYI

### Michelle Parker

Labor & Employee Relations Officer | EPA Region 8  
303.312.6139 | [parker.michelle@epa.gov](mailto:parker.michelle@epa.gov)  
303.565.0658

**From:** Mylott, Richard  
**Sent:** Wednesday, June 25, 2014 11:52 AM  
**To:** Cantor, Howard; Parker, Michelle; Kortuem, Patrice; Daniels, William; McGrath, Shaun; Smith, Paula; McClain-Vanderpool, Lisa; Dunlap, Bridget; Card, Joan  
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**Parker, Michelle**

---

**From:** Hall, Katherin  
**Sent:** Wednesday, June 25, 2014 1:24 PM  
**To:** Parker, Michelle; Gleason, Michael  
**Subject:** and here it is....

<http://www.govexec.com/federal-news/fedblog/2014/06/epa-employees-told-stop-pooping-hallway/87223/?oref=skybox>

**Parker, Michelle**

---

**From:** Eustance, Barbra  
**Sent:** Wednesday, June 25, 2014 1:41 PM  
**To:** Parker, Michelle  
**Subject:** FW: Email

Michele -

FYI: (b)(6) is my nephew who forwarded the email to my son (b)(6)

So weird!

Thanks.

Babs Eustance  
Human Resources  
US EPA Region 8  
1595 Wynkoop St, TMS-H  
Denver, CO 80202  
303.312.6190  
eustance.barbra@epa.gov

---

**From:** (b)(6)  
**Sent:** Wednesday, June 25, 2014 1:32 PM  
**To:** Eustance, Barbra  
**Subject:** Fw: Babs?!

Sent from my Verizon Wireless BlackBerry

---

**From:** (b)(6)  
**Date:** Wed, 25 Jun 2014 13:25:06 -0600  
**To:** (b)(6)  
**Subject:** Fw: Babs?!

Just got this email from (b)(6)

(b)(6)



----- Forwarded by (b)(6) on 06/25/2014 01:23 PM -----

From: (b)(6)  
To: (b)(6)  
Date: 06/25/2014 01:20 PM  
Subject: Babs?!

---

<http://gawker.com/epa-emails-employees-reminding-them-not-to-poop-in-the-1595973531>

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(b)(6)  
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(b)(6)  
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Electronic Privacy Notice. This e-mail, and any attachments, contains information that is, or may be, covered by electronic communications privacy laws, and is also confidential and proprietary in nature. If you are not the intended recipient, please be advised that you are legally prohibited from retaining, using, copying, distributing, or otherwise disclosing this information in any manner. Instead, please reply to the sender that you have received this communication in error, and then immediately delete it. Thank you in advance for your cooperation.

---

## **Cantor, Howard**

---

**From:** Dunlap, Bridget  
**Sent:** Wednesday, June 25, 2014 1:57 PM  
**To:** McGrath, Shaun; Cantor, Howard  
**Cc:** Kortuem, Patrice  
**Subject:** RE: GovExec: EPA Employees Told to Stop Pooping in the Hallway

I drafted some language and sent it to Richard and Michelle for feedback and as soon as I have something for you to look at I will send you thanks. The comments on GovExec are pretty bad towards us...

<http://www.govexec.com/federal-news/fedblog/2014/06/epa-employees-told-stop-pooping-hallway/87223/?oref=voices-top>

---

**From:** McGrath, Shaun  
**Sent:** Wednesday, June 25, 2014 1:51 PM  
**To:** Cantor, Howard; Dunlap, Bridget  
**Cc:** Kortuem, Patrice  
**Subject:** Re: GovExec: EPA Employees Told to Stop Pooping in the Hallway

Please draft something, but I want to clear it before anything gets sent, including coordinating with HQ. This has gone viral on internet and they are getting a lot of calls.

---

**From:** Cantor, Howard  
**Sent:** Wednesday, June 25, 2014 12:12:22 PM  
**To:** Dunlap, Bridget; McGrath, Shaun  
**Cc:** Kortuem, Patrice  
**Subject:** Re: GovExec: EPA Employees Told to Stop Pooping in the Hallway

I would appreciate it if you (and Michelle?) could draft a note.

Howard Cantor  
Deputy Regional Administrator  
US EPA, Region 8  
Phone: (303)312-6308

---

**From:** Dunlap, Bridget  
**Sent:** Wednesday, June 25, 2014 12:05:39 PM  
**To:** Cantor, Howard; McGrath, Shaun  
**Cc:** Kortuem, Patrice  
**Subject:** FW: GovExec: EPA Employees Told to Stop Pooping in the Hallway

I am thinking we need you all to send out a note to RLT so they are aware...and can take employee questions on your behalf.

---

**From:** Mylott, Richard  
**Sent:** Wednesday, June 25, 2014 11:52 AM  
**To:** Cantor, Howard; Parker, Michelle; Kortuem, Patrice; Daniels, William; McGrath, Shaun; Smith, Paula; McClain-

Fyi. Classy article from Gov Exec...

# EPA Employees Told to Stop Pooping in the Hallway

• By [Eric Katz](#)



There is a big difference between the above image and a hallway.

PhotoXpress

Environmental Protection Agency workers have done some odd things recently.

Contractors built secret man caves in an EPA warehouse, an employee pretended to work for the CIA to get unlimited vacations and one worker even spent most of his time on the clock looking at pornography.

It appears, however, that a regional office has reached a new low: Management for Region 8 in Denver, Colo., wrote an email earlier this year to all staff in the area pleading with them to stop inappropriate bathroom behavior, including defecating in the hallway.

In the email, obtained by *Government Executive*, Deputy Regional Administrator Howard Cantor mentioned "several incidents" in the building, including clogging the toilets with paper towels and "an individual placing feces in the hallway" outside the restroom.

Confounded by what to make of this occurrence, EPA management "consulted" with workplace violence "national expert" John Nicoletti, who said that hallway feces is in fact a health and safety risk. He added the behavior was "very dangerous" and the individuals responsible would "probably escalate" their actions.

"Management is taking this situation very seriously and will take whatever actions are necessary to identify and prosecute these individuals," Cantor wrote. He asked for any employees with knowledge of the poop bandit or bandits to notify their supervisor.

EPA spokesman Richard Mylott provided the following statement:

"EPA cannot comment on ongoing personnel matters. EPA's actions in response to recent workplace issues have been deliberate and have focused on ensuring a safe work environment for our employees. Our brief consultation with Dr. Nicoletti on this matter, a resource who regularly provides our office with training and expertise on workplace issues, reflects our commitment to securing a safe workplace."

## Cantor, Howard

---

**From:** Smith, Paula  
**Sent:** Wednesday, June 25, 2014 2:09 PM  
**To:** McGrath, Shaun; Cantor, Howard  
**Subject:** FW: "Inappropriate Behavior"

Attached are:

- a summary of the two FOIAs we just received this afternoon
- the initial request and statement sent back to Gov Exec

1) Requester : Sam Pearson  
Organization :  
Environment & Energy Publishing  
Requester Has Account :  
Yes  
Email Address :  
[spearson@eenews.net](mailto:spearson@eenews.net)  
Phone Number : 202-446-0452  
Fax Number : N/A  
Address :  
122 C St NW, Suite 722  
City :  
Washington  
State/Province : DC  
Zip Code/Postal Code : 20017

The following documents between Jan. 1, 2012 and present:

Any and all emails by Deputy Regional Administrator Howard Cantor regarding "an individual placing feces in the hallway" outside the restroom. Any and all written correspondence with John Nicoletti regarding health and safety issues in the workplace. Contract between EPA and John Nicoletti for workplace consulting services.

2) Requester : Mr. John Greenewald  
Organization : The Black Vault  
Requester Has Account : Yes  
Email Address :  
(b)(6)  
Phone Number : (b)(6)  
Fax Number : N/A  
Address :  
(b)(6)  
None  
City :  
(b)(6)  
State/Province : (b)(6)  
Zip Code/Postal Code : (b)(6)



To whom it may concern,

This is a non-commercial request made under the provisions of the Freedom of Information Act 5 U.S.C. S 552. My FOIA requester status as a "representative of the news media." I am a freelance television producer often working on documentaries related to my FOIA requests, my work is commonly featured throughout major news organizations, and I freelance writer for news sites as well. Examples can be given, if needed.

I prefer electronic delivery of the requested material either via email to [john@greenewald.com](mailto:john@greenewald.com) or via CD-ROM or DVD via postal mail. Please contact me should this FOIA request should incur a charge.

I respectfully request a copy of all emails sent by EPA, Region 8 employees and management staff, that pertains to "bathroom behavior". On June 25, 2014, Government Executive wrote the follow at <http://www.govexec.com/federal-news/fedblog/2014/06/epa-employees-told-stop-pooing-hallway/87223/>

It appears, however, that a regional office has reached a new low: Management for Region 8 in Denver, Colo., wrote an email earlier this year to all staff in the area pleading with them to stop inappropriate bathroom behavior, including defecating in the hallway.

Please include all documents, electronic or otherwise, that pertain to the above. This would include, but not be limited to, the referenced email, other email responses and announcements, memos, letters, inter-agency communications, investigations, etc.

Thank you so much for your time, and I am very much looking forward to your response.

Sincerely,

John Greenewald, Jr.

(b)(6)

\*\*\*\*\*  
\*\*\*\*\*

R8 response to Gov Exec:

EPA cannot comment on ongoing personnel matters. EPA's actions in response to recent workplace issues have been deliberate and have focused on ensuring a safe work environment for our employees. Our brief consultation with Dr. Nicoletti on this matter, a resource who regularly provides our office with training and expertise on workplace issues, reflects our commitment to securing a safe workplace.

**From:** Eric Katz [<mailto:ekatz@govexec.com>]  
**Sent:** Tuesday, June 24, 2014 3:03 PM  
**To:** Mylott, Richard  
**Subject:** Re: "Inappropriate Behavior"

Hey Rich- think you'll be able to get something today before we publish? Thanks for looking into it.

On Tue, Jun 24, 2014 at 3:53 PM, Mylott, Richard <[Mylott.Richard@epa.gov](mailto:Mylott.Richard@epa.gov)> wrote:

Thanks eric. Working on it.

**From:** Eric Katz [<mailto:ekatz@govexec.com>]  
**Sent:** Tuesday, June 24, 2014 12:30 PM  
**To:** Mylott, Richard  
**Subject:** "Inappropriate Behavior"

Hi Richard,

Bit of an odd request for you. I was forwarded a strange email from region 8 and wanted to follow up with you to see if you could offer any insight. I will copy the email below and put my questions here. Have there been any developments in finding the culprit(s)? What other behavior has occurred? Why did the EPA need to hire an outside consultant for information on this situation -- it seems pretty clear the offense was not a good thing. What were the terms of that consultation? Please pass along any other comments you have on the issue.

Thanks for your help,

Eric

Here is the email to which I am referring:

-----Original Message-----

**From:** Howard Cantor [[mailto:Howard\\_Cantor@epamail.epa.gov](mailto:Howard_Cantor@epamail.epa.gov)]  
**Sent:** Tuesday, February 18, 2014 9:35 AM  
**To:** All Region 8 Employees  
**Subject:** Inappropriate Behavior – Your Assistance Requested  
**Importance:** High

UNITED STATES ENVIRONMENTAL PROTECTION AGENCY REGION 8  
1595 Wynkoop Street  
DENVER, CO 80202-1129  
Phone [800-227-8917](tel:800-227-8917)  
<http://www.epa.gov/region08>  
February 18, 2014

Ref: 8RA

MEMORANDUM

SUBJECT: Inappropriate Behavior – Your Assistance Requested

FROM: Howard M. Cantor//signed//

Deputy Regional Administrator

TO: All Region 8 Employees, SEEs and Contractors

As some of you may be aware, there have been several incidents of inappropriate behavior in the building. A couple of examples include an individual clogging the toilets with large amounts of paper towels and an individual placing feces in the hallway outside of one the restrooms.

Management consulted with Dr. John Nicoletti, a national expert on preventing workplace violence, about these incidents. He advised us that this is very dangerous behavior as it includes property destruction and a disregard for the health and safety of others. He warned us that these individuals will probably escalate their behavior. Management is taking this situation very seriously and will take whatever actions are necessary to identify and prosecute these individuals. You can assist us by letting us know if you have any information about a specific incident.

Dr. Nicoletti recently provided the Region with refresher training on preventing workplace violence. For those of you who took his recent class or one of his classes in past years, you may understand why the agency is very concerned about this type of behavior. Behavior that includes the destruction of property and disregard for human health is classified by Dr. Nicoletti as attack-related behavior.

Please inform your supervisor, a management official, or a member of the Regional Crisis Management and Advisory Team (RCMAT) if you observe or become aware of inappropriate behavior in the workplace. The RCMAT consists of Bridget Dunlap, Human Resources Officer; Bill Daniels, Infrastructure Program Manager; Grace Doris, Regional Security Officer; and Michelle Parker, Labor and Employee Relations Officer. Management takes its responsibility to provide all employees with a safe and healthy work environment seriously. We request your assistance in notifying us so that we can put a stop to this type of behavior before it escalates.

--

**Eric Katz**

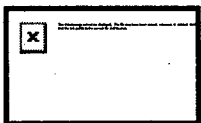
Staff Correspondent

Government Executive Media Group

office: 202.266.7742 | twitter: @EricM\_Katz

[ekatz@govexec.com](mailto:ekatz@govexec.com)

[www.govexec.com](http://www.govexec.com) | [www.nextgov.com](http://www.nextgov.com) | [DefenseOne.com](http://DefenseOne.com)



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**Eric Katz**

Staff Correspondent

Government Executive Media Group

office: 202.266.7742 | twitter: @EricM\_Katz

[ekatz@govexec.com](mailto:ekatz@govexec.com)

[www.govexec.com](http://www.govexec.com) | [www.nextgov.com](http://www.nextgov.com) | [DefenseOne.com](http://DefenseOne.com)



**Cantor, Howard**

---

**From:** Parker, Michelle  
**Sent:** Wednesday, June 25, 2014 2:34 PM  
**To:** Cantor, Howard; McGrath, Shaun  
**Cc:** Mylott, Richard  
**Subject:** Gawker article

**Importance:** High

<http://gawker.com/epa-emails-employees-reminding-them-not-to-poop-in-the-1595973531>

## Cantor, Howard

---

**From:** Smith, Paula  
**Sent:** Wednesday, June 25, 2014 2:49 PM  
**To:** Cantor, Howard; Dunlap, Bridget  
**Subject:** FW: draft email to RLT

Wanted to pass this draft by you before I run it by Alisha at HQ for their review.

- Paula

---

**From:** Mylott, Richard  
**Sent:** Wednesday, June 25, 2014 2:41 PM  
**To:** Smith, Paula  
**Cc:** Dunlap, Bridget  
**Subject:** draft email to RLT

Paula—can you share this with HQ for review? intended to meet the need to make RLT aware.

\*\*\*\*\*

(b)(5) [Deliberative Process]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

## EPA Employees Told to Stop Pooping in the Hallway

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"Management is taking this situation very seriously and will take whatever actions are necessary to identify and prosecute these individuals," Cantor wrote. He asked for any employees with knowledge of the poop bandit or bandits to notify their supervisor.

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**Parker, Michelle**

---

**From:** Scholten, Karly  
**Sent:** Wednesday, June 25, 2014 2:51 PM  
**To:** Parker, Michelle  
**Subject:** articles

<https://news.google.com/news?ncl=do2BPpbPez5aQDMEY-5XQ8-nik5RM&q=EPA&lr=English&hl=en&sa=X&ei=-TSrU8GVDAf8AHj2oDADw&ved=0CCsQqgIwAA>

Karly Scholten | Human Resources Specialist, Training Officer | U.S. E.P.A. Region 8 | 1595 Wynkoop Street, TMS-H | Denver, Colorado 80202 | 303.312.6418

## Cantor, Howard

---

**From:** Smith, Paula  
**Sent:** Wednesday, June 25, 2014 3:04 PM  
**To:** Johnson, Alisha  
**Cc:** Cantor, Howard; McGrath, Shaun  
**Subject:** FW: draft email to RLT

Alisha- this is our draft to RLR- the regional leadership team. OK to send from your perspective?

- Paula

**From:** Cantor, Howard  
**Sent:** Wednesday, June 25, 2014 2:52 PM  
**To:** Smith, Paula; Dunlap, Bridget  
**Cc:** McGrath, Shaun  
**Subject:** RE: draft email to RLT

Is this intended for RLT? If so, I'm ok with you sending it to Alisha for her review. Please keep Shaun and me apprised.

Thanks,  
Howard

Howard Cantor  
Deputy Regional Administrator  
US EPA Region 8  
(303) 312-6308

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**To:** Cantor, Howard; Dunlap, Bridget  
**Subject:** FW: draft email to RLT

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- Paula

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**To:** Smith, Paula  
**Cc:** Dunlap, Bridget  
**Subject:** draft email to RLT

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(b)(5) [Deliberative Process]



# EPA Employees Told to Stop Pooping in the Hallway

• By [Eric Katz](#)



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## **Cantor, Howard**

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**From:** Smith, Paula  
**Sent:** Wednesday, June 25, 2014 3:11 PM  
**To:** McGrath, Shaun; Cantor, Howard  
**Subject:** FW: have calls from Fox 31 and 9 news

Clearing with Alisha Johnson in Tom's shop whether we can use the statement we provided to Gov Exec or not in responding to above.

- Paula

**From:** Mylott, Richard  
**Sent:** Wednesday, June 25, 2014 3:00 PM  
**To:** Smith, Paula  
**Subject:** have calls from Fox 31 and 9 news

Re: the Cantor memo.

## **Cantor, Howard**

---

**From:** Smith, Paula  
**Sent:** Wednesday, June 25, 2014 3:12 PM  
**To:** Cantor, Howard; McGrath, Shaun  
**Subject:** FW: just got two media calls-OK to use statement we sent you?

fyi

- Paula

---

**From:** Johnson, Alisha  
**Sent:** Wednesday, June 25, 2014 3:08 PM  
**To:** Smith, Paula  
**Cc:** Mylott, Richard  
**Subject:** Re: just got two media calls-OK to use statement we sent you?

Statement is fine to send to these. Send any national press our way.

---

**From:** Smith, Paula  
**Sent:** Wednesday, June 25, 2014 5:02:15 PM  
**To:** Johnson, Alisha  
**Cc:** Mylott, Richard  
**Subject:** just got two media calls-OK to use statement we sent you?

Please respond to both of us. Thanks!

- Paula

## Cantor, Howard

---

**From:** Johnson, Alisha  
**Sent:** Wednesday, June 25, 2014 3:12 PM  
**To:** Smith, Paula  
**Cc:** Cantor, Howard; McGrath, Shaun  
**Subject:** Re: draft email to RLT

I'd tamp this down a tad:

(b)(5) [Deliberative Process]

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[REDACTED]

[REDACTED]

[REDACTED]

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## **Cantor, Howard**

---

**From:** Smith, Paula  
**Sent:** Wednesday, June 25, 2014 3:17 PM  
**To:** Cantor, Howard; Dunlap, Bridget  
**Cc:** Mylott, Richard  
**Subject:** FW: draft email to RLT

Are you OK with changes as indicated?


- Paula

---

**From:** Johnson, Alisha  
**Sent:** Wednesday, June 25, 2014 3:12 PM  
**To:** Smith, Paula  
**Cc:** Cantor, Howard; McGrath, Shaun  
**Subject:** Re: draft email to RLT

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**Cc:** McGrath, Shaun  
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**Cc:** Dunlap, Bridget  
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.....  
(b)(5) [Deliberative Process]  
[REDACTED]  
[REDACTED]  
[REDACTED]

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## **Cantor, Howard**

---

**From:** Smith, Paula  
**Sent:** Wednesday, June 25, 2014 3:26 PM  
**To:** Cantor, Howard; McGrath, Shaun  
**Cc:** Johnson, Alisha; Dunlap, Bridget; Parker, Michelle  
**Subject:** There are news cameras out front

FYi- At least three media inquiries via phone.

- Paula

## **Cantor, Howard**

---

**From:** Johnson, Alisha  
**Sent:** Wednesday, June 25, 2014 3:28 PM  
**To:** Smith, Paula; Cantor, Howard; McGrath, Shaun  
**Cc:** Dunlap, Bridget; Parker, Michelle  
**Subject:** RE: There are news cameras out front

Who are the cameras?

---

**From:** Smith, Paula  
**Sent:** Wednesday, June 25, 2014 5:26 PM  
**To:** Cantor, Howard; McGrath, Shaun  
**Cc:** Johnson, Alisha; Dunlap, Bridget; Parker, Michelle  
**Subject:** There are news cameras out front

FYI- At least three media inquiries via phone.

- Paula

## **Cantor, Howard**

---

**From:** Smith, Paula  
**Sent:** Wednesday, June 25, 2014 3:29 PM  
**To:** Cantor, Howard; Dunlap, Bridget  
**Subject:** draft rlt note OK'd by Alisha but how about a news flash with TV being out front now.

- Paula



## **Cantor, Howard**

---

**From:** Dunlap, Bridget  
**Sent:** Wednesday, June 25, 2014 3:32 PM  
**To:** Smith, Paula; Cantor, Howard  
**Subject:** RE: draft rlt note OK'd by Alisha but how about a news flash with TV being out front now.

So do we think (b)(5) [Deliberative Process] ???

**From:** Smith, Paula  
**Sent:** Wednesday, June 25, 2014 3:29 PM  
**To:** Cantor, Howard; Dunlap, Bridget  
**Subject:** draft rlt note OK'd by Alisha but how about a news flash with TV being out front now.

- Paula

## **Cantor, Howard**

---

**From:** Hisel-McCoy, Sara  
**Sent:** Wednesday, June 25, 2014 3:34 PM  
**To:** Cantor, Howard  
**Cc:** Southerland, Elizabeth  
**Subject:** FW: FYI only, GovExec article -Offer of help

Hello, Howard.

I normally work with Bert Garcia in your office on Water Quality Standards issues. However upon seeing the article below, this may be another opportunity for One EPA. In my Division, I recently had a similar challenge to the one described in the article below and we resolved it. I'd be happy to speak with the relevant supervisor to discuss our experience.

Sara

**Sara Hisel-McCoy, Director**  
**Standards and Health Protection Division**  
**Office of Water, Office of Science and Technology**  
**US Environmental Protection Agency**  
**1200 Pennsylvania Ave, NW**  
**Washington, DC 20460**  
**Tel: 202-566-1649**  
**EPA West 6105D**

**From:** Southerland, Elizabeth  
**Sent:** Wednesday, June 25, 2014 3:50 PM  
**To:** Hisel-McCoy, Sara; Washington, Evelyn  
**Subject:** Fw: FYI only, GovExec article

Fyi

---

**From:** Skane, Elizabeth  
**Sent:** Wednesday, June 25, 2014 3:13:12 PM  
**To:** Southerland, Elizabeth  
**Subject:** FYI only, GovExec article

Shared without comment.

<http://www.govexec.com/federal-news/fedblog/2014/06/epa-employees-told-stop-pooping-hallway/87223/>

# **EPA Employees Told to Stop Pooping in the Hallway**

- By [Eric Katz](#)
- 11:45 AM ET



There is a big difference between the above image and a hallway. PhotoXpress

Environmental Protection Agency workers have done some odd things recently.

Contractors built secret man caves in an EPA warehouse, an employee pretended to work for the CIA to get unlimited vacations and one worker even spent most of his time on the clock looking at pornography.

It appears, however, that a regional office has reached a new low: Management for Region 8 in Denver, Colo., wrote an email earlier this year to all staff in the area pleading with them to stop inappropriate bathroom behavior, including defecating in the hallway.

In the email, obtained by *Government Executive*, Deputy Regional Administrator Howard Cantor mentioned "several incidents" in the building, including clogging the toilets with paper towels and "an individual placing feces in the hallway" outside the restroom.

Confounded by what to make of this occurrence, EPA management "consulted" with workplace violence "national expert" John Nicoletti, who said that hallway feces is in fact a health and safety risk. He added the behavior was "very dangerous" and the individuals responsible would "probably escalate" their actions.

"Management is taking this situation very seriously and will take whatever actions are necessary to identify and prosecute these individuals," Cantor wrote. He asked for any employees with knowledge of the poop bandit or bandits to notify their supervisor.

EPA spokesman Richard Mylott provided the following statement:

"EPA cannot comment on ongoing personnel matters. EPA's actions in response to recent workplace issues have been deliberate and have focused on ensuring a safe work environment for our employees. Our brief consultation with Dr. Nicoletti on this matter, a resource who regularly provides our office with training and expertise on workplace issues, reflects our commitment to securing a safe workplace."



## **Cantor, Howard**

---

**From:** Parker, Michelle  
**Sent:** Wednesday, June 25, 2014 3:55 PM  
**To:** Cantor, Howard; McGrath, Shaun  
**Subject:** FW: Inappropriate Behavior – Your Assistance Requested  
**Importance:** High

The incident that prompted the issuance of the memo occurred on or about February 7, 2014. Someone stuffed a toilet full of paper towels in the women's restroom on the 7<sup>th</sup> floor. This caused both the men's and women's restrooms on the 7<sup>th</sup> floor to overflow.

The feces in the hallway on the 9<sup>th</sup> floor occurred only once. I am not aware of the exact date. It was sometime during January or February.

There were incidents prior to these involving employees' failure to flush toilets.

Dr. Nicoletti provides Region 8 with training on preventing workplace violence. Due to our relationship with Dr. Nicoletti, he will not charge us for brief consultations. He did not charge us.

Following the issuance of the memo, the incidents stopped.

**Michelle Parker**  
Labor & Employee Relations Officer | EPA Region 8  
303.312.6139 | [parker.michelle@epa.gov](mailto:parker.michelle@epa.gov)  
303.565.0658

**From:** Howard Cantor [[mailto:Howard\\_Cantor@epamail.epa.gov](mailto:Howard_Cantor@epamail.epa.gov)]  
**Sent:** Tuesday, February 18, 2014 9:35 AM  
**To:** All Region 8 Employees  
**Subject:** Inappropriate Behavior – Your Assistance Requested  
**Importance:** High

### **UNITED STATES ENVIRONMENTAL PROTECTION AGENCY**

#### **REGION 8**

1595 Wynkoop Street  
DENVER, CO 80202-1129  
Phone 800-227-8917  
<http://www.epa.gov/region08>

February 18, 2014

Ref: 8RA

### **MEMORANDUM**

**SUBJECT:** Inappropriate Behavior – Your Assistance Requested

**FROM:** Howard M. Cantor//signed//

Deputy Regional Administrator

**TO:** All Region 8 Employees, SEEs and Contractors

As some of you may be aware, there have been several incidents of inappropriate behavior in the building. A couple of examples include an individual clogging the toilets with large amounts of paper towels and an individual placing feces in the hallway outside of one the restrooms.

Management consulted with Dr. John Nicoletti, a national expert on preventing workplace violence, about these incidents. He advised us that this is very dangerous behavior as it includes property destruction and a disregard for the health and safety of others. He warned us that these individuals will probably escalate their behavior. Management is taking this situation very seriously and will take whatever actions are necessary to identify and prosecute these individuals. You can assist us by letting us know if you have any information about a specific incident.

Dr. Nicoletti recently provided the Region with refresher training on preventing workplace violence. For those of you who took his recent class or one of his classes in past years, you may understand why the agency is very concerned about this type of behavior. Behavior that includes the destruction of property and disregard for human health is classified by Dr. Nicoletti as attack-related behavior.

Please inform your supervisor, a management official, or a member of the Regional Crisis Management and Advisory Team (RCMAT) if you observe or become aware of inappropriate behavior in the workplace. The RCMAT consists of Bridget Dunlap, Human Resources Officer; Bill Daniels, Infrastructure Program Manager; Grace Doris, Regional Security Officer; and Michelle Parker, Labor and Employee Relations Officer. Management takes its responsibility to provide all employees with a safe and healthy work environment seriously. We request your assistance in notifying us so that we can put a stop to this type of behavior before it escalates.

## Cantor, Howard

---

**From:** Smith, Paula  
**Sent:** Wednesday, June 25, 2014 4:01 PM  
**To:** Cantor, Howard; McGrath, Shaun  
**Subject:** Draft memo to all employees-can send out as a news flash or all employee memo

With Alisha's and Tom's tweaks-

(b)(5) [Deliberative Process]

[REDACTED]

[REDACTED]

[REDACTED]

# EPA Employees Told to Stop Pooping in the Hallway

• By Eric Katz



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"Management is taking this situation very seriously and will take whatever actions are necessary to identify and prosecute these individuals," Cantor wrote. He asked for any employees with knowledge of the poop bandit or bandits to notify their supervisor.



EPA spokesman Richard Mylott provided the following statement:

**“EPA cannot comment on ongoing personnel matters. EPA’s actions in response to recent workplace issues have been deliberate and have focused on ensuring a safe work environment for our employees. Our brief consultation with Dr. Nicoletti on this matter, a resource who regularly provides our office with training and expertise on workplace issues, reflects our commitment to securing a safe workplace.”**

**Cantor, Howard**

---

**From:** Smith, Paula  
**Sent:** Wednesday, June 25, 2014 4:07 PM  
**To:** Cantor, Howard  
**Subject:** FW: Draft memo to all employees-with header

**UNITED STATES ENVIRONMENTAL PROTECTION AGENCY**

**REGION 8**

1595 Wynkoop Street  
DENVER, CO 80202-1129  
Phone 800-227-8917  
<http://www.epa.gov/region08>

June 25, 2014

Ref: 8TMS-IO

**MEMORANDUM**

**SUBJECT:** Gov Exec Story

**FROM:** Howard Cantor//signed//  
Deputy Regional Administrator

**TO:** All Region 8 EPA Employees, Contractors and SEEs

(b)(5) [Deliberative Process]

[REDACTED]

[REDACTED]

[REDACTED]

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## Cantor, Howard

---

**From:** Cantor, Howard  
**Sent:** Wednesday, June 25, 2014 4:12 PM  
**To:** R8 All Employee; OECA Denver  
**Subject:** Article in GovExec

All Region 8 Employees, Contractors and SEEs,

I wanted to make you aware of the story below from Gov Exec, which has been traveling widely on national news sites. Please feel free to send any inquiries from media, stakeholders and partners, or the general public on this matter to Paula Smith and Rich Mylott. Your questions or concerns can be directed to Bridget Dunlap or Michelle Parker.

Thanks,  
Howard

Howard Cantor  
Deputy Regional Administrator  
US EPA Region 8  
(303) 312-6308

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• By [Eric Katz](#)



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## **Cantor, Howard**

---

**From:** McGrath, Shaun  
**Sent:** Wednesday, June 25, 2014 4:13 PM  
**To:** KeyesFleming, Gwendolyn; Reynolds, Thomas  
**Cc:** Cantor, Howard  
**Subject:** FW: Inappropriate Behavior – Your Assistance Requested

**Importance:** High

Gwen and Tom,

As discussed, below are some of the facts around the inappropriate behavior that led up to our HR staff reaching out to Dr. Nicoletti and ultimately to Howard's email which is attached at the end of the email.

Given the stressful times we were in back in January/February (coming out of the government shutdown, VERA/VSIP, budget reductions, etc.) and given the rather bizarre nature of the behavior we were dealing with, we reached out to Dr. Nicoletti, who was available to us for this kind of consultation without additional cost. It is also worth noting that after Howard's memo went out—which confronted the behavior head on as Dr. Nicoletti advised—the inappropriate behavior stopped.

Shaun McGrath  
Regional Administrator  
EPA, Region 8  
1595 Wynkoop St  
Denver, CO 80202  
Office: 303-312-6532

**From:** Parker, Michelle  
**Sent:** Wednesday, June 25, 2014 3:55 PM  
**To:** Cantor, Howard; McGrath, Shaun  
**Subject:** FW: Inappropriate Behavior – Your Assistance Requested  
**Importance:** High

The incident that prompted the issuance of the memo occurred on or about February 7, 2014. Someone stuffed a toilet full of paper towels in the women's restroom on the 7<sup>th</sup> floor. This caused both the men's and women's restrooms on the 7<sup>th</sup> floor to overflow.

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Labor & Employee Relations Officer | EPA Region 8  
303.312.6139 | [parker.michelle@epa.gov](mailto:parker.michelle@epa.gov)

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**Cantor, Howard**

---

**From:** Smith, Paula  
**Sent:** Wednesday, June 25, 2014 4:26 PM  
**To:** Cantor, Howard; McGrath, Shaun  
**Cc:** Mylott, Richard; McClain-Vanderpool, Lisa; Dew, Wendy  
**Subject:** FW: R8 issue clips

fyi

- Paula

**From:** Johnson, Alisha  
**Sent:** Wednesday, June 25, 2014 2:09 PM  
**To:** Smith, Paula  
**Subject:** Fw: R8 issue clips

Clips we've seen so far

---

**From:** Lee, Monica  
**Sent:** Wednesday, June 25, 2014 4:05:48 PM  
**To:** Reynolds, Thomas; Johnson, Alisha; Purchia, Liz  
**Cc:** Allen, Laura  
**Subject:** R8 issue clips

[USA Today: EPA appeals to its workers not to poop in the hallway](#)

[FOX: EPA Employees Told to Stop Pooping In the Hallway](#)

[Daily Caller: EPA Told Employees To Stop Pooping In The Hallway](#)

[Washington Times Free Beacon: EPA Refuses to Condemn Its Employees Pooping in the Hallway](#)

[Washington Examiner: You won't believe where EPA employees are pooping](#)

[Gawker: EPA Emails Employees Reminding Them Not to Poop in the Hallways](#)

[Wonkette: A Grown Human Person At The EPA Is Polluting The Hallways With His Own Poo](#)

[Jezebel: The Environmental Protection Agency Has a Serial Hallway Pooper](#)

Monica Lee  
Deputy Press Secretary  
Office of the Administrator  
Environmental Protection Agency  
Direct: 202-564-0645  
Cell: 202-713-6902  
[lee.monica@epa.gov](mailto:lee.monica@epa.gov)

**Parker, Michelle**

---

**From:** Cantor, Howard  
**Sent:** Wednesday, June 25, 2014 6:50 PM  
**To:** Parker, Michelle  
**Subject:** Re: Fwd: Consulting work for EPA

Thanks.

Howard Cantor  
Deputy Regional Administrator  
US EPA, Region 8  
Phone: (303)312-6308

---

**From:** Parker, Michelle  
**Sent:** Wednesday, June 25, 2014 6:48:06 PM  
**To:** Cantor, Howard; McGrath, Shaun; Smith, Paula; Mylott, Richard; Parker, Michelle  
**Subject:** Fw: Fwd: Consulting work for EPA

---

**From:** John Nicoletti <jpsych46@aol.com>  
**Sent:** Wednesday, June 25, 2014 6:16:05 PM  
**To:** Parker, Michelle  
**Subject:** Fwd: Consulting work for EPA

More spinup

Sent from my iPad

Begin forwarded message:

**From:** John NICOLETTI <jpsych46@aol.com>  
**Date:** June 25, 2014 at 4:43:55 PM MDT  
**To:** "Staeger, Steve" <steve.staeger@9news.com>  
**Subject:** Re: Consulting work for EPA

Steve

I can not talk about any situations. You need to talk with EPA.

Sent from my iPhone

On Jun 25, 2014, at 3:46 PM, "Staeger, Steve" <steve.staeger@9news.com> wrote:

Dr. Nicoletti –

I'm working on a story tonight on the EPA bathroom behavior incidents and I saw that the agency contracted with you. We were wondering if you'd be available to talk to us on camera this evening for our story. Please give me a call at 720-456-8484.

Thank you,

Steve Staeger  
Reporter  
9 News Denver  
O: 303-871-1825  
C: 720-456-8484  
Twitter: @SteveStaeger  
<image001.jpg>

## **Parker, Michelle**

---

**From:** Mylott, Richard  
**Sent:** Wednesday, June 25, 2014 8:23 PM  
**To:** Parker, Michelle; Cantor, Howard; McGrath, Shaun; Smith, Paula  
**Subject:** Re: Fwd: Consulting work for EPA

Thanks, Michelle. I shared our statement with this reporter earlier.

---

**From:** Parker, Michelle  
**Sent:** Wednesday, June 25, 2014 6:48:06 PM  
**To:** Cantor, Howard; McGrath, Shaun; Smith, Paula; Mylott, Richard; Parker, Michelle  
**Subject:** Fw: Fwd: Consulting work for EPA

---

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Thank you,

Steve Staeger  
Reporter  
9 News Denver  
O: 303-871-1825

C: 720-456-8484  
Twitter: @SteveStaeger  
<image001.jpg>

## **Parker, Michelle**

---

**From:** GovExec.com Today <news@gove-media.com>  
**Sent:** Thursday, June 26, 2014 3:07 AM  
**To:** Parker, Michelle  
**Subject:** EPA's hallway poop bandit; another step forward for the pay raise; Saturday mail delivery survives



**GovExec Today**

Problems viewing? [View as a web page](#)

**June 26, 2014**

### **Bill Allowing a 1 Percent Pay Raises Clears House Committee**

Appropriations legislation does not prohibit a pay hike, meaning President Obama's proposal could take effect.

### **EPA Employees Told to Stop Pooping in the Hallway // Eric Katz**

Agency hires consultant to tell it to watch out for misplaced bowel movements.

### **Brought to you by the Harvard Kennedy School**

***Last week to apply!*** Do you have a creative and effective government program or initiative, or know of one that deserves recognition? The Ash Center at Harvard Kennedy School is seeking applications for the Innovations in American Government Award, a \$100,000 grant for innovative government programs and policies. A special award for programs encouraging public engagement is also being offered this year. All levels of US government eligible for recognition. For brief initial application: [www.innovationsaward.harvard.edu](http://www.innovationsaward.harvard.edu)

### **Senate Panel Backs Changing TSP Default Settings to More Lucrative Funds // Kellie**

Lunney

The legislation would automatically enroll new federal employees in a more diverse, age-appropriate retirement fund.

### **House Committee Requires USPS to Keep Saturday Mail Delivery // Eric Katz**

Maintaining six-day delivery wins bipartisan support after subcommittee supported a potential reduction.

**Why It's Important to Communicate Bad News** // Sarah Agan

If your employees are in for a rough ride, tell them.

**Education Department Apologizes for Offensive 'I'm Poor' Tweet** // Ross Gianfortune

Image-based tweet featured a screenshot from "Bridesmaids."

**Senate Panel Approves OMB Director Nomination** // Kellie Lunney

HUD Secretary Shaun Donovan's nomination to head the management and budget office now heads to the Senate floor.

**The Military Is About to Get New Spy Glasses** // Patrick Tucker

The Defense Department's new smart spectacles go beyond Google Glass.

**Obama Has the Speech, ISIL Has the Territory** // Major Garrett

Obama saw the larger problem coming, though the particulars eluded him (and almost everyone else in Washington).

**Misdemeanor Guilty Plea Rejected in Capitol Police Manager's Embezzlement Case** // Billy House

Case involves Deborah K. Lewis' previous employment at Immigration and Customs Enforcement.

**Pay & Benefits Watch: Agencies, Congress Work to Ensure Government Isn't Overpaying Employees** // Eric Katz

New interim rule reduces pay for contractors, while Congress looks to do the same for some civilians.

**Coming Out on Your Resume? Great Idea, Especially if You're Black** // Yitz Jordan

New data suggest that the hurdles facing LGBT workers have been shrinking.

**Mike Rogers: Lawmakers Should Spend More Time in D.C.** // Billy House

Outgoing congressman says more district time, less committee work, diminishes expertise on important concerns.

**Promises of Federal Spending Help Thad Cochran's Surprise Rebound Against Tea Party** // Alex Roarty

Some voters appeared swayed by Cochran's pledges to continue delivering federal money to the mostly poor, rural state of Mississippi.

**Play of the Day: A Poor-Off Will Decide 2016** // Reena Flores

Hillary Clinton and Joe Biden fight to claim the title of "least rich."

**Disputed \$103 Million DHS Employee Smartcard Project Falls Behind** // Aliya Sternstein

Government attorneys reject latest protest pitting HP against contract winner XTec.

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**Government Executive Media Group, 600 New Hampshire Avenue NW, Washington, DC 20037**



**Cantor, Howard**

---

**From:** Parker, Michelle  
**Sent:** Thursday, June 26, 2014 8:33 AM  
**To:** Smith, Paula; Mylott, Richard  
**Cc:** Cantor, Howard; McGrath, Shaun  
**Subject:** GovExec

**Importance:** High

Dr. Nicoletti contacted me this morning. He offered the following advice concerning our response to the media:

**(b)(5) [Deliberative Process]**

**(b)(5) [Deliberative Process]**

He will keep me informed if others contact him about this.

**Michelle Parker**  
Labor & Employee Relations Officer | EPA Region 8  
303.312.6139 | [parker.michelle@epa.gov](mailto:parker.michelle@epa.gov)  
303.565.0658

## Cantor, Howard

---

**From:** Mylott, Richard  
**Sent:** Thursday, June 26, 2014 9:49 AM  
**To:** Parker, Michelle; Smith, Paula  
**Cc:** Cantor, Howard; McGrath, Shaun  
**Subject:** RE: GovExec

Thanks, Michelle. Here is the statement we have been using. Rich x 6654  
.....

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**Importance:** High

Dr. Nicoletti contacted me this morning. He offered the following advice concerning our response to the media:

**(b)(5) [Deliberative Process]**

**(b)(5) [Deliberative Process]**

He will keep me informed if others contact him about this.

**Michelle Parker**  
Labor & Employee Relations Officer | EPA Region 8  
303.312.6139 | [parker.michelle@epa.gov](mailto:parker.michelle@epa.gov)  
303.565.0658

## Parker, Michelle

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**From:** Parker, Michelle  
**Sent:** Thursday, June 26, 2014 10:02 AM  
**To:** Parker, Michelle  
**Subject:** FW: RE: Local news coverage of the EPA hall-way incidence

EPA appeals to Denver workers not to poop in hallway. 9NEWS at 9 p.m. 06/25/14.  
USA Today, news source 11:19 p.m. MDT June 25, 2014



Forget toxic waste dumps, the Environmental Protection Agency apparently has a more immediate cleanup problem in its own backyard: An employee defecating in the hallway. (Photo: KUSA)

DENVER - Forget toxic waste dumps, the Environmental Protection Agency apparently has a more immediate cleanup problem in its own backyard: An employee defecating in the hallway.

[GovernmentExecutive.com](http://www.governmentexecutive.com), the government's business news daily and key website for federal managers and executives, reported Wednesday that the EPA management for Region 8 in Denver sent an e-mail earlier this month to staff pleading to stop inappropriate bathroom behavior, including defecating in the hallway. In the e-mail, obtained by Government Executive, Deputy Regional Administrator Howard Cantor noted "several incidents" in the building, including clogging the toilets with paper towels and "an individual placing feces in the hallway" outside the restroom.

"Management is taking this situation very seriously and will take whatever actions are necessary to identify and prosecute these individuals," Cantor wrote.

According to the e-mail, a consultant was brought in to address the problems.

That email says "the consultant advised us that this is very dangerous behavior as it includes property destruction and a disregard for the health and safety of others."

The email goes on to say behavior that includes the destruction of property and disregard for human health is classified as attack-related behavior.

EPA spokesman Richard Mylott told Government Executive in a statement that the agency could not comment on "ongoing personnel matters."

(Copyright © 2014 USA TODAY)

You may have seen this already, but the local news did cover the EPA situation.

<http://www.9news.com/story/news/local/2014/06/25/epa-appeals-to-its-workers-not-to-poop-in-the-hallway/11388979/>

## **Parker, Michelle**

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**From:** Parker, Michelle  
**Sent:** Thursday, June 26, 2014 10:12 AM  
**To:** (b)(6)  
**Cc:** (b)(6)  
**Subject:** RE: Article in GovExec

The culprit has not been identified.

**Michelle Parker**  
Labor & Employee Relations Officer | EPA Region 8  
303.312.6139 | parker.michelle@epa.gov  
303.565.0658

**From:** (b)(6)  
**Sent:** Wednesday, June 25, 2014 4:14 PM  
**To:** Parker, Michelle  
**Cc:** (b)(6)  
**Subject:** FW: Article in GovExec

Discussion of the media coverage prompted a co-worker to tell me he had heard that the culprit had been identified an employee of the custodial service contractor. I hadn't heard that.

**From:** Cantor, Howard  
**Sent:** Wednesday, June 25, 2014 4:12 PM  
**To:** R8 All Employee; OECA Denver  
**Subject:** Article in GovExec

All Region 8 Employees, Contractors and SEEs,

I wanted to make you aware of the story below from Gov Exec, which has been traveling widely on national news sites. Please feel free to send any inquiries from media, stakeholders and partners, or the general public on this matter to Paula Smith and Rich Mylott. Your questions or concerns can be directed to Bridget Dunlap or Michelle Parker.

Thanks,  
Howard

Howard Cantor  
Deputy Regional Administrator  
US EPA Region 8  
(303) 312-6308

# **EPA Employees Told to Stop Pooping in the Hallway**

- By Eric Katz



There is a big difference between the above image and a hallway.

PhotoXpress

Environmental Protection Agency workers have done some odd things recently.

Contractors built secret man caves in an EPA warehouse, an employee pretended to work for the CIA to get unlimited vacations and one worker even spent most of his time on the clock looking at pornography.

It appears, however, that a regional office has reached a new low: Management for Region 8 in Denver, Colo., wrote an email earlier this year to all staff in the area pleading with them to stop inappropriate bathroom behavior, including defecating in the hallway.

In the email, obtained by *Government Executive*, Deputy Regional Administrator Howard Cantor mentioned "several incidents" in the building, including clogging the toilets with paper towels and "an individual placing feces in the hallway" outside the restroom.

Confounded by what to make of this occurrence, EPA management "consulted" with workplace violence "national expert" John Nicoletti, who said that hallway feces is in fact a health and safety risk. He added the behavior was "very dangerous" and the individuals responsible would "probably escalate" their actions.

"Management is taking this situation very seriously and will take whatever actions are necessary to identify and prosecute these individuals," Cantor wrote. He asked for any employees with knowledge of the poop bandit or bandits to notify their supervisor.

EPA spokesman Richard Mylott provided the following statement:

"EPA cannot comment on ongoing personnel matters. EPA's actions in response to recent workplace issues have been deliberate and have focused on ensuring a safe work environment for our employees. Our brief consultation with Dr. Nicoletti on this matter, a resource who regularly provides our office with training and expertise on workplace issues, reflects our commitment to securing a safe workplace."

**Cantor, Howard**

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**From:** Mylott, Richard  
**Sent:** Thursday, June 26, 2014 10:53 AM  
**To:** McGrath, Shaun; Cantor, Howard; Dunlap, Bridget; Parker, Michelle; Smith, Paula  
**Cc:** McClain-Vanderpool, Lisa  
**Subject:** FW: modified statement on R8 behavior issues story

Fyi. Draft revised statement. Call me asap with any concerns. X 6654

(b)(5) [Deliberative Process]  
[REDACTED]

**From:** Johnson, Alisha  
**Sent:** Thursday, June 26, 2014 10:50 AM  
**To:** Mylott, Richard  
**Cc:** Smith, Paula  
**Subject:** Re: modified statement on R8 behavior issues story

Thanks. I'm fine with it minus the first clause, (b)(5) [Deliberative Process]  
[REDACTED]

---

**From:** Mylott, Richard  
**Sent:** Thursday, June 26, 2014 12:44:57 PM  
**To:** Johnson, Alisha  
**Cc:** Smith, Paula  
**Subject:** modified statement on R8 behavior issues story

Alisha-- I've received requests for comment from 2 local TV news outlets today. I've drafted a new version of the statement to acknowledge the nature of headlines but also underscore the serious nature of these incidents and our response and the word "responsibility". Let me know what you think... Thanks.

.....

(b)(5) [Deliberative Process]  
[REDACTED]



**Cantor, Howard**

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**From:** Smith, Paula  
**Sent:** Thursday, June 26, 2014 11:37 AM  
**To:** Johnson, Alisha  
**Cc:** Mylott, Richard; Parker, Michelle; Cantor, Howard  
**Subject:** FW: modified statement on R8 behavior issues story

Alisha- Nicoletti concurred with the previous statement and we changed wording just a bit as indicated. OK by you still?

(b)(5) [Deliberative Process]  
[REDACTED]

**From:** Johnson, Alisha  
**Sent:** Thursday, June 26, 2014 10:50 AM  
**To:** Mylott, Richard  
**Cc:** Smith, Paula  
**Subject:** Re: modified statement on R8 behavior issues story

Thanks. I'm fine with it minus the first clause, (b)(5) [Deliberative Process]  
[REDACTED]

---

**From:** Mylott, Richard  
**Sent:** Thursday, June 26, 2014 12:44:57 PM  
**To:** Johnson, Alisha  
**Cc:** Smith, Paula  
**Subject:** modified statement on R8 behavior issues story

Alisha-- I've received requests for comment from 2 local TV news outlets today. I've drafted a new version of the statement to acknowledge the nature of headlines but also underscore the serious nature of these incidents and our response and the word "responsibility". Let me know what you think... Thanks.

.....

(b)(5) [Deliberative Process]  
[REDACTED]



**Cantor, Howard**

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**From:** Johnson, Alisha  
**Sent:** Thursday, June 26, 2014 11:39 AM  
**To:** Smith, Paula  
**Cc:** Mylott, Richard; Parker, Michelle; Cantor, Howard  
**Subject:** Re: modified statement on R8 behavior issues story

Yes, thanks.

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**From:** Smith, Paula  
**Sent:** Thursday, June 26, 2014 1:37:01 PM  
**To:** Johnson, Alisha  
**Cc:** Mylott, Richard; Parker, Michelle; Cantor, Howard  
**Subject:** FW: modified statement on R8 behavior issues story

Alisha- Nicoletti concurred with the previous statement and we changed wording just a bit as indicated. OK by you still?

(b)(5) [Deliberative Process]  
[REDACTED]

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**From:** Johnson, Alisha  
**Sent:** Thursday, June 26, 2014 10:50 AM  
**To:** Mylott, Richard  
**Cc:** Smith, Paula  
**Subject:** Re: modified statement on R8 behavior issues story

Thanks. I'm fine with it minus the first clause, (b)(5) [Deliberative Process]  
[REDACTED]

---

**From:** Mylott, Richard  
**Sent:** Thursday, June 26, 2014 12:44:57 PM  
**To:** Johnson, Alisha  
**Cc:** Smith, Paula  
**Subject:** modified statement on R8 behavior issues story

Alisha-- I've received requests for comment from 2 local TV news outlets today. I've drafted a new version of the statement to acknowledge the nature of headlines but also underscore the serious nature of these incidents and our response and the word "responsibility". Let me know what you think... Thanks.

\*\*\*\*\*

(b)(5) [Deliberative Process]  
[REDACTED]



## **Cantor, Howard**

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**From:** Cantor, Howard  
**Sent:** Thursday, June 26, 2014 11:48 AM  
**To:** McGrath, Shaun; Dunlap, Bridget; Parker, Michelle; Smith, Paula; Mylott, Richard  
**Subject:** Greenwire Article

Howard Cantor  
Deputy Regional Administrator  
US EPA Region 8  
(303) 312-6308

### **Employees' morale's in the toilet, but their poop's in the hallway**

Robin Bravender, E&E reporter  
Published: Thursday, June 26, 2014 [resize text](#) [Resize Text](#)

First came U.S. EPA's fake spy, John Beale, followed by the agency employee who watched pornography on the job for several hours a day. In the latest case of outrageous misconduct, someone has been putting feces in the hallway at EPA's Denver office.

In February, EPA management issued a memo to employees in EPA's Region 8 office, asking them to help track down the guilty party.

"As some of you may be aware, there have been several incidents of inappropriate behavior in the building. A couple of examples include an individual clogging the toilets with large amounts of paper towels and an individual placing feces in the hallway outside of one the restrooms," wrote Howard Cantor, Region 8 deputy administrator, in the memo obtained by Greenwire and first reported by Government Executive.

Before that memo was issued, someone had been clogging up the toilet and urinating on the floor in the women's restroom, said an EPA employee who spoke on condition of anonymity. "The poop thing -- I don't know if it happened more than once. They ended up spreading that in the hallway," the employee said, adding that the incidents appear to have stopped since the memo was issued.

"I think most people were surprised," the employee said. Some employees were "probably grossed out about it. Others are just disturbed that something like that is happening."

Cantor's memo said EPA managers had consulted with John Nicoletti, a national expert on preventing workplace violence, about the incidents, adding that Nicoletti told them it was "very dangerous behavior" and that the individuals involved would probably escalate their behavior.

"Management is taking this situation very seriously and will take whatever actions are necessary to identify and prosecute these individuals. You can assist us by letting us know if you have any information about a specific incident," Cantor wrote.

A Region 8 spokesman referred a request for comment to EPA headquarters in Washington, D.C. EPA spokeswoman Alisha Johnson said, "EPA cannot comment on ongoing personnel matters. EPA's actions in response to recent workplace

issues have been deliberate and reflect the agency's commitment to ensuring a safe work environment for our employees."

The EPA employee said it's no secret that morale isn't high at the agency. "We've been under attack for quite some time now and sort of vilified. So you take that and you put on top of that recently we offered early-outs ... there are less people to do the work," that person said.

Earlier this year, EPA trimmed its staff by offering buyouts and early-outs to employees across the country, trimming more than 500 workers from its staff nationwide and putting a damper on already low worker morale (Greenwire, Feb. 21).

EPA's Denver-based Region 8 location is the local office that oversees Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming and 27 tribal nations. The region had 544 permanent employees last November, including offices in Montana and a laboratory in Golden, Colo.

This latest incident of EPA employee misbehavior is certain to attract attention from the agency's critics, who have used recent examples of worker misconduct as ammunition in their battle against the agency's policies (E&E Daily, May 8).

The EPA employee feared that coverage of the incident in Region 8 would further hurt the public perception of the agency and morale at EPA. "One would hope that a story like this that comes out, that something constructive comes out of it," that person said.

Timothy Dimoff, a workplace violence expert and president of SACS Consulting Inc. in Akron, Ohio, has seen similar instances of workers lashing out like this.

"There seems to be a trend of sorts where workers really want to use abnormal responses, defecation, urinating in areas, some very obscene cartoon characterizations of certain management in the bathrooms in the halls," he said. Dimoff has previously worked with a large facility where employees were urinating into containers in different areas of the building, he said.

Problems like these aren't limited to federal agencies. "I don't see any prevalence of government versus private; I see it happening in both," he said.

**Parker, Michelle**

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**From:** Hattori, Nobuko  
**Sent:** Thursday, June 26, 2014 12:56 PM  
**To:** Parker, Michelle  
**Subject:** 9NEWS

FYI

**Subject:** 9news- EPA appeals to Denver workers not to poop in hallway

<http://www.9news.com/story/news/local/2014/06/25/epa-appeals-to-its-workers-not-to-poop-in-the-hallway/11388979/>

**Nobe Hattori**

R 8 Training Assistant, U.S. E.P.A, 1595 Wynkoop St. (8TMS-HR), Denver, CO 80202 (303) 312-6303

## Daniels, William

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**From:** EPA Call Center <epacallcenter@epa.gov>  
**Sent:** Friday, June 27, 2014 8:30 AM  
**To:** Daniels, William  
**Subject:** Incident INC000001098230 has been assigned to your group 'Region 8 Facilities'.  
Priority: Medium. Description: Mens restroom on the 7th flr the faucet keeps turning on and off by its self.

Incident INC000001098230 has been assigned to your group 'Region 8 Facilities'.

Service Type: User Service Restoration

Requester's Name: (b)(6)

Requester's Phone: (b)(6)

Priority: Medium

Summary: Mens restroom on the 7th flr the faucet keeps turning on and off by its self.

To view the case ticket, login to the Incident Management Console at <https://epacallcenter.com>

## Daniels, William

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**From:** EPA Call Center <epacallcenter@epa.gov>  
**Sent:** Friday, June 27, 2014 10:49 AM  
**To:** Daniels, William  
**Subject:** Incident INC000001098499 has been assigned to your group 'Region 8 Facilities'.  
Priority: Medium. Description: 2nd floor ladies restroom near atrium smells of sewer.

Incident INC000001098499 has been assigned to your group 'Region 8 Facilities'.

Service Type: User Service Restoration

Requester's Name: (b)(6)

Requester's Phone: (b)(6)

Priority: Medium

Summary: 2nd floor ladies restroom near atrium smells of sewer.

To view the case ticket, login to the Incident Management Console at <https://epacallcenter.com>

9th floor mens room has a trail of poop leading out into hallway  
Womens restroom on the 5th floor has all the toilets overflowing  
5th floor ladies room, all toilets are blocked up  
3rd floor mens restroom has puddles of water all over the floor  
7th floor mens restroom - all the toilets are bubbling over  
womens restroom near Rocky Mtn has urine on floor and toilet seat  
womens restroom on 6th floor - 1st stall has urine all over -it's a mess  
Mens restroom 5th floor center toilet clogged  
6th floor mens restroom has water on the floor





Remedy Tickets concerning restrooms

1/13/2014  
1/30/2014  
1/30/2014  
2/10/2014  
2/12/2014  
2/13/2014  
2/21/2014  
2/21/2014  
2/25/2014

