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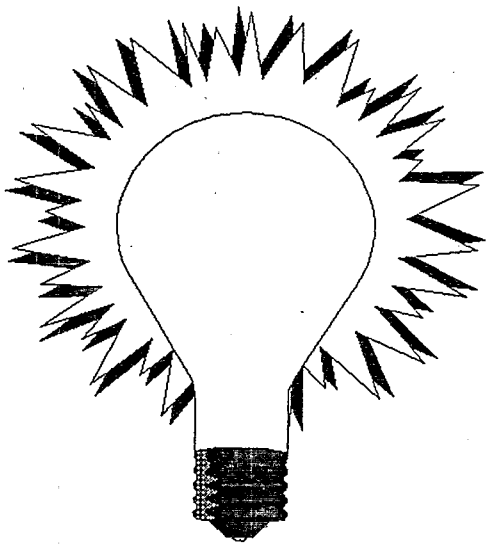
Compendium of Good Ideas



Models of Success and Lessons Learned

Volume 2
Source Book

Publication 9202.1-10-2
March 1993

SUPERFUND COMPENDIUM OF GOOD IDEAS

Models of Success and Lessons Learned

Volume 2
Source Book

Superfund Revitalization Office
U.S. Environmental Protection Agency
Washington, DC 20460

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ACKNOWLEDGEMENT

The Superfund Revitalization Office would like to thank the Regional staff and management that participated in the SRO's Regional office visits and contributed the good ideas for inclusion in this Compendium. Although too numerous to thank individually, this compendium presents their good ideas.

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INTRODUCTION

Volume 2 of the Compendium of Good Ideas is designed to be a reference document for all personnel involved in the implementation of the Superfund program. It contains numerous entries that provide the user with some information about specific initiatives or activities undertaken in the various EPA Regional offices. Each entry contains a brief description of the activity, but these descriptions are not designed to "stand alone" as an information source. Rather, the entries are designed to provide enough information to enable EPA staff to make an assessment whether a particular entry is relevant to their needs and warrants further investigation. A contact name and telephone number are provided for all entries. A list of acronyms used in the text begins on page 63.

The entries contained in Volume 2 are organized into eight categories and further divided into subcategories for ease of use. The eight major categories are as follows:

- Cooperative Streamlining
- Enforcement Streamlining
- Removal
- Remedial
- Contracts
- Internal Communications
- External Communications
- States

An "Idea Submittal Request" is attached at the end of Volume 2 to invite continued participation in the sharing of ideas.

COOPERATIVE STREAMLINING

REMOVAL AND REMEDIAL COOPERATION

Accelerated Cleanup:
Region 5 accelerated cleanup at the Sheboygan Harbor and River site in Sheboygan, Wisconsin, by addressing the areas that presented direct contact risks first. In addition, Region 5 issued a UAO under which the PRPs performed a follow-up removal to reduce further any direct contact risks. By these actions, the Region eliminated the immediate risks to the community and ensured continued cleanup.

Contact: Bonnie Eleder, Remedial Project Manager, Region 5
312/886-4885

Cooperation Equals Success:
The cooperative effort of the Region 5 Removal and Remedial programs on the Southeast Rockford site included the RPM preparing the ROD, action memo, and funding package within 35 days and the OSC coordinating the field activities. The Removal program supplied an alternative water supply to affected residents in 1990. The Remedial program provided an alternative water supply to additional residents and installed a groundwater treatment system in 1991. The success of this combined effort increased Region 5's experience and expertise on combined cleanup initiatives.

Contact: Ken Theisen, On-Scene Coordinator, Region 5
312/886-1959
Karen Veudl, Remedial Project Manager, Region 5
312/886-4739

Early Removal Activities at Non-NPL Sites:
Region 5 initiated removal activities early in the process at non-NPL sites in Ohio. In addition, the oversight of longer-term PRP activities was transferred from OSC to RPM (e.g., Summit Equipment and the Kent City Dump). Region 5 experienced good interaction between RPMs and OSCs resulting in successful site work.

Contact: Steve Renninger, On-Scene Coordinator, Region 5
216/522-7260

ARCS Contractor for Removal Actions:
After a PRP was pulled off a site, Region 6 used an ARCS contractor that was conducting an RI at the NPL site to investigate another area of the site for a Removal action. Region 6 was able to reduce costs by using a contractor that was already present at the site.

Contact: Craig Carroll, On-Scene Coordinator, Region 6
214/655-2299

Rotational Assignments:
OSCs and RPMs rotate assignments in Region 7. RPMs work with OSCs on removal enforcement sites and OSCs work with RPMs on remedial projects that are similar to removals. This rotation increases the knowledge of the RPMs and OSCs and provides each with a better understanding of the other's job and the requirements that need to be met for a site's transition from the Removal program to the Remedial program.

Contact: Nancy Johnson, Remedial Project Manager, Region 7
913/551-7703

Removal Assessment:
Region 9 combined data collection activities at the Westminster site. Data normally collected during the remedial treatability study was collected during the removal assessment. This data provided the Region with the information required to make a decision on cleanup activities without conducting additional waste characterization or treatability studies. The Region saved time and was able to expedite cleanup activities.

Contact: Dick Vesperman, Remedial Project Manager, Region 9
415/744-2232

Removal/Remedial Teamwork:
Region 9 used removal authority to remove tailings piles contributing to a surface water mercury pollution problem at the Sulphur Bank Mercury Mines site. The Region is performing an in-house RI/FS for the site, and the OSC is a member of the team. This is a good example of the benefits and accomplishments that result from Removal/Remedial program teamwork.

Contact: John Lucey, Remedial Project Manager, Region 9
415/744-2222
Carolyn d'Almeida, Remedial Project Manager, Region 9
415/744-2225

Contractor Coordination:
TAT and ARCs contractors, who are employees of the same company, worked together on a post-ROD removal at an NPL site (Yakima Plating) in Region 10. Because the contractors

worked for the same firm, the coordination was excellent and the competitive tendencies which might be present with different contractors was greatly diminished. The result of this effort was an accelerated construction complete.

Contact: Jim Everts, Chief, Superfund Response and Investigation Section, Region 10
206/553-1677

SITE ASSESSMENT AND REMOVAL COOPERATION

Efficient Data Use:
Region 4 uses the data gathered during NPL site removal certification for the pre-remedial SI, when possible. This practice results in an efficient use of data, as well as time and cost savings.

Contact: Charles Eger, On-Scene Coordinator, Region 4
404/347-3931

Smelter Screening Effort:
Under a SACM initiative, Region 8 grouped 34 abandoned smelter sites for screening and preliminary sampling. Working with the State of Utah, the Region screened the sites, thus allowing the Region to focus its resources on the 16 most hazardous sites.

Contact: Steve Hawthorne, On-Scene Coordinator, Region 8
303/293-1224

Wood Treatment Screening Effort:
Region 8 identified approximately 60 wood treatment facilities within the State of Montana and conducted a screening based on site location and length of operation. Using this screening tool, the Region determined that surface sampling was required at 75% of the facilities. The sampling results were used to target and prioritize sites.

Contact: Steve Hawthorne, On-Scene Coordinator, Region 8
303/293-1224

Joint Site Inspection:
The TAT and FIT contractors in Region 10 conducted a joint site inspection at the Dead Horse site and the Removal and Site Assessment programs made decisions together regarding site work. The decisions were made using an approach similar to RDT. The SACM initiative encouraged SAMs, RPMs, OSCs, ORC attorneys, and Community Relations staff to coordinate their efforts and work as a team.

Contact: Jim Everts, Chief, Superfund Response and Investigation Section, Region 10
206/553-1677

SITE ASSESSMENT AND REMEDIAL COOPERATION

Coordinated RI/FS and HRS Scoring:
Region 4 began coordinating the RI/FS with the HRS scoring at three pilot sites so that the data collected during the RI/FS also can be used for the HRS package. The coordination of these activities may streamline the Superfund process, since the site will be ready for the RD/RA at the time of the NPL listing.

Contact: Robert Morris, Site Assessment Manager, Region 4
404/347-5065

HRS/Expanded Site Investigation:
In Region 6, Lavaca Bay was targeted for the HRS and an expanded SI at the same time. The Region worked with Headquarters and MITRE Corporation to develop a strategy for site work before the construction work was started. These efforts streamlined pre-construction activities at the Lavaca Bay site resulting in a savings of time and money.

Contact: Ed Sierra, Chief, Site Assessment Section, Region 6
214/255-6740

Swift Process Pilot Program:
The Region 9 Swift Process Pilot Program, combining PA/SIs, was initiated in April 1991. The Region compared Swift Process site assessments performed by the Region's ARCS contractors in FY 1992 against standard site assessments prepared by the Region's ARCS/FIT contractors during FY 1992, FY 1991 and FY 1990. The pilot program indicated a primary savings of calendar time by reducing the standard process time frame by 20 to 25 months, depending on whether or not sampling was required as part of the PA/SI. A savings of 108 LOE hours, which equates to approximately $7,560 per site at the current ARCS hourly cost, also was realized.

Contact: Paul LaCourreye, Environmental Scientist, Region 9
415/744-2345

Phased Ecological Assessment:
Region 9 completed a phased ecological assessment for the Montrose Superfund site. As part of the phased approach, a detailed information search was performed before conducting field activities. Since so much information already existed from the information search, time and money was saved by not duplicating data collection activities in the field.

Contact: Nancy Woo, Remedial Project Manager, Region 9
415/744-2394

ENFORCEMENT STREAMLINING

ENFORCEMENT MODELS

Model Orders for Site Access and Remedial Design:
The Region 1 ORC developed model Consent Orders for site access and RD, as well as a model approach for access agreements. These models result in faster implementation of site cleanups.

Contact: Greg Kennan, Associate Regional Counsel, Region 1
617/565-3446

Removal Action TQM Process:
Region 7 has established a TQM process for Removal actions. The TQM process resulted in the development of model UAOs and AOCs. Additionally, the TQM process resulted in the successful use of early action memos as decision documents to support enforcement actions and a delay in the effective dates of UAOs to expedite and enhance AOC negotiations.

Contact: Craig Smith, Chief, Remedial Enforcement Section, Region 7
913/551-7683

Superfund Model Documents Binder:
The Region 9's Cost Recovery program developed a binder that contains all Regional Superfund model documents. The binder is updated every six months and the Region is currently in the process of adding a model access letter. The binder organizes the model documents and provides staff with access to the most current models.

Contact: Kim Muratore, Environmental Protection Specialist, Region 9
415/744-2373

ENFORCEMENT RESOURCES

ORC Attorneys Dedicated to Removal Enforcement:
Region 1 dedicated two ORC attorneys to removal enforcement activities. These attorneys are a great asset, providing experienced, continuous support to the Removal enforcement process.

Contact: Don Berger, Chief, Emergency Planning & Response Branch, Region 1
617/860-4367

American Association of Retired Persons as Civil Investigators:
Region 1 uses AARPs as experienced in-house CIs to provide an "overlapping knowledge" for all sites. The use of in-house CIs has saved the Region time and money on enforcement actions by alleviating the use of more expensive contractors.

Contact: Steven Novick, Chief, Enforcement & Preparedness Section, Region 1
617/860-4364

Two FTE Site Investigators:
Region 1 added two dedicated FTE site investigators to the Removal program. The addition of the FTE investigators has enabled quick start-ups at sites and enabled OSCs to focus on other responsibilities and duties. The dedicated site investigators work with and coordinate efforts with PA/SI staff and the States ensuring that appropriate sites are referred for Removal actions. As a result, 75 percent of State referrals result in PRP or Fund-lead removals.

Contact: Steven Novick, Chief, Enforcement & Preparedness Section, Region 1
617/860-4364

ARAR "Peer Review Panel":
Region 1 set up a "peer review panel" of senior attorneys experienced in ARARs. This panel reviews the proposed remedial decisions and the ARARs identified for these proposals to see if they're legally appropriate. Additionally, the panel performs a "final check" on the case attorneys' RODs, which results in better RODs.

Contact: Gretchen Muench, Senior Assistant Regional Counsel, Region 1
617/565-4904

Enforcement Coordinators Merge Legal and Technical Resources:
Region 1 added Enforcement Coordinators to the Removal program to arrange site access, send notice letters, and determine where program dollars should be spent (i.e., whether money should be spent on contractors or work should be done in-house). The addition of the Enforcement Coordinators has successfully combined the efforts of the Region's legal and technical resources.

Contact: Steven Novick, Chief, Enforcement & Preparedness Section, Region 1
617/860-4364

Development of a General Work Assignment:
Region 4 is issuing a general work assignment that is task-specific and accessible to multiple WAMs to provide support for all enforcement-related activities (e.g., PRP search, title

search, 104(e) letter database, etc.) at six sites. The general work assignment accelerates the usual work assignment turnaround time and saves the Region time, money, and paperwork.

Contact: Greg Armstrong, Work Assignment Manager, Region 4
404/347-5059

Rotation of Staff Attorneys:
Region 6 rotated its new Superfund staff attorneys into the Cost Recovery Section. The rotation of staff attorneys fostered understanding of the cost recovery process and promoted team work between staff attorneys and cost recovery staff. Region 6 anticipates that this process will be implemented again in the future following the reorganization of the ORC and the hiring of new Superfund attorneys.

Contact: Buddy Parr, Chief, Cost Recovery Section, Region 6
214/655-6670

Region-Specific SOW Team:
Region 7 formed a team to write a Region-specific SOW for a TES contract. The team consisted of a contract specialist, a RPM, an attorney, and a CI. The team effort enabled all participants to contribute content specific to their expertise and requirements.

Contact: Maureen Hunt, Program Analyst, Region 7
913/551-7722

PRP Search Mentor Program:
Region 9 PRP search staff use a mentor program to train new CIs. Experienced investigators are hired and then taught the specifics of the Superfund program and how to conduct PRP searches. The costs associated with PRP searches are reduced by having experienced CIs on staff.

Contact: Betsy Curnow, Chief, Case Development Section, Region 9
415/744-2378

PRP COMPLIANCE TOOLS

UAO Withdrawal:
Region 1 withdrew a UAO and the threat of a Fund cleanup at the Keefe Environmental Services site. In this case, the Region believes that withdrawing the order and the threat of a Fund cleanup was an effective incentive tool for compliance.

Contact: Bill Walsh-Rogalski, Chief, Superfund Office of Regional Counsel, Region 1
617/565-3438

"Participate and Cooperate" Orders:
Region 2 has been successful in issuing Participate and Cooperate Orders (PCOs) to non-participating PRPs when the Region has a solid case. These orders encourage non-participating PRPs to work with cooperating PRPs towards site cleanup.

Contact: Alex Schmandt, Assistant Regional Counsel, Region 2
212/264-9794

Financed Cleanup:
Region 4 allowed PRPs to finance the cleanup of the City Industries site in Winter Park, Florida, using installment payments. The PRPs paid the large capital costs up-front and will pay the remainder of the costs through installments. This method of financing facilitated site cleanup.

Contact: Jay Bassett, Remedial Project Manager, Region 4
404/347-2643
Pam Scully, Remedial Project Manager, Region 4
404/347-2643

RPMs Present at Depositions:
The Region 5 ORC attorneys are inviting RPMs to attend PRP depositions. During the breaks, the RPM suggests additional questions for the ORC attorney to ask the PRP. Through further questioning, the ORC attorney is able to obtain site information that may be helpful to the RPM. This action has proven helpful to both ORC attorneys and RPMs.

Contact: Mary Beth Novy, Remedial Project Manager, Region 5
312/353-7556

CERCLA 109(b) Penalties:
Region 5 used CERCLA 109(b) administrative penalties at the Outboard Marine Corporation site in Waukegan, Illinois. The use of these penalties discourages PRP violations of EPA orders and encourages site cleanup.

Contact: Sean Mulroney, Attorney, Region 5
312/886-7150

Compliance Oversight Procedures:
Region 5 established procedures for monitoring and enforcing CERCLA administrative and judicial orders and decrees to ensure that expeditious, effective, and consistent enforcement actions are taken. These procedures assist staff in determining and documenting the appropriate enforcement response to violations of terms and schedules stipulated in orders and decrees. The Region developed clear guidance and procedures for the effective use of

statutory authorities and enforcement mechanisms in settlement documents in response to an Office of Inspector General audit report recommendation.

Contact: Jim Mayka, Chief, Michigan/Wisconsin Remedial Response Branch, Region 5
312/353-9229

Consolidation of In-House Deliverables:
Region 6 consolidated many interim deliverables through the use of an AOC at the Dutch Town site. The consolidation of interim deliverables for the Dutch Town site and other sites has streamlined and accelerated site activities. The Dutch Town site's activities have been accelerated by approximately one year.

Contact: Cathy Gilmore, Remedial Project Manager, Region 6
214/655-6766

Use of AOCs:
Region 7's use of an AOC for the RD phase of cleanup allowed the design work to proceed without a CD. The use of the AOC enabled the Region to avoid possible delays associated with CDs. In addition, when a CD was reached for the RA, they were ready to proceed.

Contact: Diane Easley, Remedial Project Manager, Region 7
913/551-7797

Pre-ROD Remedial Design:
Based on public input on the proposed plan, Region 9 worked with PRPs at the Sacramento Army Depot site to start the RD for source remediation concurrently with the drafting of the ROD. The RD was finalized at the same time the ROD was signed, allowing cleanup activity to begin immediately. This approach could be used at other applicable sites to speed up the remedial process, as long as the PRPs know that the remedy selection is not "final" until the ROD is signed and are willing to take the risk that the selected remedy could change.

Contact: Marlon Mezquita, Remedial Project Manager, Region 9
415/744-2363

Early Complaint Filings:
Region 10 files complaints as early as possible, especially when the District Court has a policy of pressing parties to settle, either informally by pressure from the judges or formally

by mediation. Region 10 has found that early filing accelerates settlements and avoids undue delay in the cleanup process.

Contact: Edward Kowalski, Chief, Office of Regional Counsel Waste Branch, Region 10
206/553-6695

COST RECOVERY SUPPORT

Cost Recovery Documentation:
Region 3 maintains and provides DOJ with documents demonstrating the resources expended and the specific work activities undertaken at a particular site. This information enables the DOJ to focus on the successful litigation of cases, rather than the gathering of necessary documentation.

Contact: Leslie Vassallo, Environmental Protection Specialist, Region 3
215/597-3171

Administrative Cost Recovery Actions:
Administrative cost recovery actions in addition to judicial cost recovery actions are used by the Remedial program in Region 6. The administrative actions are more cost effective and faster than judicial cost recovery.

Contact: Mark Peycke, Chief, Superfund Office of Regional Counsel, Region 6
214/655-2134

PRP Briefings:
The financial management staff in Region 7 conduct briefings for PRPs on cost documentation policies and procedures. This has proved to be a successful negotiation tool since PRPs are more likely to accept oversight costs if they are briefed on policies and procedures and trained on how costs are documented for future EPA cost recovery and PRP contribution actions.

Contact: Doug Walther, Attorney, Region 7
913/551-7735

Cost Allocation Package:
Region 9 used a contracted accountant to prepare a cost package to allocate area-wide (e.g., South Bay) costs to individual sites. Of the 20 sites that received a cost allocation, 14 settled and 6 were referred. Of the sites that were referred, 3 are settled and 3 are still active. The

cost package has aided in the settlement of cost claims increasing the number of sites with settling parties.

Contact: Betsy Curnow, Chief, Case Development Section, Region 9
415/744-2378

PRP SEARCHES

Use of NLECS:
Region 1 signed a contract with a State to gain access to the NLECS system to search for persons potentially involved with a Superfund site. The NLECS system, which is accessed through local police departments, provides the Region with a cost-effective research tool.

Contact: Dick Cyr, Civil Investigator, Region 1
617/573-9659

Eckhardt Report Information:
Region 2 used information found in the Eckhardt Report, a Congressional survey of waste disposal conducted in 1979, to establish PRP connections to sites. The Eckhardt Report information is sorted by site, company, county and state.

Contact: Mel Hauptman, Chief, Remedial Section, Region 2
212/264-7681

Title Search Support:
Region 2 directly contracts for title searches with local CIs and title search companies instead of using similar support provided under the TES contract. This activity was initiated following a TQM group recommendation and has resulted in cost savings.

Contact: Erwin Smieszek, Project Officer, Region 2
212/264-4311

Face-To-Face Interviews:
In-house CIs in Region 4 collect PRP information through face-to-face interviews and visits to the PRPs' place of business, rather than conducting telephone interviews. This direct contact has increased the CI's success in gathering PRP and site information.

Contact: Sharron Coleman, Civil Investigator, Region 4
404/347-5059

Generic Title and PRP Searches:
Region 5 developed generic guidance documents for removal site title searches and PRP searches conducted by contractors. The title and PRP searches have a 300-hour limit. The guidance documents help the contractors provide quality work while improving turn-around time.

Contact: Carol Graszer, Enforcement Specialist, Region 5
312/353-7647

Concurrent Pulling of Title Documents and Initial Site Visit:
Region 6 has an agreement with their TAT contractor whereby the contractor searches title documents to determine the site owner in conjunction with the initial site visit. The Region maximizes resources by having the TAT contractor perform these activities simultaneously.

Contact: Mark Peycke, Chief, Superfund Office of Regional Counsel, Region 6
214/655-2134

Civil Investigators:
Region 9 includes CIs in site assessment scoping sessions to help identify potential issues and sources of information. The Region also uses CIs at the front end of the site assessment to help identify all of the sources of information available for the PRP search contractor's use. This accelerates the PRP search and results in the receipt of better information on the facility operations. This information helps determine where disposal may have occurred and assists the Region in conducting scoping sessions to help determine sampling requirements for the RI/FS (e.g., Del Amo site).

Contact: Mark Calhoon, Investigator, Region 9
415/744-2376

PRP Information Sources:
Region 9 PRP search staff use on-line commercial databases to access public information such as corporate filings, SEC documents, California property tax records, etc. to obtain PRP information. This allows investigators to both identify PRPs and resolve corporate issues from the office, without necessitating travel to the public record repositories.

Contact: Mark Calhoon, Investigator, Region 9
415/744-2376
Cliff Davis, Investigator, Region 9
415/744-2377

Historical Resources:
Region 9 uses archives and historical research such as newspaper archives, old telephone books, old city guides, and industrial directories to obtain PRP information. The use of

these materials assists in the identification of both PRPs and technical characterization of sites.

Contact: Mark Calhoon, Investigator, Region 9
415/744-2376

Networking:
Region 9 staff conducting PRP searches, network within the Region as well as with other enforcement agencies and Post Office Investigators. Networking with these contacts expands the base of information available for conducting PRP searches.

Contact: Mark Calhoon, Investigator, Region 9
415/744-2376
Cliff Davis, Investigator, Region 9
415-744-2377

PRP Search SOW:
Region 9 developed a generic SOW for the performance of all PRP searches. The SOW has helped achieve speed and consistency in their PRP searches.

Contact: Betsy Curnow, Chief, Case Development Section, Region 9
415/744-2378

Open Work Assignment
Through an open work assignment CIs and case developers are able to access contractor support for limited, directed tasks. This enables the CIs and case developers to address information gaps or support in-house PRP search activities without issuing individual site SOWs.

Contact: Cliff Davis, Investigator, Region 9
415/744-2377
Mark Calhoon, Investigator, Region 9
415/744-2376

Title Search Databases:
Region 9 contractors conduct chain-of-title searches through on-line databases. Title search information can be obtained within a 3-day to 7-day turnaround period using these databases.

Contact: Cliff Davis, Investigator, Region 9
415/744-2377

Focused Information Management:
Region 10 focuses their information management at mega sites. For example, the Geographic Information System (GIS) is used to provide a visual basis for identifying PRPs. Focusing the information management provides the mega sites with direction, organization and goals to follow in obtaining and managing site information. In addition, GIS information is used to create maps for public hearings.

Contact: Ray Peterson, Geographic Information System Program Manager, Region 10
206/553-1682

PRP Information Repository:
In Region 10, the Cost Recovery program gathered information from three databases to compile the universe of PRP searches. A single repository of information is now available, which is more efficient to use and provides a central location for PRP search information.

Contact: Sharon Eng, Cost Recovery Coordinator, Region 10
206/553-2120

Phone Access Purchase Orders:
CIs in Region 10 are able to call authorized procurement officers and get purchase order numbers over the phone to use for purchasing copies and records in the field. This allows CIs to obtain necessary information and continue their work without delay.

Contact: Bob Atterman, Civil Investigator, Region 10
206/553-1855

DOJ RELATIONS

EPA/DOJ Relationship:
Region 3 and DOJ have developed a very positive working relationship. The Region and DOJ have a MOU outlining roles, responsibilities, and turnaround time on referrals. Regional management encourages staff to work towards building solid relationships, to solve problems when they arise, and to take extra steps to meet DOJ's needs. Improved working relations has helped speed up the enforcement process and has fostered mutual respect between the Region and DOJ.

Contact: Seth Low, Associate Chief, RCRA/CERCLA Remedial Branch, Region 3
215/597-3977

Communication Between DOJ and the Region:
Region 5 conducts weekly phone calls between DOJ, ORC, and the appropriate WMD representatives. The topic of these calls alternates between Superfund and RCRA filed and

unfiled cases. These phone calls improve communication among the groups on the current status of cases.

Contact: Deborah Garber, Chief, Office of Regional Counsel, Region 5
312/886-6610

DOJ Attorney in Region 5:
Region 5 currently has a DOJ attorney working on detail in the Regional office. The Regional presence of a DOJ attorney has improved DOJ/Regional relations and streamlined enforcement efforts.

Contact: Karen Peaceman, Assistant Regional Counsel, Region 5
312/886-5323

VOLUNTARY CLEANUPS

Combined EPA/State/PRP Efforts:
Region 9 is planning a pilot project that combines the efforts associated with voluntary cleanups, State lead, and NPL deferrals. The State oversees the voluntary cleanup by the PRPs with a State Order and the Region agrees not to place the site on the NPL. As a result, sites are cleaned up voluntarily by PRPs to the same standards as NPL sites, but in potentially less time and with less cost than sites on the NPL that are required to go through the entire Superfund process.

Contact: Don White, Chief, Field Operations Branch, Region 9
415/744-2353

General Notice Letters:
Region 9 has had success in using General Notice Letters inviting PRPs to perform voluntary cleanups at some removal sites without an Order. This saves the time and expense of going through the enforcement process. The Region is able to conduct more Removal actions through voluntary PRP cleanups.

Contact: Terry Brubaker, Chief, Emergency Response Section, Region 9
415/744-2293

DOCUMENT MANAGEMENT

CBI Redaction:
Region 9 developed a process for CBI redaction (i.e., masking confidential information) to be followed by individual contractors. This standardizes the redaction process and minimizes EPA staff time spent monitoring redaction to prevent the release of CBI information.

Contact: Sharon Johnson, Environmental Protection Specialist, Region 9
415/744-2381

Cost Recovery Document Control:
The Region 9 Cost Recovery program retains only one copy of the cost recovery package in the Region and only allows select personnel access to the original. This helps to maintain document security of important cost recovery information.

Contact: Sharon Johnson, Environmental Protection Specialist, Region 9
415/744-2381

REMOVAL

CLEANUP TOOLS

Multi-Media Checklist for all Region 2 Inspections:
Region 2 developed a multi-media checklist for use by all Region 2 inspectors, including OSCs conducting SPCC and SARA Title III inspections. The checklist provides consistency on all inspections.

Contact: Bruce Sprague, Chief, Response and Prevention Branch, Region 2
908/321-6656

Mobile Lab Provides Quick Analyses:
Region 4 uses a stationary Mobile Lab to analyze samples at removal sites. The Region also uses the Mobile Lab to analyze site assessment samples resulting from "saturation investigations" when there is a high density of sites located in a geographic area. The Mobile Lab provides staff with next day turnaround time on sample analysis for known contaminants.

Contact: John McKeown, Site Assessment Manager, Region 4
404/347-5065

Hurricane Andrew Preparation:
Region 4 mobilized its Disaster Field Office, 2 OSCs, and several TAT contractors to Florida prior to the arrival of Hurricane Andrew. Using air surveillance and on-site inspections, the OSCs identified two large spills and 15 smaller spills that required cleanup and disposed of seven drums of hazardous materials of unknown origin. The proactive mobilization enabled the Region to respond immediately and effectively to Hurricane Andrew.

Contact: Mike Norman, Chief, Emergency Response Section, Region 4
404/347-3931

REMOVAL ENFORCEMENT

ESD-Lead Removal Enforcement:
Region 1 made the ESD Removal program responsible for removal enforcement. This resulted in the performance of Fund and enforcement-lead activities within the same division and increased the number of removal enforcement actions from 1 to 10 per year.

Contact: Ira Leighton, Chief, Connecticut Waste Management Branch, Region 1
617/573-9650

STAFF SUPPORT

Site Investigators Acting as OSCs:
Region 1 provides site investigators with the authority to act as OSCs. The ability of site investigators to perform some or all OSC roles provides flexibility and allows the Region's OSCs to spend more time responding to removal sites.

Contact: Dorothy Girten, Site Investigator, Region 1
617/860-4304

Employee Training Tracking Program and Software:
The Removal program in Region 2 is in the process of developing a user-friendly database to track employee training. The database will monitor employee participation in training courses and identify future employee training activities.

Contact: John Witkowski, Chief, Technical Support Section, Region 2
908/321-6739

Disposal Guidance Manual:
Region 2 developed a Disposal Guidance Manual for OSCs and hired an FTE in the Emergency Response Group to advise OSCs regarding the proper methods of transportation and disposal of all waste types. The manual is a compilation of disposal, sampling, and other regulations for various compounds that provides the advisor and OSCs with the necessary information for site cleanup activities.

Contact: John Witkowski, Chief, Technical Support Section, Region 2
908/321-6739

Field Administrative Support Personnel:
Region 3 developed and implemented the widely acclaimed FAS personnel concept to provide support to the Removal program. The FAS personnel provide the OSCs with administrative record and contract management oversight support which allows OSCs to focus on the

physical site work. Improved cost documentation and case preparation from FAS staff directly contributes to successful cost recovery actions in the Region.

Contact: Chris Thomas, Enforcement On-Scene Coordinator, Region 3
215/597-4458

Contracts and Data Management Section:
Region 6 set up a Contracts and Data Management Section to provide OSCs with administrative support. This Section prepares procurement requests, provides data for CERCLIS input, performs QA on reports pulled from CERCLIS, cuts delivery orders, certifies invoices, and maintains a database for tracking invoices submitted to the OSCs for certification. They also maintain administrative records, collect the "original" OSC copy of action memos and other documents to place in a central system, and provide the OSCs with working copies of documents. The assistance provided by the Contracts and Data Management Section enables OSCs to focus on non-administrative responsibilities.

Contact: Jo Ann Woods Gee, Acting Chief, Contracts and Data Management Section, Region 6
214/655-2266

Rotating OSC Position:
Region 6 developed a rotating administrative OSC position where the OSC is responsible only for administrative activities. While serving in the rotating administrative position, OSCs are relieved of their site duties so that they can focus on administrative responsibilities including serving as a liaison between the OSCs and management and between the Removal and Remedial Branches. The rotating position enables the Region to standardize State work, site documents, SACM initiatives/pilots, action memos, and other documents. The position also provides for a direct line of communication between OSCs and management and provides OSCs with administrative experience.

Contact: T. Craig Carlton, On-Scene Coordinator, Region 6
214/655-2220

INFORMATION EXCHANGE

Removal Program Retreats:
The Region 5 Removal program holds two 5-day retreats in January and February at State capitols with mandatory attendance for Regional personnel. The States, OSCs, POs, Enforcement Specialists, and support staff are invited to attend training while at these retreats. The retreats provide a forum for learning and informal information exchange.

Contact: Robert Bowden, Chief, Emergency Response Branch, Region 5
312/886-6236

OIG Involvement:
Region 9 OSCs invite the OIG to their sites to educate them on each individual site. In addition, the individual IG is on the Removal program mailing list for administrative documents, such as action memos. These efforts keep the OIG informed and familiar with removal activities in the Region.

Contact: Terry Brubaker, Chief, Emergency Response Section, Region 9
415/744-2293

INTERAGENCY SUPPORT

U.S. Coast Guard Strike Team:
Region 4 uses the U.S. Coast Guard Strike Team for inland waterway oil spill cleanups. The Region is considering expanding the use of the Strike Team to include hazardous waste removal site activities. The Strike Team consists of experienced staff that provide quality service at a reasonable cost.

Contact: Charles Eger, On-Scene Coordinator, Region 4
404/347-3931

Bureau of Reclamation:
The BuRec provides Region 8 with support in emergency response situations as well as support for design and construction activities throughout the Removal program process. Using the BuRec has helped the Region decrease its reliance on contractors while increasing its Removal program capacity by 25 percent.

Contact: Gerry Bowles, Chief, Hazardous Waste Technical Assistance Office, Bureau of Reclamation, Region 8
303/236-8646

REMEDIAL

CLEANUP TOOLS

Cone Penetrometers:
Region 5 successfully used a cone penetrometer at the Organic Chemical site to measure hydrocarbon concentration and produce a 3-dimensional representation of site contamination. This technology can be widely applied to site characterizations and may possibly be used for parameters other than hydrocarbons.

Contact: Tom Williams, Remedial Project Manager, Region 5
312/886-6157

Lightning ROD Pilot:
Region 6 initiated a Lightning ROD pilot project for three sites in November 1991 to improve the quality and speed of site remediation. The pilot project combines the RI, FS, and RD concurrently to shorten the time spent in preconstruction study and design. The benefits of this pilot include saving time and resources and improving the quality of Superfund work.

Contact: Carl Edlund, Chief, Superfund Program Branch, Region 6
214/655-6715

Legal Entity Established:
Region 7 established a community water system as a legal entity in order to obtain the right-of-way for an alternative water supply at a Cherokee County site. The establishment of the water system as a legal entity circumvented the issue of the Region acquiring "real property" and enabled the community to be provided with an alternative water supply in a more timely and less costly manner.

Contact: Mark Bogina, Remedial Project Manager, Region 7
913/551-7528

Joint Program Approach:
Region 8 used the information gathering authorities of the CAA and CWA to initiate site characterization and feasibility work at the Annie Creek site. This innovative approach facilitated timely information gathering which resulted in earlier start-up of field activities.

Contact: Anne Spencer, Remedial Project Manager, Region 8
303/293-1648

Technical Meetings:
Technical representatives from Region 8 and PRPs meet to discuss deliverables and resolve technical issues, without the presence of counsel; however, counsel is included during strategy meetings. Technical issues are resolved more promptly since these issues are the sole focus of the meeting and representatives are not side-tracked with legal issues.

Contact: Bert Garcia, Remedial Project Manager, Region 8
303/293-1526

State ARARS:
The Region 9 States are starting to define site-specific application and use of ARARs and residential land use prior to the FS. As a result, the States' application of ARARs is improving.

Contact: Dave Jones, Chief, Remedial Action Branch, Region 9
415/744-2266

Plug-In ROD:
The Plug-In ROD concept was designed by Region 9 for use at mega-sites with multiple, similar operable units. The concept selects a standardized remedy and is appropriate if the site contains a significant number of source areas, the source areas are similar in physical characteristics, and a technical remedy is available that will apply to the majority of source areas. The Plug-In ROD concept preserves flexibility in the Superfund process while accelerating site cleanup and providing a sense of progress to PRPs and the public.

Contact: Jeff Dhont, Remedial Project Manager, Region 9
415/744-2363

Phased RDs:
Region 10 uses phased RDs where construction can be initiated on some phases while the design is still in process for other activities planned at the site. For example, civil engineering features such as roads and fences can be constructed before the design is complete. The phased RD approach promotes continuous cleanup progress and accelerates completion.

Contact: Bill Glasser, Chief, Superfund Site Management Section II, Region 10
206/553-7215

STAFF SUPPORT

In-House RI Preparation:
The in-house RI program is a great success in Region 4. Since 1985, Region 4 has initiated/completed 14 in-house RIs (an average of two RIs per year), which have ranged

from simple to complex. The staff enjoy the opportunities presented by the program and benefit from the training experience. The program has proven to be cost-effective and provides Region 4 with the ability to either take back or complete RI work initiated by contractors when necessary.

Contact: Don Hunter, Environmental Scientist/Regional Expert, Region 4
706/546-3171
Bill Bokey, Chief, Hazardous Waste Section, Region 4
706/546-3299

Short Courses on Technical Subjects:
The Region 5 Technical Support Section is developing and conducting short courses on technical subjects for RPMs and OSCs. These courses offer training opportunities in technical subjects such as hydrogeology and risk assessments.

Contact: Steve Ostrodka, Chief, Technical Support Section, Region 5
312/886-3011

Work Plans:
Region 6 successfully uses work plans as project management and communication tools. A standard work plan format was set up so work plans are done consistently for every site. The major milestones and yearly projections for the sites are reviewed by the Section, Branch and Division Chiefs at their monthly meetings. The Region's management of projects has improved through the use of these work plans.

Contact: Stan Hitt, Chief, Texas Section, Region 6
214/655-6735

Risk Decision-Making Tools:
Region 6 provides PRPs and RPMs with risk decision-making tools including risk assessment health guidance, tables on clean-up levels, and computer programs. These tools assist PRPs and RPMs in addressing risk-related issues.

Contact: Cindy Kaleri, Remedial Project Manager, Region 6
214/655-6772

RPM Mentors:
In Region 8, senior RPMs are assigned "leadership" positions for specific sites and are teamed with new RPMs to provide "mentoring" and backup for these sites. This is an effective way for new RPMs to learn their roles and responsibilities.

Contact: Diana Shannon, Chief, Superfund Remedial Branch, Region 8
303/294-7630

INFORMATION EXCHANGE

Incinerator Work Group:
Region 6 has an incinerator work group that meets to discuss incinerator issues and has conference calls with Headquarters. The work group is attempting to determine the policies and criteria for incineration at Superfund sites. The work group is a successful mechanism for exchanging information within the Region and with Headquarters.

Contact: Earl Hendrick, Senior Remedial Project Manager, Region 6
214/655-8519

Peer Management Briefings:
Region 10 conducts a "Peer Management Briefing" on draft proposed plans. The briefing is presented by RPMs and feedback is provided by Section Chiefs, Branch Chiefs, in-house experts, Community Relations staff, and attorneys. The draft proposed plans have improved as a result of the reviews and coordination between the offices.

Contact: Catherine Krueger, Chief, Superfund Management Section III, Region 10
206/553-6694

INTERAGENCY SUPPORT

USACE Involvement:
Region 1 involves the USACE District Office early in the Superfund process (i.e., before the ROD is signed on Fund-lead sites when the USACE is expected to be involved with the RD/RA). This familiarizes the USACE with the site for future activity including the ability to provide comment on the RI/FS.

Contact: Rick Leighton, United States Army Corps of Engineers Liaison, Region 1
617/573-9654

Technical Support:
Region 5 entered into IAGs with 5 out of 6 of the USGS district offices. These IAGs provide additional technical support to the Region including a USGS geologist on detail in the Region 5 offices.

Contact: Steve Ostrodka, Chief, Technical Support Section, Region 5
312/886-3011

Operating Agreement with the USACE:
Region 5 developed an operating agreement with the USACE North Central Division Office. This agreement is helpful in defining roles, responsibilities, and reporting requirements for the North Central Division PRP oversight assignments.

Contact: Frank Rollins, Chief, Ohio/Minnesota Remedial Response Section #1, Region 5
312/886-0622

USACE Fact Sheets:
Region 5 and the USACE released two fact sheets for RPMs in September 1992. The first fact sheet titled "Project Initiation, Exceptions, and Execution Guidance" assists RPMs in preparation of IAGs by providing examples and specific points of contact within the USACE district and division offices. The second fact sheet titled "Environmental Capabilities" serves as a quick reference for RPMs on the support that the USACE can provide. The fact sheets are intended to facilitate the Region's use of the USACE.

Contact: Ed Hanlon, Remedial Project Manager, Region 5
312/353-9228

USACE Rapid Response Unit:
Region 10 successfully entered into an IAG with the USACE Rapid Response program to contract and oversee a Removal action at an NPL site. The Removal action finished under budget and achieved site remediation goals for the project.

Contact: Kevin Rochlin, Remedial Project Manager, Region 10
206/553-2106

CONTRACTS

IMPROVING CONTRACTOR COST EFFECTIVENESS

Contractor Performance on Risk Assessment Tasks:
Region 1 initiated a Regional project to improve cost-effectiveness of contractor performance by reducing inflated time estimates on risk assessment tasks. The project developed a standard time period to complete each risk assessment task, which is used to evaluate contractors' cost estimates.

Contact: Anne-Marie Burke, Risk Assessor, Region 1
617/223-5528

Seven-Day Scoping Letter:
Region 1 RPMs use a "Seven-Day Scoping Letter" to ensure that the contractor shares an understanding of a project's scope. All contractors are required to submit a "ball-park" cost estimate within seven days following the work assignment kick-off meeting. This requirement ensures that the contractor does not spend too much time developing a work plan without a clear understanding of the project's scope.

Contact: Maggie Leshen, Chief, Contracts Management Section, Region 1
617/573-5795

Program Management Cost Tracking System:
Region 1 developed a program management costs tracking system and required ARCS contractors to submit estimates of program management costs for FY 1993. The estimates were either approved or reduced by the Region, without negotiations. Oversight of contractor performance includes evaluation of contractor's success in meeting their program management goal. This practice enabled Region 1 to achieve the FY 1992 15 percent program management cost goal.

Contact: Maggie Leshen, Chief, Contracts Management Section, Region 1
617/573-5795

Fixed-Price Term Contract:
Region 2 entered into a fixed-price term contract with the Suffolk County Water Authority for miscellaneous services including paving streets, connecting water to residences, and landscaping. This contract enabled the Region to conserve extramural dollars on the performance of such services.

Contact: Stan Murphy, Contracting Officer, Region 2
212/264-1710

Work Assignment Expenditure Limits:
Region 4 uses expenditure limits within individual work assignments to control contractor spending. This enables the Region to monitor the dollars spent on each task in the work assignment and make adjustments accordingly.

Contact: Nancy Bach, Contracting Officer/Supervisor, Region 4
404/347-2374

ERCS Contracts:
Region 4 recently awarded five ERCS contracts. Four of the contracts were negotiated as cost-plus, fixed-fee contracts, three did not separately break out program management costs, and no indemnification was offered. Even with these control mechanisms in the solicitations, Region 4 was still able to get adequate competition.

Contact: Cedric Walker, Contracting Officer, Region 4
404/347-2374

Site-Specific Contract:
Region 4 awarded a fixed-price, site-specific contract for remedial work for construction and operation and maintenance of a groundwater pump and treat system. Through this type of contract, the Region is able to enhance competition and control the cost of cleanup work for specific sites by shifting the risk of performance to the contractor.

Contact: Nancy Bach, Contracting Officer/Supervisor, Region 4
404/347-2374

Review of ERCS Invoices:
Review of ERCS invoices in Region 6 is conducted on a site-by-site, three-tier basis. The first tier involves the OSC's certification that services are rendered on a daily basis and provisional payment to the ERCS contractor. During the second tier, the OSC certifies services rendered on a monthly basis and issues a letter indicating that the OSC concurs with or disputes the invoiced costs. Under the third tier, the CO reviews invoices for cost reasonableness. The three-tier ERCS invoice review process enables the Region to comply with the Prompt Payment Act while ensuring that OSCs have the opportunity to conduct comprehensive and thorough invoice reviews.

Contact: Jo Ann Woods Gee, Acting Chief, Contracts and Data Management Section, Region 6
214/655-2266

Superfund Comprehensive Accomplishment Plan:
Region 7 uses the SCAP as a budgetary tool. The SCAP is an effective budgetary tool since contractor purchase requests (PRs) are not allowed to exceed the IGCE.

Contact: Patricia Price, Program Analyst, Region 7
913/551-7592

Cost-Management Reviews:
Region 7 conducts spot-checks on contractors' internal procedures (e.g., time cards) through invoice review. The Region effectively monitors and controls contractor costs through this approach.

Contact: Alma Eaves, Chief, Contracting Operations and Management Office, Region 7
913/551-7212

IGCE Spreadsheets:
A Region 7 CO created a spreadsheet to assist RPMs in estimating contractor costs. The spreadsheet provides a task-by-task budget projection with the appropriate multipliers that automatically adjust costs. These spreadsheets improved the efficiency and accuracy of the IGCE preparation process.

Contact: Mary Jo Wallerstedt, Chief, Resources and Contracting Administration Section, Region 7
913/551-7648

Three-Level Invoice Review Process:
Region 8 developed a three-level invoice review process that involves an invoice review checklist, a cost suspension form, and a work plan approval form. The three-level process improved the invoice review process and ensures that the Region does not pay for unjustified or unreasonable costs.

Contact: Paula Cifke, Chief, Planning & Financial Section, Region 8
303/294-7158

Work Plan Review Teams:
Region 9 uses a team approach to review contractors' work plans. The team consists of COs, POs, and RPMs. The team meetings are difficult to schedule, but pay off in long-term time savings and fewer work plan revisions, resulting in substantial cost savings.

Contact: Jeri Simmons, Contracting Officer, Region 9
415/744-1697

TRACKING SYSTEMS

Equipment Tracking System:
Region 1 developed a database system to track payments for and movement of government-purchased equipment, so that equipment can be shared more easily between contractors. These systems provide a central location for equipment-related information that helps the Region manage equipment effectively.

Contact: Maggie Leshen, Chief, Contracts Management Section, Region 1
617/573-5795

Management Monitoring Indicators:
Region 2 uses Management Monitoring Indicators to monitor contractor spending and to conduct project management evaluations. The Management Monitoring Indicator is a ratio system that breaks down the programs expenditures in dollars and hours (e.g., the program management cost is divided by the total contract cost). This system allows Regional management to track contract spending more effectively and plan accordingly.

Contact: Keith Kollar, Project Officer, Region 2
212/264-1576

Recommendation Tracking Mechanisms:
Region 6 developed work plans to track implementation of recommendations from the ARCS Study, the Computer Sciences Corporation Inspector General Report, and the Standing Committee on Contracts Management Report. The ARCS work plan was adopted by Headquarters for use in tracking national implementation. Additionally, Region 6 established a Regional Management Team on ARCS, a Regional Standing Committee that includes representatives from all Division Offices, and a Hazardous Waste Division Standing Committee to track implementation of recommendations. These efforts help ensure that the recommendations are implemented and that the ARCS process will subsequently improve.

Contact: Betty Williamson, Chief, Superfund Management Branch, Region 6
214/655-2240

Monthly Performance Evaluation Option:
Region 9 RPMs have the option to record contractor performance on a brief evaluation form provided with the monthly invoices and certifications. Tracking the contractor's performance on a monthly basis provides the RPMs and POs with a useful aid when conducting required performance evaluations.

Contact: Peter Orth, Chief, Contracts and Information Management Section, Region 9
415/744-2337

Tracking Contractor Performance:
Monthly invoice review forms in Region 10 contain space for evaluating contractor performance. That information is entered in a computer spreadsheet and returned to the RPM to use in corresponding ARCS and TES performance reviews. Prior to completing annual evaluations, monthly reviews are returned to the WAM to assist in the performance evaluation. Tracking performance on a monthly basis has produced more thorough annual evaluations of ARCS and TES contractors.

Contact: Kirk Robinson, Chief, Contracts and Information Section, Region 10
206/553-2104

INFORMATION SHARING

Working Relationship Between COs and POs:
Region 1 COs maintain computer disks with current information on their contracts (e.g., current issues, modifications, etc.) that can be accessed by other COs when a CO is absent. Additionally, COs receive health and safety training and are familiar with the sites and the work performed. These actions have resulted in an excellent working relationship between the COs and POs.

Contact: Hilary Kelley, Chief, Superfund Contracts Section, Region 1
617/565-4880

Yearly Meetings with ARCS Contractors:
Region 1 managers and contracts program staff met with ARCS contractors in the spring of 1992 to discuss the Region's priorities and goals and to exchange information. The Region followed up with each contractor individually to obtain the contractor's feedback and viewpoints. This interaction during the planning stage resulted in better contractor performance because the contractor had a better understanding of Regional expectations and the work to be undertaken.

Contact: Hilary Kelley, Chief, Superfund Contracts Section, Region 1
617/565-4880

Contract Advisories:
Region 4's Contracting Office issues "advisories" for ARCS contracts. These advisories provide the Region's program staff with important information and tips regarding ARCS contract management.

Contact: Nancy Bach, Contract Officer/Supervisor, Region 4
404/347-2374

"Junk Yard Dog" Award:
Region 8 has instituted a "junk yard dog" award. This award is given to employees who demonstrate extra effort in tracking work assignment costs, identifying questionable costs, and preparing detailed SOWs and IGCEs. The additional efforts ensure that the Region efficiently uses contractor dollars and the award provides recognition to staff with outstanding performance.

Contact: Paula Cifke, Chief, Planning & Financial Section, Region 8
303/294-7158

TRAINING

"Contracts Awareness" Training:
Region 1 conducted a "Contract Awareness" Training to inform Regional employees of the appropriate use of contractors (e.g., contractors are prohibited from performing personal services). This training improved the awareness of Regional staff on contracting issues and possible areas of vulnerability.

Contact: Hilary Kelley, Chief, Superfund Contracts Section, Region 1
617/565-4880

Invoice Review Training:
Region 2 conducts a half-day course every six months on invoice review procedures. Regional management believe the training is a success because it provides training for new staff as well as updates and provides refreshers for previous attendees.

Contact: Jill Hacker, Project Officer, Region 2
212/264-4197

Training Course for Technical Personnel:
With assistance from the Office of Acquisition Management (OAM) in Research Triangle Park (RTP), Region 4 developed a two-hour training course on "Performance vs. Design Specifications" to aid technical personnel in determining when performance standards can be used in the SOW instead of relying on design specifications. Using performance standards in the SOW tells the contractor what must be accomplished but does not prescribe the method of performance, thus enhances competition, encourages technological development, and invites innovative approaches.

Contact: Nancy Bach, Contracting Officer/Supervisor, Region 4
404/347-2374

Invoice Review Training:
Region 4 developed Regional invoice procedures for the remedial contracts outlining roles, responsibilities, and procedures of the PO, CO, and RPM and developed a 4-hour invoice review training course with assistance from an Office of Acquisition Management (OAM) trainer in Research Triangle Park (RTP). The training covered the theory and regulatory basis behind invoice reviews and Regional invoices procedures and provided hands-on training in reviewing "sample" invoices to assist staff in performing more expedient and thorough reviews.

Contact: Nancy Bach, Contracting Officer/Supervisor, Region 4
404/347-2374

CONTRACT MANAGEMENT TOOLS

ARCS Contract Management Compendium:
Region 2 created an ARCS Contract Management Compendium of Procedures. The compendium formalized contracting management procedures, enhanced the efficiency in contract management, and reduced the number of ARCS-related problems experienced by the Region.

Contact: Jill Hacker, Project Office, Region 2
212/264-4197

Data Validation under ARCS:
Region 2 used a generic data validation work assignment under ARCS to improve data flow. The TQM work group improved data flow through the use of a generic work assignment requiring contractor data validation within 45 calendar days.

Contact: Keith Kollar, Project Officer, Region 2
212/264-1576

MOU Between Contracts and Program Divisions:
Region 3 has a MOU between the Contracts and Program Divisions to address roles and responsibilities for COs, POs, WAMs, and RPMs in processing work assignments. The MOU helps avoid duplication of effort and allows work assignments to be processed more quickly.

Contact: Susan Janowiak, Chief, Contracts and State Oversight Section, Region 3
215/597-8573

Routine Contractor Performance Discussions:
Region 4 holds performance evaluation discussions with fixed-price removal contractors three times each year. The OSCs indicated that these discussions resulted in improved contractor performance when problems were encountered.

Contact: Colette Botts, Project Officer, Region 4
404/347-2930

Monthly Contractor Meetings:
Region 4 POs and COs meet routinely every 30 days with the managers of ARCS contractors. These meetings promote the establishment of a working dialogue and enhance contractor performance by keeping the ARCS managers informed on contract requirements, contract procedures, and any special provisions or requirements.

Contact: James Miller, Chief, Information and Contracts Management Section, Region 4
404/347-2930

OSC on Performance Evaluation Board:
Region 5 has initiated a rotating assignment of an OSC involved in the ERCS contractors' PEB as a voting member. The OSC provides the PEB and the evaluation process with actual field experience with which to measure contractor performance.

Contact: Pat Bamford, Chief, Contracts Section, Region 5
312/886-2400

Performance Evaluation Reports:
Region 5 encourages the PERs for ARCS contractors to be issued early when problems occur in order to document information for the PEB and put contractors on notice prior to award. Region 5 also writes ARCS contractors' PERs for good performance, which leads to higher contractor morale. These actions provide the PEB with the information necessary to evaluate contractor performance accurately and build an allegiance with the ARCS contractors.

Contact: Tinka Hyde, Chief, Response Section #3, Region 5
312/886-9296

Work Assignment Kickoff Meetings:
Region 5 ARCS contracts managers hold kickoff meetings when work assignments are initiated. The meetings may be held in-person or on the telephone and involve the PO, CO, RPM, and sometimes the CRC. These meetings enable the Region to clarify the SOW

through a discussion of specific site details, the Region's needs, and the Region's budget expectations, thus minimizing the need for work plan revisions.

Contact: Tinka Hyde, Chief, Response Section #3, Region 5
312/886-9296

ARCS LOE Projection:
Region 5 has developed a remedial 10-year LOE utilization projection to determine work distribution. The projection aids the Region in long-term ARCS contract management.

Contact: Cynthia Wakat, Chief, Contracts Management Section, Region 5
312/886-7338

Contractor Progress Reports:
Region 5 is requesting contractors to provide more detail in their monthly progress reports, including individual employee billings, hours, staffing, professional levels of LOE hours worked, travel expenses, and other direct costs (ODCs). This additional detail enables Regional staff to review invoices more thoroughly.

Contact: Tinka Hyde, Chief, Response Section #3, Region 5
312/886-9296

Development of Standard Work Assignments:
Region 6 is developing standard work assignment tasks (e.g., close-out task) for ARCS work assignments. These standard tasks will assist Regional staff in the development of a thorough scope of work and consequently may result in the development of better IGCEs.

Contact: Eve Boss, Contracting Officer, Region 6
214/655-6720

Work Plans for Time-Critical Actions:
Region 6 issues delivery orders to ERCS contractors requiring them to submit written work plans to the OSC for time-critical actions. The submittal of written work plans enables the OSC to better plan and monitor contractor activities and spending.

Contact: Jo Ann Woods Gee, Acting Chief, Contracts and Data Management Section, Region 6
214/655-2266

Monthly Progress Report Review Checklists:
The POs and COs in Region 6 developed checklists to use for review of monthly reports, invoices, contractor performance, and deliverables for ARCS and ERCS contracts. The checklists enable staff to conduct more comprehensive, consistent reviews.

Contact: Carlene Chambers, Chief, Contracts and Data Management Section, Region 6
214/655-6720

Performance Objectives:
Region 7 communicates performance objectives to contractors at the start of projects to ensure that there is a clear understanding between the Region and the contractors regarding the objectives of the specified work. Discussing performance objectives saves the Region time and money by circumventing the mistakes that could result from poor communication.

Contact: Debbie Morey, Project Officer, Region 7
913/551-7593

Progress Report Format:
Region 9 recently revised the monthly ARCS progress report format and held a meeting with their ARCS contractors to discuss the new format. The new narrative format clearly explains expenditures and provides a greater level of detail on the work completed during the previous month, including staff names and hours worked by task.

Contact: Judy Walker, Project Officer, Region 9
415/744-2334

Recycling Initiative:
Region 9 is supporting the initiative to develop a strong recycling program both in-house and with its contractors. The SOW for each project specifies pollution prevention requirements for contractors, including the submittal of double-sided documents on recycled paper and a ban on plastic covers on reports and deliverables. The Region includes the contractors' pollution prevention activity in their performance evaluation. As a result of the initiative, one contractor has developed a strong recycling program in its corporate office and contractors are delivering work in a recyclable form.

Contact: Matt Mitgard, Project Officer, Region 9
415/744-2335

LAN-Accessible Models and Forms:
Region 10 uses its computer capability for models and forms. The Region developed LAN-accessible contract SOW models, performance evaluation forms, a computerized table supporting the contract modification form, and automated purchase request forms. Use of

the network simplifies preparation of standard materials. In addition, all materials can be found in a centralized location and are in the same format.

Contact: Kirk Robinson, Chief, Contracts and Information Section, Region 10
206/553-2104

Mini Work Plan Process:
Region 10 uses a mini work plan approval process for controlling TES contractor costs. When the Region issues a specific task to a contractor, they require that within three days the contractor must submit an estimate of the cost and the time required to complete the task, and at the same time the Region prepares an IGCE. From this process, the Region determines the amount of time and money needed to complete each task, which allows better control and management of contractor expenditures.

Contact: Peter Rubenstein, Project Officer, Region 10
206/553-1067

Work Assignment Routing Slips:
Region 10 pre-printed work assignment routing slips that identify each reviewers role, what needs to be done, and where to sign the forms. The approval process is streamlined by each staff person focusing their review in the area specific to their role, as opposed to the entire work assignment and work assignment approval occurs in a more timely fashion.

Contact: Kirk Robinson, Chief, Contracts and Information Section, Region 10
206/553-2104

WAM Performance Award:
Region 10 created humorous awards called "WAMIES" to recognize WAMs with outstanding contract management performance. "WAM of the Year," "Junk Yard Dog Awards," and others are created as needed to recognize positive initiatives. The award creates an incentive among WAMs to do the best possible job and provides a morale boost to recipients.

Contact: Kirk Robinson, Chief, Contracts and Information Section, Region 10
206/553-2104

CONTRACT VEHICLES

Quick Turn-Around Method:
Region 2 uses a Rapid Analytical Services contract in site assessments before the "Funding Authorization" since the contract provides CLP quality data in one week and sometimes within two days when the data is downloaded directly to the Regional office. In the future, the Region anticipates that data will be downloaded directly (i.e., via modem) to OSCs in the

field. This contract may serve as an alternative to ERCS subcontracted labs because of its quick turnaround times.

Contact: Philip Guarraia, Quick Turnaround Method Coordinator, Region 2
908/321-6697

Fast Response Work Assignments:
Region 3 uses two fast-response work assignments under the TES contracts for title and deed searches. The Region also has a 300-hour TES work assignment that the Removal program can access to conduct site-specific work and initiate quick response projects. Through these work assignments, Region 3 quickly obtains enforcement information and is able to respond to immediate cleanup activity needs.

Contact: Susan Janowiak, Chief, Contracts and State Oversight Section, Region 3
215/597-8573

"Specifications Guide":
The States and Indian Tribes in Region 6 are presently working on standardizing the design features for site cleanup to help speed up the process. The Region is developing a "specifications guide" document that will have design features and RI/FS features standardized for future use. This document will save the Region time and money because the performance specifications for the contractors will be established and will prevent reinventing the same specifications for a new site.

Contact: Steve Gilrein, Chief, Arkansas, Louisiana and New Mexico Section, Region 6
214/655-6710

Innovative Contract Vehicles:

In Region 6, the State of Texas is exploring the use of innovative contract vehicles. The Region is considering the use of a single contract with a contractor to perform work at several sites rather than having a separate contract for each site. Part of the process would be to establish a stable of contractors available to do RI/FSs, RD/RAs, and possibly operation and maintenance work. This process will enable the State to avoid contracting delays and accelerate the cleanup process.

Contact: Carl Edlund, Chief, Superfund Programs Branch, Region 6
214/655-6664

Site-Specific and Purpose-Specific Contracting:
Region 7 uses special contracts (e.g., architectural and engineering, technical and design, and security contracts) for site-specific and purpose-specific contracting. This type of contracting

promotes competition by breaking up large work into smaller units and allows OSCs to obtain appropriate experts.

Contact: Marcia Trudeau, Contracting Officer, Region 7
913/551-7687

RECAP Contract:
Region 7 manages a RECAP contract awarded by Research Triangle Park (RTP) in March 1992, that combines fixed-price delivery orders or ceiling-price delivery orders with incentives or liquidated damages. The Region uses the fixed-price contracting mechanism when it has a definitive SOW and uses ceiling costs when the SOW contains uncertainties. The RECAP contract enables the Region to select the contract mechanisms that best meet the needs of individual projects.

Contact: Marcia Trudeau, Contracting Officer, Region 7
913/551-7687

Equipment Storage and Management Contract:
Region 9 issued a two-year work assignment to an ARCS contractor for equipment storage and management. A report was issued on the status of the project after the first year. The report findings showed that consolidating the management and procurement of government equipment resources through a central warehousing system is a more cost-effective method than maintaining an individual equipment inventory with each contractor.

Contact: Matt Mitgard, Project Officer, Region 9
415/744-2335

Site-Specific Removal Contracts:
Region 9 successfully issued two site-specific removal contracts. The contract for the Blue Water site saved approximately 50 percent of the originally estimated amount. Region 9 determined that site-specific contracts can be used successfully at sites with homogeneous waste streams.

Contact: Terry Brubaker, Chief, Emergency Response Section, Region 9
415/744-2293

Flexible ESI SOW:
Region 10 has a SOW with its contractors for ESIs that allows for any type of investigation needed. This SOW fits well with the SACM initiative because it provides the flexibility to adapt to SACM and changing needs.

Contact: Debbie Flood, Site Assessment Manager, Region 10
206/553-2722

ADMINISTRATIVE SUPPORT SYSTEMS

Administrative Assistance Support for OSCs:
A three-person support staff provides Region 4 OSCs with administrative assistance in tracking site costs, reviewing invoices, and monitoring the Removal Cost Management System (RCMS). This support is a major help in managing the ERCS contract.

Contact: John Steiner, Chief, Removal Management Section, Region 4
404/347-3931

Progress Report Follow-Up:
The Region 5 Contracts Office has an Environment Protection Assistant follow up with staff via reminder memos concerning the submittal of progress reports and invoice approvals. The assistant sends a second memo (or "notice") when staff do not submit their progress reports or invoice approvals on time. As a result of these follow-up efforts, 98 percent of the invoices are approved and returned to the Contracts Management Section by the WAMs.

Contact: Tinka Hyde, Chief, Response Section #3, Region 5
312/886-9296

EPS Contract Management Support:
In Region 7, an EPS provides OSCs with contract management support. The EPS reviews invoices, the administrative records, the RCMS, and the CERCLIS updates and notes questionable cost items on contractor invoices for the OSCs attention. The EPS addresses administrative activities for the removal process and enables OSCs to focus on removal activities.

Contact: Larry Stafford, Project Officer, Region 7
913/551-5102

Data Review:
The ESD in Region 7 has used an ESD contractor to perform QA/QC review on a portion of PRP-generated laboratory data. The ESD has also asked its contractor to prepare requirements for data submissions on a site-by-site basis. The identification of PRP-manipulated data can result in a significant fine assessed against the PRP.

Contact: Dale Bates, Chief, Environmental Services Division Support Branch, Region 7
913/551-5183

Credit Card Procurements:
Region 10 successfully implemented quick procurement of small purchases with credit cards by OSCs and CIs. Card holders have varying purchase authority based on job title and procurement needs. The ability to use credit cards decreases the time and paperwork associated with normal purchase request procedures.

Contact: Brenda Mirasol, Procurement Specialist, Region 10
206/553-1385

INTERNAL COMMUNICATIONS

ADMINISTRATIVE SUPPORT SYSTEMS

Centralized Administrative Management Support System:
Region 1 operates a centralized administrative management support system for RPMs. Specific tools developed under the support system include the Integrated Site Information Form (ISIF) that allows for chronological entry of events and a RI activity tracking system (i.e., MILSTONE) for program and project management. The support system assists RPMs in managing their sites and evaluating site progress.

Contact: Lynn Gilleland, Information Management Coordinator, Region 1
617/573-9618

Regional Service Center:
Region 10 established a Regional Service Center to provide administrative support services such as making arrangements for rental vehicles and copy machine repair. The center saves staff time by providing one-stop shopping for administrative needs.

Contact: Jonelle Allamano, Chief, Administrative Management Branch, Region 10
206/553-2954

CERCLIS Data QA/QC:
Region 10 information management staff enters and provides QA/QC for CERCLIS data. E-mail reminders are sent out to RPMs and others on the information that needs to be provided for CERCLIS data entry to ensure that data entry is completed in a timely manner. This keeps CERCLIS up-to-date and accurate, which benefits all CERCLIS users.

Contact: Kirk Robinson, Chief, Contracts and Information Section, Region 10
206/553-2104

Computerized Tracking System:
Region 10's Waste Division uses a computerized work request and tracking system for requesting site work needed from ESD. This system allows ESD to prepare workload projections and planning. In addition, the work request priority is entered into the system based on the Region's prioritization scheme, so ESD can determine work priorities.

Contact: Carol Rushin, Chief, Superfund Remedial Branch, Region 10
206/553-7151

FILE MANAGEMENT

Removal and Remedial Programs File Structures:
Region 1's Remedial and Removal programs maintain the same file structure for site activities. This structure provides continuity for the site when it is placed on the NPL and if the files are transferred from the Removal program to the Remedial program. The continuity of the removal and remedial files also helps develop a complete administrative record.

Contact: Pam Bruno, Information Management Coordinator, Region 1
617/860-4309

Successful Record Center:
Region 1 created a successful, stand-alone record center that features microfilm copies of administrative records for all sites. There are additional features for priority sites, including automated indexing for RPMs, key-wording, and provisions for bar coding and microfilming. This system increases the ease of file access and the efficiency of information retrieval.

Contact: Margaret Meehan, Superfund Records Management Coordinator, Region 1
617/573-9647

Document Distribution Matrix:
Region 2 developed a document distribution matrix to track the recipient of each major document and the number of copies needed throughout the life of specific projects. The system provides a grid matrix that keeps all major documents accessible and includes the names of applicable State and other agency (e.g., DOJ and USACE) contacts for future reference and use.

Contact: Chris Sebastian, Document Distribution Matrix Coordinator, Region 2
212/264-5256

Establishment of a Separate Liability File Room:
Region 2 maintains a separate file room for PRP liability files with government attorney and RPM access, but no public access. The establishment of a separate liability file room, which was recommended by a TQM group, provides the Region with a way to secure enforcement sensitive files.

Contact: Leslie Peterson, Chief, Planning & Information Management Section, Region 2
212/264-9251

Establishment of an Efficient File Room:
Region 2 successfully reorganized the file room structure for CERCLA files to house and maintain the site and administrative record files in the same room. The Region met with

RPMs and managers during the development of the file structure to receive their input. The Region developed a "Superfund File Tracking System" where all the files are bar coded. The new structure allows RPMs one-stop access to the files and sets up a system for site attorneys and all other interested parties to obtain access to the files.

Contact: Jennie Delcimento, Environmental Protection Specialist, Region 2
212/264-8676

Records Management:
Region 7 developed and successfully used a pilot "Superfund FOIA Database and Reports Menu" with direct access for all parties with EPA mainframe access authority (e.g., States and other agencies). The Region also established a secure records management system and amended the existing file structure to include EPA Federal Facility program terminology. The Region is sharing its successful experience with States, contractors, and other agencies (e.g., DOE and DOD). Direct access to the FOIA Database increases independent use, resulting in more timely responses to FOIA requests. The addition of Federal Facility program terminology ensures consistency and accuracy in records searching and retrieval throughout the Superfund program.

Contact: Diana Bailey, Information Management Coordinator, Region 7
913/551-7717
Barry Thierer, Waste Management Records Manager, Region 7
913/551-7515

Records Management System:
Region 9 developed a successful records management system. Part of the system, the Image Trax software, provides document-level indexing in each file. In addition, files are bar-coded, which provides a good retrieval system. The success of the system led to the development of complete files.

Contact: Rob Stern, Program Management Team Leader, Region 9
415/744-2339

Designated Public File Review Area:
The Region 10 records center set up a review and copying area for the public. The area provides the public and the Region with a location for public review and copying of files where no enforcement strategy or confidential discussions take place. In addition, it provided one area for consolidation of all records and provides a secure area that can be locked down for records storage.

Contact: Lynn Williams, Superfund Records Coordinator, Region 10
206/553-2121

SPECIALTY WORK GROUPS

Regional Multi-Disciplinary Work Group:
Region 1 established a Multi-Disciplinary Work Group to address technical issues. The work group provides technical expertise on sites and enhances consistency in technical approaches (e.g., unfiltered versus filtered groundwater, data validation, fish sampling techniques, and field screening).

Contact: Anne-Marie Burke, Risk Assessor, Region 1
617/223-5528

Systems Management Work Group:
Region 1 created a Systems Management Work Group to share information on various uses of computer systems to more efficiently manage the technical and administrative aspects of the Superfund and RCRA programs. Meeting on a quarterly basis, the group combines the efforts of the IMB and the WMD. They discuss the computer programs used, the software systems developed, and the hardware problems experienced. Improved internal communications allowed the RCRA and Superfund programs to develop joint software programs (e.g., a system for cleanup levels).

Contact: Tina Hennessy, Program Assistant, Region 1
617/573-5701

RATS Conference Calls:
Region 2 participates in National Risk Assessment Teleconference for Superfund (RATS) conference calls on a monthly basis. The calls enable risk assessors to exchange information on the various risk assessment issues and methodologies. These calls aid in developing nationally consistent risk assessments.

Contact: Marina Stefanidis, Senior Scientist, Region 2
212/264-2737

Superfund Mine Waste Advisory Group:
Region 8 and representatives from other Regions created a Superfund Mine Waste Advisory Group to provide expert technical, legal, and policy support regarding Superfund mining/smelting waste issues. Regional representatives coordinate their efforts to enhance consistency. The Advisory Group serves as an information base and provides direction on streamlining the investigation and remediation efforts at mining and smelting waste Superfund sites.

Contact: Mike Bishop, Remedial Project Manager, Region 8
406/449-5414

LOCAL AREA NETWORK

Dial-In LAN Access:
Region 4 staff have dial-in LAN access. This access enables staff to communicate with the Region and stay up-to-date, while travelling.

Contact: Alan Kamali, Computer Specialist, Region 4
404/347-2316

Laboratory/Regional Link:
The Athens Laboratory in Region 4 has a LAN hook-up to the Regional office in Atlanta. This hook-up results in improved communication and the ability to transfer data and analytical results in a timely manner.

Contact: John Schacke, Local Area Network Administrator, Region 4
404/347-3426

Dial-In Computer Capability:
Region 10 has lap-top computers with dial-in capability for use in the field that are equipped with a personal computer On-LAN program. This allows Regional staff to obtain or exchange important information quickly and easily from any location.

Contact: Ken Kerner, Systems Program and Local Area Network Administrator, Region 10
206/553-4017

Managers At LAN Meetings:
The Region 10 managers that are heavy LAN users are brought into the personal computer coordinators group meetings where software development and hardware needs are discussed. This allows program managers to provide input on what is needed to get their jobs done and to provide feedback on current systems. In addition, the managers are provided with some additional training, which places "mini-experts" in all program areas.

Contact: Sharon Nickels, Chief, Information Services Section, Region 10
206/553-6644

COOPERATIVE EFFORTS

Communication with ORC:
ORC and the Superfund program have developed a close working relationship in Region 3. The Region has developed model orders for most repetitive actions, which has reduced review time and reduced changes to the draft orders. The Removal program and ORC hold weekly sessions to discuss information, problems, and successes. In addition, ORC and the

Superfund program conduct joint training. Docket reviews are held at the Section and Branch Chief levels to discuss RODs and PRP negotiations to define roles and responsibilities.

Contact: Neil Wise, Chief, Superfund Removal & Preliminary Assessment Remedial Branch, Region 3
215/597-9878

Community Relations Staff:
In Region 4, five community relations staff members are located in the Removal and Remedial Branches and sit near OSCs and RPMs for easy access. One staff member works with the Removal Branch while four staff members assist the Remedial Branch. Community relations staff are involved early in the process and accompany the OSCs and RPMs at the sites, especially when difficult issues arise. The close proximity and involvement of Community Relations staff results in more timely public relations and community involvement.

Contact: Diane Barrett, Community Relations Coordinator, Region 4
404/347-7791

MOA/MOU Between Divisions:
Region 5 uses MOAs/MOUs with other divisions (e.g., Water, Air, and ORC) to coordinate activities. MOAs/MOUs detail roles and responsibilities, impose deadlines, and minimize delays.

Contact: Frank Rollins, Chief, Ohio/Minnesota Remedial Response Section #1, Region 5
312/886-0622

MOU Between Participating Programs:
Region 6 developed one general MOU among all participating program staff, including EOs, OSCs, and ORC attorneys. The MOU fostered a team approach to sites where the team decides on the lead program office for each site. This approach reduced miscommunication and increased flexibility for all programs.

Contact: Carl Edlund, Chief, Superfund Program Branch, Region 6
214/655-6715

INFORMATION SHARING

Hazardous Waste Sampling Training:
Region 4 developed a hazardous waste sampling training program for Regional, State and oversight contractors' personnel that includes both classroom and fieldwork training. This

training provides personnel with the technical information needed to review sampling data, and improves the consistency and quality of sampling activities.

Contact: Don Hunter, Environmental Scientist/Regional Expert, Region 4
706/546-3171
William Davis, Environmental Scientist/Regional Expert, Region 4
706/546-3390

Peer Review Groups:
Region 6 established successful peer review groups on RI/FS planning, risk assessments, RI/FS review, ROD review, RD/RA planning, RD/RA review, and site completions. These peer review groups have promoted the technical transfer of information within the Region.

Contact: Cathy Gilmore, Remedial Project Manager, Region 6
214/655-6766

Rotational Assignments:
In Region 7, the community affairs staff participate in rotational assignments with the OSCs and RPMs and they participate in rotational assignments within the Public Affairs Office. Rotational assignments provide for better internal communications and increase the Regional staff's understanding of other staff roles and responsibilities.

Contact: Bob Morby, Chief, Superfund Branch, Region 7
913/551-7682

Guidance Expert:
Region 10 dedicated a staff person to review all guidance received from Headquarters. When RPMs have questions on specific topics or available guidance, they can obtain information from this guidance expert. In addition, the staff are informed and updated on all guidance and the resulting impact on their work.

Contact: Judy Schwarz, Regional Guidance Expert/Environmental Protection Specialist, Region 10
206/553-2684

COMMUNICATION TOOLS

Field Activity SOPs:
Region 4 developed extensive SOPs for field activities that are widely used by the Region, the States, ARCS contractors, and PRP consultants. These SOPs provide a desk reference for work plan reviews and a field manual for the consistent performance of field activities.

Contact: Don Hunter, Environmental Scientist/Regional Expert, Region 4
706/546-3171

Contracts Newsletter:
Region 6's new internal Contracts Newsletter was published on June 19, 1992, with future issues planned. The Region also published the "Ten Commandments of Good WAMing," which includes a database for WAMs, spreadsheets for calculating costs, and information available for tracking delays in signing funding documents. These efforts are intended to improve communication between WAMs and to provide WAMs with guidance on the performance of day-to-day activities.

Contact: Carlene Chambers, Chief, Contracts and Data Management Section, Region 6
214/655-6720

Interim FOIA Response Procedures:
Through a TQM effort, Region 6 developed interim guidance on Superfund FOIA Response Procedures that includes SOPs and encourages a team-approach in developing responses to FOIA requests. The Region anticipates that the interim guidance on FOIA requests will reduce the inadvertent release of enforcement-sensitive documents and promote a more consistent response to FOIA requests.

Contact: Patrice Miller, Enforcement Officer, Region 6
214/655-6712

Communication Tools:
Region 7 uses several communication tools including using ZAPs to outline roles and responsibilities, sending POs to visit other Regions, and disbursing cash awards and certificates for excellence to RPMs. These tools improve communication and serve as incentives for Regional staff.

Contact: Lowell Toole, Contracting Officer, Region 7
913/551-7639

Pegasus Mail:
As an interim mail package Region 9 is using "Pegasus Mail," a low-cost inter-LAN mail package, which the Region believes is superior to "cc: Mail" and "Word Perfect Office."

Pegasus Mail provides the Region with a low cost, effective tool to improve internal communications.

Contact: Jeff Tackett, Chief, Systems Operations and Programming Section, Region 9
415/744-1803

REGIONAL PRIORITIES INITIATIVES

Prioritization Matrix:
Region 10 prioritizes its work load on an annual basis by using a priority matrix. The matrix consists of five categories: mission values, affected community, program value (e.g., goals, SCAP), enforcement (e.g., CD or UAO), and efficiency (e.g., close to completing a step in the process). This matrix helps to identify highest priority projects and ensure they receive adequate attention from both the RPM and support services.

Contact: Carol Rushin, Chief, Superfund Remedial Branch, Region 10
206/553-7151

INFORMATION RESOURCES

Information Systems:
Region 6 uses the Geographic Information System (GIS) and Global Positioning System (GPS) on site assessments and removals to obtain current site-specific geographic information. These systems provide the Region with high-quality data within a quick turnaround time.

Contact: Pat Hammack, On-Scene Coordinator, Region 6
214/655-2214

Multiple Use GIS:
Region 10 successfully uses the Geographic Information System (GIS) for multiple purposes. The GIS identifies all available information regarding populations, ecosystems, RCRA and NPDES permits, etc. in a geographic area. This system produces useful visuals for the public and provides area-wide information for the site team to assist in identifying PRPs, pollution sources and proximity to populations or sensitive ecosystems. The data also is useful for HRS scoring packages.

Contact: Ray Peterson, Geographic Information System Program Manager, Region 10
206/553-1682

Global Positioning System:
In Region 10 the Global Positioning System (GPS), which positions sites by latitude and longitude, ties in with the Geographic Information System (GIS). The GPS is used to

confirm or correct site locations and locations of site features. The information obtained by the GPS facilitates the mapping of sites.

Contact: Andy Hess, Environmental Scientist, Region 10
206/871-8711

SITE TEAMS

Site/Case Team:
Region 1 set up Site/Case Teams consisting of OSCs, Enforcement Coordinators, and ORC attorneys to identify removal-lead sites. The Teams remain together throughout the life of a site. The OSCs work on both Fund and enforcement-lead sites, providing flexibility and a smooth transition for sites from Fund to enforcement-lead, or vice versa, when necessary.

Contact: Steven Novick, Chief, Enforcement & Preparedness Section, Region 1
617/860-4364

Site Team Assignments:
Region 8 forms site teams consisting of OSCs, ORC attorneys, and Enforcement Specialists as soon as the need for a Removal action is identified. The teams are site-specific, "cradle-to-grave" assignments that begin with the site assessment and extend through cost recovery. All important decisions concerning the Removal action, including decisions to take public positions and decisions to elevate issues within the Region, are made by the site team. The team approach maintains consistent strategy and site progress while eliminating delays associated with bringing new team members up to speed.

Contact: Sharon Kercher, Chief, Removal Enforcement Section, Region 8
303/294-7037

Formalized Site Teams:
Region 10 has formalized the concept of using site teams that consist of RPMs, OSCs, ORC attorneys, CIs, and technical support staff. The team members brainstorm on how to address issues and which team members should address specific issues. In addition, the team uses weekly "site update" bulletins to ensure good communication between the members of the team. A "site update" bulletin is a compilation of information from each team member regarding their area in the project. The use of formalized site teams has resulted in more information and expertise exchange between the members of the team.

Contact: Mike Stoner, Chief, Superfund Site Management Section I, Region 10
206/553-2710

EXTERNAL COMMUNICATIONS

PUBLIC MEETINGS

Proposed Plan Community Relations:
Region 1 holds public information meetings to present information and answer questions on the proposed cleanup plan prior to the public comment period and public hearing. These meetings provide the community with the opportunity to obtain a better understanding of the proposed cleanup activities.

Contact: Dennis Huebner, Chief, New Hampshire & Rhode Island Waste Management Branch, Region 1
617/573-9610

"Open-House" Meetings:
Region 1 conducts "open-house" meetings with town officials and PRPs to inform them of events at specific Superfund sites and to tell them who to call at EPA for answers to questions when there are problems. These meetings improve communications and are particularly helpful at sites involving incineration as a remedy, since town officials typically address the residents' concerns.

Contact: Paula Fitzsimmons, Chief, Massachusetts Superfund Section II, Region 1
617/223-5572

"Speakers Bureau":
The Region 1 WMD has a pool of speakers that serve as resources for presentations at association meetings. The "speakers bureau" is a success because the individual with the most knowledge on each topic gives the presentation, thus distributing this responsibility and providing the most qualified speaker in each topic area.

Contact: Connie Dewire, Environmental Protection Assistant, Region 1
617/573-5719

Quality Service Calls:
Region 3 conducts "quality service calls" on participants of selected public meetings and availability sessions to determine the effectiveness of these meetings. The information gathered helps Region 3 improve or alter their communication methods used at meetings to accomplish the highest level of public understanding and participation.

Contact: Dan Ryan, State Liaison Officer, Region 3
215/597-9816

Non-NPL Site Public Meetings:
Region 4 site assessment staff have held public meetings at non-NPL sites to inform the community about the Superfund process. At the meetings, fact sheets and other communication tools are used to educate and prepare the public for the possible transition from non-NPL site status to NPL site status.

Contact: Craig Benedik, Environmental Scientist, Region 4
404/347-5065

Public EPA Sessions:
Region 5 conducts public availability sessions and "open house days" at sites as an alternative to public meetings. These sessions are a useful tool for providing information to community members.

Contact: Toni Lesser, Chief, Community Relations Section, Region 5
312/886-6685

"Superfund 101" Class Offered to Community Members:
Region 6 conducts 3-hour "Superfund 101" training sessions for citizens and local residents at newly listed Superfund sites to explain the Superfund listing and remedial process. The class helps participants develop a better understanding of the Superfund process.

Contact: Verne McFarland, Chief, Superfund Information Management Section, Region 6
214/655-2240

Community Relations for Potential Incinerator Sites:
Region 6 initiated community relation activities early at a potential incineration site to prepare the community for a number of different remedies. The Region introduced the incineration option early during a "Superfund 101" class for the site rather than at the time of the ROD. The Region used a consistent team, including a RPM with relatives in the affected community. The Region worked with the TAG group and tried not to create unrealistic views of remediation. These Regional efforts, conducted early in the process, provided an open exchange of information between the Region and the community and prepared the community for the possibility of an incineration remedy.

Contact: Verne McFarland, Chief, Superfund Information Management Section, Region 6
214/655-6617

Open-House Meetings:
In addition to public meetings, Region 6 conducts open-house meetings with the community. The informal format of these meetings encourage greater community participation since most

people are more comfortable talking on a one-on-one basis. The Region stated that it is important to mention different methods of cleanups early in the process and to have RPMs attend the workshops. Region 6 believes that the open-house meetings are an excellent outreach tool that reach numerous individuals and enable the community to become familiar with the EPA staff working on the site.

Contact: Verne McFarland, Chief, Superfund Information Management Section, Region 6
214/655-6617

Workshop with PRPs:
Region 6 is currently formulating a letter and survey inviting PRPs who are experienced in performing RI/FSs to a workshop. The workshop will provide the Region and the PRPs with an opportunity to get together to discuss the various aspects of the RI/FS process. From this workshop the Region anticipates that they will be able to narrow the scope of possible technology alternatives and provide for a smoother RD/RA transition.

Contact: Bill Luthans, Chief, Arkansas/Louisiana Enforcement Section, Region 6
214/655-6582

Public Meeting Teams:
All public meetings in Region 7 are attended by a team. Staff members from the appropriate Divisions (i.e., Water, Air and Toxics, Environmental Services, Waste Management, Congressional, Regional Counsel, and Public Affairs) and the ATSDR make up the teams. Management also attends public meetings on an as needed basis. Approaching the public meeting with a team approach gives the community valuable sources of information and allows staff members to gain an appreciation of community concerns.

Contact: Rowena Michaels, Director, Office of Public Affairs, Region 7
913/551-7003

Property Transaction Seminar:
Region 10 has undertaken efforts to educate, communicate, and address the concerns of people living near Superfund sites regarding property values and liability for the cleanup costs of their property. To address these concerns, Region 10 joined with the Washington Department of Ecology, the City of Tacoma, and the Town of Ruston to sponsor a seminar on property transactions. This seminar, as well as other techniques such as fact sheets, helped the Region and the community to work together more effectively and prevented or minimized adverse impacts on the community during the cleanup of Superfund sites.

Contact: Michelle Pirzadeh, Community Relations Coordinator, Region 10
206/553-1272

PUBLIC ASSISTANCE

Regional Assistance for TAG Applications:
Region 2's Grants Office, Community Relations Office, and RPMs provide up-front assistance to groups interested in applying for TAGs. This assistance promotes cooperation among the community groups and the EPA. It also provides applicants with a better understanding of the TAG program and reduces the possibility of receiving incomplete applications.

Contact: Lillian Johnson, Chief, Community Relations Branch, Region 2
212/264-7054

Regional Assistance for TAGs:
A TAG Alignment Work Group in Region 6 selectively assists community groups to prepare for TAGs before sites are listed on the NPL. The Region is able to award the grants as soon as the sites are listed on the NPL because the work group streamlines the process and provides assistance before the NPL listings.

Contact: Verne McFarland, Chief, Superfund Information Management Section, Region 6
214/655-2240

COMMUNICATION TOOLS

"Site Updates" for Citizens:
Region 2 developed a "site update" for the Hudson River PCB site, titled "River Voices," that provides a forum for citizens to express their concerns and share information with other citizens. The "site update" is a successful community relations tool and has received excellent response and positive feedback from the communities along the Hudson River.

Contact: Lillian Johnson, Chief, Community Relations Branch, Region 2
212/264-7054

Promoting Public Understanding:
To assist citizens in understanding ground water concepts, Region 4 communicates in simple terms and uses aids such as the University of Wisconsin poster that depicts the ground water cycle. The use of simple terms and aids helps citizens better understand ground water concepts and thus participate more fully in the Superfund process.

Contact: Diane Barrett, Community Relations Coordinator, Region 4
404/347-7791

Communication Tools:
Region 4 developed a series of community communication tools including "1-800" numbers, emergency drills, weekly press briefings, and news releases on actions like removals. These communication tools keep the public informed and result in a better rapport between the Region and various communities.

Contacts: Marilyn Allen, Congressional Affairs Specialist, Region 4
404/347-3004

Administrative Record Locations:
Administrative Records in Region 4 are placed in Regional Information Repositories located near the site in the same county. This placement accommodates the lack of space in the local libraries and provides the community with additional access to site information.

Contact: Cynthia Peurifoy, Community Relations Specialist, Region 4
404/347-7791

Highlighting Success Stories:
A "Superfund Works" video, on the cleanup of the Pioneer Sand site, was developed by Region 4 to highlight a successful cleanup to the community. This video helps Region 4 communicate the successes and positive outcomes of the Superfund program to communities that are unfamiliar with the process or that have a negative perception of Superfund.

Contact: Patsy Goldberg, Remedial Project Manager, Region 4
404/347-2643

CERCLIS Fact Sheet:
A fact sheet was developed in Region 4 on the function of the CERCLIS database. The fact sheet accompanies all CERCLIS reports that are prepared in response to FOIA requests. The fact sheet enables the public to understand the distinction between the listing of a site on the NPL and the listing of a site in CERCLIS.

Contact: Diane Barrett, Community Relations Coordinator, Region 4
404/347-7791

Develop Responses to National Incinerator Opponents:
Region 5 has discussed working with the Cincinnati, Ohio, Risk Reduction Engineering Laboratory to develop responses to issues commonly raised by national incinerator opponents. These responses would allow the Region to provide communities with additional information on incineration issues.

Contact: John Perrecone, Community Relations Coordinator, Region 5
312/353-1149

Outreach to Minority Populations:
Region 6 successfully implemented community outreach efforts with minority populations. Examples of these efforts include providing Spanish translations of both general and site-specific fact sheets, using a Navajo translator at the Prewitt Refinery site in New Mexico, and assisting citizens and minority contractors in Superfund communities obtain subcontracts with EPA's cleanup contractors. These efforts have enhanced communications with minority populations and enabled them to play a more active role in the Superfund process.

Contact: Verne McFarland, Chief, Superfund Information Management Section, Region 6
214/655-2240

Issuance of Quarterly Update Reports:
Region 6 prepares quarterly reports on progress at Superfund sites and circulates them to approximately 10,000 people on the Region 6 Community Relations mailing list. These reports contain concise summaries of the background and remedial status of each NPL site, and Region 6 contact names. The reports are useful as periodic updates to the print and broadcast media on Superfund activities in Region 6.

Contact: Verne McFarland, Chief, Superfund Information Management Section, Region 6
214/655-2240

Toll-Free Superfund Information Line:
Region 6 implemented a toll-free Superfund information line that provides direct no cost access to the Region. The toll-free line provides general Superfund program information, access to reference and guidance materials, a means to report suspected trespassing on Superfund sites, and a means to report new and suspected hazardous waste sites. The toll-free number addresses a common concern that citizens cannot afford to call the Region for the information they need.

Contact: Verne McFarland, Chief, Superfund Information Management Section, Region 6
214/655-2240

Store-Front Offices:
Region 6 has located three operational store-front (or satellite) offices within the Region. These offices provide Region 6 with a surrogate presence in the community, which reduces travel costs and maximizes staff time to devote to site cleanup. Satellite offices are effective

as a local information resource, community liaison mechanism, and a tangible symbol of EPA's commitment to community involvement at Superfund sites.

Contact: Verne McFarland, Chief, Superfund Information Management Section, Region 6
214/655-2240

Site Assessment Fact Sheet Models:
Region 6 developed a series of fact sheet models on all phases of the Superfund program (e.g., PA, SI, ranking, and listing). The models were developed so fact sheets could be prepared quickly in response to the high level of interest expressed by the media and community at pre-remedial sites. Additionally, the contractors present at sites are able to supply interested parties with copies of fact sheets thus providing information when the contractors are not otherwise allowed to speak for the agency.

Contact: Roger Meacham, Press Officer, Region 6
214/655-2200

Mobile Information Center:
Region 7 uses a mobile information center to disseminate information at Superfund sites. The center enables the Region to visit many communities with Superfund concerns and provide them with information in a short period of time.

Contact: Rowena Michaels, Director, Office of Public Affairs, Region 7
913/551-7003

Site Visits:
Senior management in Region 7 visit all proposed NPL sites. These visits improve community relations, since the community sees first hand that the EPA takes their site seriously and has a genuine interest in the community's well being.

Contact: Rowena Michaels, Director, Office of Public Affairs, Region 7
913/551-7003

Early CRC Involvement:
At the Westminster site, Region 9 CRCs worked with the State on community relations efforts. The State conducted door-to-door canvassing of Hispanic and Vietnamese neighborhoods and used bilingual local officials to communicate in the native languages of the residents. Due to the early involvement of the CRCs, the community is supportive of EPA's removal decisions for the Westminster site.

Contact: Fraser Felter, Community Relations Coordinator, Region 9
415/744-2181

Superfund Fact Sheets:
Region 9 fact sheets covering Superfund topics and progress on environmental cleanup are mailed to Congressional offices, newspapers, and editorial groups on a regular basis. For example, fact sheets on the successes in the Remedial program and on emergency response and removal activity have been issued. This effort distributes information on topics of concern and increases public awareness of the Superfund program.

Contact: Dianna Young, Chief, Office of Community Relations, Region 9
415/744-2178

CONGRESSIONAL RELATIONS

Door-to-Door Congressional Briefings:
Region 2 began conducting door-to-door Congressional briefings on Capitol Hill in 1992. The briefings provide an overview of the Superfund process in Region 2 and the status of existing sites in the Congressional members' district or State. This public relations effort increased awareness and understanding on the part of congressional members regarding the Superfund process and sites in their States or districts.

Contact: Peter Brandt, Congressional Liaison, External Programs Division, Region 2
212/264-7834

Congressional Notification:
A preemptive congressional relations effort was conducted prior to issuing Special Notice Letters to the PRPs at the Petro-Chem site in Region 8. The Region mailed each Congressional office a letter and a fact sheet identifying the PRPs in their Congressional district that would receive Special Notice letters. The Region prepared the Congressional offices to handle concerns from constituents regarding the Special Notice Letters.

Contact: Patrick Bustos, Public Affairs Specialist, Region 8
303/294-1139

Bi-Monthly Congressional Briefings:
The Region 9 community relations staff provided information on the Norton Air Force Base to Congressman Brown approximately twice a month. This gives the Congressman EPA's status of the site, providing a complete picture and balancing the information provided by the Air Force.

Contact: Sunny Nelson, Congressional Liaison, Region 9
415/744-1562

MEDIA RELATIONS

Media Training Program:
Region 8 prepared a Superfund Media Training Program video to prepare RPMs for interactions with reporters during public meetings. Regional RPMs attribute the success of three public meetings for different sites to this training program.

Contact: Wanda Taunton, Chief, Community Outreach Branch, Region 8
303/294-1144

Media Support:
The Region 9 Public Affairs Office issues a press release for all removal sites and helps set up television interviews for OSCs. The assistance provided by the Public Affairs Office relieves the OSCs from repeated media contact. The Public Affairs Office assists the OSCs in preparing to respond to media concerns, resulting in good television interviews.

Contact: Virginia Donohue, Chief, Office of Public Affairs, Region 9
415/744-1585

Press Releases:
The Region 9 press office produces press releases for all Removal sites. These press releases often contain standard paragraphs that provide the public with "numbers to date" on the actions taken by EPA.

Contact: Virginia Donohue, Chief, Office of Public Affairs, Region 9
415/744-1585

Presentation Training:
The Region 9 community relations staff is offering public presentation training to Superfund staff and managers. A private contractor provides this training at a cost of $6,000 for 12 people, on 2 occasions. This training provides the Superfund staff and managers with an opportunity to practice and refine communication techniques.

Contact: Dianna Young, Chief, Office of Community Relations, Region 9
415/744-2178

INTERNATIONAL RELATIONS

Information Exchange Program with Russia:
Region 8 implemented an information exchange program with Russia. As part of this program, Region 8 evaluated the effectiveness of an integrated grouting technique developed by a Russian company. This technique will be used to reduce the volume of acid mine drainage generated and discharged through National Tunnel to Clear Creek in a demonstration project. The information exchange introduced a "new" technology to the U.S. that has been used successfully in Russia.

Contact: Jim Hanley, Remedial Project Manager, Region 8
303/293-1649

STATES

LEVERAGING STATE RESOURCES

State Relations:
Region 1 entered into a Cooperative Agreement with the New Hampshire State Laboratory for the laboratory to perform analyses for the Region. Region 1 believes it is a good idea to use this laboratory since it provides high-quality data faster than CLP labs and has resulted in improved relations between the Region and the State of New Hampshire.

Contact: Chet Janowski, Remedial Project Manager, Region 1
617/573-9623

New York's Environmental Quality Bond Act:
New York's Environmental Quality Bond Act enhanced the ability of Region 2 to obtain settlements on sites that have municipalities as a PRP. Under the provisions of this Act, the State of New York may pay up to 75 percent of the cleanup costs associated with a municipality's PRP liability. A major criterion for a municipality's eligibility for funding is a signed AOC or CD with the State of New York or the EPA. The Act set up a fund which currently has $1.1 billion with $400 million earmarked for site cleanup costs. Cleanup at several NPL sites in New York has proceeded using this fund.

Contact: Elena Kissel, Attorney, Region 2
212/264-4877

State Involvement in Site Assessments:
Region 4 and its States are partners in the site assessment program pursuant to the Cooperative Agreements (CAs) they have signed. Additionally, integrated site assessments are conducted under a proposed CA between Region 4 and Alabama where the State performs PA/SIs while removal activities are conducted for the potential NPL listing of the removal site. A similar CA may be entered into with Mississippi. Region 4 is fostering EPA/State relations by maximizing State involvement in the site assessment process.

Contact: Mario E. Villamarzo, Chief, Site Assessment Section, South Unit, Region 4
404/347-5065

IMPROVING STATE/EPA RELATIONS

ROD Forum with New Jersey:
Region 2 conducted a 2-day ROD forum with the State of New Jersey to communicate the essential and critical elements that must be included in a ROD and to become familiar with the parameters under which the New Jersey Superfund staff must operate. The forum

provided an environment for staff to identify ROD issues and to work toward resolution together.

Contact: Charles Tenerella, Chief, Central New Jersey Section, Region 2
212/264-9382

State Involvement:
Region 5 is participating in a number of ongoing initiatives directed at fostering a greater level of State participation. Region 5 currently has a SMOA with 5 of the 6 States in the Region and will have a SMOA with all 6 States by the end of fiscal year 1993. A SMOA between the Region and a State helps resolve disputes, promotes understanding, and clarifies the issues and roles of both parties.

Contact: Jim Mayka, Chief, Michigan/Wisconsin Remedial Response Branch, Region 5
312/353-9229

Michigan State Act 307:
Region 5 developed a position paper, with consideration of input from the State, regarding the Michigan State Act 307. While the impact on future RODs is not yet fully defined, the paper provides guidance to Regional staff on the status of Act 307 and its implementing regulations as ARARs with respect to Federal response actions at Michigan Superfund sites.

Contact: Rodger Field, Chief, Office of Regional Counsel Solid Waste and Emergency Response Branch, Section 1, Region 5
312/886-6851

Quarterly Meetings:
Region 7 conducts quarterly meetings with all of the States in the Region to discuss Superfund and other issues. These meetings provide an avenue for an exchange of ideas and resulted in improved relations between the Region and the States.

Contact: Ron McCutheon, Chief, Emergency Planning and Response Branch, Region 7
913/551-5007

Quarterly Toxicology Meetings:
Region 9 and the State of California hold quarterly toxicology meetings. These meetings provide an opportunity to discuss current issues and policies affecting both parties.

Contact: Dan Stralka, Regional Toxicologist, Region 9
415/744-2310

LIST OF ACRONYMS

AARP	American Association of Retired Persons
AOC	Administrative Order on Consent
ARAR	Applicable, Relevant and Appropriate Requirements
ARCS	Alternative Remedial Contracts Strategy
ATSDR	Agency for Toxic Substances and Disease Registry
BuRec	Bureau of Reclamation
CA	Cooperative Agreement
CAA	Clean Air Act
CBI	Confidential Business Information
CD	Consent Decree
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CERCLIS	Comprehensive Environmental Response, Compensation, and Liability Information System
CI	Civil Investigator
CLP	Contract Laboratory Program
CO	Contracting Officer
CRC	Community Relations Coordinator
CWA	Clean Water Act
DOD	Department of Defense
DOE	Department of Energy
DOJ	Department of Justice
EO	Enforcement Officers
EPA	Environmental Protection Agency
EPS	Environmental Protection Specialist
ERCS	Emergency Response Cleanup Services
ESD	Environmental Services Division
ESI	Expanded Site Inspection
FAS	Field Administrative Support
FIT	Field Investigation Team
FOIA	Freedom of Information Act
FS	Feasibility Study
FTE	Full-Time Equivalent
FY	Fiscal Year
GIS	Geographic Information System
GPS	Global Positioning System
HRS	Hazard Ranking System
IAG	Interagency Agreement
IG	Inspector General
IGCE	Independent Government Cost Estimate
IMB	Information Management Branch
ISIF	Integrated Site Information Form
LAN	Local Area Network

LOE	Level of Effort
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NLECS	National Law Enforcement Communications System
NPDES	National Pollutant Discharge Elimination System
NPL	National Priorities List
OAM	Office of Acquisition Management
ODC	Other Direct Cost
OIG	Office of Inspector General
ORC	Office of Regional Counsel
OSC	On-Scene Coordinator
PA	Preliminary Assessment
PA/SI	Preliminary Assessment/Site Inspection
PCB	Polychlorinated Biphenyl
PCO	Participate and Cooperate Order
PEB	Performance Evaluation Board
PER	Performance Evaluation Reports
PO	Project Officer
PR	Purchase Request
PRP	Potentially Responsible Party
QA/QC	Quality Assurance/Quality Control
RATS	Risk Assessment Teleconference for Superfund
RCMS	Removal Cost Management System
RCRA	Resource Conservation and Recovery Act
RD	Remedial Design
RD/RA	Remedial Design/Remedial Action
RDT	Regional Decision Team
RI	Remedial Investigation
RI/FS	Remedial Investigation/Feasibility Study
ROD	Record of Decision
RPM	Remedial Project Manager
RTP	Research Triangle Park
SACM	Superfund Accelerated Cleanup Model
SAM	Site Assessment Manager
SARA	Superfund Amendments and Reauthorization Act
SCAP	Superfund Comprehensive Accomplishments Plan
SEC	Securities and Exchange Commission
SI	Site Inspection
SMOA	Superfund Memorandum of Agreement
SOP	Standard Operating Procedures
SOW	Statement of Work
SPCC	Spill Prevention, Control, and Countermeasure
SRO	Superfund Revitalization Office
TAG	Technical Assistance Grant
TAT	Technical Assistance Team
TES	Technical Enforcement Support
TQM	Total Quality Management

UAO	Unilateral Administrative Orders
USACE	United States Army Corps of Engineers
USGS	United States Geological Survey
WAM	Work Assignment Manager
WMD	Waste Management Division
ZAP	Zone Administrative Procedure

* U.S. G.P.O.:1993-341-835:82021

COMPENDIUM OF GOOD IDEAS
Models of Success and Lessons Learned

GOT A GOOD IDEA?
SEND IT IN!

To ensure action on your good idea, please provide the following information:

PROBLEM: _____
_____
_____

ACTION TAKEN: _____
_____
_____

RESULT: _____
_____
_____

CONTACT NAME
AND PHONE NUMBER: _____
_____
_____

PLEASE SEND GOOD IDEAS TO:

Superfund Revitalization Office (OS-100)
U.S. Environmental Protection Agency
401 M Street, S.W.
Washington, D.C. 20460
Fax No.: 202/260-6606