



**DIRECTIVE NUMBER:** 9200.1-07

**TITLE:** FY-89 OERR Strategic Management Planing Initiative

**APPROVAL DATE:** 3/31/89

**EFFECTIVE DATE:** 3/31/89

**ORIGINATING OFFICE:** OERR - Immediate Office  
(OPM/PAS)

☐ **FINAL**

☐ **DRAFT**

**STATUS:**

[ ]	A- Pending OMB approval
[ ]	B- Pending AA-OSWER approval
[ ]	C- For review &/or comment
[ ]	D- In development or circulating

**REFERENCE (other documents):** headquarters

**OSWER OSWER OSWER**  
**VE DIRECTIVE DIRECTIVE DI**



United States Environmental Protection Agency  
Washington, DC 20460

# OSWER Directive Initiation Request

1. Directive Number

9200.1-17

## 2. Originator Information

Name of Contact Person

Arthur Weissman

Mail Code

OS-240

Office

OERR/OPM/PAS

Telephone Code

382/2182

3. Title

FY-89 OERR Strategic Management Planning Initiative

4. Summary of Directive (include brief statement of purpose)

Presents the final version of the OERR Management Initiative which was developed at the 1988 winter retreat and which will become the basis of OERR future management efforts.

5. Keywords Superfund, CERCLA, SARA

6a. Does This Directive Supersede Previous Directive(s)?



No



Yes

What directive (number, title)

b. Does It Supplement Previous Directive(s)?



No



Yes

What directive (number, title)

7. Draft Level



A - Signed by AA/DAA



B - Signed by Office Director



C - For Review & Comment



D - In Development

8. Document to be distributed to States by Headquarters?



Yes



No

This Request Meets OSWER Directives System Format Standards.

9. Signature of Lead Office Directives Coordinator

Betti C. VanEpps

Date

3/31/89

10. Name and Title of Approving Official

Henry L. Longest II, Director, OERR

Date

3/31/89

EPA Form 1315-17 (Rev. 5-87) Previous editions are obsolete.

OSWER OSWER OSWER O  
VE DIRECTIVE DIRECTIVE DIRECTIVE



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY  
WASHINGTON, D.C. 20460

OFFICE OF  
SOLID WASTE AND EMERGENCY RESPONSE

MEMORANDUM

MAR 31 1989

**SUBJECT:** Transmittal of FY-89 OERR Strategic Management  
Planning Initiative - OSWER Directive #9200.1-07

**FROM:** Henry L. Longest II, Director  
Office of Emergency and Remedial Response

**TO:** OERR Headquarters Staff

I am pleased to send each of you a copy of the final FY-89 OERR Strategic Management Plan which was developed as a result of the work done at last December's management retreat at The Woods in Hedgesville, West Virginia..

This version includes each Division's final integration of proposals made at that time, and will form the foundation of OERR's work for the balance of FY-89 and the basis of planning for FY-90 and reauthorization.

Program managers and staffs should consider utilizing the plan to build future performance standards around the goals, objectives and tasks listed in the plan. For this reason, it is important that managers encourage their professional staffs to become familiar with the document.

I want to express my appreciation to all of the staff whose participation resulted in this important accomplishment.

Attachment

cc: John Z. Cannon, AA/OSWER  
Bruce Diamond, Director, OWPE  
Elaine Stanley, Deputy Director, OWPE  
Lloyd Guerri, OWPE  
Director, Waste Management Division  
Regions I, IV, V, VII, VIII  
Director, Emergency and Remedial Response Division  
Region II  
Director, Hazardous Waste Management Division  
Regions III, VI  
Director, Toxic and Waste Management Division  
Region IX  
Director, Hazardous Waste Division, Region X  
Superfund Regional Branch Chiefs

## **OERR STRATEGIC PLANNING INITIATIVE**

### **Comprehensive Strategic Plan**

**April 1989**

## **TABLE OF CONTENTS**

Goal 1: High Priority Sites and Releases First.....	1
Goal 2: Effective Remedies.....	8
Goal 3: Efficient, Well-Managed Superfund Program.....	15
Goal 4: Increase the Role of Others.....	38
Goal 5: Build Public Confidence in Superfund.....	42

---

OERR Strategic Planning (OSPI)April, 1989-1-**OERR STRATEGIC PLANNING INITIATIVE (OSPI)**

<u>GOAL/OBJECTIVE/TASK</u>	<u>Division</u>	<u>Timing</u>
<b><u>GOAL 1: HIGH PRIORITY SITES AND RELEASES FIRST</u></b>		
■ <b>OBJECTIVE 1: Identify high priority sites.</b>		
Task 1: Develop guidance to Regions defining categories of removals at non-NPL sites that are nationally significant or precedent-setting and identify categories of removals appropriate for OSWER concurrence	ERD	Current
Task 2: Revise and issue removal priorities guidance	ERD	
Task 3: Designate Title III hazardous substances and propose RQs	ERD	
Task 4: Update analysis of the historical universe of removals conducted to date. Analysis will define the percentage of emergency, time-critical, and non-time critical removals, NPL sites vs. non-NPL sites	ERD	Current
Task 5: Conduct an analysis of the appropriate EPA, other Federal, State, and local roles in managing the national program of oil spill prevention. Define appropriate priority of oil spill response and prevention program within EPA.	ERD	Current

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

<u>GOAL/OBJECTIVE/TASK</u>	<u>Division</u>	<u>Timing</u>
<b><u>GOAL 1: HIGH PRIORITY SITES AND RELEASES FIRST</u></b>		
■ <b>OBJECTIVE 1: Identify high priority sites.</b>		
Task 6: Issue guidance on sampling/analysis and risk assessments at Superfund asbestos sites	ERD	
Task 7: Complete promulgation of major RQ regulations to ensure that all high priority releases are reportable to the Federal government - Get out carcinogen, radionuclide, continuous releases exemption, and Federally permitted releases exemption final rules	ERD	
Task 8: Study CERCLIS and NPL sites and potential universe of sites	HSED	Current
Task 9: Utilize Environmental Priorities Initiative (to develop site categories).	HSED	Current
Task 10: Develop/implement Indian Outreach Program	HSED	Complete
Task 11: Finalize approximately 440 sites	HSED	

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

GOAL/OBJECTIVE/TASK	Division	Timing
<b>GOAL 1: HIGH PRIORITY SITES AND RELEASES FIRST</b>		
■ <b>OBJECTIVE 1: Identify high priority sites.</b>		
Task 12: Continue integrated SCAP program management activities (flexible funds management, development of prioritization schemes)	OPM	Current
Task 13: Develop risk-based SPMS measures for FY 91. Examine program priorities to determine the degree to which they are based on risk management objectives	OPM	New (FY 90)
■ <b>OBJECTIVE 2: Develop and implement program structure for addressing high priority sites.</b>		
Task 1: Implement phase II of the Emergency Response notification system	ERD	
Task 2: Target 190 removal actions - start removals at 41 NPL sites. Obligate \$105 million for cleanup contracts.	ERD	Current, New
Task 3: Process 25 \$2 million exemption requests	ERD	
Task 4: Process ten local government reimbursement requests	ERD	
Task 5: Provide ERT response support at 190 sites/spills	ERD	New

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

<u>GOAL/OBJECTIVE/TASK</u>	<u>Division</u>	<u>Timing</u>
<b><u>GOAL 1: HIGH PRIORITY SITES AND RELEASES FIRST</u></b>		
■ <b>OBJECTIVE 2: Develop and implement program structure for addressing high priority sites.</b>		
Task 6: Target 100 oil spill responses and 1,000 SPCC inspections.	ERD	
Task 7: Manage Oil and Hazardous Materials Technical Assistance Data System (OHMTADS)	ERD	
Task 8: Conceive, develop, and implement a priority-setting mechanism for RD/RA project funding. Include as part of this task the development of a site management planning scheme and analysis of subsequent future projects result	HSCD	New
Task 9: Develop fund balancing rationale for FY 89 RODs	HSCD	
Task 10: Utilize Environmental Priorities Initiative	HSED	Current
Task 11: Utilize Listing Site Inspection (LSI)	HSED	Current



## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

GOAL/OBJECTIVE/TASK	Division	Timing
<b>GOAL 1: HIGH PRIORITY SITES AND RELEASES FIRST</b>		
■ OBJECTIVE 2: Develop and implement program structure for addressing high priority sites.		
Task 12: Field test Phase I and II and analyze HRS-related issues. Revise and implement HRS, with supporting guidance. Communicate HRS improvements to ensure appropriate sites are listed and inappropriate sites are not.	HSED	Current
Task 13: Utilize ATSDR health assessments and conduct assessments	HSED	Current
Task 14: Analyze the Regional reassessments of the PA process, and ensure that Regions implement recommendations	HSED	Current
Task 15: PA/SI decisions required in CERCLIS	HSED	
Task 16: SI Reassessment	HSED	
Task 17: Distribute transition guidance. Develop and implement a revised pre-remedial strategy, supported by guidance, that speeds PA/SI process in identifying high priority sites	HSED	
Task 18: Conduct other studies to develop options (e.g., universe and CERCLIS studies)	HSED	

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

GOAL/OBJECTIVE/TASK	Division	Timing
<b><u>GOAL 1: HIGH PRIORITY SITES AND RELEASES FIRST</u></b>		
■ OBJECTIVE 2: Develop and implement program structure for addressing high priority sites.		
Task 19: Conduct Pilot in Region 10 to explore Discovery Policy options	HSED	
Task 20: Distribute Prescore model for revised HRS	HSED	
Task 21: Response to comments on deferred policy, develop implementation guidance, and promulgate State deferral policies to maximize environmental benefits	HSED	New
Task 22: Implement RCRA Regional policy and finalize inability-to-pay criteria	HSED	New
Task 23: Revise PA, SI, and LSI guidance documents	HSED	New
Task 24: Implement FY 88 FIT allocation	HSED	Current
Task 25: Evaluate current Regional RA approaches to priority setting and schedules	OPM	New

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

GOAL/OBJECTIVE/TASK	Division	Timing
<b>GOAL 1: HIGH PRIORITY SITES AND RELEASES FIRST</b>		
■ <b>OBJECTIVE 2: Develop and implement program structure for addressing high priority sites.</b>		
Task 26: Examine basic program assumptions and policy gaps. Develop and coordinate cross-program priority setting scheme with OWPE, including budgetary and resource implications	OPM	New
Task 27: Perfect the operation of CERCLIS	OPM	Current
Task 28: Use Regional reviews and evaluations to improve program management	OPM	Current
Task 29: Conduct cost review of specific program activities (e.g., RI/FS cost study)	OPM	Complete
Task 30: Establish priority setting task force to develop worst sites first strategy for RAs and other actions	OPM	New
<b>OBJECTIVE 3: Communicate and obtain public acceptance of program for addressing high priority sites.</b>		
Task 1: Develop NPL updates (e.g., RCRA #43 facility lists, NPL 5-10)	HSED	Current

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

GOAL/OBJECTIVE/TASK	Division	Timing
<b>GOAL 2: EFFECTIVE REMEDIES</b>		
■ OBJECTIVE 1: Choose long term solutions having an acceptable level of risk.		
Task 1: Finalize revisions to RI/FS and Selection of Remedy (SOR) sections of NCP	HSCD	Current
Task 2: Develop and implement land disposal restrictions guidance. Implement effective land ban program	HSCD	New
Task 3: Develop proactive, innovative technology program (selection and implementation)	HSCD	New
Task 4: Provide technical support for treatability studies and technology scale-up procedures	HSCD	New
Task 5: Establish remedial program QA/QC process	HSCD	
Task 6: Develop and implement soils clean up methodology (RI/FS, RD, and RA)	HSCD	
Task 7: Develop simplified selection of remedy process and prepare guidance (major contaminants, generic sources, media)	HSCD	
Task 8: Finalize and implement ROD guidance consistent with selection of remedy guidance	HSCD	

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

GOAL/OBJECTIVE/TASK	Division	Timing
<b>GOAL 2: EFFECTIVE REMEDIES</b>		
■ OBJECTIVE 1: Choose long term solutions having an acceptable level of risk.		
Task 9: Provide risk assessment tools, Environmental Evaluation Manual, Exposure Assessment Manual, Expert System	HSED	
(a) Develop PC Risk Assessment Tool	HSED	New
(b) Maintain the Public Health Risk Evaluation Data Base, PHRED Updates	HSED	Current
(c) Represent OERR's information needs for the Integrated Risk Information System managed by ORD	HSED	Current
(d) Provide effective technical communication (e.g., maintain the electronic bulletin board)	HSED	Current
(e) Revise the Superfund Public Health Evaluation Manual (SPHEM)	HSED	Current
(f) Supplement SPHEM with section for managers and contractors on presenting risk-related concepts (e.g. nomographs displaying risks, costs, and detection levels)	HSED	New

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

<u>GOAL/OBJECTIVE/TASK</u>	<u>Division</u>	<u>Timing</u>
<b><u>GOAL 2: EFFECTIVE REMEDIES</u></b>		
■ <b>OBJECTIVE 1: Choose long term solutions having an acceptable level of risk.</b>		
(g) Develop brochure on risk assessment and management in Superfund for program managers	HSED	New
Task 10: Promote and oversee Regional risk assessment review and QC, and risk assessment QA	HSED	New
(a) Conduct Regional risk assessment review	HSED	Current
(b) Ensure coordination with ATSDR	HSED	
(c) Put "public risk communication tools" on agenda of Regional risk assessment groups	HSED	
Task 11: Implement an OERR lead strategy; complete 1989 Lead Action Plan	HSED	New
Task 12: Evaluate analytical detection limits/risk correlation and potential changes to TCL	HSED	New
Task 13: Provide technical assistance	HSED	
Task 14: Conduct review of ARAR component of RODs; provide analysis and guidance to improve quality and consistency	OPM	New

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

GOAL/OBJECTIVE/TASK	Division	Timing
<b>GOAL 2: EFFECTIVE REMEDIES</b>		
■ OBJECTIVE 2: Apply comprehensive program knowledge and experience in addressing these sites.		
Task 1: Provide guidance on removal compliance with ARARS. Issue final "removal ARARS" guidance	ERD	Current
Task 2: Develop guidance to Regions on use of alternative technologies and permanent remedies at Superfund removal sites	ERD	
Task 3: Implement removal program QA/QC guidance	ERD	Current
Task 4: Continue annual technology transfer seminar for OSCs and RPMs	ERD	Current
Task 5: Issue guidance on "removials" at NPL sites	ERD	
Task 6: Issue removal alternative technology guidance	ERD	Current
Task 7: Issue removal action memo guidance	ERD	
Task 8: Issue temporary relocation guidance	ERD	
Task 9: Work with OWPE to define clearly removal enforcement priority and policies	ERD	

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

GOAL/OBJECTIVE/TASK	Division	Timing
<b>GOAL 2: EFFECTIVE REMEDIES</b>		
■ OBJECTIVE 2: Apply comprehensive program knowledge and experience in addressing these sites.		
Task 10: Update guidance to Regions on removal drinking water action levels and cleanup criteria	ERD	
Task 11: Continue ERT on-site technical assistance using alternative technology	ERD	
Task 12: Issue post-removal site control guidance	ERD	
Task 13: Issue final worker protection standards	ERD	
Task 14: Issue oil spill prevention NPRM	ERD	
Task 15: Provide support for groundwater and engineering forums; develop and support SOR/ROD forum.	HSCD	New
Task 16: Analyze effectiveness of groundwater pump/treatment remedies	HSCD	New
Task 17: Implement information transfer activities (e.g. ROD summaries, treatability study results)	HSCD	New
Task 18: Hold more Regional and subject forums	HSCD	



## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

GOAL/OBJECTIVE/TASK	Division	Timing
<b>GOAL 2: EFFECTIVE REMEDIES</b>		
■ OBJECTIVE 2: Apply comprehensive program knowledge and experience in addressing these sites.		
Task 19: Maintain and promote use of ROD "BASIS" system	HSCD	
Task 20: Develop "basis of design" concept for transition to RD/RA	HSCD	
Task 21: Develop and issue FY 88/89 ROD analysis (statistics, quality, consistency) and information exchange (ROD Update)	HSCD	
Task 22: Develop policy for design reviews and promote constructability reviews early during RD	HSCD	
Task 23: Ensure analytic consistency with OSW/ODW	HSED	Current
Task 24: Evaluate consistency analyses of ARAR decisions	OPM	Current, New
Task 25: Implement information transfer activities through ARARs work group	OPM	Current, New
Task 26: Develop ARARs fact sheets for information transfer	OPM	New

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

GOAL/OBJECTIVE/TASK	Division	Timing
<b>GOAL 2: EFFECTIVE REMEDIES</b>		
■ OBJECTIVE 2: Apply comprehensive program knowledge and experience in addressing these sites.		
Task 27: Issue Compliance With Other Laws Manual and Volumes 1 & 2 of State ARARs Manual	OPM	Current
Task 28: Utilize RCRA/CERCLA Interface Group	OPM	Current
Task 29: Conduct ARARs training sessions	OPM	Current
Task 30: Develop QA/QC guidance Program relating error rates for field sampling to DQOs	OPM	New
(a) RPM QA/QC checklist		
(b) Program level QA/QC Forum		
Task 31: Prepare QA/QC Program Plan Amendment	OPM	New
Task 32: Utilize Regional reviews and follow-up activities to achieve consistent, effective remedies through information transfer	OPM	Current
Task 33: Manage final NCP revisions, including NCP public meetings	OPM	
Task 34: Make directives system more useful and accessible	OPM	

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

<u>GOAL/OBJECTIVE/TASK</u>	<u>Division</u>	<u>Timing</u>
<b><u>GOAL 3: EFFICIENT, WELL-MANAGED SUPERFUND PROGRAM</u></b>		
■ <b>OBJECTIVE 1: Achieve a well-managed program through cost-effective use of program dollars</b>		
<u>Budgeting Tasks</u>		
Task 1: Implement RCMS and administrative record at all removal sites	ERD	Current
Task 2: Continue development and improvements to CORA cost model and expert system	HSCD	New
Task 3: Develop and implement procedures to monitor RI/FS cost reduction and full-funding strategies (Streamline work plans; use geostatistics)	HSCD	New
Task 4: Examine RA project schedule/cost analysis	OPM	New
Task 5: Develop/implement budget to support information resource management activities	OPM	Current
Task 6: Study impact of management approaches on cost of remedial actions (e.g., phasing, operable units)	OPM	New

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

GOAL/OBJECTIVE/TASK	Division	Timing
<b>GOAL 3: EFFICIENT, WELL-MANAGED SUPERFUND PROGRAM</b>		
■ OBJECTIVE 1: Achieve a well-managed program through cost-effective use of program dollars <u>Budgeting Tasks (cont.)</u>	OPM	Complete
Task 7: Implement control system for collecting State cost share		
Task 8: Implement full funding for RI/FSS	OPM	New
Task 9: Conduct long-term budget forecasting on unfunded liability of NPL list. Develop models for unfunded liability of the NPL	OPM	New
Task 10: Budget development	OPM	Current
Task 11: Conduct on-going program of financial control and operations	OPM	Current
Task 12: Develop RI/FS cost guides and expert systems	OPM	Current
Task 13: Conduct on-going examination of outlays to develop outlays model and identify potential deobligation options	OPM	Current

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

<u>GOAL/OBJECTIVE/TASK</u>	<u>Division</u>	<u>Timing</u>
<b><u>GOAL 3: EFFICIENT, WELL-MANAGED SUPERFUND PROGRAM</u></b>		
■ OBJECTIVE 1: Achieve a well-managed program through cost-effective use of program dollars.		
<u>Evaluation/Reporting Tasks</u>		
Task 14: Utilize integrated data collection and reporting procedures (e.g., CERCLIS)	OPM	Current
Task 15: Establish model IAGs	OPM	Complete
Task 16: Conduct financial evaluation of OSC Administrative Support Project	OPM	Complete
Task 17: Develop guidance on Regional roles and responsibilities related to vouchers and reviews. Improve contractor invoices and financial reporting for ease in verification of voucher costs	OPM	New
Task 18: Revise program evaluation component of program management manual. Develop recommendations for a new strategy. Conduct mid-year assessments	OPM	Complete
Task 19: Conduct review of Regional oversight of cooperative agreements and IAGs	OPM	Complete

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

<u>GOAL/OBJECTIVE/TASK</u>	<u>Division</u>	<u>Timing</u>
<b><u>GOAL 3: EFFICIENT, WELL-MANAGED SUPERFUND PROGRAM</u></b>		
■ <b>OBJECTIVE 1: Achieve a well-managed program through cost-effective use of program dollars.</b>		
<u>Programmatic Initiatives</u>		
Task 20: Develop and promote a proactive "project management concept" for RD/RA oversight with emphasis on reduction of oversight costs (Federal/State, PRP) and improvement of quality	HSCD	New
Task 21: Finalize Response Claims Regulation and Guidance, and develop strategy for delegation of preauthorization to Regions	HSCD	New
Task 22: Develop policy for non-source groundwater actions	HSCD	
Task 23: Promote value engineering	HSCD	
Task 24: Develop procedures for management of change orders and claims under ARCS	HSCD	
Task 25: Implement ESAT	HSED	Current
Task 26: Utilize CLP data base automation	HSED	Current

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

GOAL/OBJECTIVE/TASK	Division	Timing
<b><u>GOAL 3: EFFICIENT, WELL-MANAGED SUPERFUND PROGRAM</u></b>		
■ <b>OBJECTIVE 1: Achieve a well-managed program through cost-effective use of program dollars.</b>		
<u>Programmatic Initiatives (cont.)</u>		
Task 27: Implement Field Analysis Services Program (FASP) and provide Field Method Guidance	HSED	Current
Task 28: Develop Data Usability Guidance	HSED	New
Task 29: Expand analytical responsibilities (e.g., QA/QC)	HSED	New
Task 30: Develop broader CLP menu	HSED	Current
Task 31: Develop non-CLP QA process	HSED	Current
Task 32: Decentralize CLP budget	HSED	New
Task 33: Conduct detection limits/TCL analysis	HSED	Current
Task 34: Coordinate with OWPE on Federal facilities	HSED	New
Task 35: Complete local area network (LAN). Implement WASTELAN nationally in Regions	OPM	New

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

GOAL/OBJECTIVE/TASK	Division	Timing
<u>GOAL 3: EFFICIENT, WELL MANAGED SUPERFUND PROGRAM</u>		
■ OBJECTIVE 1: Achieve a well-managed program through cost-effective use of program dollars.		
<u>Programmatic Initiatives (cont.)</u>		
Task 36: Conduct 1989 mid-year negotiations; prepare 1990 operating guidance and plan	OPM	New
Task 37: Implement OERR LAN; integrate OERR management systems	OPM	
Task 38: Publish 1990 SCAP/program management manual by late May	OPM	
Task 39: Conduct mid-year assessments of Regional progress		



## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

GOAL/OBJECTIVE/TASK	Division	Timing
<b>GOAL 3: EFFICIENT, WELL MANAGED SUPERFUND PROGRAM</b>		
■ OBJECTIVE 2: Achieve a well-managed program through cost-effective use of human resources.		
Task 1: Implement OERR SPOT award system	All	Current
Task 2: Make space improvements and look ahead for 1992 space planning	All	Current
Task 3: Utilize Agency's Human Resources Council	All	Current
Task 4: Redefine ERD staff role in relation to Regional and upper management support	ERD	
Task 5: Develop new priority scheme for ERT support to Regions	ERD	
Task 6: Provide support to OSC/RPM support program	ERD	Current
Task 7: Develop and implement FTE management. Plan and establish modified matrix management approach for special projects	HSCD	New
Task 8: Conduct workload analysis of divisions and establish priorities consistent with strategic goals and objectives	HSCD	New

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

GOAL/OBJECTIVE/TASK	Division	Timing
<b>GOAL 3: EFFICIENT, WELL-MANAGED SUPERFUND PROGRAM</b>		
■ OBJECTIVE 2: Achieve a well-managed program through cost-effective use of human resources.		
Task 9: Develop individual plans and review	HSED	
Task 10: Conduct evaluation planning and strategy development	OPM	Current
Task 11: Issue/maintain OSWER directives and docket	OPM	Current
Task 12: Create mentor system	OPM	New
Task 13: Review motivation-related effects of appraisal system, awards, and promotions. Look at other options for motivation; expand program to Regions	OPM	On-going
Task 14: Oversee/implement life cycle management	OPM	On-going
Task 15: Institute system to track task manager and project officer training for Headquarters policy contracts	OPM	On-going

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

GOAL/OBJECTIVE/TASK	Division	Timing
<b>GOAL 3: EFFICIENT, WELL-MANAGED SUPERFUND PROGRAM</b>		
■ OBJECTIVE 3: Achieve a well-managed program through the cost-effective use of contractors.		
<u>Removal/Remedial Tasks</u>		
Task 1: Award remaining mini-ERCS contracts currently being procured. Award a total of 17 mini-ERCS contracts - Award 5 more mini-ERCS contracts	ERD	Current
Task 2: Conduct an analysis of cost-effectiveness of various removal site contract options	ERD	New
Task 3: Implement Pre-qualified Offerers Procurement Strategy (PQOPS)	ERD	Current
Task 4: Award more site-specific removal contracts	ERD	
Task 5: Manage the procurement process that breaks four current ERCS zone contracts into six zone contracts	ERD	Current
Task 6: Transfer ERCS Zone 3 PO responsibility to Region V	ERD	New

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

<u>GOAL/OBJECTIVE/TASK</u>	<u>Division</u>	<u>Timing</u>
<b><u>GOAL 3: EFFICIENT, WELL-MANAGED SUPERFUND PROGRAM</u></b>		
■ <b>OBJECTIVE 3: Achieve a well-managed program through the cost-effective use of contractors.</b>		
<u>Removal/Remedial Tasks (cont.)</u>		
Task 7: Develop removal contracts strategy for 1991 and beyond. Do options analysis of number, size, and types of removal contracts needed.	ERD	
Task 8: Continue ERD management reviews of Regional oversight of TAT and ERCS contractor resources	ERD	
Task 9: Initiate activities to recompile the two TAT contracts	ERD	
Task 10: Develop and implement revised RD/RA procedures and contract mechanisms for small projects	HSCD	New
Task 11: Continue ARCS implementation (balance work load and focus expertise with utilization)	HSCD	
Task 12: Manage and close out REM contracts	HSCD	Current.

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

GOAL/OBJECTIVE/TASK	Division	Timing
<b>GOAL 3: EFFICIENT, WELL-MANAGED SUPERFUND PROGRAM</b>		
■ OBJECTIVE 3: Achieve a well-managed program through the cost-effective use of contractors.		
<u>Removal/Remedial Tasks (cont.)</u>		
Task 13: Increase FIT oversight, and conduct FIT reviews to achieve efficient FIT management	HSED	Current
Task 14: Evaluate criteria for establishing mobile labs	HSED	New
<u>Scheduling/Training Tasks</u>		
Task 15: Complete and implement RPM work assignment manager training	OPM	On-going
Task 16: Complete and issue ARCs field guide	OPM	
Task 17: Develop and implement task manager training program for policy contracts	OPM	Current
Task 18: Develop, implement, update, and expand a contract tracking system to identify when contracts will expire and when they will come on line	OPM	New

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

GOAL/OBJECTIVE/TASK	Division	Timing
<b>GOAL 3: EFFICIENT, WELL MANAGED SUPERFUND PROGRAM</b>		
■ OBJECTIVE 3: Achieve a well-managed program through the cost-effective use of contractors.		
<u>General Tasks</u>		
Task 19: Evaluate FIT/TAT Combination; Conduct FIT/TAT cost analysis and follow up	HSED	New
Task 20: Utilize contract compliance screening	HSED	Current
Task 21: Implement new CLP contract structure with CCS and timelines provisions	HSED	New
Task 22: Examine current Regional oversight of contractor QA/QC.	OPM	New
Task 23: Develop guidance on conduct and oversight of contractors for QA/QC	OPM	New
Task 24: Develop long-term Superfund contract strategy. Conduct analysis of differences between removal and remedial contracts to determine need for differences. Examine costs and benefits of multiple Regional contracts to identify optimum approach to numbers of contracts	OPM	New

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

<u>GOAL/OBJECTIVE/TASK</u>	<u>Division</u>	<u>Timing</u>
<b><u>GOAL 3: EFFICIENT, WELL MANAGED SUPERFUND PROGRAM</u></b>		
■ <b>OBJECTIVE 3: Achieve a well-managed program through the cost-effective use of contractors.</b>		
<u>General Tasks (cont.)</u>		
Task 25: Initiate long-term contracts task force	OPM	New
Task 26: Conduct on-going program of contracts review and assessment	OPM	Current
Task 27: Develop and implement a policy contract performance review process	OPM	New
Task 28: Implement contract decentralization strategy for three Headquarters support contracts	OPM	Current
Task 29: Create information exchange on Headquarters contractor assignments (past and current tasks)	OPM	New
Task 30: Develop and implement a strategy for voucher review procedures	OPM	New
Task 31: Conduct a financial review workshop for Regional Contract Managers	OPM	

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

<u>GOAL/OBJECTIVE/TASK</u>	<u>Division</u>	<u>Timing</u>
<b><u>GOAL 3: EFFICIENT, WELL-MANAGED SUPERFUND PROGRAM</u></b>		
■ <b>OBJECTIVE 4: Institute better information transfer, training and public communication programs.</b>		
<u>Information Transfer Tasks</u>		
Task 1: Conduct semi-annual Removal Program Managers' meetings and National OSC meetings	ERD	Current
Task 2: Provide oversight to Regional provision of administrative, financial, and contractual support to OSCs	ERD	Current
Task 3: Manage Performance Evaluation Board process for ERCS, TAT, RQ, Superfund Hotline, Response Support (ERT), and Training (ERT) contracts. Initiate effort to streamline this process	ERD	Current
Task 4: Develop guidance to Regions on the conduct of removals at NPL sites	ERD	Current
Task 5: Conduct information exchange for Region's RI/FS documents and RODs (use BASIS)	HSCD	Current
Task 6: Provide RD/RA updates	HSCD	Current



## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

<u>GOAL/OBJECTIVE/TASK</u>	<u>Division</u>	<u>Timing</u>
<b><u>GOAL 3: EFFICIENT, WELL-MANAGED SUPERFUND PROGRAM</u></b>		
■ <b>OBJECTIVE 4: Institute better information transfer, training and public communication programs.</b>		
<u>Information Transfer Tasks (cont.)</u>		
Task 7: Conduct information transfer sessions for RACs (also includes other program constituents like states, CMA, Hazardous Waste Treatment Council, and Clean Sites, Inc.)	HSCD	
Task 8: Issue NPL fact books	HSED	Current
Task 9: Implement CLP data automation	HSED	Current
Task 10: Revise software support for revised HRS	HSED	New
Task 11: Institute pre-remedial national meetings	HSED	Current
Task 12: Publish SI/HRS bulletins	HSED	Current
Task 13: Continue to promote CLP data automation	HSED	Current

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

<u>GOAL/OBJECTIVE/TASK</u>	<u>Division</u>	<u>Timing</u>
<u>GOAL 3: EFFICIENT, WELL-MANAGED SUPERFUND PROGRAM</u>		
■ OBJECTIVE 4: Institute better information transfer, training and public communication programs.		
<u>Information Transfer Tasks (cont.)</u>		
Task 14: Update SARA implementation tracking system	OPM	Current
Task 15: Conduct CERCLIS Data Quality cleanup project	OPM	
Task 16: Write Annual Report to Congress	OPM	Current
Task 17: Develop and implement effective contractor workgroup contact system with Regions for information transfer	OPM	New
Task 18: Develop a series of contract assistance bulletins through CORAS that provide information transfer on problems identified and on recommended solutions, including task/work assignment manager procedures	OPM	New

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

GOAL/OBJECTIVE/TASK	Division	Timing
<b>GOAL 3: EFFICIENT, WELL MANAGED SUPERFUND PROGRAM</b>		
■ OBJECTIVE 4: Institute better information transfer, training and public communication programs.		
<u>Information Transfer Tasks (cont.)</u>		
Task 19: Continue Office automation: LAN application	OPM	
Task 20: Revise and update remedial and removal financial guide (part of 1989 SCAP Manual)	OPM	Complete
Task 21: Develop and implement revised Regional Review strategy	OPM	New
Task 22: Develop reports to put Workload model on mainframe	OPM	Complete
<u>Training Tasks</u>		
Task 23: Continue to provide removal cost management training to OSCs	ERD	Current

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

<u>GOAL/OBJECTIVE/TASK</u>	<u>Division</u>	<u>Timing</u>
<b><u>GOAL 3: EFFICIENT, WELL-MANAGED SUPERFUND PROGRAM</u></b>		
■ <b>OBJECTIVE 4: Institute better information transfer, training, and public communications programs</b>		
<u>Training Tasks (cont.)</u>		
Task 24: Update ERD/ERT emergency response training to focus on information needed by response personnel in the future. Revise or phase out current courses and develop new courses	ERD	Current
Task 25: Provide training for international response personnel	ERD	
Task 26: Provide 190 offerings of 11 training courses to 5,000 students	ERD	
Task 27: Develop criteria and procedures for other private, Federal, and State/local government organizations to conduct many of the current ERD/ERT training courses, resulting in expansion of the national emergency response training capability	ERD	New
Task 28: Implement externalization of ERT training courses	ERD	

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

GOAL/OBJECTIVE/TASK	Division	Timing
<b>GOAL 3: EFFICIENT, WELL-MANAGED SUPERFUND PROGRAM</b>		
■ OBJECTIVE 4: Institute better information transfer, training, and public communications programs		
<u>Training Tasks (cont.)</u>		
Task 29: Publish new oil spill dispersants technical products book	ERD	
Task 30: Revise HRS training and implementation guidance and NPL policy guidance	HSED	New
Task 31: Conduct training in risk and ecological assessment	HSED	Current
Task 32: Conduct data base training for OERR managers	OPM	Current
Task 33: Use training data base and training bulletin board to create opportunities to both get and give trainings	OPM	New
Task 34: Conduct CERCLIS training	OPM	Current
Task 35: Conduct ARARs training	OPM	Current
Task 36: Identify additional contract related training needs through CORAS reviews	OPM	Current

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

GOAL/OBJECTIVE/TASK	Division	Timing
<b>GOAL 3: EFFICIENT, WELL-MANAGED SUPERFUND PROGRAM</b>		
■ OBJECTIVE 4: Institute better information transfer, training, and public communications programs		
<u>Communications Tasks</u>		
Task 37: Issue NPL press releases	HSED	Current
Task 38: Issue NPL site narrative summaries	HSED	Current
Task 39: Implement results of environmental indicators project with OMSE	OPM	New
Task 40: Complete monthly management reports routine circulation	OPM	New
Task 41: Conduct NCP public meetings	OPM	New
■ OBJECTIVE 5: Speed up the cleanup process, using intelligent risk taking.		
Task 1: Implement NCP initiatives including issuance of guidance for:	HSCD	Current
(a) Bias for action	HSCD	
(b) Process streamlining	HSCD	Current

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

GOAL/OBJECTIVE/TASK	Division	Timing
<b>GOAL 3: EFFICIENT, WELL MANAGED SUPERFUND PROGRAM</b>		
■ OBJECTIVE 5: Speed up the cleanup process, using intelligent risk taking.		
Task 2: Revise remedial design/remedial action guidance	HSCD	New
Task 3: Manage 175/200 RA start tracking and support	HSCD	Current
Task 4: Develop early data gathering capability (for RD stage)	HSCD	New
Task 5: Evaluate ROD delegation below Regional Administrator and implement if viable	HSCD	New
Task 6: Implement results of RI/FS improvements project with emphasis on project scoping and work plan development	HSCD	New
Task 7: Establish "expert" teams for scoping and selection of remedy at complex sites	HSCD	
Task 8: Utilize specialized (expert) support for problem solving	HSCD	

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

GOAL/OBJECTIVE/TASK	Division	Timing
<b>GOAL 3: EFFICIENT, WELL-MANAGED SUPERFUND PROGRAM</b>		
■ <b>OBJECTIVE 5: Speed up the cleanup process, using intelligent risk taking</b>		
Task 9: Broaden role of HQ and Regional analytical services. Emphasize helper/partner role.	HSED	New
Task 10: Use Listing Site Investigation (LSI) to speed RI starts	HSED	Current
Task 11: Develop PA "one year policy"	HSED	Current
Task 12: Follow-up on OMSE's NPL process recommendations	HSED	Current
Task 13: Apply pre-remedial strategy to encourage more NFRAP decisions	HSED	Current
Task 14: Implement process for "faster" health assessments from ATSDR	HSED	Current
Task 15: Streamline analytic services and provide needed new service. Evaluate Regional analytic budgets	HSED	Current
Task 16: Develop and routinely provide a series of monthly management reports from CERCLIS for senior managers	OPM	New



## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

<u>GOAL/OBJECTIVE/TASK</u>	<u>Division</u>	<u>Timing</u>
<b><u>GOAL 3: EFFICIENT, WELL-MANAGED SUPERFUND PROGRAM</u></b>		
■ <b>OBJECTIVE 5: Speed up the cleanup process, using intelligent risk taking</b>		
Task 17: Utilize docket/directives to ensure broad availability and communication of Superfund directives and policies	OPM	
Task 18: Initiate reauthorization-oriented policy evaluations. For example:	OPM	New (1990)
(a) Role of States in program/options		
(b) Implementation of long-term management of sites		
(c) Changing nature of removal program as a result of reauthorization		
(d) Implications of enforcement fund interface for program accomplishments		
(e) Tension between starts, subsequents, and completions in a resource-constrained environment		
Task 19: Develop short policy papers related to selected cleanup standard issues	OPM	

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

GOAL/OBJECTIVE/TASK	Division	Timing
<b>GOAL 4: INCREASE THE ROLE OF OTHERS</b>		
■ OBJECTIVE 1: Identify areas of appropriate participation for others.		
Task 1: Work with other Federal agencies on the conduct of removals at Federal facilities. Limit EPA's role to true emergencies only. Issue guidance defining emergencies at Federal facilities	ERD	Current
Task 2: Identify categories of removals that other parties should be conducting (e.g., provision of water lines)	ERD	New
Task 3: Develop urban lead Response Policy	ERD	
Task 4: Communicate program in the Annual Report to Congress and routine Superfund Progress Reports	OPM	Current
Task 5: Identify areas where "others" can help	OPM	New

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

GOAL/OBJECTIVE/TASK	Division	Timing
<b>GOAL 4: INCREASE THE ROLE OF OTHERS</b>		
■ <b>OBJECTIVE 2: Identify the "others" and their potentially usable resources.</b>		
Task 1: Identify "others" likely to be involved	ERD	New
Task 2: Conduct analysis of current delegations of removal authority and functions to Regions. Identify which additional functions and authorities should be delegated to Regions	ERD	New
Task 3: Work with states that want to implement SPCC Program	ERD	
Task 4: Initiate more PRP removals	ERD	
Task 5: Work with Drug Enforcement Administration to develop guidelines and strategy for cleanup of illegal drug laboratories.	ERD	
Task 6: Assess expertise, resources, statutory authority and willingness of "others"	OPM	New
■ <b>OBJECTIVE 3: Identify and remove barriers to participation of others.</b>		
Task 1: Complete and implement Reciprocal Concurrence for selection of remedy	HSCD	Current

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

GOAL/OBJECTIVE/TASK	Division	Timing
<b>GOAL 4: INCREASE THE ROLE OF OTHERS</b>		
■ OBJECTIVE 3: Identify and remove barriers to participation of others.		
Task 2: Evaluate State participation in the remedial program and identify vehicles to increase participation as appropriate	HSCD	New
Task 3: Implement mechanism for smooth transition to States or municipalities for long term operation and maintenance of remedial actions	HSCD	New
Task 4: Evaluate/implement deferral policies. Final deferred listing policies to Red Border	HSED	Current
Task 5: Study State costs, pre-remedial output quality, and EPA oversight	HSED	New
■ OBJECTIVE 4: Design and implement an incremental program to increase gradually appropriate participation of others.		
Task 1: Finalize and implement SMOA (rules for Regions and States)	HSCD	Current
Task 2: Implement CORE and evaluate success in stimulating development of State program management structure	HSCD	Current

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

GOAL/OBJECTIVE/TASK	Division	Timing
<b>GOAL 4: INCREASE THE ROLE OF OTHERS</b>		
■ OBJECTIVE 4: Design and implement an incremental program to increase gradually appropriate participation of others.		
Task 3: Establish State/municipality accountability for "non-source" ground water pollution	HSCD	
Task 4: Implement State and other agency deferral policies	HSED	Current
Task 5: Provide ATSDR support. Coordinate with ATSDR	HSED	Current
Task 6: Utilize Multiple State Cooperative Agreements	HSED	Current
Task 7: Conduct ORD project oversight. Define and utilize ORD/other agencies' research	HSED	
Task 8: Examine needs of States in information management	OPM	New
Task 9: Provide CERCLIS enhancements related to COE and ATSDR	OPM	New

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

GOAL/OBJECTIVE/TASK	Division	Timing
<b>GOAL 5: BUILD PUBLIC CONFIDENCE IN SUPERFUND</b>		
■ <b>OBJECTIVE 1: Gain acceptance for policy directions and initiatives</b>		
Task 1: Publish annual update of <u>Superfund Emergency Response Actions Summary</u>	ERD	
Task 2: Publish 3 issues of <u>On-Scene</u> removal publication	ERD	
Task 3: Implement an effective RQ training and outreach program	ERD	
Task 4: Participate in national conferences on Superfund, hazardous substances, and oil spills	ERD	
Task 5: Develop strategy for responding to program critics and supporting OSCs	ERD	
Task 6: Redefine how removal program fits into overall hazardous waste management system	ERD	
Task 7: Outreach to Congress and interest groups (policy and technical coordination with HWTC, HWAC, CMA, etc.)	HSCD	
Task 8: Final NCP with strong selection of remedy expectations and policy	HSCD	

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

<u>GOAL/OBJECTIVE/TASK</u>	<u>Division</u>	<u>Timing</u>
<b><u>GOAL 5: BUILD PUBLIC CONFIDENCE IN SUPERFUND</u></b>		
■ <b>OBJECTIVE 1: Gain acceptance for policy directions and initiatives</b>		
Task 9: Promote program quality and consistency	HSCD	
Task 10: Support an OERR-lead effort to develop "White Paper" and communications strategy for building public confidence	HSCD	
Task 11: Initiate dialogue with key groups outside OERR	OPM	New
Task 12: Conduct systematic evaluation of external critical reports	OPM	New
Task 13: Develop Superfund "White Paper"	OPM	New
Task 14: Develop strategic plan for communications agenda for OERR	OPM	New
<b>OBJECTIVE 2: Gain acceptance for site-specific solutions</b>	ERD	
Task 1: Better document and communicate accomplishments of removal program at NPL sites		
Task 2: Document and communicate health risk reductions due to 1,200+ removals	ERD	

## OERR STRATEGIC PLANNING INITIATIVE (OSPI)

<u>GOAL/OBJECTIVE/TASK</u>	<u>Division</u>	<u>Timing</u>
<b><u>GOAL 5: BUILD PUBLIC CONFIDENCE IN SUPERFUND</u></b>		
■ <b>OBJECTIVE 2: Gain acceptance for site-specific solutions</b>		
Task 3: Evaluate IFR and prepare revisions to TAG rule	HSCD	
Task 4: Community Relations focus to RA phase	HSCD	
Task 5: Utilize Technical Assistance Grants (Regulation and Implementing program)	HSCD	
Task 6: Issue community relations handbook and make it widely available	HSCD	Current