



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
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OFFICE OF
SOLID WASTE AND EMERGENCY RESPONSE

Directive no. 9203.1-14

MEMORANDUM

SUBJECT: Update on SACM Implementation

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

TO: Waste Management Division Directors
Regions I, IV, V, VII
Emergency and Remedial Response Division Director
Region II
Hazardous Waste Management Division Directors
Regions III, VI, VIII, IX
Hazardous Waste Division Director
Region X
Environmental Services Division Directors
Regions I-X

Background

The implementation of the Superfund Accelerated Cleanup Model (SACM) is proceeding apace and meshing well with transitional initiatives that bridge to the Superfund Reform Act. I commend all Regions for their excellent work towards achieving our goal of full implementation this fiscal year. As a program, we are seeing real results of SACM through the pilots and through day-to-day management efficiencies. SACM is proving ever more useful in reducing time and costs of cleanup...one of the chief goals of the new Bill.

Purpose

Headquarters has recently received a number of updates from the Regions on SACM progress and procedures that have been put in place to implement SACM. Several Regions, particularly **Region V**, are truly embracing and implementing a **Vision of SACM** that is, "one program, with all employees working together to accelerate cleanup". I would like to take this opportunity to draw from those updates

and summarize for you what I consider significant progress in SACM implementation to date. I think it is important for us to learn from each other in order to avoid "re-inventing" the wheel.

Cross-Program Integration

Several Regions have taken innovative approaches to achieving the cultural change associated with SACM and promoting cross-program integration. **Region V** has moved their Site Assessment Section into the Removal Branch. This has proven effective in creating one-program and has resulted in "one-door" for sites entering the Region. **Region V** has also rotated their removal and remedial branch chiefs to foster cross-program integration and understanding. By maximizing the combined expertise of their staff, Region V has effectively balanced their resources to assure a smooth flow of projects through the pipeline. In order to facilitate integrated site assessment, **Region VIII** has hired technical AARPs in their removal section to screen sites as they are discovered, make initial site visits, and make recommendations to an EPA technical body. **Regions V and X** have involved all staff in SACM through open meetings, workgroups, newsletters and cross-training. Many Regions have been or are currently conducting cross-program training for Site Assessment Managers, On-Scene Coordinators, and Remedial Project Managers. Regions are encouraged to continue these types of efforts.

Eliminating the Backlog

Regions are making significant progress in reducing the Site Inspection Prioritization (SIP) backlog. **Region V** has developed a process for addressing the SIP backlog intended to identify the remaining worst sites, flag environmental justice concerns, and prioritize future site work. They have established a workgroup to provide objective criteria based on risk to establish priority among all the sites in their States. The Region expects that the States will also use this criteria, and provide the first cut at prioritizing backlogged sites so that the Region can then start with a list of the worst sites.

Operating Procedures

Many Regions have developed Region-specific SACM procedures that are in-synch with Headquarters guidance. **Region V** has developed the **Regional Integrated Site Evaluation (RISE)** process for screening newly discovered sites. RISE ensures that all sites enter through "one-door", and that site assessment, removal and remedial activities are integrated through a one-step screening process to address worst sites first. It establishes a chain of command and paper flow to assure appropriate coordination and management attention as a site moves through the Regional assessment process (site identification, planning and mobilization, site sampling, and reports). **Region II** has established a similar process to ensure cross-program coordination throughout the assessment process. **Region VIII** has drafted a comprehensive manual that outlines their vision for SACM and procedures for

integrated assessment, priority setting, decision-making, early action and long-term action response, community involvement and enforcement. **Region X** has put in place a process for prioritizing potential National Priorities List sites for both Federal Facilities and non-Federal Facilities. The guidance includes: pertinent questions to ask; procedures for Regional Decision Team involvement; voting and documentation of decisions; and factors that should be considered.

Communicating Successes/Lessons Learned

All Regions see the value of documenting successes and lessons learned. As a pilot project, **Region X** created an outreach specialist position in their Superfund office to communicate the progress of Superfund, particularly SACM, to legislators, the media, publications and communities. **Region V** has published Superfund Accomplishments in 1993 and **Region X** has published Superfund Update, both intended to keep interested parties current on Regional Superfund activities and successes, including SACM. By communicating SACM successes we can show that we are making the Superfund process faster and more efficient.

Conclusion

I hope this information is helpful to you as you continue to implement SACM. I recognize that all of the Regions are making excellent efforts towards making SACM operational this year. I plan to issue more updates as you share your progress with Headquarters. The SACM Partners have been visiting the Regions and will continue to keep in contact with their Regions on a regular basis. Please take advantage of these opportunities to share information with Headquarters. The Regional documents that prompted this memorandum and contact names are listed below:

Region II

contact: George Pavlou

SACM Coordinator: Ron Borsellino (212) 264-8667

Integrating Removal and Remedial Site Assessment Investigations

Region V

contact: Jody Traub

SACM Coordinator: Doug Ballotti (312) 886-4752

Superfund Accomplishments in 1993

Region V SACM Full Implementation/Accomplishments

Regional Integrated Site Evaluation Process

Region V Site Inspection Prioritization Backlog and Screening of NPL Caliber Sites

Region VIII

contact: Robert Duprey

SACM Coordinator: Diane Thiel (303) 293-1282

Region VIII's Streamlined Superfund Process (Draft Manual)

Region X

contact: Randall Smith

SACM Coordinator: John Myer (206) 553-1271

A Region 10 Superfund Update

Region 10 SACM Progress Report

Region 10 Superfund Site Evaluation Policies

cc: Elliott Laws, OSWER
Walt Kovalick, OSWER
Tim Fields, SRO
Bruce Diamond, OWPE