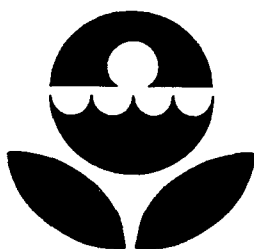


HAZARDOUS WASTE OMBUDSMAN HANDBOOK



**Office of Ombudsman
Office of Solid Waste and Emergency Response
U.S. Environmental Protection Agency**

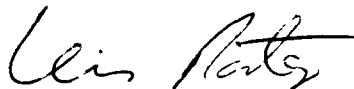
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Foreword

Few offices within EPA deal with programs of the scope and complexity of those established under the Resource Conservation and Recovery Act (RCRA) and the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA). This makes the Office of Solid Waste and Emergency Response's (OSWER) management of the hazardous waste programs under RCRA and CERCLA a monumental task.

As these programs have grown, so too has OSWER's ability to implement them. The need for improved communication with the regulated community and the public has paralleled the program's growth. One aspect of OSWER's efforts to meet this challenge is the establishment of the Office of Ombudsman. Establishment of this office is evidence of OSWER's commitment to respond to inquiries, problems, or complaints from the public affected by our decision-making.

We have developed the Hazardous Waste Ombudsman Handbook to outline the roles and responsibilities for an Ombudsman. To the extent that this handbook assists the Ombudsman in both Headquarters and the Region in the discharge of his or her duties with respect to the regulated community and the general public, it will enhance OSWER's management of these complex programs in the challenging years ahead.



J. Winston Porter
Assistant Administrator
Office of Solid Waste
and Emergency Response

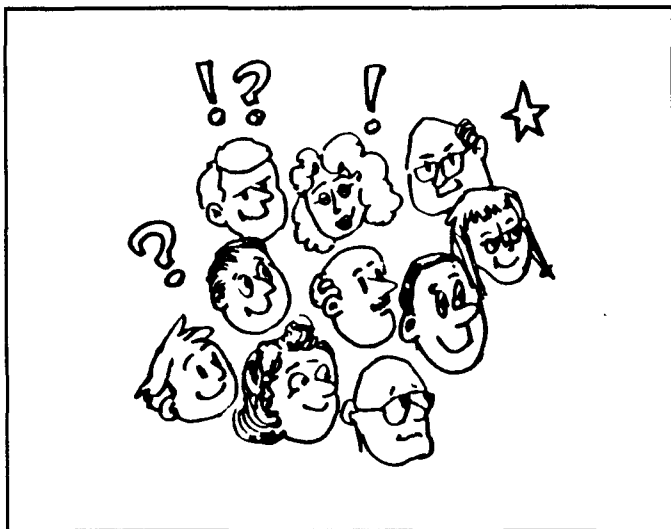
HAZARDOUS WASTE OMBUDSMAN HANDBOOK

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SECTION 1. INTRODUCTION

You have heard the stories before. The concerned citizen feels he has run up against an unresponsive bureaucracy. The regulated industry is frustrated by complex regulations and by difficulty in resolving compliance questions. The bothersome complainant often appears to be shunted from official to official, office to office, and on and on.



What's to be done? By their nature the large bureaucracies of modern society, both governmental and corporate, cannot handle every problem or complaint to complete satisfaction. More and more, organizations are turning to a novel solution to remedy this problem -- the Ombudsman, an employee specially designated to deal with problems and complaints (see box).

In fact, Congress has chosen this solution for dealing with such problems in the hazardous waste programs EPA administers. The Ombudsman is intended to respond to concerned citizens, to assist industry as it complies with environmental regulations, and to handle all complaints arising from these programs.

PURPOSE OF HANDBOOK

This handbook is for the use of EPA Headquarters and Regional representatives who are serving as an Ombudsman. The purpose of this handbook is to provide the Ombudsman information concerning the program and guidance on the procedures and policies for responding as an Ombudsman. It is designed as a reference manual that the Ombudsman should refer to in order to implement a nationally consistent program. The provisions of this handbook are to ensure conformity in definition, reporting, and handling of problems and complaints.

The material presented here is to be viewed as a framework for each Regional Ombudsman program, rather than as procedures that must be followed. This recognizes that differences in operation may exist among the Regions. Each

Ombudsman: an impartial public official who investigates complaints about government officials or administrative actions and seeks to correct problems where warranted. The idea originated in Sweden, but it has gained popularity in large organizations, including major corporations, newspapers, universities, and government, because of the increasing complexities in administration and the need for impartial and informal handling of complaints.

Regional Ombudsman operates independently of the Headquarters Ombudsman, although close cooperation between them is important. Under this arrangement, each Region retains the flexibility to adapt suggested procedures to individual program needs.

This handbook does not provide the procedures for handling every problem. It is recognized that the wide-ranging nature of the Ombudsman program precludes a handbook that details comprehensive solutions to problems.

Another purpose of this handbook is to serve as a central repository for information that is key to carrying out Ombudsman responsibilities, e.g., phone numbers, established administrative procedures, and Agency rules.

The handbook is designed as a quick reference manual. The sections are organized by topic in order to facilitate finding the appropriate item.

STRUCTURE OF HANDBOOK

Section 1: Introduction

Section 2: Overview of Ombudsman Program

Section 3: Ombudsman Program Procedures

Section 4: Additional Information

Section 1 provides an introduction to the handbook, discusses its purpose, and presents the charter for the Ombudsman program.

Section 2 presents an overview of the program. Starting with the legislative background of the program, this section briefly describes the function of the program, the organization of the office, and the roles and responsibilities of the Ombudsman.

Section 3 provides procedures that should be used as guidelines for responding to problems and complaints. This section

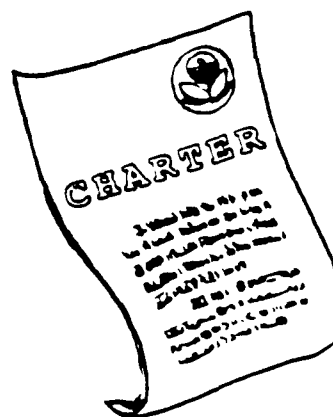
discusses the responsibility of the Office of Solid Waste and Emergency Response (OSWER) programs to handle requests, and suggests criteria for determining which requests warrant Ombudsman attention. It also presents the steps for Ombudsman handling of a request from receipt to final action.

Section 4 contains additional information on various aspects of the Ombudsman program. These range from public information materials and training to recommendations to the Assistant Administrator and confidentiality of requests.

The **Appendix** is the repository for resources available to the Ombudsman. This includes essential telephone numbers, program organizational charts, and matrices for identifying appropriate headquarters program personnel.

OMBUDSMAN CHARTER

The purpose of this charter is to provide basic background information on, and the philosophy for, the Ombudsman program established under the Resource Conservation and Recovery Act (RCRA). This charter is not intended to cover every aspect of the Ombudsman program; it is designed more as an orientation to the program for those both inside and outside EPA.



Background

The hazardous waste management program established under RCRA involves some of the most complex regulatory programs developed by EPA. This fact has posed considerable difficulty for the general public and the regulated community and, as a result, has generated numerous problems and complaints. In the past, EPA has not had one single point of contact whose essential purpose is to assist citizens and the regulated community in resolving problems concerning any program or requirement under the hazardous waste laws. Recognizing this important need, EPA established the Office of Ombudsman at Headquarters and in each Regional Office.

While EPA is always striving to educate and involve the public in its decision-making process, a small percentage of the general public and the regulated community continues to have difficulty in resolving problems concerning EPA's hazardous waste management programs. The objective of the Ombudsman program is to ensure that the general public is provided assistance with such complaints or problems.

The Ombudsman program is intended to assist those citizens and members of the regulated community who have been unable to voice a complaint or get their problems resolved through normal channels. The Ombudsman program is not intended to circumvent existing channels of management authority or established formal administrative avenues of appeal.

Many citizens and members of the regulated community either do not know how to get information or feel frustrated in their attempts to cope with the complexities of hazardous waste regulatory programs; not only the RCRA program, but also the

Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), commonly known as "Superfund." The Ombudsman program is designed to provide information and to deal with any problems people may have with these programs.

It must be emphasized that the Ombudsman lacks the legal authority to reverse or modify any program decisions or actions, either those already taken or those that may be taken in the future. However, based on sound information gained through contact with the public, the Ombudsman may, on occasion, effect program adjustments in resolving particular problems.

In order to be effective, the Ombudsman must develop the confidence of the citizens, the regulated community, and the OSWER program managers. Impartiality is essential to the effectiveness of the Office of Ombudsman. Fair and responsible assessments of complaints brought to the attention of the

Many requests for assistance are routine information requests and should be handled by the following existing programs:

- RCRA/Superfund Hotline
- RCRA Permitting Public Involvement Program
- Superfund Community Relations Program
- Office of External Affairs
- Small Business Ombudsman Hotline
- Regional Small Business Liaisons
- Other ongoing communications/outreach programs.

Requests that are more complicated or reflect concerns about the way the regulations or programs have dealt or failed to deal with a particular situation or problem are to be handled by the Ombudsman.

Ombudsman are critical. The Office of Ombudsman must exhibit total objectivity in order to resolve differences between citizens, the regulated community and EPA. While striving to be objective, the Ombudsman must remember that he or she is part of EPA's mission and thus, must work within EPA's system to address problems rather than standing apart and criticizing the Agency.

The object is for all parties to believe that careful consideration has been given to every aspect of the complaint or problem. This could require program managers to consider revision of programs or policies when that revision would better serve the needs of the public or regulated community.

It is important to emphasize that the Ombudsman will not be an "advocate" for the Agency or the public. He or she is not a substitute for the normal appeal processes. The Ombudsman must function as a supplement to existing institutions in the OSWER programs, not a replacement. The Ombudsman and the program managers are both seeking the same end: to improve implementation of the complex requirements of hazardous waste legislation.

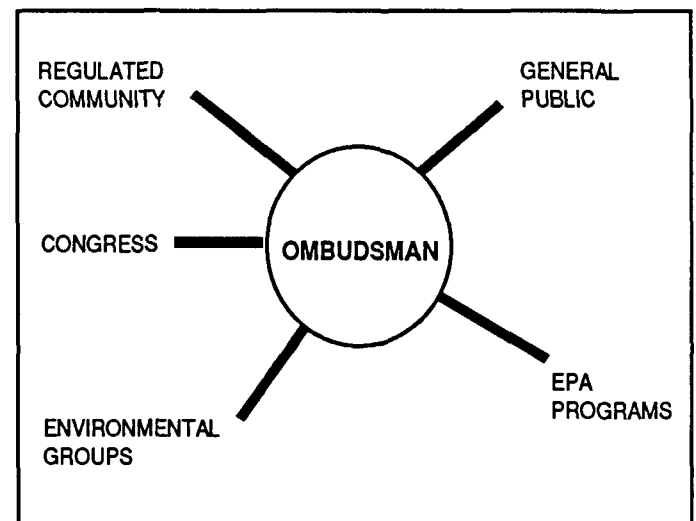
The Nature of the Ombudsman's Job

The Ombudsman's job is a people-oriented job. Therefore, the more the Ombudsman likes and understands people, the more he or she will like and be successful in the Ombudsman's job.

People are alike in only a few ways. We need to feel secure, experience success, be

loved, and have self-esteem. In these ways, we are like the people we serve: members of the regulated community, Congress, the general public, environmental groups and EPA programs. Beyond these basic needs, each of us reacts to a situation based on our own experiences.

What are some of the potential areas of conflict that the Ombudsman may expect? First of all, remember that while we like to think



of ourselves as rational human beings, our behavior may frequently be guided by feelings rather than reason. We take advice when it is offered in friendship but reject the same advice if it is offered by someone who "rubs us the wrong way." Certain behaviors in others can cause us to resist their ideas and suggestions even though they may be very good and the behaviors that turn us off are irrelevant.

It is well to remember that logic alone will often not be enough to calm a hostile or irate complainant. One cannot dismiss anger on self-command or by request, therefore, the Ombudsman will need to use empathy in order to guide behavior down more productive avenues, i.e., problem resolution. The Ombudsman will need patience and understanding when dealing with sensitive situations and individuals who openly express their hostility.

An Ombudsman is:

- Knowledgeable
- Independent
- Impartial

Carefulness in stating complaints will greatly facilitate a successful outcome. The Ombudsman is likely to cause defensiveness and reduce the opportunity for a successful outcome by accusing, criticizing, blaming or demonstrating superiority or certainty. Cooperative relationships and an increase in the number of successful outcomes are likely to develop if the Ombudsman is supportive of all parties concerned, describes facts, approaches the problem with a problem-solving orientation, and exhibits fairness. Sensitivity and attention to uncomfortable feelings among all parties concerned will free the Ombudsman from some of the blocks to problem resolution.

The Ombudsman will sometimes be involved in what are called conflict situations. It will be helpful to know some research findings

about these kinds of circumstances. Conflict has been defined in terms of incompatible goals and different values, but such differences are frequently perceived rather than real. If the parties involved can find a common ground, e.g., realize that resolving the issue is in their mutual interest, conflict can be set aside and the problem-solving process can begin.

The most important method of accomplishing resolution is to depersonalize the situation. In other words, situations must be described in such a way that the other party is not threatened or judged negatively as a person. This will increase the likelihood of cooperation and participation of others.

Confrontation and ignorance are the enemies of a good environmental program. Whenever possible, EPA should make use of negotiation among all affected parties to find acceptable solutions, and should consult widely and tap into the knowledge and insights of the public. An effective Ombudsman helps bring people together by acting as a mediator where necessary.

The Ombudsman's major task is to handle complaints from citizens and the regulated community, and in doing so obtain facts, sort information, and substantiate policy in order to remedy problems. This task will require a range of communication skills, including interviewing, listening, and writing. Many of these skills the Ombudsman will already possess. Others will be finely tuned by experience in the job of Ombudsman.

Four tips for handling complaints:

- 1. Focus on the Issue, not the person.**
- 2. Try to define Issues in terms of environmental results.**
- 3. Do not place persons in a win-lose situation.**
- 4. Promote discussions that enhance the building of relationships rather than conflicts.**

SECTION 2. OVERVIEW OF OMBUDSMAN PROGRAM

This section presents an overview of the Ombudsman Program. It answers several basic questions about the program, e.g., what is its legislative background, function, organization, etc., without giving details on program procedures.

What is the Legislative Background of the Ombudsman Program?

Congress is aware of the complexity of the RCRA regulatory programs and the intensity of feelings aroused by hazardous waste issues. Congress also recognizes the necessity of assisting the regulated community with compliance difficulties and addressing the concerns of the general public.

To that end, Congress included a provision directing the EPA Administrator to establish the Office of Ombudsman in the Hazardous and Solid Waste Amendments of 1984. The new section 2008 of the Solid Waste Disposal Act reads as follows:

Sec. 2008 (a) ESTABLISHMENT; FUNCTIONS. *The Administrator shall establish an Office of Ombudsman, to be directed by an Ombudsman. It shall be the function of the Office of Ombudsman to receive individual complaints, grievances, requests for information submitted by any person with respect to any program or requirement under this Act.*

(b) AUTHORITY TO RENDER ASSISTANCE. -- *The Ombudsman shall render assistance with respect to the complaints, grievances, and requests submitted to the Office of Ombudsman, and shall make appropriate recommendations to the Administrator.*

(c) EFFECT ON PROCEDURES FOR GRIEVANCES, APPEALS, OR ADMINISTRATIVE MATTERS. -- *The establishment of the Office of Ombudsman shall not affect any procedures for grievances, appeals, or administrative matters in any other provision of this act, any other provision of law, or any Federal regulation.*

(d) TERMINATION. -- *The Office of Ombudsman shall cease to exist 4 years after the date of enactment of the Hazardous and Solid Waste Amendments of 1984.*

The legislative history of this provision provides some explanation of what Congress intended in establishing the Office of Ombudsman. The House Committee on Energy and Commerce, in its report accompanying H.R. 2867 (Rept. 98-198, May 17, 1983), explained the purpose of the provision as follows:

The American public, particularly those communities located close to hazardous waste facilities, have often been frustrated in their attempts to obtain information concerning the health danger posed by improperly disposed hazardous waste. EPA has been hampered in its ability to communicate with the public by not having a single office whose essential purpose is to respond to citizen inquiries and complaints. The Committee recognizes this important need and has adopted a provision establishing, within the Agency, the Office of Ombudsman.

The Committee expects the Administrator to promptly appoint an Ombudsman who is genuinely dedicated to answering citizen inquiries regarding RCRA programs and

responding to complaints and requests for assistance. The Committee expects that the individual appointed to this position will be of sufficient stature within the Agency that citizens will be able to secure meaningful assistance as quickly as possible. The Committee anticipates that fulfilling this important function will require staff resources at EPA headquarters in Washington and at each of the regional offices.

Although the legislative history does not mention Superfund, EPA has interpreted the Ombudsman provisions to cover the Superfund program as well. As the RCRA and Superfund programs are increasingly overlapping, it makes sense for the Office of Ombudsman to deal with both RCRA and Superfund issues, including the Underground Storage Tank (UST) and Emergency Planning and Community Right-To-Know programs.

Both the statutory language and its legislative history confirm the importance Congress places on the public assistance functions of the Office of Ombudsman. By

centralizing these functions in the Office of Ombudsman, Congress intended to improve EPA's responsiveness to the public with respect to the increasingly complex RCRA and Superfund programs.

What is the Ombudsman's Function?

As the legislative background indicates, the Office of Ombudsman is designed to ensure that the general public and regulated community are provided assistance with complaints or problems arising from EPA's hazardous waste programs. In a sense, the Ombudsman, as a top priority, has to be responsive to EPA's various constituents. In order to carry out this function, the Ombudsman should be prepared to respond to any reasonable requests for assistance.

In most cases, requests will come from constituents who have contacted existing EPA sources already, yet still need the Ombudsman for assistance. This is illustrated schematically in Figure 2-1. In large part, the function of the Ombudsman is to provide the regulated

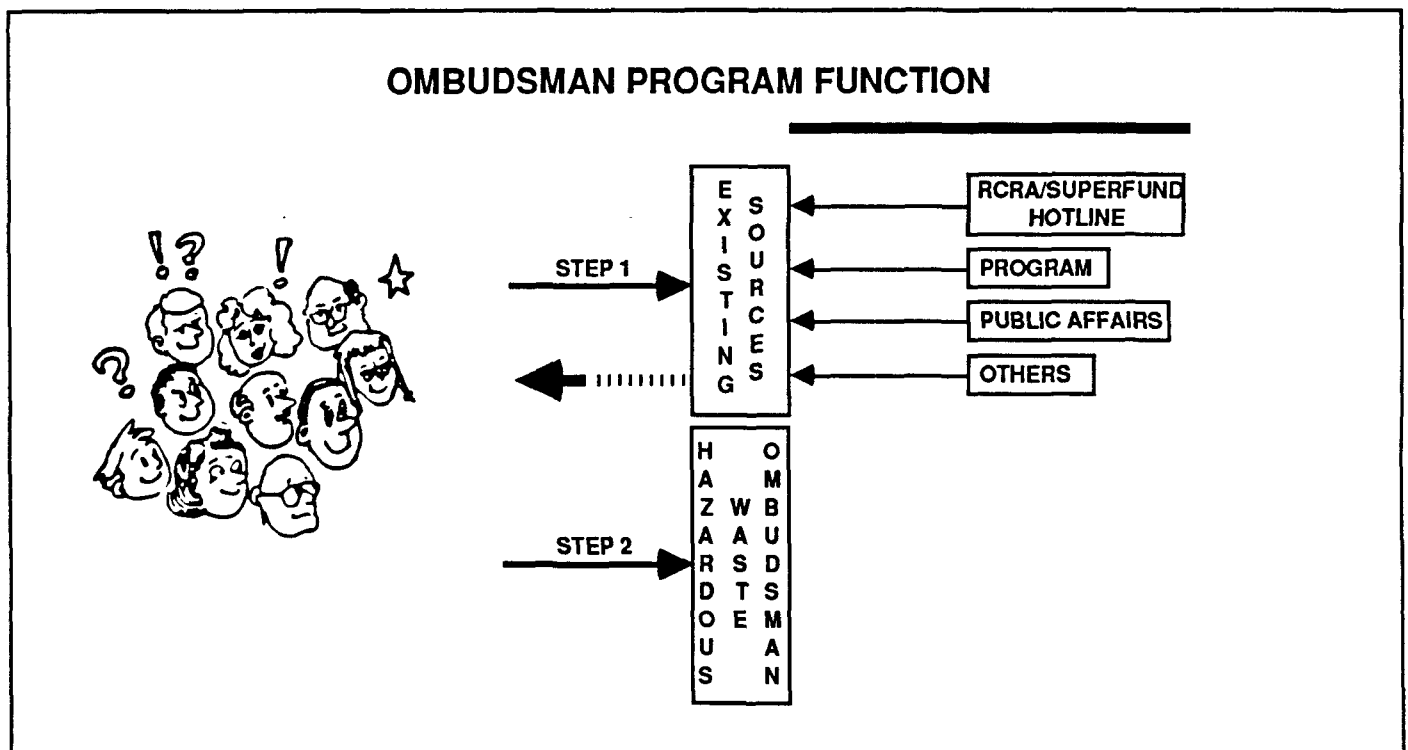


Figure 2-1

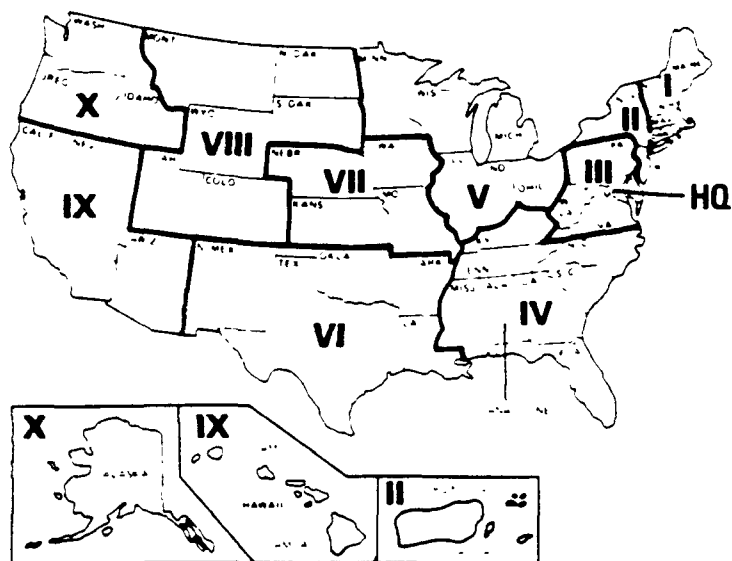


Figure 2-2

community and general public with an empathetic ear within the Agency.

The charge of the Ombudsman to provide assistance with problems, complaints or grievances, is an extremely broad one. These general terms can cover a range of matters (see box for definitions). This handbook provides guidelines for identifying the types of matters the Ombudsman may expect to address.

Problem: a question raised for inquiry, consideration, or solution; a source of perplexity, distress, or vexation. In the context of OSWER programs, a problem may result from difficulty in interpretation or application of a regulation.

Complaint: something that is the cause or subject of protest or outcry. In the context of OSWER programs, a complaint may result from the perceived failure by program officials to take required administrative action.

Grievance: a cause of distress felt to afford reason for complaint or resistance. In the context of OSWER programs, a grievance may result from unequal treatment of parties in otherwise similar situations. In this handbook, complaint and grievance are used interchangeably.

What is the Organization of the Office of Ombudsman?

Consistent with Congressional intent, the Office of Ombudsman is organized with an office in EPA Headquarters and representatives in each of the EPA Regional Offices, as illustrated in Figure 2-2. Each Ombudsman acts independently, yet coordinates with other Regions and the Headquarter's Ombudsman. This organization allows the Ombudsman to keep abreast of OSWER program developments in Headquarters as well as to provide maximum assistance to the public and regulated community through the Regional Offices.

The Headquarter's Office of the Ombudsman is located within the Office of Solid Waste and Emergency Response. It's Director reports to OSWER's Assistant Administrator. The Regional Ombudsman Program is the responsibility of the Regional Administrator in each Regional Office. The Regional Administrator designates the Regional Ombudsman and determines the

OMBUDSMAN LOCATION IN THE REGIONAL OFFICES		
REGION	PROGRAM OFFICE	OFFICE OF EXTERNAL AFFAIRS
1	●	
2		●
3	●	
4		●
5	●	
6	●	
7	●	
8		●
9	●	
10	●	

Figure 2-3

location of the position within the Regional Office. In most regions, the Ombudsman's duties are performed in conjunction with other program responsibilities, e.g., those of a program staff person. The Ombudsman performs the duties of both an Ombudsman and of a public liaison person in the Office of External Affairs. Figure 2-3 indicates the current location of the Ombudsman in each of the Regional Offices.

What are the Roles and Responsibilities of the Ombudsman?

The Director of the Office of Ombudsman is primarily responsible for national coordination of the Hazardous Waste Ombudsman Program and for the ongoing review, evaluation and analysis of the program. He also is responsible for soliciting comments and suggestions from each Regional Ombudsman and for implementing the Ombudsman program procedures. Coordinating with the Office of External Affairs, the Director will periodically meet with Congressional staffs and targeted groups to discuss the purpose and use of the Ombudsman program.

As the need arises, the Director will develop issue papers on recurrent procedural and implementation problems reported to Headquarters and will actively participate in the development of cross-cutting procedures that directly affect a national segment of the regulated community. To this end, the Director will attend public hearings on proposed rules to keep abreast of the latest regulations and their impact on EPA constituents. The Director, working with the Regional Administrators, is responsible for evaluating Regional Ombudsman programs through field visits and analyses. Based on these reviews and evaluations, the Director will recommend changes to Regional Ombudsman programs and issue updated program guidelines and instructions as needed.

The Regional Hazardous Waste Ombudsman should implement the program within the Regional structure and in accordance with Headquarter's guidelines and instructions. This means working with, not for, the Director of the Office of Ombudsman.

The Regional Ombudsman Should:

- Be a senior level person with experience in and extensive knowledge of hazardous waste programs
- Have access to decision-makers and senior managers to ensure responsiveness
- Have access to information
- Be integrated into existing mechanisms without disrupting ongoing outreach and assistance activities
- Be able to address "cross-cutting" hazardous waste issues.

SECTION 3. OMBUDSMAN PROGRAM PROCEDURES

This section outlines procedures designed to provide uniform handling of constituents' requests nationwide. These procedures are in no way set in concrete, but are intended to be used as a guide for action within the particular situation in Headquarters and each Regional Office.

EPA has always dealt with requests, problems, and complaints from the general public, the regulated community, environmental groups, and Congress. For handling these matters the program managers have developed basic procedures, of varying formality, that should be followed in preparing a response. These procedures will continue to be followed by the programs in carrying out their fundamental program responsibilities.


This handbook does not change the responsibility of OSWER program staff to resolve problems brought to their attention if they are capable of doing so. Rather, it describes those requests an Ombudsman is likely to receive, either directly from the public or as a referral from a program office, and the procedures by which the Ombudsman responds. EPA's goal is to handle requests and resolve problems as promptly and efficiently as possible.

Types of Requests Handled by the Ombudsman

The Office of Ombudsman is designed to handle a range of requests from the public with respect to EPA's hazardous waste programs. While the function of the Ombudsman is directed primarily towards solving complaints and problems, the Ombudsman's office also serves the function of providing a quick source of accurate information for those seeking assistance on hazardous waste matters. By nature, the Ombudsman program precludes listing all the types of requests an Ombudsman will handle in this handbook. However, based on experience, examples of the types of requests the Ombudsman can expect to receive and handle are shown in Figure 3-1 on the following page.

Scope of the Ombudsman

Not every problem or complaint warrants handling by the Ombudsman. Some fall beyond the scope of the Ombudsman program. For example, the Ombudsman should not circumvent existing procedures, e.g., resolving such matters as a permit appeal. A clear recognition of the scope of the Ombudsman



A line drawing of a man in a suit and tie sitting at a desk. He is looking down at a folder on the desk. To his left is a rotary telephone, and to his right is a mug. The entire illustration is enclosed in a rectangular border.

**THE OMBUDSMAN HANDLES
A CONSTITUENT'S:**

- Problems
- Complaints and Grievances
- Requests for Information
- Non-Notifier Questions
- Whistle-Blower Tips

Figure 3-1
Types of Requests Received by the Ombudsman

PROBLEMS	TYPES OF PROBLEMS
	Confusion between State/Federal Regulations
	Difficulties in interpretation or application of regulations or requirements
	Cross-cutting issues between agencies, e.g., Department of Transportation/EPA transportation regulations
	Uncertainties with respect to cross-cutting program issues, e.g., Toxic Substance Control Act vs. RCRA, i.e., PCB issue
	RCRA/Superfund related issues
	Questions resulting from contradictory or confusing programs/policies
	Waste identification
	Enforcement implementation
	Deadlines associated with issuing regulations
	Non-notifier questions which typically involve anonymous inquiries concerning compliance with RCRA regulations
COMPLAINTS AND GRIEVANCES	TYPES OF GRIEVANCES
	Perceived failure by program officials to take required administrative action
	Perceived misinterpretation or misapplication of a regulation or requirement
	Unequal treatment of parties in similar situations
	Congressional inquiries on behalf of their constituent's concerns
	Citizen complaints about hazardous waste sites in their community and/or hazardous waste programs
REQUESTS FOR INFORMATION	TYPES OF INFORMATION REQUESTED
	Economic/marketing data associated with amounts of hazardous waste being produced
	Information on the hazardous waste program, e.g., symposia on the alternate remedial contract strategy
	Alternative treatment technologies
	Resource recovery, such as tires and metals
	New regulations that have not been published
	UST notification
	UST interim prohibition
	Small quantity generators, e.g., used oil recyclers and electroplating
	Generators seeking information to determine compliance
	UST owner/operator requirements
	Exposure assessment data for specific waste facilities

program and judgment as to the best course of action should guide the Ombudsman in determining which requests are appropriate for handling. Factors the Ombudsman should consider when assessing how to handle a request are outlined below.

As the schematic in Figure 3-2 illustrates, the Ombudsman is subject to differing expectations and demands from constituents. In meeting constituents' requests, the Ombudsman must be realistic about the relief that can be provided. One factor the Ombudsman must consider is the capabilities and limitations of the position. On occasion, there will be issues or topics beyond the ability of the Ombudsman to address. These should be referred to experts in the particular area.

The Ombudsman should use judgment in dealing with matters covered by existing institutions or procedures. In the situations listed below, the Ombudsman acts as a conduit, forwarding requests to the appropriate office or program. These include:

- Requests for general information, which are handled by the RCRA/Superfund Hotline
- Inquiries or comments on proposed regulations, which should go to the RCRA or Superfund Docket
- Citizen inquiries about hazardous waste sites in their communities, which should be referred to the community relations program
- Health risk questions, which are better handled by the Office of Health and Environmental Assessment, Agency for Toxic Substances and Disease Registry or Centers for Disease Control
- Enforcement-related questions, which should be handled by enforcement staff

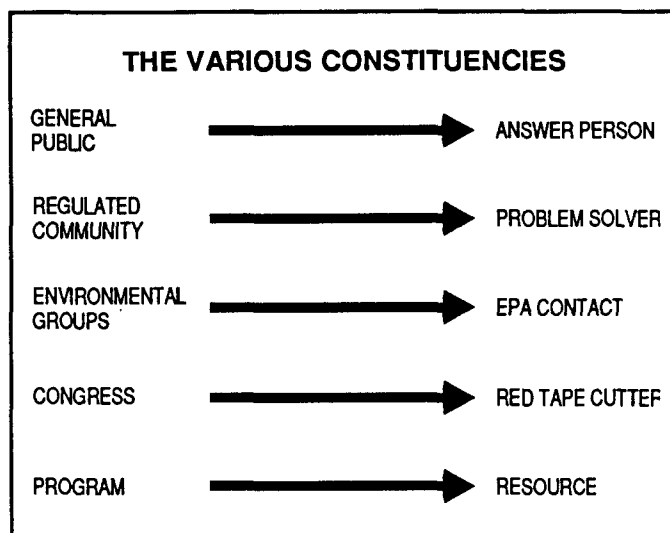


Figure 3-2

- Permit decisions or appeals, which should follow established administrative procedures
- Formal grievance matters, which should follow established EPA procedures
- Freedom of Information Act (FOIA) requests, which should be handled by the program office
- Media requests, which should be addressed by the Office of Public Affairs
- Allegations of wrongdoing, which should be investigated by the Inspector General
- Information beyond the scope of an Ombudsman's knowledge
- Second opinions. An appropriate response may have previously been provided by another office. The requestor may be pitting one EPA office against another or the Federal government against State government. This is a situation which the Ombudsman should avoid.

The Ombudsman will, however, to promote agency responsiveness, handle as many requests as possible, and ensure that the

information provided is correct. The lines on many of these matters are not clear. The Ombudsman will have to use good judgment in deciding which matters are appropriate to handle. In the interest of being responsive, the Office of Ombudsman should err on the side of providing every possible assistance to the general public.

In any case that is referred, the Ombudsman should follow-up with both the responder and the constituent to ensure an efficient resolution of the case.

Another factor which the Ombudsman must consider in assessing which requests to handle is the Agency's need to be responsive. Most calls to the Ombudsman are initial contacts requesting information. These calls are routinely handled by the program office; however, the Ombudsman may wish to handle a limited number of initial contacts rather than refer them to the program office. This, of course, will depend on the number and complexity of such inquiries. Achieving this will require using judgment to recognize which requests an Ombudsman should respond to, even though normally such a request is handled elsewhere.

Finally, the Ombudsman should determine whether the complaint or problem is within the scope of the Ombudsman's authority. Based on the language of the law (see Chapter 2) the

Ombudsman has the authority to respond to most requests for information "*submitted by any person with respect to any program or requirement under this Act.*" OSWER, taking direction from the legislative history, has interpreted the Ombudsman's authority broadly. Recognizing that Congress was concerned about the

NOTE: Caution should be exercised to ensure that the Ombudsman does not develop a clientele of contacts or others in the public or regulated community who believe they will receive better service by dealing with the Ombudsman on initial contacts. If this is a recurring problem, the Ombudsman should refer calls to the appropriate program office.

availability of hazardous waste information to the American public, OSWER believes that although the Ombudsman's main objective is to answer RCRA and Superfund related questions, the Ombudsman may also respond to requests for information regarding other EPA programs. The Ombudsman should limit his or her response regarding other EPA programs to factual information.

Congress did envision a limitation to the Ombudsman's authority in one respect: as a rule, the Ombudsman should not render second opinions on Agency decisions or circumvent existing procedures for problem resolution. The law stipulates that "the Office of Ombudsman shall not affect any procedures for grievances, appeals, or administrative matters in any other provision of this act, any other provision of law, or any Federal regulation." The Ombudsman must, therefore, work within established EPA guidelines to guarantee that procedures are followed.

In the final analysis, the goal of the Ombudsman is to help whenever and wherever possible. The Ombudsman should assist the constituent to the maximum extent possible.

An Ombudsman's role is limited by:

Authority - Established procedures must not be circumvented.

Previous Agency Decisions - An appropriate response, previously provided, should not be challenged.

Scope of Knowledge - Above all, the Ombudsman's responses should be based on the best available knowledge.

HANDLING OMBUDSMAN CASES

This section provides an overview of how cases brought to the attention of the Ombudsman are handled. Again, as was mentioned earlier, the procedures described here are the guidelines for a national program. Individual Regional programs may be varied to fit Regional policies.

The Ombudsman case-handling process is illustrated in Figure 3-3. As the figure indicates, the process from receipt of a request to completion of response involves four basic steps. These are discussed in detail on the following pages.

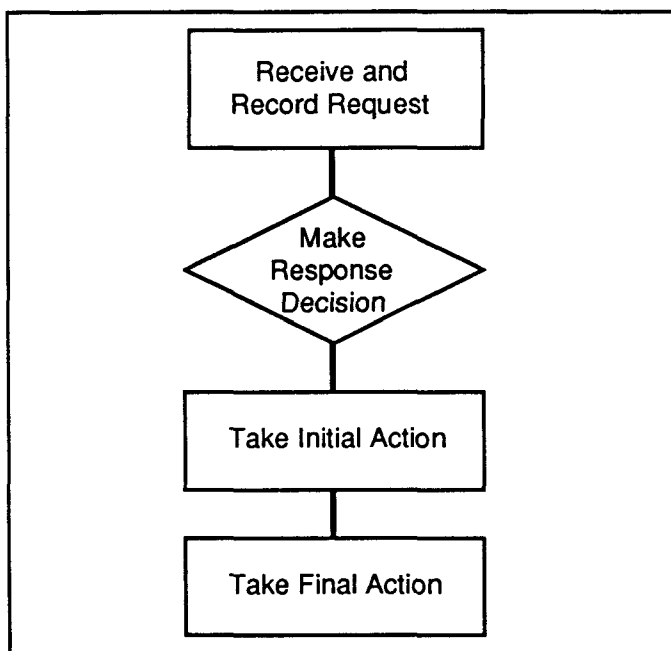


Figure 3-3

STEP 1: RECEIVING AND RECORDING REQUESTS

Receiving Requests

Requests may come to the Ombudsman in several ways. These include direct telephone calls to the Ombudsman, personal visits to the Ombudsman's office, and written requests received by mail. The Ombudsman may also receive referrals from the program offices in any of these forms.

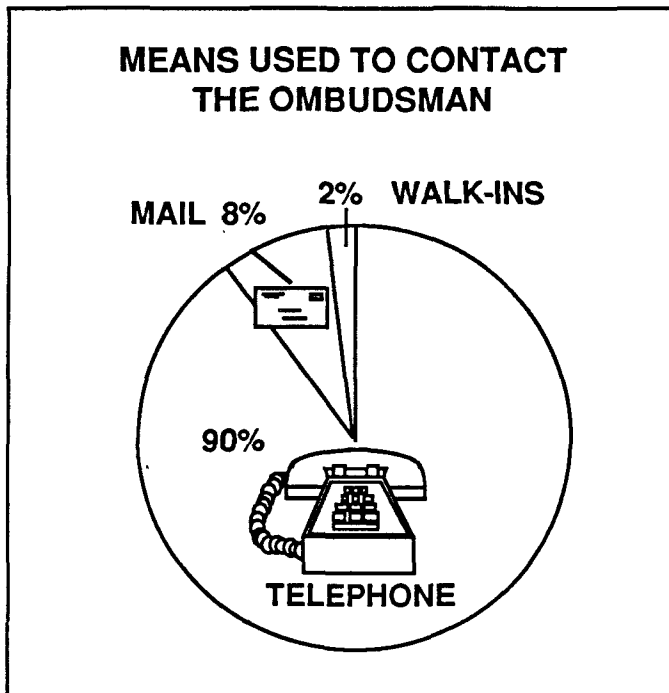
Telephone

By far the largest number of requests are likely to reach the Ombudsman by telephone. This is the easiest and quickest way for the general public to obtain assistance and is often the method preferred by the regulated community. The telephone is an Ombudsman's strongest tool, but also could be the weakest link. The general public, usually calling the Ombudsman with a problem, is bound to be put off if calls to an Ombudsman are not answered or returned. This may result in complaints against the Office of Ombudsman. To avoid this, the Ombudsman should ensure that his telephone is always answered. If a secretary is not available at all times, the Ombudsman should consider using an answering machine. An Ombudsman should acknowledge all calls within 24 hours.

The number of calls an Ombudsman will receive will depend in part on the public's awareness of the Office of Ombudsman, in part on knowledge of hazardous waste programs, and in part on "hot" issues. The Ombudsman should recognize that program telephone numbers have been widely distributed through publication in the Ombudsman program flier and in the Federal Register, and are therefore in the public domain. Implicit in publicizing these numbers is the expectation that all calls will be answered. Each Ombudsman's telephone number is also listed in Section 4 of this handbook, (which will be kept updated).

Mail

A few of the requests to the Ombudsman for assistance are likely to arrive by mail. This is the avenue most often used by citizens, environmental groups, and members of the regulated community who have very specific or detailed questions to pose. Requests may also come in any of the forms described above on referral from program office staff. As confidence in the Ombudsman function



increases, more and more requests for assistance are likely to be referred by the program.

Walk-Ins

Some requests may come to the Ombudsman by personal visit. This is particularly true of concerned citizens or environmental groups in the vicinity of Headquarters or the Regional Offices. It is also often used by representatives of particular segments of the regulated community.

Recording Requests

Recording requests for assistance as they arrive and maintaining case records are an important part of the first step. These establish the Ombudsman's files, which are critical for tracking the progress of a case and are essential, should an individual contest a response. Case files will also be used to evaluate the Ombudsman program. Therefore, the Ombudsman should ensure that inquiries are properly recorded, that Ombudsman logs are prepared for all cases and that case records are maintained as prescribed below.

An example of a case log is shown in Figure 3-4. The purpose of this log is to gather key information in one location. It takes a minimum of time to fill out and is invaluable as a cover page for case records. Use of this particular form is highly recommended. If the form is not used, it is the Ombudsman's responsibility to enter the information requested on the log into the case files through other means, as this information is necessary for program review.

Instructions for completing the Ombudsman log are included in Figure 3-4. Note that the log, rather than being filled out completely, can be used as a cover sheet for attachments, e.g., telephone memo slips, letters.

The Ombudsman log and any other relevant material should be placed in a case file. Each case should be maintained separately and in some system that assures easy retrieval of all applicable case material.

Note that the case log is filled out in all instances, even if the Ombudsman decides immediately that the case will be referred. This is because the logs will be analyzed annually to assess what types of requests the Ombudsman receives, especially the ratio of problem to information calls. This analysis will then be used to manage the overall Ombudsman program.

STEP 2: MAKING A RESPONSE DECISION

Immediately after recording the request, the second step involves making a decision on how to respond to a request. This involves determining that the case is within the purview of the Ombudsman.

The factors the Ombudsman considers in determining which requests to handle were laid out previously and are summarized in Figure 3-5. There will always be matters for which

Figure 3-4
Ombudsman Log and Instructions

HAZARDOUS WASTE OMBUDSMAN CASE LOG	
PROGRAM REFERRAL: <input type="checkbox"/>	ORAL REQUEST: <input type="checkbox"/> WRITTEN REQUEST: <input type="checkbox"/>
DATE: _____ RECEIVED BY: _____	
NAME OF INQUIRER: _____	
ORGANIZATION: _____	
ADDRESS: _____	
PHONE NUMBERS: _____ (work) _____ (home)	
PROBLEM:	
ACTION:	
<input type="checkbox"/> Information <input type="checkbox"/> Non-Notifier <input type="checkbox"/> Problem <input type="checkbox"/> Other : _____	
<div style="border: 1px solid black; display: inline-block; padding: 2px 10px;">FINAL ACTION COMPLETE</div>	

1. Check one. This information serves two purposes:

- To alert that correspondence is attached
- To evaluate how requests arrive for the Ombudsman

2. This line identifies who received the call and the date. Initials may be used.

3. This section identifies who is requesting assistance and what organization they belong to.

4. This space is for a description of the problem. If additional space is needed, continue on the back or on another piece of paper. If the problem is stated in a memo or has been written on a separate piece of paper, it is not necessary to fill in this section. However, the documents describing the problem should be stapled to the back of this sheet.

5. This section is for recording any action(s) taken to resolve the problem. Activities to record include referral to a program office, efforts made to respond or actual responses. In all cases, who the problem was referred to or who responded, what office was involved and the date should be identified. This is also the section in which to record all attempts to contact someone, and the substance of any phone conversations. Documenting this information protects the Ombudsman against claims of unresponsiveness. If you wish, include "due by" dates, if appropriate, next to each action item (e.g., referred to Joe Xxxx, Office of General Counsel on 2/1/87 for response, due by 3/1/87). These "due by" dates serve as a control for getting responses done in a timely manner.

6. This last line asks for information to evaluate the Ombudsman program. By marking these boxes, the types of requests for assistance an Ombudsman receives can be categorized.

7. The last box identifies at a glance when action is complete.

more appropriate mechanisms (e.g., the RCRA/Superfund Hotline, the RCRA Docket) or procedures (e.g., the permit appeal process, enforcement procedures) have been established for reaching resolution. Having determined that the inquiry can and should be handled by the Ombudsman, steps 3 and 4 should be followed.

An Ombudsman determines which request to handle by:

- **Recognizing the limits of his/her authority**
- **Using judgment to analyze the expectations of the constituent**
- **Considering the Agency's need to be responsive**

Figure 3-5

STEP 3: TAKING INITIAL ACTION

The third step in the process involves taking initial action with respect to the case. This involves acknowledging receipt of the request, notifying the person of projected response times and referring the request if appropriate.

Acknowledging Requests

In every case, the Ombudsman should acknowledge receipt of the request and notify the person of its handling. (Note that a telephone request received by the Ombudsman does not require additional acknowledgement.) The procedures for acknowledging a request received in writing or in person are described below:

- **By telephone** - This is the most expedient way of acknowledging a request for assistance. Another advantage of a telephone call is that it permits the Ombudsman to obtain additional

information. These calls should be placed within 24 hours.

- **In writing** - This method is simplified by using a form letter. An example is shown at the end of this section. Form letters should also be sent out within 24 hours of receipt of a request.

Notification of Response Times

Whenever acknowledging a request for assistance, the Ombudsman should inform the person of the time needed to issue a response. The Ombudsman is responsible for preparing a response, even when the information for an answer will be provided by another office. Thus, judgment should be used in setting response times. The Ombudsman is committing himself, not the program, to a date. Keep in mind that time periods should reflect the inquirer's anticipation of a prompt response.

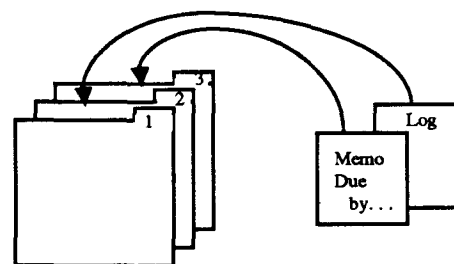
Providing a future resolution date should not be used as a method to avoid prompt handling of cases. The Ombudsman should keep in mind that one aspect of being effective involves meeting time commitments made to citizens regarding responses. This can, at times, be difficult to do because of delays resulting from coordination with several parties in developing a response. In order to manage time-sensitive material, an Ombudsman may wish to establish a tickler file. A tickler file is a date-driven reminder system which serves to alert the Ombudsman to upcoming due dates. See the description on the following page for tips on how to set up a tickler file.

If it can be determined that, due to the nature of the problem or due to complications, more than a reasonable amount of time will be required to resolve the issue or complaint, the person should be contacted again and given a revised estimate of the time required to resolve the problem and a date by which he or she will be contacted again.

SETTING UP AND USING A TICKLER FILE SYSTEM

A tickler file is a tool anyone can use as a reminder of due dates, appointments, return calls, and other time dated materials or activities. It consists of a set of 31 folders, numbered individually from 1 - 31, located in a close and convenient spot for the Ombudsman, (e.g., a desk file drawer). Any date-driven item, (e.g., request for which a response date has been assigned or a memo to return a call), is placed in the file under the number corresponding to the date (i.e., if the Ombudsman said to expect a call on May 10th, 2 weeks hence, a note is placed in file number 10).

Promises or working schedules for items are written down on slips of paper and inserted in the appropriate file. The Ombudsman then refers to the tickler file daily to determine scheduled activities. Note that the Ombudsman should take into account the lead-time necessary to prepare a response when placing items in the tickler file (e.g., place a tickler three days prior to a deadline to allow time to prepare the response).



Referral To Appropriate Office

Requests that are beyond the Ombudsman's authority should be referred to and coordinated with the appropriate office or official for handling.

STEP 4: TAKING FINAL ACTION

The fourth and final step is to complete the action necessary for final response. This involves obtaining the information needed for response from the program office or other sources and preparing the oral or written response.

Obtain Information

In some instances, the Ombudsman will be able to respond to a request or complaint with little or no additional research. In others, it will be necessary to go to the appropriate program official in order to obtain necessary additional information. For the latter, the Ombudsman will have to develop good lines of communication with program staff. A good working relationship

with the program staff will facilitate performance of the Ombudsman's duties. In most cases, the Ombudsman should, in cooperation with other offices, do the research personally to get a response. In this way, the Ombudsman can gain knowledge about all aspects of EPA's work and control the timeliness of the response. However, if a case is referred to another office, it is the Ombudsman's responsibility to keep track of the response to ensure that time commitments are met.

Prepare Response

Once the necessary information is located, the Ombudsman will prepare and deliver the response. For requests received by telephone, a return call may provide sufficient response. A written response may be necessary for written requests, or for telephone requests specifically requesting a written response. The Ombudsman should use good judgment in selecting the appropriate form of response. Examples of Ombudsman responses are shown in the Appendix under Case Histories.

In some cases, it may be necessary for the requesting party to submit additional information or documentation in order to resolve a problem. In such cases, the person should be given a specific date by which to reply and an explanation of the action the Ombudsman will take if he or she does not furnish the requested information. If the person has not furnished the information within the specified period of time, e.g. 30 days, the Ombudsman should assume that the person no longer needs assistance to resolve the problem and should close the file.

Every effort should be made to complete responses as expeditiously as possible. A response that lingers within the system will only serve to antagonize the public. If delays become evident, the Ombudsman should place the case under special attention and contact the person (by phone, if possible) and advise him or her of the status of the case and estimated date of completion.

An Ombudsman case is considered closed when all actions have been taken to resolve the problem and the person has been notified. The main concern in closing a case is being

reasonably certain that the person is satisfied that the Ombudsman has addressed all problems.

When a case is closed, the Ombudsman is responsible for ensuring that all items on the Ombudsman log are completed and that there is enough of a case file to allow a reviewer to make a determination that the case was handled correctly and in a timely manner. This should be done within a reasonable amount of time following closure, i.e., 2 weeks. Note that no reports need to be developed. All that is required is that relevant materials and supporting documentation be filed in the case file.

A case should be reopened if it meets any of the following criteria:

- The problem is the same as the original case and further action is required to resolve the problem
- The case appears to have been closed erroneously
- Additional information has been received.

Model Interim Letter

Letterhead

Date

Mr. Smith
XYZ Street
City, USA 00000

Dear Mr. Smith:

This is to acknowledge receipt of your correspondence of (date) concerning the RCRA/CERCLA problem (briefly state problem or complaint, and location).

We are looking into your request and will provide you with any assistance we can as soon as possible. If you have any questions before we get back to you, please feel free to call me at (202-475-9361).

Sincerely yours,

Robert J. Knox
Director, Office of Ombudsman

SECTION 4. ADDITIONAL INFORMATION

PUBLIC INFORMATION MATERIALS

The effectiveness of the Ombudsman Program, to a large extent, is dependent upon public awareness of its availability and accessibility. Any system for handling complaints is of no use unless the public can actually get into the system when the need arises. It is, therefore, very important that information regarding the program be generated so that citizens and members of the regulated community who have already unsuccessfully tried normal program procedures might be encouraged to try again. To this end, the Office of Ombudsman has undertaken a number of public outreach efforts.

Program Flier

The Office of Ombudsman has produced and distributed a two-page flier describing the function of the Ombudsman Program. This flier is included in the Appendix. The flier was initially mailed to all hazardous waste handlers listed in the Hazardous Waste Data Management System data base. It was also distributed to names on other lists maintained by RCRA programs. It is available from Headquarters for distribution in the Regions.

Program Brochure

The Office of Ombudsman also has produced a brochure on the Ombudsman Program, based largely on the "Ombudsman Charter" contained in Section 1. The brochure, which is included in the Appendix, serves as a good introduction to the Ombudsman Program and will be distributed widely. It is also available for dissemination in the Regions.

Federal Register Notice

A notice announcing establishment of the Office of Ombudsman appeared in the Federal Register on November 24, 1986. The notice is reproduced in the Appendix. The announcement provided some background on the program and included the names and telephone numbers of each Ombudsman in the Regions.

Other Outreach Efforts

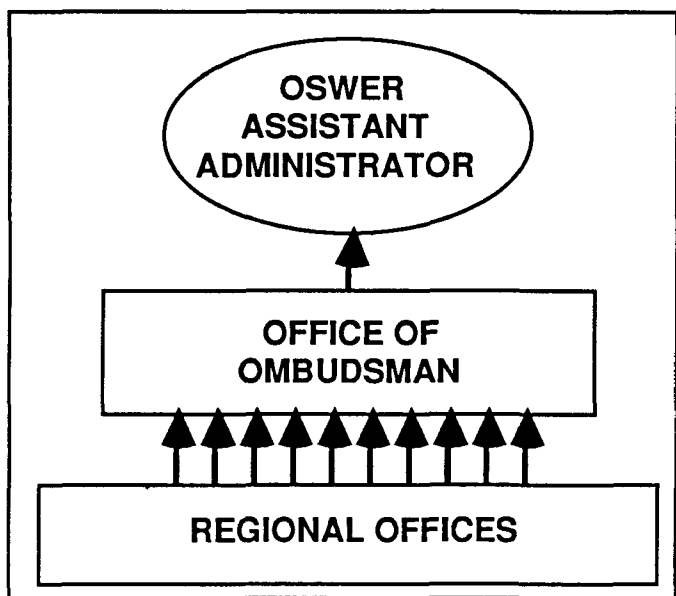
Other outreach efforts at Headquarters and in the Regions may include a description of the Ombudsman Program in speeches, articles on the program in newsletters, press releases, etc. The Headquarters Office of Ombudsman stands ready to cooperate with Regional initiatives in public outreach for the program.

Congressional Contacts

Coordinating with the Office of External Affairs, the Director of the Office of Ombudsman will ensure that the staffs in Congressional offices are aware of and understand the program. This will be accomplished by telephone, letter, and periodic visits to the appropriate Congressional offices. In addition, Ombudsman program information materials will be provided to Congress.

Telephone Listing

All EPA telephone directories, both at Headquarters and in the Regions, should include a listing for the Ombudsman under a separate heading. Each Ombudsman is responsible for ensuring that this listing appears in the Regional Office directory.



TRAINING

OSWER Employee Orientation

The effectiveness of the Ombudsman Program is also dependent upon program employees' awareness of the Ombudsman's function and ability to recognize a problem or complaint that is appropriate for referral to the Ombudsman.

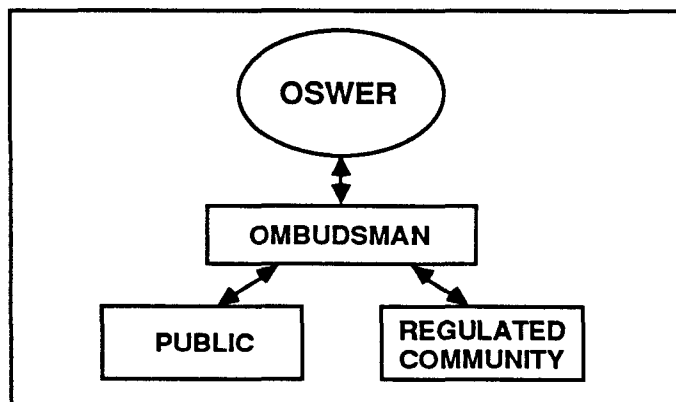
In this regard, the basic orientation of RCRA and Superfund program personnel should include an awareness of the Ombudsman Program. An introduction to the Ombudsman Program should be a part of the orientation materials prepared for each program office.

Regional Ombudsman Training

The Director of the Office of Ombudsman will provide a one-day training session for each newly-appointed Regional Ombudsman. This training will consist mainly of reviewing program policies and procedures and analyzing case studies. The extent of training required may depend on the background of the new appointee and any developments in the RCRA/Superfund programs.

RECOMMENDATIONS TO THE ASSISTANT ADMINISTRATOR (OSWER)

An important function of the Office of Ombudsman identified by Congress is to make appropriate recommendations based on the problems and complaints received from the public. Recurring problems, confusing program policies, and unintended regulatory effects are the types of issues the Ombudsman should bring to the program's attention. The Director of the Office of Ombudsman will periodically solicit suggestions from the Regions and prepare the most significant ones for presentation to the OSWER Assistant Administrator. In this respect, the Ombudsman Program will benefit EPA program offices as well as assist the public.



RESPONSIVENESS

One fundamental outcome of the Hazardous Waste Ombudsman Program should be increased Agency responsiveness. In the past, the complexity of OSWER programs and the emotional intensity evoked by hazardous waste issues have often worked to strain relations among the parties involved. The Ombudsman Program is an attempt to address some of these fundamental difficulties. It should be part of the Agency's overall effort to pull together sometimes conflicting interests for the common goal of protecting human health and the environment.

CONFIDENTIALITY OF REQUESTS

Some of those who contact the Ombudsman (e.g., non-notifiers and whistle-blowers) may

ask that their requests remain confidential. As a rule, the Ombudsman should honor these requests to the extent the law permits.

Although Congress placed a time limitation of four years on the establishment of the Office of Ombudsman, there was need for a handbook that would serve as a useful tool for improving Agency responsiveness well beyond the four-year period. The Hazardous Waste Ombudsman handbook serves this purpose and provides guidance to any OSWER employee for assisting the public and regulated community with problems or complaints.

APPENDIX

A-1

CASE HISTORIES

DEFINITION OF A GENERATOR

Problem

Our company is considered to be two generators because the facilities are separated by a non-contiguous roadway.

We are hindered in our waste minimization program because we are unable to contain wastes from both locations. Wastes from both locations are virtually identical.

Can you help us?

Response

Dear Mr. _____:

This letter is a follow-up to our telephone conversation of September 16, 1986, regarding the problem of your company being considered as two generators because it is separated by a non-contiguous roadway.

Under 40 CFR Part 260.10, EPA defined on-site to mean the same or geographically contiguous property which may be divided by public or private right-of-way, provided the entrance and exit between the properties is at a crossroads intersection, and access is by crossing as opposed to going along the right-of-way. Non-contiguous properties owned by the same person but connected by a right-of-way which he controls and to which the public does not have access, is also on-site property.

Since your company is separated by a roadway, it does not meet the criteria for on-site property and, therefore, must be considered as two generators. EPA's objective with this standard is to prevent hazardous waste generators from moving waste across town without a manifest. However, the standards do not exclude those generators who are only moving their hazardous waste across the street.

I appreciate this opportunity to be of service to you and I trust this information will be helpful.

Sincerely yours,

Robert J. Knox, Director
Office of Ombudsman

REGULATION OF PCBs

Problem

A citizens' group called our office to report a publicly owned wastewater treatment facility's non-compliance with EPA permit regulations. They did so because the owner of a hazardous waste facility cleaning up a PCB-contaminated area was packing contaminated material in drums which were to be stored in the wastewater treatment facility until construction of an incinerator could be completed. The citizens' group believed that the publicly owned wastewater treatment plant is required to have a permit for the temporary storage of PCB drums.

Response

After investigating the case, the Ombudsman brought it to the attention of the program office. The program office looked into the situation and made a determination that the case was one of jurisdiction between two environmental programs -- the Resource Conservation and Recovery Act (RCRA) and the Toxic Substances Control Act (TSCA). PCBs are currently regulated under TSCA, but are being considered for regulation under RCRA. Because PCBs are not regulated under RCRA at this time, a RCRA storage permit is not required to store drums of PCBs.

HAZARDOUS WASTE STORAGE

Problem

The president of a small fuel company, consisting of a 30-acre oil refinery capable of processing 10,000 barrels a day, sought help from the Ombudsman in finding a buyer that might use his refinery as a hazardous waste storage facility. One company had expressed such an interest and the president thought he could expand on the idea with other companies. He also wanted information on how to acquire a RCRA storage permit. His initial contact had been with the Regional Office.

Response

The Regional Office responded by providing him a list of waste handling companies in the Region. Headquarters mailed him a Permit Applicant's Guidance Manual for information on obtaining a RCRA storage permit.

REGULATION OF WASTE OIL

Problem

The XYZ Company called the Ombudsman with concern about the liability of the company should one of its products, a disposable oil drain bucket for "Do It Yourselfers," be discovered at a Superfund site.

Response

The Ombudsman provided the following response:

- a. Manufacturers of containers are not normally considered liable for the contents placed in these containers by others. At this time, there is no potential for liability under Superfund by the container manufacturer should one or more containers with oil from do-it-yourself oil changers be found at a Superfund site.
- b. Automotive drain oil is not RCRA hazardous waste but is regulated under RCRA when it is burned for energy recovery (40 CFR Subpart E, copy enclosed). Do it yourself oil changers are not subject to the regulations.
- c. We suggest that any instructions that may be provided on the use of the container recommend that the waste oil be recycled or disposed of at an approved solid waste disposal facility.
- d. An information Bulletin prepared by the program office explaining the Agency position on used oil was included in the Ombudsman's response.

HAZARDOUS WASTE DISPOSAL

Problem

A State Office of Social Services official unfamiliar with the state's hazardous waste laws was looking for help for an elderly couple who operated a small shop rebuilding auto engines. A solvent degreaser used to clean the engine parts was stored in two 55-gallon drums. The couple attempted to obtain disposal service from several companies. One company was willing to dispose of the drums at a cost of \$500.00 each. Due to a long-term illness suffered by the husband, this price posed such a financial hardship that the couple had to close their business; however, the drums still had to be removed.

Response

The Ombudsman explained the Hazard Ranking System and the National Priorities List to the State Official. He also explained that EPA does not have a special program to cover such hardship cases. We contacted the State Department of Environmental Protection's Oil and Chemical Spills Emergency Response Team who eventually removed the drums at no cost to the couple.

GAS/WATER MIXTURE DISPOSAL

Problem

Two callers were concerned about disposal of gas/water mixtures. One was concerned with the legality of transporting this mixture; the other with the cost of disposal of the mixture.

Response

The Ombudsman provided the following response:

- a. For the transportation question, the Ombudsman referred the caller to the joint EPA/DOT regulations for transportation of hazardous materials.
- b. As for the cost of disposal, EPA does not maintain working information on cost of disposal at various sites. Costs may be affected by market conditions such as available capacity, the volume to be disposed and the disposal or treatment process, as well as the shipping distance. If the gas/water mixture has sufficient fuel value (greater than 5,000 BTU per pound) handling it as a hazardous waste fuel may be more economical than disposal. A list of hazardous waste fuel marketers and burners in your area is enclosed for your information. Since the gas/water mixture is a hazardous waste under State rules, you should also contact -- (name and address of State agency) -- for information and possible assistance.

A-2

**HAZARDOUS WASTE OMBUDSMAN
CASE LOG**

HAZARDOUS WASTE OMBUDSMAN CASE LOG

PROGRAM REFERRAL: ☐ ORAL REQUEST: ☐ WRITTEN REQUEST: ☐

DATE: _____ RECEIVED BY: _____

NAME OF INQUIRER: _____

ORGANIZATION: _____

ADDRESS: _____

PHONE NUMBERS: _____ (work) _____ (home)

PROBLEM:

ACTION:

☐ Information ☐ Non-Notifier ☐ Problem ☐ Other : _____

FINAL ACTION COMPLETE ☐

A-3

GLOSSARY OF EPA ACRONYMS

GLOSSARY OF EPA ACRONYMS

The Glossary of EPA Acronyms (GEA) is a compilation of acronyms commonly used within the Environmental Protection Agency (EPA). It includes statutory and regulatory abbreviations, EPA organizational units (to the division level), public and private interest groups that interact with the Agency, and other terms of art in the environmental field.

The GEA is updated periodically. Errors and omissions should be reported to the Guidance Development Section, Legal Enforcement Policy Branch, Office of Enforcement and Compliance Monitoring, EPA, LE-130A, 475-8777.

U.S. Environmental Protection Agency

1987

GLOSSARY OF EPA ACRONYMS

AA	-	Assistant Administrator
AAA	-	American Arbitration Association
AAA	-	American Automobile Association
AAOHN	-	American Association of Occupational Health Nurses
AAP	-	Asbestos Action Program
AARP	-	American Association of Retired Persons
ABA	-	American Bar Association
ABES	-	Alliance for Balanced Environmental Solutions
ACA	-	American Conservation Association, Inc.
ACE	-	Alliance for Clean Energy
ACEC	-	American Consulting Engineers Council
ACL	-	Alternative Concentration Limits
ACWA	-	American Clean Water Association
ADR	-	Alternative Dispute Resolution
AEA	-	Atomic Energy Act
AEC	-	Associate Enforcement Counsel (OECE)
AED	-	Air Enforcement Division (OECE)
AEE	-	Alliance for Environmental Education
AEERL	-	Air and Energy Engineering Research Laboratory (ORD)
AERE	-	Association of Environmental & Resource Economists
AES	-	Air and Energy Staff (ORD)
AES	-	American Electroplating Society
APA	-	American Forestry Association
APBF	-	American Farm Bureau Federation
API	-	American Forest Institute
AGA	-	American Gas Association, Inc.
AGCA	-	Associated General Contractors of America
AIA	-	American Institute of Architects
AIADA	-	American International Automobile Dealers Association
AICE	-	American Institute of Chemical Engineers
AIF	-	Atomic Industrial Forum, Inc.
AIHC	-	American Industrial Health Council
AISI	-	American Iron & Steel Institute
ALA	-	American League of Anglers, Inc.
ALA	-	American Lung Association
ALEC	-	American Legislative Exchange Council
ALJ	-	Administrative Law Judge
AMA	-	American Medical Association
AMC	-	Army Material Command (DOD)
AMC	-	American Mining Congress
AMSA	-	Association of Metropolitan Sewage Agencies
AMD	-	Air Management Division (regional)
ANEC	-	American Nuclear Energy Council
ANPR	-	Advance Notice of Proposed Rulemaking
ANRHRD	-	Air, Noise, and Radiation Health Research Division
ANSS	-	American Nature Study Society
AO	-	Administrator's Office
APA	-	American Planning Association
APA	-	Administrative Procedure Act
APCA	-	Air Pollution Control Association
APDS	-	Automated Procurement Documentation System

APHA	-	American Public Health Association
API	-	American Paper Institute
API	-	American Petroleum Institute
APPA	-	American Public Power Association
APT	-	Associated Pharmacologists & Toxicologists
APWA	-	American Public Works Association
AQCR	-	Air Quality Control Region (CAA)
ARCC	-	American Rivers Conservation Council
ARG	-	American Resources Group
ARD	-	Air & Radiation Division (OGC)
ASCP	-	American Society of Consulting Planners
ASD	-	Administrative Services Division (regional)
ASD	-	Analysis and Support Division (OA&R)
ASHAA	-	Asbestos in Schools Hazard Abatement Act of 1984
ASIWPCA	-	Association of State and Interstate Water Pollution Control Administrators
ASPA	-	American Society of Public Administration
ASTHO	-	Association of State and Territorial Health Officials
ASTSWMO	-	Association of State and Territorial Solid Waste Management Officials
ATA	-	American Trucking Association -
ATMI	-	American Textile Manufacturing Institute
ATMRD	-	Air Toxics and Radiation Monitoring Research Division
ATS	-	Administrator's Tracking System
ATSDR	-	Agency for Toxic Substances and Disease Registry
AUSA	-	Assistant U.S. Attorney
AWI	-	Animal Welfare Institute
AWMD	-	Air and Waste Management Division (regional)
AWPI	-	American Wood Preservers' Institute
AWRA	-	American Water Resources Assoc.
AWWA	-	American Water Works Association
AWWARF	-	American Water Works Association Research Foundation
AX	-	Administrator's Office
BAA	-	Board of Assistance Appeals (OGC)
BAC	-	Biotechnology Advisory Committee
BACT	-	Best Available Control Technology
BASIS	-	Battelle's Automated Search Information System
BAT	-	Best Available Technology
BBS	-	Bulletin Board System (WIC)
BCT	-	Best Conventional Pollutant Technology
BD	-	Budget Division (OARM)
BEP	-	Black Employment Program
BG	-	Billion gallons
BMP	-	Best Management Practices
BMR	-	Baseline Monitoring Report (CWA)
BNA	-	Bureau of National Affairs
BOD	-	Biochemical Oxygen Demand
BPJ	-	Best Professional Judgment (CWA)
BTU	-	British Thermal Units
BPT	-	Best Practicable Technology
BR	-	Business Roundtable

BRS	-	Bibliographic Retrieval Service
BUD	-	Benefits and Use Division (OPTS)
CAA	-	Clean Air Act
CAA	-	Compliance Assurance Agreement
CAD	-	Characterization and Assessment Division (OSWER)
CAFE	-	Corporate Average Fuel Economy
CAFO	-	Consent Agreement/Final Order
CAG	-	Carcinogen Assessment Group (ORD)
CAP	-	Cost Allocation Procedure
CASAC	-	Clean Air Scientific Advisory Committee (CAA)
CASLP	-	Conference on Alternative State and Local Policies
CATS	-	Corrective Action Tracking System
CBI	-	Confidential Business Information
CBI	-	Compliance Biomonitoring Inspection (CWA)
CC	-	Common Cause
CCP	-	Composite Correction Plan (CWA)
CCD	-	Chemical Control Division (OPTS)
CCS	-	Chemical Coordination Staff (OPTS)
CCU	-	Correspondence Control Unit (OECM)
CD	-	Certification Division (OAS&R, Ann Arbor, MI)
CDC	-	Centers for Disease Control (HHS)
CDD	-	Chlorinated dibenzo-p-dioxin
CDF	-	Chlorinated dibenzofuran
CDS	-	Compliance Data System (CAA)
CEA	-	Cooperative Enforcement Agreement
CEAS	-	Office of Criminal Enforcement and Special Litigation
CECATS	-	CSB Existing Chemicals Assessment Tracking System (O
CED	-	CERCLA Enforcement Division (OSWER)
CED	-	Criminal Enforcement Division (OECM)
CEE	-	Center for Environmental Education, Inc.
CEI	-	Compliance Evaluation Inspection (CWA)
CEM	-	Continuous Emission Monitoring (CAA)
CEP	-	Council on Economic Priorities
CEQ	-	Council on Environmental Quality
CERCLA	-	Comprehensive Environmental Response, Compensation, Liability Act of 1980 (Superfund)
CERCLIS	-	Comprehensive Environmental Response, Compensation and Liability Information System (OSWER)
CERI	-	Center for Environmental Research Information
CF	-	Conservation Foundation
CFA	-	Consumer Federation of America
CFC	-	Chlorofluorocarbons
CFC	-	Combined Federal Campaign
CFR	-	Code of Federal Regulations
CFSG/NML	-	Citizen Forum on Self Government/National Municipal League
CHIPS	-	Chemical Hazard Information Profiles (OPTS)
CIAQ	-	Council on Indoor Air Quality (Interagency)
CICA	-	Competition in Contracting Act
CICIS	-	Chemicals in Commerce Information System
CIMI	-	Committee on Integrity and Management Improvement

CIS	-	Chemical Information System
CLSP	-	Center for Law & Social Policy
CMA	-	Chemical Manufacturers Association
CMEP	-	Critical Mass Energy Project
CNG	-	Coalition of Northeastern Governors
COCO	-	Contractor-Owned/Contractor-Operated
COD	-	Chemical Oxygen Demand
COE	-	Corps of Engineers (DOD)
CPDD	-	Control Programs Development Division (OA&R, RTP)
CPO	-	Certified Project Officer
CPP	-	Compliance Policy and Planning (OECM)
CPR	-	Center for Public Resources
CPS	-	Compliance Program and Schedule
CPSC	-	Consumer Product Safety Commission
CROP	-	Consolidated Rules of Practice
CRR	-	Center for Renewable Resources
CRS	-	Congressional Research Service
CSD	-	Criteria and Standards Division (OW)
CSG	-	Council of State Governments
CSI	-	Clean Sites, Inc.
CSI	-	Compliance Sampling Inspection (CWA)
CSIN	-	Chemical Substances Information Network (TSCA)
CSMA	-	Chemical Specialties Manufacturers Association
CSPA	-	Council of State Planning Agencies
CSPD	-	Chemicals and Statistical Policy Division (OPPE)
CSPI	-	Center for Science in the Public Interest
CSRL	-	Center for the Study of Responsive Law
CW	-	Congress Watch
CWA	-	Clean Water Act (aka FWPCA)
CWAP	-	Clean Water Action Project
CWTC	-	Chemical Waste Transportation Council
DA	-	Deputy Administrator (AO)
DCA	-	Document Control Assistant
DCO	-	Delayed Compliance Order (CAA)
DCO	-	Document Control Officer
DCMA	-	Dry Color Manufacturers Association
DI	-	Diagnostic Inspection (CWA)
DMR	-	Discharge Monitoring Report (CWA)
DO	-	Dissolved Oxygen
DOC	-	Department of Commerce
DOD	-	Department of Defense
DOE	-	Department of Energy
DOI	-	Department of the Interior
DOJ	-	Department of Justice
DOL	-	Department of Labor
DOT	-	Department of Transportation
DOW	-	Defenders of Wildlife
DPA	-	Deepwater Ports Act
DQO	-	Data Quality Objective
DRA	-	Deputy Regional Administrator
DRC	-	Deputy Regional Counsel

DSAP	-	Data Self Auditing Program
DU	-	Ducks Unlimited
EA	-	Enforcement Agreement
EA	-	Environmental Assessment (NEPA)
EA	-	Environmental Auditing
EAD	-	Economic Analysis Division (OPPE)
EAD	-	Energy and Air Division (ORD)
EAG	-	Exposure Assessment Group (ORD)
EAR	-	Environmental Auditing Roundtable
ECAD	-	Existing Chemical Assessment Division (OPTS)
ECAO	-	Environmental Criteria and Assessment Office (ORD)
ECAP	-	Employee Counseling and Assistance Program
ECF	-	External Compliance Programs (OCR, AO)
ECTD	-	Emission Control Technology Division (OA&R, Ann Arbor)
ECU	-	Environmental Crimes Unit (DOJ)
ED	-	Enforcement Division (OW)
EDA	-	Emergency Declaration Area
EDB	-	Ethylene dibromide
EDF	-	Environmental Defense Fund
EDRS	-	Enforcement Document Retrieval System
EEC	-	European Economic Community
EED	-	Exposure Evaluation Division (OPTS)
EEL	-	Edison Electric Institute
EEO	-	Equal Employment Opportunity (OCR, AO)
EERF	-	Eastern Environmental Radiation Facility (OA&R, Mont AL)
EGD	-	Effluent Guidelines Division (OW)
EHC	-	Environmental Health Committee (SAB)
EIS	-	Environmental Impact Statement (NEPA)
ELI	-	Environmental Law Institute
ELR	-	Environmental Law Reporter
EMAS	-	Enforcement Management and Accountability System (OE)
EMR	-	Environmental Management Report
EMS	-	Enforcement Management System
EOD	-	Engineering Operations Division (OA&R, Ann Arbor, MI)
EPA	-	Environmental Protection Agency
EPAA	-	Environmental Programs Assistance Act of 1984
EPAAR	-	EPA Acquisition Regulations
EPCA	-	Energy Policy and Conservation Act of 1975
EPIC	-	Environmental Photographic Interpretation Center
EPO	-	Estuarine Programs Office (NOAA)
EPRI	-	Electric Power Research Institute
ERAMS	-	Environmental Radiation Ambient Monitoring System (O
ERD	-	Emergency Response Division (OSWER)
ERD&DAA	-	Environmental Research, Development and Demonstratio Authorization Act
ERNS	-	Emergency Response Notification System
ERP	-	Enforcement Response Policy
ES	-	Enforcement Strategy
ESA	-	Endangered Species Act
ESC	-	Endangered Species Committee

ESD	-	Environmental Services Division (regional)
ESECA	-	Energy Supply and Environmental Coordination Act of 197
ESED	-	Emission Standards and Engineering Division (OA&R, RTP)
ES&H	-	Environmental Safety and Health
ESP	-	Electrostatic Precipitators
ETD	-	Economics and Technology Division (OPTS)
FACA	-	Federal Advisory Committee Act
FAME	-	Framework for Achieving Managerial Excellence (AX)
FAN	-	Fixed Account Number
FAR	-	Federal Acquisition Regulations
FATES	-	FIPRA and TSCA Enforcement System
FDA	-	Food and Drug Administration
FDP	-	Fundamentally Different Factors
FEVI	-	Front End Volatility Index
FFIS	-	Federal Facilities Information System
FGD	-	Flue Gas Desulfurization
FIPO	-	First In/First Out
FIPRA	-	Federal Insecticide, Fungicide, and Rodenticide Act
FINDS	-	Facility Index System (OIRM)
FIP	-	Final Implementation Plan
FLETC	-	Federal Law Enforcement Training Center
FLM	-	Federal Land Manager
F/M	-	Food to Microorganism Ratio
FMD	-	Financial Management Division (OARM)
FMPFA	-	Federal Managers' Financial Integrity Act
FOIA	-	Freedom of Information Act
FONSI	-	Finding of No Significant Impact (NEPA)
FORAST	-	Forest Response to Anthropogenic Stress
FOSD	-	Field Operations and Support Division (OA&R)
FR	-	Federal Register
FRD	-	Facility Requirements Division (OW)
FRDS	-	Federal Reporting Data System
FSSD	-	Facilities and Support Services Division (OARM)
FTE	-	Full-Time Equivalent
FWPCA	-	Federal Water Pollution Control Act (aka CWA)
FWS	-	Fish and Wildlife Service (DOI)
FY	-	Fiscal Year
GAC	-	Groundwater Activated Carbon
GAD	-	Grants Administration Division (OARM)
GAO	-	General Accounting Office (U.S. Congress)
GCGLD	-	Grants, Contracts, and General Law Division (OGC)
GEA	-	Glossary of EPA Acronyms
GEI	-	Geographic Enforcement Initiative
GEMS	-	Graphic Exposure Modeling System (OTS)
GICS	-	Grant Information and Control System
GIS	-	Geographic Information Systems
GLP	-	Good Laboratory Practices
GOCO	-	Government-Owned/Contractor-Operated
GOGO	-	Government-Owned/Government-Operated
GOPO	-	Government-Owned/Private-Operated
GTR	-	Government Transportation Request

GW	-	Groundwater
HED	-	Hazard Evaluation Division (OPTS)
HEP	-	Hispanic Employment Program
HERD	-	Health and Environmental Review Division (OPTS)
HEX-BCH	-	Hexachloronorborene
HHS	-	Department of Health and Human Services
HMTA	-	Hazardous Materials Transportation Act
HQCDO	-	Headquarters Case Development Officer
HRDB	-	Human Resources Development Branch (OARM)
HRSD	-	Hazardous Response Support Division (OSWER)
HSCD	-	Hazardous Site Control Division (OSWER)
HSWA	-	Hazardous and Solid Waste Amendments of 1984
HUD	-	Department of Housing and Urban Development
HWDMS	-	Hazardous Waste Data Management System (OSWER)
HWED	-	Hazardous Waste Enforcement Division (OECH)
HWERL	-	Hazardous Waste Engineering Research Laboratory (ORD)
HW-FW	-	Half Wave/Full Wave (electrical distribution)
HWGTF	-	Hazardous Waste Groundwater Task Force
HWSS	-	Hazardous Waste and Superfund Staff (ORD)
IAG	-	Interagency Agreement
ICC	-	Interstate Commerce Commission
ICS	-	Intermittent Control System (CAA)
IEMD	-	Integrated Environmental Management Division (OPPE)
IEPD	-	Industrial and Extractive Processes Division (ORD)
IES	-	Institute for Environmental Studies
IG	-	Inspector General
IGD	-	Inspector General Division (OGC)
IMD	-	Information Management Division (OPTS)
IMSD	-	Information Management and Services Division (OARM)
IRM	-	Interim Remedial Measures (CERCLA)
IRMC	-	Interagency Risk Management Council
ISD	-	Information Systems Division (OARM)
ISD	-	Interim Status Document (RCRA)
ITD	-	Industrial Technology Division (OW)
ITP	-	Individual Training Plan
IWC	-	In-Stream Waste Concentration (CWA)
LAER	-	Lowest Achievable Emission Rate
LAMP	-	Lake Acidification Mitigation Project (EPRI)
LDC	-	London Dumping Convention
LDIP	-	Laboratory Data Integrity Program
LDR	-	Land Disposal Restrictions
LEPD	-	Legal Enforcement Policy Division (OECH)
LIFO	-	Last In/First Out
LIMB	-	Limestone-Injection, Multi-Stage Burner
LOIS	-	Loss of Interim Status (SDWA)
LSI	-	Legal Support Inspection (CWA)
LUST	-	Leaking Underground Storage Tanks
LWOP	-	Leave Without Pay
MCD	-	Municipal Construction Division (OW)
MCL	-	Maximum Contaminant Level (SDWA)
MCP	-	Municipal Compliance Plan (CWA)

MD	-	Management Division (regional)
MDAD	-	Monitoring and Data Analysis Division (OA&R)
MDSD	-	Monitoring and Data Support Division (OW)
MIC	-	Methyl isocyanate
MICE	-	Management Information Capability for Enforcement
MLVSS	-	Mixed Liquor Volatile Suspended Solids
MMS	-	Minerals Management Service (DOI)
MMT	-	Million metric tons
MOA	-	Memorandum of Agreement
MOD	-	Management and Organization Division (OARM)
MOD	-	Manufacturers Operations Division (OA&R)
MOU	-	Memorandum of Understanding
MPRSA	-	Marine Protection, Research, and Sanctuaries Act
MSD	-	Management Systems Division (OPPE)
MSHA	-	Mine Safety and Health Administration (DOL)
MTS	-	Management Tracking System (OW)
N/A	-	Not Applicable
N/A	-	Not Available
NAA	-	Nonattainment Areas
NAAG	-	National Association of Attorneys General
NAAQS	-	National Ambient Air Quality Standards Program (CAA)
NACA	-	National Agricultural Chemicals Association
NAIS	-	Neutral Administrative Inspection Scheme
NAM	-	National Association of Manufacturers
NAMP	-	National Association of Metal Finishers
NAPA	-	National Academy of Public Administration
NAPAP	-	National Acid Precipitation Assessment Program
NAS	-	National Academy of Sciences
NAWC	-	National Association of Water Companies
NEDS	-	National Emissions Data System
NEEC	-	National Environmental Enforcement Council (NAAG)
NEEJ	-	National Environmental Enforcement Journal (NAAG)
NCA	-	Noise Control Act
NCAC	-	National Clean Air Coalition
NCHS	-	National Center for Health Statistics (NIH)
NCI	-	National Cancer Institute
NCIC	-	National Crime Information Center
NCM	-	Notice of Commencement of Manufacture (TSCA)
NCP	-	National Contingency Plan (CERCLA)
NCP	-	Noncompliance Penalties (CAA)
NCR	-	Noncompliance Report (CWA)
NDD	-	Negotiation Decision Document
NEDS	-	National Emissions Data System (CAA)
NEIC	-	National Enforcement Investigations Center (OECM)
NEMA	-	National Electrical Manufacturers Association
NEPA	-	National Environmental Policy Act of 1969
NESHAPS	-	National Emissions Standards for Hazardous Air Pollutants (CAA)
NFIB	-	National Federation of Independent Business
NFWF	-	National Fish and Wildlife Foundation
NGA	-	National Governors' Association

NGA	-	Natural Gas Association
NHTSA	-	National Highway Traffic Safety Administration (DOT)
NHWP	-	Northeast Hazardous Waste Project
NIEI	-	National Indoor Environmental Institute
NIH	-	National Institutes of Health
NIOSH	-	National Institute for Occupational Safety and Health
NLETS	-	National Law Enforcement Teletype System
NLM	-	National Library of Medicine
NMFS	-	National Marine Fisheries Service (DOC)
NMP	-	National Municipal Policy
NMC	-	Notice of Noncompliance (TSCA)
NOAA	-	National Oceanic And Atmospheric Administration (DOC)
NOC	-	Notice of Commencement
NOD	-	Notice of Deficiency (RCRA)
NON	-	Notice of Noncompliance (TSCA)
NOV	-	Notice of Violation (CAA, CWA, FIFRA)
NOV/CD	-	Notice of Violation/Compliance Demand
NOx	-	Nitrogen Oxide
NPAA	-	Noise Pollution and Abatement Act of 1970
NPDES	-	National Pollutant Discharge Elimination System (CWA)
NPL	-	National Priority List (CERCLA)
NPRM	-	Notice of Proposed Rulemaking
NRC	-	Nuclear Regulatory Commission
NRDC	-	Natural Resources Defense Council
NRT	-	National Response Team
NSF	-	National Science Foundation
NSO	-	Nonferrous Smelter Order (CAA)
NSPS	-	New Source Performance Standards (CAA)
NSR	-	New Source Review (CAA)
NSWMA	-	National Solid Waste Management Association
NTN	-	National Trends Network
NTP	-	National Toxicology Program
NWF	-	National Wildlife Federation
NWPA	-	Nuclear Waste Policy Act
OA	-	Office of Administration (OARM)
OAE	-	Office of Analysis and Evaluation (OW)
OALJ	-	Office of Administrative Law Judges (AO)
OAQPS	-	Office of Air Quality Planning and Standards (OA&R)
OA&R	-	Office of Air and Radiation
OARM	-	Office of Administration and Resources Management
OC	-	Office of the Comptroller (OARM)
OCAPO	-	Office of Compliance Analysis and Program Operation
OCE	-	Office of Criminal Enforcement (OECM)
OCI	-	Office of Criminal Investigation (NEIC)
OCL	-	Office of Congressional Liaison (OEA)
OCM	-	Office of Compliance Monitoring (OPTS)
OCR	-	Office of Civil Rights (AO)
OCR	-	Optical Character Reader
OCSLA	-	Outer Continental Shelf Lands Act
ODW	-	Office of Drinking Water (OW)
OEA	-	Office of External Affairs

OECD	-	Organization for Economic Cooperation and Development
OECM	-	Office of Enforcement and Compliance Monitoring
OET	-	Office of Environmental Engineering and Technology (ORI)
OEPER	-	Office of Environmental Processes and Effects Research (ORD)
OER	-	Office of Exploratory Research (ORD)
OERR	-	Office of Emergency and Remedial Response (OSWER)
OFA	-	Office of Federal Activities (OEA)
OGC	-	Office of General Counsel
OGZ	-	Office of Government Ethics
OGWP	-	Office of Ground-Water Protection (OW)
OHEA	-	Office of Health and Environmental Assessment (ORD)
OHR	-	Office of Health Research (ORD)
OHRM	-	Office of Human Resources Management (OARM)
OIA	-	Office of International Activities
OIG	-	Office of Inspector General
OIL	-	Office of Intergovernmental Liaison (OEA)
OIRM	-	Office of Information Resources Management (OARM)
OLA	-	Office of Legislative Analysis (OEA)
OLEP	-	Office of Legal Enforcement Policy (OECM)
O&M	-	Operations and Maintenance
OMB	-	Office of Management and Budget
OMEP	-	Office of Marine and Estuarine Protection (OW)
OMPC	-	Office of Municipal Pollution Control (OW)
OMPE	-	Office of Management Planning and Evaluation (OPPE)
OMS	-	Office of Management Support (AO)
OMS	-	Office of Mobile Sources (OA&R)
OMSQA	-	Office of Monitoring Systems and Quality Assurance (OR)
OMSE	-	Office of Management Systems and Evaluation (OPPE)
OPA	-	Office of Policy Analysis (OPPE)
OPA	-	Office of Public Affairs (OEA)
OPMS	-	Office of Program Management and Support (OSWER)
OPP	-	Office of Pesticide Programs (OPTS)
OPPE	-	Office of Policy, Planning and Evaluation
OPPM	-	Office of Policy and Program Management (OSWER)
OPTS	-	Office of Pesticides and Toxic Substances
ORC	-	Office of Regional Counsel
ORD	-	Office of Research and Development
ORM	-	Other Regulated Material
ORP	-	Office of Radiation Programs (OA&R)
ORPM	-	Office of Research Program Management (ORD)
OSDBU	-	Office of Small and Disadvantaged Business Utilization
OSHA	-	Occupational Safety and Health Act
OSHA	-	Occupational Safety and Health Administration
OSM	-	Office of Surface Mining (DOI)
OSR	-	Office of Standards and Regulations (OPPE)
OSTP	-	Office of Science and Technology Policy
OSW	-	Office of Solid Waste (OSWER)
OSWER	-	Office of Solid Waste and Emergency Response
OTA	-	Office of Technology Assessment (U.S. Congress)
OTS	-	Office of Toxic Substances (OPTS)

OUST	-	Office of Underground Storage Tanks (OSWER)
OW	-	Office of Water
OWPE	-	Office of Waste Programs Enforcement (OSWER)
OWPE	-	Office of Water Enforcement and Permits (OW)
OWPO	-	Office of Water Program Operations (OW)
OYG	-	Operating Year Guidance
PADRE	-	Particulate Data Reduction
PAI	-	Performance Audit Inspection (CWA)
PAT	-	Permit Assistance Team (RCRA)
PBB	-	Polybrominated biphenyl
PC&B	-	Personnel Compensation and Benefits
PCB	-	Polychlorinated biphenyl
PCDD	-	Polychlorinated dibenzodioxin
PCDF	-	Polychlorinated dibenzofuran
PCIE	-	President's Council on Integrity and Efficiency in Government
PCMD	-	Procurement and Contracts Management Division (OARM)
PCS	-	Permit Compliance System (CWA)
PD	-	Permits Division (OW)
PD&E	-	Program Development and Evaluation Division (OW)
PDMS	-	Pesticide Document Management System (OPP)
PDR	-	Particulate Data Reduction
PED	-	Program Evaluation Division (OPPE)
PERF	-	Police Executive Research Forum
PI	-	Preliminary Injunction
PIC	-	Public Information Center
PIRG	-	Public Interest Research Group
PIRT	-	Pretreatment Implementation Review Task Force
PITS	-	Project Information Tracking System (OTS)
PMD	-	Personnel Management Division (OARM)
PMD	-	Planning and Management Division (regional)
PMN	-	Premanufacture Notification (TSCA)
PMSD	-	Program Management and Support Division (OPTS)
POGO	-	Privately-Owned/Government Operated
POM	-	Polycyclic Organic Matter
POS	-	Program Operations Staff (ORD)
POTW	-	Publicly-owned treatment works
PPB	-	Parts per billion
PPM	-	Parts per million
PRP	-	Potentially Responsible Parties (CERCLA)
PSD	-	Prevention of Significant Deterioration (CAA)
PSPD	-	Permits and State Programs Division (OSWER)
PTSD	-	Pesticides and Toxic Substances Division (OGC)
RTP	-	Research Triangle Park (North Carolina)
PWS	-	Public Water System (SDWA)
PWSS	-	Public Water Supply System (SDWA)
QA	-	Quality Assurance
QAMS	-	Quality Assurance Management Staff (ORD)
QC	-	Quality Control
QNCR	-	Quarterly Noncompliance Report
RA	-	Regional Administrator

RA	-	Remedial Action
RACT	-	Reasonably Available Control Technology
RC	-	Regional Counsel
RCDO	-	Regional Case Development Officer
RCRA	-	Resource Conservation and Recovery Act
R&D	-	Research and Development
RD	-	Registration Division (OPTS)
RD	-	Remedial Design (CERCLA)
RE	-	Reportable Event
REAG	-	Reproductive Effects Assessment Group (ORD)
RED	-	RCRA Enforcement Division (OSWER)
REP	-	Reasonable Efforts Program
RESOLVE	-	Center for Environmental Conflict Resolution (CF)
RI	-	Reconnaissance Inspection (CWA)
RIA	-	Regulatory Impact Analysis
RICO	-	Racketeer Influenced and Corrupt Organizations Act
RI/FS	-	Remedial Investigation/Feasibility Study (CERCLA)
RIMD	-	Regulation and Information Management Division (OPPE)
RIP	-	RCRA Implementation Plan
RISC	-	Regulatory Information Service Center (OMB)
RMCL	-	Recommended Maximum Contaminant Levels (SDWA)
ROD	-	Record of Decisions
ROMCOE	-	Rocky Mountain Center on Environment
ROP	-	Regional Oversight Policy
RPAR	-	Rebuttable Presumption Against Registration (FIFRA)
RPD	-	Regulatory Policy Division (OPPE)
RPM	-	Remedial Project Manager (CERCLA)
RRS	-	Regulatory Reform Staff (OPPE)
RRT	-	Requisite Remedial Technology
RTP	-	Research Triangle Park (North Carolina)
RUP	-	Restricted Use Pesticide (FIFRA)
RVP	-	Reid Vapor Pressure
RWC	-	Residential Wood Combustion
SAB	-	Science Advisory Board (AO)
SAC	-	Suspended and Canceled Pesticides (FIFRA)
SAIC	-	Special-Agents-In-Charge (NEIC)
SAP	-	Scientific Advisory Panel
SAR	-	Start Action Request
SAROAD	-	Storage and Retrieval of Aerometric Data
SATO	-	Scheduled Airline Traffic Office
SBA	-	Small Business Administration
SCAC	-	Support Careers Advisory Committee
SCAP	-	Superfund Comprehensive Accomplishments Plan (CERCLA)
SCLOF	-	Sierra Club Legal Defense Fund
SCRP	-	Superfund Community Relations Program (OSWER)
SCSA	-	Soil Conservation Society of America
SDWA	-	Safe Drinking Water Act
SEA	-	State Enforcement Agreement
SEA	-	State/EPA Agreement
SEC	-	Securities and Exchange Commission
SEE	-	Senior Environmental Employment

SETS	-	Site Enforcement Tracking System
SFPAS	-	Superfund Financial Assessment System
SFIREG	-	State FIPRA Issues Research and Evaluation Group (FIF
SIC	-	Standard Industrial Classification
SICEA	-	Steel Industry Compliance Extension Act
SIP	-	State Implementation Plan (CAA)
SIS	-	Secretarial Information System
SLD	-	Special Litigation Division (OECM)
SMCRA	-	Surface Mining Control and Reclamation Act of 1977
SME	-	Subject Matter Expert
SNA	-	System Network Architecture
SNAP	-	Significant Noncompliance Action Program
SNARL	-	Suggested No Adverse Response Level
SNC	-	Significant Noncompliers
SNUR	-	Significant New Use Rule (TSCA)
SPCC	-	Spill Prevention, Containment and Countermeasures (C
SPD	-	State Programs Division (OW)
SPI	-	Strategic Planning Initiative
SPMS	-	Strategic Planning and Management System
SQG	-	Small Quantity Generator (RCRA)
SQBE	-	Small Quantity Burner Exemption (RCRA)
SSCD	-	Stationary Source Compliance Division (OA&R, RTP)
SSURO	-	Stop Sale, Use and Removal Order (FIPRA)
STAPPA-ALAPCO-	-	State and Local Air Pollution Control Officials
SWC	-	Settlement With Conditions
SWDA	-	Solid Waste Disposal Act
SWERD	-	Solid Waste and Emergency Response Division (OGC)
T&A	-	Time and Attendance
TANSTAFU	-	There Ain't No Such Thing As a Free Lunch
TAO	-	TSCA Assistance Office (OPTS)
TAP	-	Technical Assistance Program
TAPP	-	Time and Attendance, Personnel, Payroll
TCDD	-	Dioxin (Tetrachlorodibenzo-p-dioxin)
TCE	-	Trichloroethylene
TES	-	Technical Enforcement Support
TPCS	-	Treasury Financial Communications System
TMC	-	Travel Management Center
TMI	-	Three Mile Island
TOC	-	Total Organic Carbon
TPD	-	Technical Programs Division (ORD)
TPD	-	Toxics and Pesticide Division (ORD)
TPTH	-	Triphenyltinhydroxide
TPY	-	Tons per year
T-R	-	Transformer-Rectifier
TRC	-	Technical Review Committee
TRO	-	Temporary Restraining Order
TSCA	-	Toxic Substances Control Act
TSCATS	-	TSCA Test Submissions Database (OTS)
TSDF	-	Treatment, Storage & Disposal Facility (RCRA)
TSS	-	Total Suspended Solids
TVA	-	Tennessee Valley Authority

TWMD	-	Toxics and Waste Management Division (regional)
UARG	-	Utility Air Regulatory Group
UIC	-	Underground Injection Control (SDWA)
UMTRCA	-	Uranium Mill Tailings Radiation Control Act
UN	-	United Nations
UNEP	-	United Nations Environment Program
USA	-	United States Attorney
USC	-	United States Code
USCA	-	United States Code Annotated
USDA	-	United States Department of Agriculture
USDW	-	Underground Source of Drinking Water
USGS	-	U.S. Geological Survey (DOI)
UST	-	Underground Storage Tanks
VAT	-	Value Added Tax
VEO	-	Visible Emission Observation
VOC	-	Volatile Organic Compound
WADTF	-	Western Atmospheric Deposition Task Force
WAP	-	Waste Analysis Plan (RCRA)
WD	-	Water Division (OGC)
WED	-	Water Enforcement Division (OECM)
WERL	-	Water Engineering Research Laboratory (ORD)
WIC	-	Washington Information Center
WHO	-	World Health Organization (UN)
WICEM	-	World Industry Conference on Environmental Management
WISE	-	Women In Science and Engineering
WLA/TMDL	-	Wasteload Allocation/Total Maximum Daily Load
WLD	-	Water and Land Division (ORD)
WMD	-	Waste Management Division (ORD, regional)
WMD	-	Water Management Division (regional)
WMED	-	Waste Management and Economics Division (OSWER)
WPCF	-	Water Pollution Control Federation
WPD	-	Water Planning Division (OW)
WTPS	-	Water, Toxics and Pesticides Staff (ORD)
WTSHRD	-	Water and Toxic Substances Health Research Division (ORD)
WWEMA	-	Waste and Wastewater Equipment Manufacturers Association
WWF	-	World Wildlife Fund
WWMRD	-	Water and Waste Management Monitoring Research Division (ORD)

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KEY TELEPHONE NUMBERS

Key Telephone Numbers

Office of Ombudsman Director	Bob Knox	8-475-9361 202-475-9361
Special Assistant	Shirley Thomas	8-382-5615
Secretary	Katherine Robleski	202-475-9361
Region I	Rick Leighton	8-223-1461 617-223-1461
Region II	Tom O'Keefe	8-264-0949 212-264-2980
Region III	Charles Howard	8-597-0982 215-597-0982
Region IV	Frank Redmond	8-257-4727 404-347-3776
Region V	Kenneth Westlake	8-353-5821 312-353-5821
Region VI	Rena McClurg	8-255-6760 214-655-6760
Region VII	Jack Coakley	8-757-2852 913-236-2852
Region VIII	Charles Stevens	8-564-1694 303-293-1694
Region IX	Bill D. Wilson	8-454-8915 415-974-8915
Region X	David Teeter	8-399-2871 206-442-2871

Key Telephone Numbers (Cont'd.)

OSWER OFFICES

Office of Solid Waste and Emergency Response (OSWER)	202-382-4610
Office of Solid Waste (OSW)	202-382-4627
Office of Underground Storage Tanks (OUST)	202-382-4756
Office of Waste Programs Enforcement (OWPE)	202-382-4814
Office of Emergency and Remedial Response (OERR)	202-382-2180
Preparedness Staff (PS)	202-475-8600

OSWER DOCKETS

RCRA Docket	202-475-9327
CERCLA Docket	202-382-3046
OUST Docket	202-475-9720

EPA INFORMATION NUMBERS

RCRA/Superfund Hotline	800-424-9346 202-382-3000
Toxic Substances Control Act (TSCA) Hotline	
General Information	202-554-1404
Technical Information	202-382-3790
Chemical Emergency Preparedness Program (CEPP) Hotline	800-535-0202 202-479-2449
Hazardous Waste Data Management System (HWDMS)	
General Information	202-382-4697
Technical Information	202-382-3410
Comprehensive Environmental Response, Compensation, and Liability Information System (CERCLIS)	202-475-9336
Public Information Center (PIC)	202-475-7751
Headquarters Library	202-382-5921

Key Telephone Numbers (Cont'd.)

OFFICE OF RESEARCH AND DEVELOPMENT INFORMATION NUMBERS

Center for Environmental Research Information (CERI)	8-684-7562
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Office of Health Research (OHR)	202-382-5900
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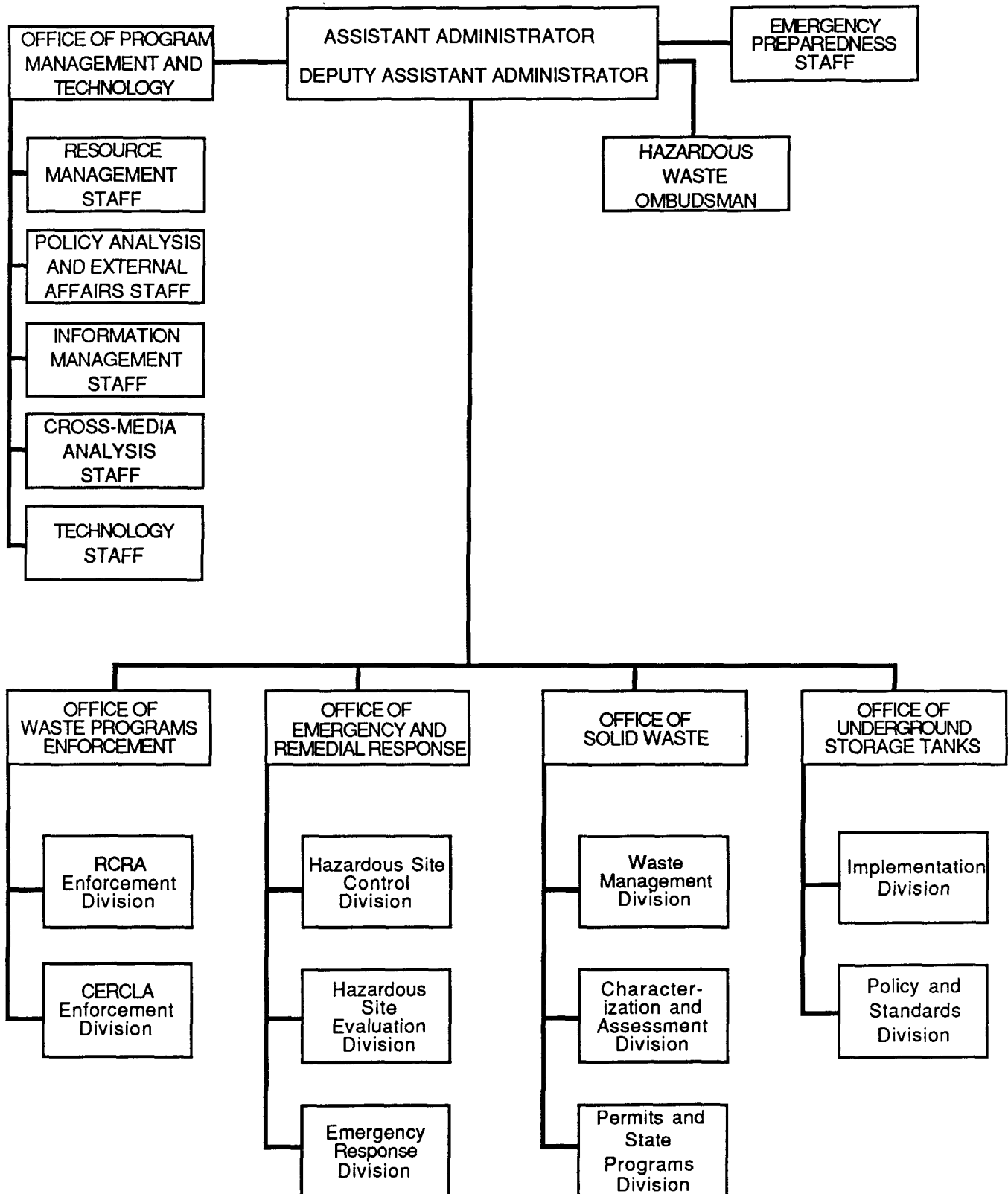
Office of Health & Environmental Assessment (OHEA)	202-382-7317
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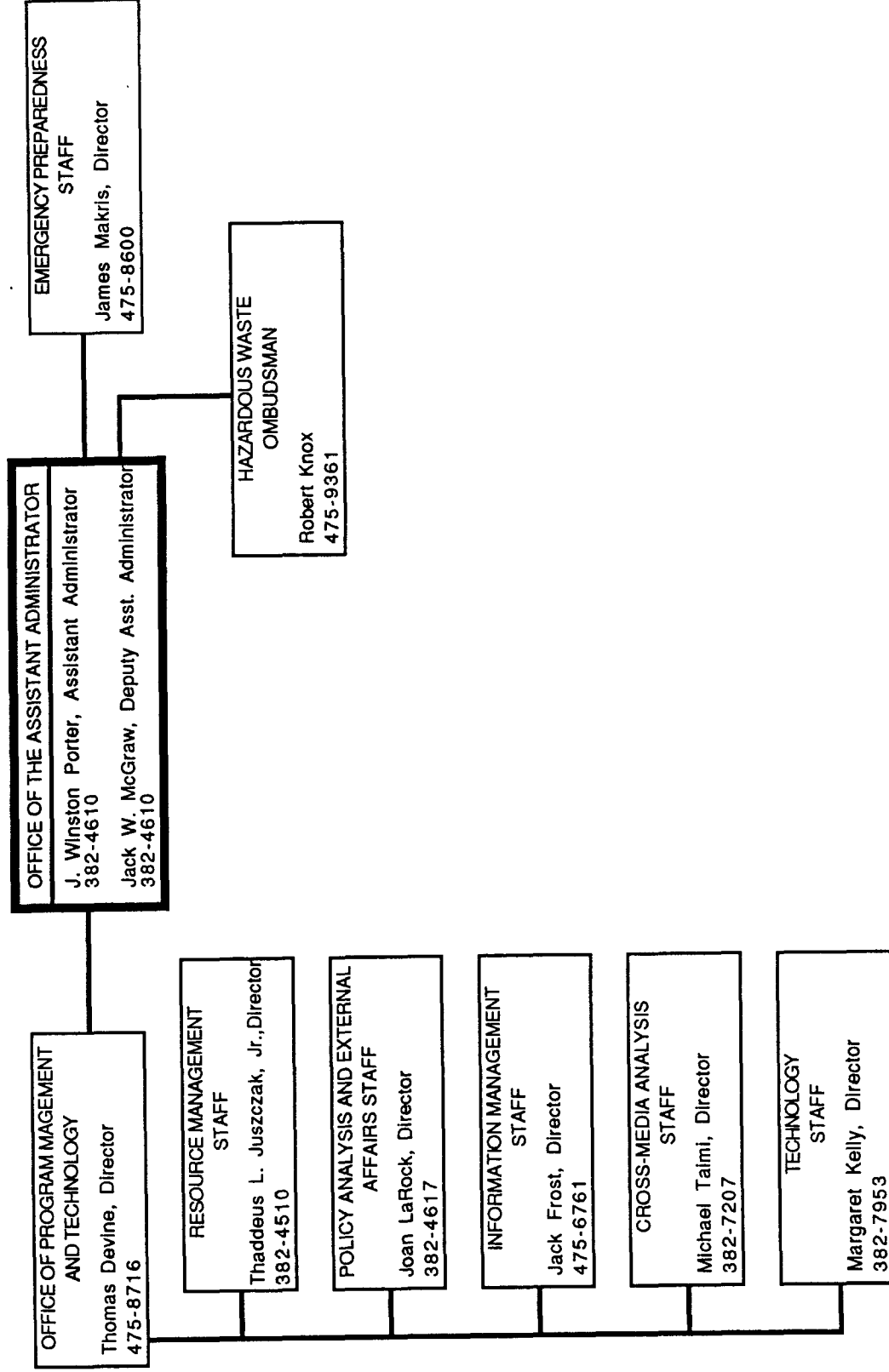
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**OFFICE OF SOLID WASTE AND
EMERGENCY RESPONSE**

- **ORGANIZATION CHART**

OFFICE OF SOLID WASTE AND EMERGENCY RESPONSE

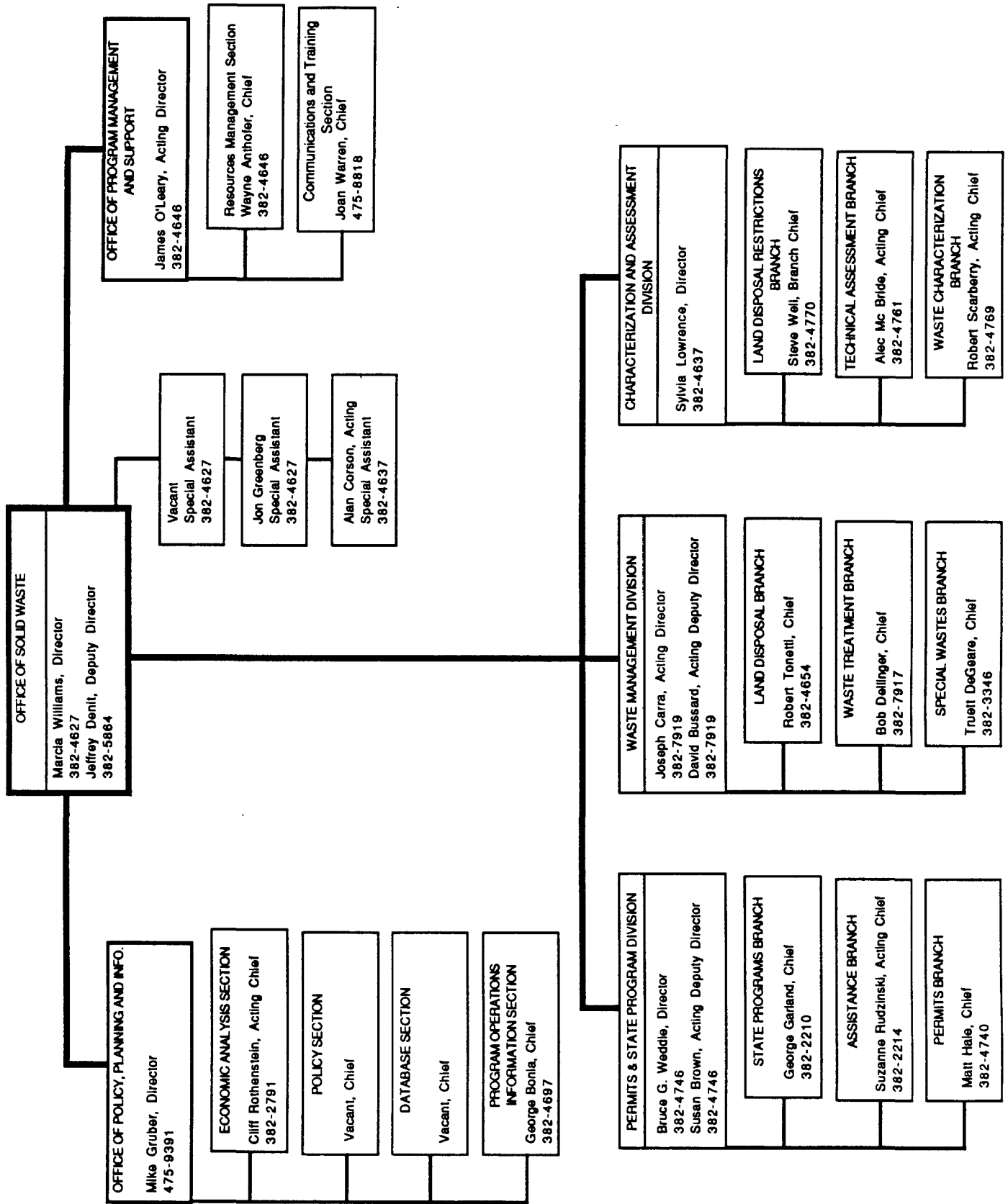




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OFFICE OF SOLID WASTE

- **ORGANIZATION CHART**
- **PROGRAM MATRIX**



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ENVIRONMENTAL PROTECTION AGENCY
OFFICE OF SOLID WASTE
PERSONNEL DIRECTORY SYSTEM

FUNCTION	NAME	DIVISION/BRANCH/SECTION	PHONE
	Abe, Joseph	WMD/SWB/GWS	
	Atkinson, Sharon	PSPD/PB/CAS	
	Bathija, Ambika	CAD/TAB/HAS	382-4785
	Cardwell, Henry	WMD/WTB/CSS	
	Coalgate, Jerry	CAD/WCB/CS	475-8551
	Cunningham, Mary	WMD/WTB/CS	382-2129
	Fitzpatrick, Michael	WMD/SWB/LVW	
	Frey, Sharon	PSPD/PB/CFRS	475-6725
	Gordon, Judith	PSPD/DO	382-2210
	Haynes, Benjamin	WMD/SWB/LVW	
	Lefferts, Lisa	PSPD/PB/CAS	382-4535
	Mills, Amy	PSPD/AB/LDPS	382-2210
	Mickens, Anita	PSPD/AB	382-3933
	Sasala, Connie	WMD/LDB/TGS	
	Stirling, John	PSPD/PB/CAS	382-4454
	VanEpps, Betti	PSPD/SPB/IS	382-2232
3002	Barley, Carolyn K.	CAD/WCB/RS	382-2217
3003	Barley, Carolyn K.	CAD/WCB/RS	382-2217
8002 Large-Volume Studies	Rothenstein, Cliff	OPPI/EAS/ES	382-2791
ACL PAT Reviews	Salee, Mark	PSPD/AB/LDPS	382-4755
ACL/Location Guidance Implementation Strat.	Wolfe, Alexander L.	PSPD/SPB/IS	382-2227
ADP Budget, Infor. Res. Management Plan	Ruby, Doug	OPPI/IMS/PSS	382-4753
ADP Equipment Inventory/Support	Updegraff, Ron	OPPI/IMS/DMS	475-d701
ADP Support Contracts/PR's	Ruby, Doug	OPPI/IMS/PSS	382-4753
ASTSWMO Grant	Absher, Susan M.	PSPD/SPB/OAS	382-2215

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ENVIRONMENTAL PROTECTION AGENCY
OFFICE OF SOLID WASTE
PERSONNEL DIRECTORY SYSTEM

FUNCTION	NAME	DIVISION/BRANCH/SECTION	PHONE
ASTSWMO Grant Project Officer	Wolfe, Alexander L.	PSPD/SPB/IS	382-2227
ASTSWMO Training Grant Project Officer	Wolfe, Alexander L.	PSPD/SPB/IS	382-2227
ATS (Action Tracking System)	Smith, Catherine	OPMS/RMS	382-4676
Absorbents	Cassidy, Paul	WMD/LDB/TGS	382-4682
Ad Hoc Queries	Murray, Pat	OPPI/IMS/DMS	382-4752
Administrative Officer	Botelho, Glennis	OPMS/RMS	382-4653
Administrative Support	Botelho, Glennis	OPMS/RMS	382-4653
Administrative Support--General OSW	Jarrell, Deborah	OPMS/RMS	382-2073
Air	Dellarco, David	CAD/LDRB/AMS	382-4775
Air Emissions	Topping, David	CAD/LDRB/AMS	382-4690
Air Modeling	Layland, David	CAD/LDRB/RDS	382-4770
Air Toxicity Characteristics	Topping, David	CAD/LDRB/AMS	382-4690
Alternative Concentration Limits	Garman, Jerry	WMD/SWB/GWS	475-7415
Analytical Test Methods	Friedman, David	CAD/TAB/MS	382-4797
Appendix VIII Regulation	Friedman, David	CAD/TAB/MS	382-4797
Appendix VIII Waste Analysis	Kayser, Robert	PSPD/AB/LDPS	382-4536
Asbestos	Anderson, Kent	WMD/LDB/DTS	382-4654
Assists w/RD&D Permits	Oszman, Chester	PSPD/AB/ISPS	382-4499
Attorney/Advisor	Jonesi, Gary	CAD/LDRB/RDS	475-6717
Authorization Regulations	Michael, James	PSPD/SPB/OAS	382-2231
Automated Systems (Hotline/Docket)	Updegraff, Ron	OPPI/IMS/DMS	475-8701
Availability of Information	Madison, Martha	PSPD/SPB/IS	382-2229
Awards	Botelho, Glennis	OPMS/RMS	382-4653
BDAT Capacity Determinations	BaezMartinez, Juan	WMD/WTB/TTS	382-7923
BDAT Determinations	Chatmon, Monica	WMD/WTB/TTS	382-3566

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ENVIRONMENTAL PROTECTION AGENCY
OFFICE OF SOLID WASTE
PERSONNEL DIRECTORY SYSTEM

FUNCTION	NAME	DIVISION/BRANCH/SECTION	PHONE
BDAT Determinations	Folkerts, Cindy	WMD/WTB/TTS	475-6675
BDAT Determinations	Jones, Lisa	WMD/WTB/TTS	
BDAT Determinations	Keenan, John	WMD/WTB/TTS	
BDAT Determinations	Labiosa, Jose	WMD/WTB/TTS	475-6674
BDAT Determinations	Pepson, Dave	WMD/WTB/TTS	382-7926
BDAT Determinations	Vorbach, Gerald	WMD/WTB/TTS	382-3695
BDAT Determinations--Dioxins	Eby, Elaine	WMD/WTB/TTS	382-7930
Biennial Report Data Base Support	Dunston, Carolyn	OPPI/IMS/DMS	382-4501
Biennial Report Data Base Support	Inman, Donna	OPPI/IMS/PSS	382-5992
Biennial Reporting	Burns, Mike	OPPI/IMS/PSS	475-9392
Biological Test Methods	Hansen, Gail	CAD/TAB/MS	475-6722
Biotechnology	Bahst, Jodi	CAD/WCB/CS	475-6713
Biotoxicity Characteristics	Chau, Filomena	CAD/WCB/CS	382-4795
Budget/Headquarters	Brown, Bob	OPMS/RMS	382-2074
Budget/Headquarters	Smith, Catherine	OPMS/RMS	382-4676
Building Modifications	Jarrell, Deborah	OPMS/RMS	382-2073
CBI/RCRA Contractor Clearances	Villari, Dina	OPPI/IMS/PSS	382-4670
California List	Craig, Rhonda	CAD/LDRB/RDS	382-4800
California List	Jones, Gary	CAD/LDRB/RDS	475-6717
Capability Assessments for HSWA	Bagus, Lillian	PSPD/SPB/OAS	382-2233
Capacity Analysis: Volumes/Technologies	Bassi, Jo-Ann	WMD/WTB/CSS	475-6673
Capacity Survey	Bassi, Jo-Ann	WMD/WTB/CSS	475-6673
Case-by-Case Extension Guidance	Craig, Rhonda	CAD/LDRB/RDS	382-4800
Chair. Subtitle D Implementation Strategy WG	Kolpa, Ron	PSPD/SPB	382-2221
Chairman, Land Disp Restrictions Impl.	Kolpa, Ron	PSPD/SPB	382-2221

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ENVIRONMENTAL PROTECTION AGENCY
OFFICE OF SOLID WASTE
PERSONNEL DIRECTORY SYSTEM

FUNCTION	NAME	DIVISION/BRANCH/SECTION	PHONE
Characteristics MRI, Contract	Sterling, Doreen	CAD/WCB/CS	475-6775
Chemical Fate Rule	Otto, Martha	CAD/LDRB/AMS	382-2208
Chemical Fate Rule	Rubenstein, Reva	CAD/TAB/HAS	382-5219
Chemical Fate Rule	Saleem, Zubair	CAD/LDRB/AMS	382-4767
Chlor-Alkali	LeBleu-Biswas, Wanda	CAD/WCB/LS	382-7392
Chlorinated Aliphatics	Jenkins, Cate	CAD/WCB/LS	382-4786
Chlorinated Aliphatics Pesticides	Garbe, Yvonne	CAD/WCB/LS	475-6679
Class Permits	BaezMartinez, Juan	WMD/WTB/TTS	382-7923
Closure	Rhyne, Chris	PSPD/AB/LDPS	382-4695
Closure Regs/Guidance	Davies, Lauris	WMD/LDB/TGS	382-4654
Closure Regulations/Technical Guidance	Bachmaier, Jim	WMD/LDB/TGS	475-8859
Closure Workgroup	Bagus, Lillian	PSPD/SPB/OAS	382-2233
Closure/Financial Policy/Regulations	Hale, Matthew	PSPD/PB	382-4740
Cluster Rule	Madison, Martha	PSPD/SPB/IS	382-2229
Coke and Coke By-Products	Scarberry, Robert	CAD/WCB/LS	382-4769
Combustion Workgroup	Anderson, Robin	PSPD/PB/PPS	382-4498
Communication Strategies	Zmud, Mia	OPMS/CTS	382-4651
Communications/Training	Warren, Joan	OPMS/CTS	475-8818
Community Relations	Musgrave, Vanessa	PSPD/PB/PPS	382-4751
Computer Data Entry	Schmitz, Katie	WMD/LDB/TGS	382-4658
Conflicts of Interest	Botelho, Glennis	OPMS/RMS	382-4653
Congressional Reports	Murray, Pat	OPPI/IMS/DMS	382-4752
Construction Quality Assurance	Aviles, Ana	WMD/LDB/DTs	382-2349
Construction Quality Assurance	DeRieux, Walt	WMD/WTB/TTS	382-4496
Contract Management	Meyers, Martin	CAD/TAB/MS	382-7459

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ENVIRONMENTAL PROTECTION AGENCY
OFFICE OF SOLID WASTE
PERSONNEL DIRECTORY SYSTEM

FUNCTION	NAME	DIVISION/BRANCH/SECTION	PHONE
Contracts	Willis, Daria	CAD/LDRB/RDS	382-4779
Contracts Contact--OPPI	Smagin, Nancy	OPPI/EAS/PS	382-2791
Contracts Contact--PSPD	Cotsworth, Elizabeth	PSPD/DO	382-4746
Controlled Correspondence	McManus, Thea	OPMS/CTS	475-8613
Controlled Correspondence--WMD	Schmitz, Katie	WMD/LDB/TGS	382-4658
Coordinate w/CEPP Program	Musgrave, Vanessa	PSPD/PB/PPS	382-4751
Corrective Action	Cassidy, Paul	WMD/LDB/TGS	382-4682
Corrective Action	Cotsworth, Elizabeth	PSPD/DO	382-4746
Corrective Action	Eberly, David	PSPD/AB/LDPS	382-4691
Corrective Action Analysis	Rothenstein, Cliff	OPPI/EAS/ES	382-2791
Corrective Action Implementation	Fagan, Dave	PSPD/PB/CAS	382-4740
Corrective Action Policy	Anders, Michele	PSPD/PB/CAS	382-4534
Corrective Action Policy Issues	Fagan, Dave	PSPD/PB/CAS	382-4740
Corrective Action Regulations	Fagan, Dave	PSPD/PB/CAS	382-4740
Corrective Action at Federal Facilities	Michael, James	PSPD/SPB/OAS	382-2231
Corrective Action for Continuing Releases	Day, Arthur	WMD/LDB/TGS	382-4658
Corrective Action for Continuing Releases	Dixon, George	WMD/LDB/TGS	382-4494
Corrective Action for Continuing Releases	Reeves, David	WMD/LDB/TGS	382-4679
Corrective Action for Continuing Releases	Stumpf, Harry	WMD/SWB/LVW	382-4661
DOT Coordination	Barley, Carolyn K.	CAD/WCB/RS	382-2217
Data Collection	Craig, Jim	OPPI/EAS/PS	382-3410
Date of OTC Rule	Goodrich-Mahoney, John	CAD/WCB/CS	382-4794
Delisting	Topping, David	CAD/LDRB/AMS	382-4690
Delisting Spot-Check Verification Program	Maid, Scott	PSPD/AB/VS	382-4783
Delisting Support	Ratcliff, Lisa	CAD/TAB/HAS	382-4781

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OFFICE OF SOLID WASTE
PERSONNEL DIRECTORY SYSTEM

FUNCTION	NAME	DIVISION/BRANCH/SECTION	PHONE
Delisting Tracking System	Kent, James	PSPD/AB/VS	382-4488
Delisting Workgroup	Maid, Scott	PSPD/AB/VS	382-4783
Delistings	Shuster, Kenneth	PSPD/DO	382-2210
Dioxin Work Group	Sterling, Doreen	CAD/WCB/CS	475-6775
Dioxin Workgroups, Solvents	Sterling, Doreen	CAD/WCB/CS	475-6775
Disposal Unit Design	Rhyne, Chris	PSPD/AB/LDPS	382-4695
Docket (Internal Liaison)	Blow, Kate	OPPI/IMS/PSS	382-2791
Docket Oversight	McManus, Thea	OPMS/CTS	475-8613
Document Control Clerk	Deskins, Nolean	OPMS/RMS	475-8937
Document Control Clerk	Jarrell, Deborah	OPMS/RMS	382-2073
Document Control Officer	Villari, Dina	OPPI/IMS/PSS	382-4670
Double Liner & Leachate Collection Rules	DeRieux, Walt	WMD/WTB/TTS	382-4496
Economic Analysis Contract--Project Officer	Smith, Frank	OPPI/EAS/ES	382-2791
Electroplating	Abrams, Ed	CAD/WCB/RS	382-4787
Enforcement Response Policy Workgroup	Absher, Susan M.	PSPD/SPB/OAS	382-2215
Enforcement Response Policy Workgroup	Bagus, Lillian	PSPD/SPB/OAS	382-2233
Existing Portions	DeRieux, Walt	WMD/WTB/TTS	382-4496
Experimental Facilities	Foster, Barbara	PSPD/PB/PPS	382-7729
Experimental Facilities	McAlister, Frank	PSPD/PB/PPS	382-2223
Explosives	Abrams, Ed	CAD/WCB/RS	382-4787
Explosives	LeBleu-Biswas, Wanda	CAD/WCB/LS	382-7392
Export Requirements	Barley, Carolyn K.	CAD/WCB/RS	382-2217
Exposure Assessment	Day, Arthur	WMD/LDB/TGS	382-4658
Exposure Assessment Guidance (3019)	Perry, Jon	WMD/LDB/TGS	382-4662
Exposure Information Reports	Kayser, Robert	PSPD/AB/LDPS	382-4536

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ENVIRONMENTAL PROTECTION AGENCY
OFFICE OF SOLID WASTE
PERSONNEL DIRECTORY SYSTEM

FUNCTION	NAME	DIVISION/BRANCH/SECTION	PHONE
Extraction Procedure Toxicity Char. (TCLP)	Feldt, Al	OPPI/EAS/PS	382-2791
FOCUS Data Base Development	Tumarkin, Jeff	OPPI/IMS/DMS	382-5235
FOCUS Data Base Development	Wilkes, Nathan	OPPI/IMS/DMS	382-5993
FOCUS Data Entry Screen Development	Dunston, Carolyn	OPPI/IMS/DMS	382-4501
FOCUS Data Entry Screen Development	Inman, Donna	OPPI/IMS/PSS	382-5992
FOIA Coordinator	Barker, Jennifer	OPMS/CTS	475-9350
FOIA Coordinator	Zmud, Mia	OPMS/CTS	382-4651
FOIA Procedure Automation	McManus, Thea	OPMS/CTS	475-8613
FOIA Requests/HWDMS	Murray, Pat	OPPI/IMS/DMS	382-4752
FTE Projections	Botelho, Glennis	OPMS/RMS	382-4653
Facility Changes Rule	Foster, Barbara	PSPD/PB/PPS	382-7729
Facility Management Plans/Multi-Yr Strategies	Bagus, Lillian	PSPD/SPB/OAS	382-2233
Facility Reporting	Burns, Mike	OPPI/IMS/PSS	475-9392
Fate/Transport Modeling	Bachmaier, Jim	WMD/LDB/TGS	475-8859
Federal Register Notices	Kent, James	PSPD/AB/VS	382-4488
Federal Register Publications	McManus, Thea	OPMS/CTS	475-8613
Financial Assurance for Corrective Action	Northridge, Mike	OPPI/PAS	382-4790
Financial Document Reconciliation	Deskins, Nolean	OPMS/RMS	475-8937
Fossil Fuel Combustion Wastes	Derkics, Dan	WMD/SWB/LVW	382-3608
Fossil Fuel Combustion Wastes	Pesacreta, Pat	WMD/SWB/LVW	382-3157
Generator Issues	Barley, Carolyn K.	CAD/WCB/RS	382-2217
Geologic Repositions	Davies, Lauris	WMD/LDB/TGS	382-4654
Groundwater	Saleem, Zubair	CAD/LDRB/AMS	382-4767
Groundwater Integration Strategy	Galen, Glen	WMD/LDB/TGS	382-4678
Groundwater Modeling	Otto, Martha	CAD/LDRB/AMS	382-2208

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ENVIRONMENTAL PROTECTION AGENCY
OFFICE OF SOLID WASTE
PERSONNEL DIRECTORY SYSTEM

FUNCTION	NAME	DIVISION/BRANCH/SECTION	PHONE
Groundwater Monitoring	Hansen, Janette	WMD/SWB/SD	382-4659
Groundwater Monitoring Task Force	Friedman, David	CAD/TAB/MS	382-4797
Groundwater Monitoring/Sampling	Garman, Jerry	WMD/SWB/GWS	475-7415
Groundwater Monitoring/Sampling	Myers, Vernon	WMD/SWB/GWS	382-4685
Groundwater Protection	Dixon, George	WMD/LDB/TGS	382-4494
Groundwater Protection Regulations	Salee, Mark	PSPD/AB/LDPS	382-4755
Groundwater Regulations	Myers, Vernon	WMD/SWB/GWS	382-4685
Guidance Documents	McManus, Thea	OPMS/CTS	475-8613
Guidance Documents--OSW Coordinator	Brown, Bob	OPMS/RMS	382-2074
HWDMs Data Quality Audit	Tumarkin, Jeff	OPPI/IMS/DMS	382-5235
HWDMs Data Quality Audit	Wilkes, Nathan	OPPI/IMS/DMS	382-5993
HWDMs Maintenance/Support	Dunston, Carolyn	OPPI/IMS/DMS	382-4501
HWDMs Maintenance/Support	Inman, Donna	OPPI/IMS/PSS	382-5992
HWDMs Retrievals	Murray, Pat	OPPI/IMS/DMS	382-4752
Haz. Was. Tanks (Con. Stds., Drum Stor. Regs)	Kline, William	WMD/WTB/CSS	382-4623
Haz. Waste Tank (Implementation Strategy)	Bagus, Lillian	PSPD/SPB/OAS	382-2233
Hazardous Waste Listings	Feldt, Al	OPPI/EAS/PS	382-2791
Household Hazardous Waste	Dorian, Gerri	WMD/SWB/SD	382-4688
Hydrogeology	Hansen, Janette	WMD/SWB/SD	382-4659
ISDB Development	Scarberry, Robert	CAD/WCB/LS	382-4769
ISDB/ISADB Development	Abrams, Ed	CAD/WCB/RS	382-4787
Implementation Contract--Eastern Regions I-V	Pearce, Allen	PSPD/AB/ISPS	382-4505
Implementation Contract--Project Officer	Pearce, Allen	PSPD/AB/ISPS	382-4505
Implementation Contract--Western Regions VI-X	Pearce, Allen	PSPD/AB/ISPS	382-4505
Implementation Strategy Coordinator	Kolpa, Ron	PSPD/SPB	382-2221

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ENVIRONMENTAL PROTECTION AGENCY
OFFICE OF SOLID WASTE
PERSONNEL DIRECTORY SYSTEM

FUNCTION	NAME	DIVISION/BRANCH/SECTION	PHONE
Implementation Strategy Follow-up	Stieber, Jane C.	PSPD/SPB/OAS	382-2226
Implementation of 3019	Kayser, Robert	PSPD/AB/LDPS	382-4536
Incineration	Turgeon, Marc	WMD/WTB/CS	382-7934
Incineration	Vega, Lionel	PSPD/AB/ISPS	475-8988
Incineration	Walker, Karen	WMD/WTB/CS	475-6128
Incineration Permitting Programs	Stelmack, Sonya	PSPD/AB/ISPS	382-4500
Incineration Support	Friedman, David	CAD/TAB/MS	382-4797
Incineration--Hazardous Waste	Garg, Shiva	WMD/WTB/CS	382-7933
Incineration--Municipal	Greene, Stephen	WMD/DO	382-4664
Infectious Waste	Kidwell, Mitch	CAD/LDRB/RDS	382-4805
Infectious Waste	Sales, Jacqueline	CAD/LDRB/RDS	382-5743
Information Collection Burden OMB Approval	Ruby, Doug	OPPI/IMS/PSS	382-4753
Information Requests	Blow, Kate	OPPI/IMS/PSS	382-2791
Information Requests	Brown, Bob	OPMS/RMS	382-2074
Information Requests	Zmud, Mia	OPMS/CTS	382-4651
Inorganics	Abrams, Ed	CAD/WCB/RS	382-4787
Integrated Regulatory Analysis	Perla, Donna	OPPI/EAS/ES	382-2791
Inter-agency Agreement w/ATSDR	Pearce, Allen	PSPD/AB/ISPS	382-4505
Interim Status Issues	Foster, Barbara	PSPD/PB/PPS	382-7729
Interim Status Regulations	McAlister, Frank	PSPD/PB/PPS	382-2223
Iron and Steel	Cruz, Denny	CAD/LDRB/AMS	382-4802
Iron and Steel	Scarberry, Robert	CAD/WCB/LS	382-4769
LDR First Third	Faeth, Lisa	CAD/LDRB/RDS	382-4789
LDR Outreach	Kidwell, Mitch	CAD/LDRB/RDS	382-4805
LDR Regulation Coordinator	Willis, Daria	CAD/LDRB/RDS	382-4779

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ENVIRONMENTAL PROTECTION AGENCY
OFFICE OF SOLID WASTE
PERSONNEL DIRECTORY SYSTEM

FUNCTION	NAME	DIVISION/BRANCH/SECTION	PHONE
Labor Services Requests	Jarrell, Deborah	OPMS/RMS	382-2073
Land Ban Program: Treatment/Recycling Cap.	Bassi, Jo-Ann	WMD/WTB/CSS	475-6673
Land Bans Cost/Economic Analysis	Hufford, Drusilla	OPPI/EAS/PS	382-2791
Land Disposal Integration Strategy	Davies, Lauris	WMD/LDB/TGS	382-4654
Land Disposal Ban Petitions	Davies, Lauris	WMD/LDB/TGS	382-4654
Land Disposal Contract--Project Officer	Perry, Jon	WMD/LDB/TGS	382-4662
Land Disposal Permit Assistance	Hansen, Janette	WMD/SWB/SD	382-4659
Land Disposal Permits--Cover Design	Eberly, David	PSPD/AB/LDPS	382-4691
Land Disposal Regs.	Rothenstein, Cliff	OPPI/EAS/ES	382-2791
Land Disposal Restrictions Workgroup	Maid, Scott	PSPD/AB/VS	382-4783
Land Disposal Restrictions--General	Sales, Jacqueline	CAD/LDRB/RDS	382-5743
Land Disposal Restrictions--General	Weil, Stephen R.	CAD/LDRB	382-4770
Land Treatment	Aviles, Nestor	PSPD/AB/ISPS	382-2218
Land Treatment	Day, Arthur	WMD/LDB/TGS	382-4658
Land Treatment	Perry, Jon	WMD/LDB/TGS	382-4662
Land Treatment/Leak Detection	DeRieux, Walt	WMD/WTB/TTS	382-4496
Landfill Design	Skahn, Kenneth	WMD/LDB/DTS	382-4684
Landfill Final Covers	Aviles, Ana	WMD/LDB/DTS	382-2349
Landfills/Leak Detection	DeRieux, Walt	WMD/WTB/TTS	382-4496
Leachate Collection System	Rhyne, Chris	PSPD/AB/LDPS	382-4695
Leachate Collection/Detection System	DeRieux, Walt	WMD/WTB/TTS	382-4496
Leachate Collection/Detection Systems	Skahn, Kenneth	WMD/LDB/DTS	382-4684
Leak Detection Rules	DeRieux, Walt	WMD/WTB/TTS	382-4496
Leak Detection Systems	DeRieux, Walt	WMD/WTB/TTS	382-4496
Legal Issues	Jonesi, Gary	CAD/LDRB/RDS	475-6717

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FUNCTION	NAME	DIVISION/BRANCH/SECTION	PHONE
Lexitron Repairs	Andrews, Anne	IO	382-5864
Liaison to ASTSWMO, States	Kolpa, Ron	PSPD/SPB	382-2221
Life Cycle Management/Conf. Mgt. Boards	Ruby, Doug	OPPI/IMS/PSS	382-4753
Liner Chemical Compatibility Testing	Aviles, Ana	WMD/LDB/DTS	382-2349
Liner Location Risk Model	Perla, Donna	OPPI/EAS/ES	382-2791
Liner Rules	DeRieux, Walt	WMD/WTB/TTS	382-4496
Liner and Leak Detection Rule	Otte, Alessi	WMD/LDB/DTS	382-4654
Liners	DeRieux, Walt	WMD/WTB/TTS	382-4496
Liners	Rhyne, Chris	PSPD/AB/LDPS	382-4695
Liners	Skahn, Kenneth	WMD/LDB/DTS	382-4684
Liquids in Landfills	Cassidy, Paul	WMD/LDB/TGS	382-4682
Liquids in Landfills	Day, Arthur	WMD/LDB/TGS	382-4658
Liquids in Landfills	Eberly, David	PSPD/AB/LDPS	382-4691
Liquids in Landfills/Bulk Liquid Guidance	Kane, Judi	PSPD/SPB/OAS	382-2222
Listing Archives	LeBleu-Biswas, Wanda	CAD/WCB/LS	382-7392
Listing Support	Friedman, David	CAD/TAB/MS	382-4797
Listing Support	Meyers, Martin	CAD/TAB/MS	382-7459
Listing Tracking	LeBleu-Biswas, Wanda	CAD/WCB/LS	382-7392
Location Guidance/Standards	Day, Arthur	WMD/LDB/TGS	382-4658
Location Guidance/Standards	Galen, Glen	WMD/LDB/TGS	382-4678
Location Guidance/Standards	Reeves, David	WMD/LDB/TGS	382-4679
Location Guidance/Standards	Stumpf, Harry	WMD/SWB/LVW	382-4661
Location Standards (264.18)	Galen, Glen	WMD/LDB/TGS	382-4678
MRI Contract	Smith, Ben	CAD/WCB	382-4791
Mandatory Inspections Workgroup	Bagus, Lillian	PSPD/SPB/OAS	382-2233

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FUNCTION	NAME	DIVISION/BRANCH/SECTION	PHONE
Manuals (SW-846), Symposia	Zabinski, Denise	CAD/TAB/MS	382-7458
Messenger Service--OSW Coordinator	Andrews, Anne	IO	382-5864
Methyl Bromide	LeBleu-Biswas, Wanda	CAD/WCB/LS	382-7392
Mining Waste Cost/Economic Analysis	Smith, Frank	OPPI/EAS/ES	382-2791
Mining Wastes	Derkics, Dan	WMD/SWB/LVW	382-3608
Mismanagement Scenarios	Goodrich-Mahoney, John	CAD/WCB/CS	382-4794
Mixed Waste--PSPD	Shackleford, Betty	PSPD/SPB/IS	475-9656
Mixture-Derived-From-Rule Interpretations	Smith, Ben	CAD/WCB	382-4791
Mixture-Derived-From-Rule Interpretations	Sterling, Doreen	CAD/WCB/CS	475-6775
Mobile Treatment Rule	McAlister, Frank	PSPD/PB/PPS	382-2223
Mobile Treatment Unit Regulation	Anderson, Robin	PSPD/PB/PPS	382-4498
Mobility Estimation Procedures	Friedman, David	CAD/TAB/MS	382-4797
Modeling	Topping, David	CAD/LDRB/AMS	382-4690
Monthly Activity Reports	Murray, Pat	OPPI/IMS/DMS	382-4752
Municipal Waste Combustion (Garbage Burning)	Greene, Stephen	WMD/DO	382-4664
Municipal Waste Combustion Ash	Dorian, Gerri	WMD/SWB/SD	382-4688
Municipal Waste Work Group	Chau, Filomena	CAD/WCB/CS	382-4795
NCC Account Management (Timeshare Budget)	Ruby, Doug	OPPI/IMS/PSS	382-4753
NTIS Publications	Barker, Jennifer	OPMS/CTS	475-9350
Nerve Agent Demilitarization	Cotsworth, Elizabeth	PSPD/DO	382-4746
OA Study (Word Processing)	Updegraff, Ron	OPPI/IMS/DMS	475-8701
OASIS/ORMS Support	Updegraff, Ron	OPPI/IMS/DMS	475-8701
OIRM Coordination	Dunston, Carolyn	OPPI/IMS/DMS	382-4501
OIRM Coordination	Inman, Donna	OPPI/IMS/PSS	382-5992
ORD Land Disposal Coordinator	Aviles, Ana	WMD/LDB/DTS	382-2349

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FUNCTION	NAME	DIVISION/BRANCH/SECTION	PHONE
ORD Research Committee	Friedman, David	CAD/TAB/MS	382-4797
ORD Research Liaison	Friedman, David	CAD/TAB/MS	382-4797
ORD Research Liaison	Hansen, Gail	CAD/TAB/MS	475-6722
OSW Controls	Andrews, Anne	IO	382-5864
OSW Coordinator for Reg Implementation Revws	Kane, Judi	PSPD/SPB/OAS	382-2222
OSW Policy Directives System Coordinator	Barker, Jennifer	OPMS/CTS	475-9350
OSW Rep. to OUST State Pgrms Approval Wkgrp	Kolpa, Ron	PSPD/SPB	382-2221
OSW Weekly Activity Report	Brown, Bob	OPMS/RMS	382-2074
OSWER-IMS Coordination	Ruby, Doug	OPPI/IMS/PSS	382-4753
Ocean Dumping	Otto, Martha	CAD/LDRB/AMS	382-2208
Oil & Gas	Chadwick, Dan	WMD/SWB/LVW	475-7370
Oil, Gas and Geothermal Wastes	Hall, Bob	WMD/SWB/LVW	475-7415
Oil/Gas Cost/Economic Analysis	Smith, Frank	OPPI/EAS/ES	382-2791
Oily Wastes Characteristics	Smith, Ben	CAD/WCB	382-4791
Organic Chemicals	Garbe, Yvonne	CAD/WCB/LS	475-6679
Organic Toxicity Characteristic	Goodrich-Mahoney, John	CAD/WCB/CS	382-4794
Other Financial Responsibility Instruments	Lago, Carlos	PSPD/PB/CFRS	382-4780
Oversight Policy	Bagus, Lillian	PSPD/SPB/OAS	382-2233
PAT Reviews of Exposure Info--ATSDR Referrals	Kayser, Robert	PSPD/AB/LDPS	382-4536
PCB Integration	Feldt, Al	OPPI/EAS/PS	382-2791
PCBs	Pillsbury, Hope	WMD/WTB/CSS	382-7932
PRIME/ID Number Assignment	Ruby, Doug	OPPI/IMS/PSS	382-4753
PRIME/PC User Support	Updegrarr, Ron	OPPI/IMS/DMS	475-8701
PSPD Contact/Xpert on Authority Delegations	Oszman, Chester	PSPD/AB/ISPS	382-4499
Payroll Corrections	Deskins, Nolean	OPMS/RMS	475-8937

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FUNCTION	NAME	DIVISION/BRANCH/SECTION	PHONE
Performance Agreements/Appraisals	Botelho, Glennis	OPMS/RMS	382-4653
Permit Assistance Team (PAT)	Cassidy, Paul	WMD/LDB/TGS	382-4682
Permit Assistance Team (PAT)	Shuster, Kenneth	PSPD/DO	382-2210
Permit Assistance Team (PAT)--Storage/Trmnt	Oszman, Chester	PSPD/AB/ISPS	382-4499
Permit Modification Regulations	McAlister, Frank	PSPD/PB/PPS	382-2223
Permit Policy Issues	McAlister, Frank	PSPD/PB/PPS	382-2223
Permit/Closure Plan Evaluation Guide	Absher, Susan M.	PSPD/SPB/OAS	382-2215
Permit/Closure Quality Protocols	Bagus, Lillian	PSPD/SPB/OAS	382-2233
Permitting Policy, Corrective Action	Hale, Matthew	PSPD/PB	382-4740
Permitting Program	Vega, Lionel	PSPD/AB/ISPS	475-8988
Personnel Actions/Roster--OSW	Jarrell, Deborah	OPMS/RMS	382-2073
Personnel Policies	Botelho, Glennis	OPMS/RMS	382-4653
Pesticides	Abrams, Ed	CAD/WCB/RS	382-4787
Petroleum Refineries	Smith, Ben	CAD/WCB	382-4791
Physical Test Methods	Hansen, Gail	CAD/TAB/MS	475-6722
Printing/Inventory	McManus, Thea	OPMS/CTS	475-8613
Process Chemistry	Meyers, Martin	CAD/TAB/MS	382-7459
Processing of Oils/Minerals Wastes	Derkics, Dan	WMD/SWB/LVW	382-3608
Procurement Guidelines	Sanjour, William	CAD/DO	382-4502
Production of Crude Oil Wastes	Chadwick, Dan	WMD/SWB/LVW	475-7370
Production of Natural Gas Wastes	Chadwick, Dan	WMD/SWB/LVW	475-7370
Production of Oil/Gas/Geothermal Energy	Derkics, Dan	WMD/SWB/LVW	382-3608
Program Assistance	Gallman, Deborah	PSPD/PB/PPS	382-4535
Program Simplification	Rosengrant, Larry	OPPI/PAS	382-7931
Proj. Off. Haz Waste Delisting Supp Contract	Miser, Wendel	PSPD/AB/VS	382-7817

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FUNCTION	NAME	DIVISION/BRANCH/SECTION	PHONE
Project Officer	Lago, Carlos	PSPD/PB/CFRS	382-4780
Project Officer--8a Service Support Contract	McManus, Thea	OPMS/CTS	475-8613
Project Tracking	Schmitz, Katie	WMD/LDB/TGS	382-4658
Proposed/Final Delisting Regulations	DeRose, Lori	PSPD/AB/VS	382-5096
Public Involvement	McAlister, Frank	PSPD/PB/PPS	382-2223
Public Involvement Coordinator for Permitting	Musgrave, Vanessa	PSPD/PB/PPS	382-4751
Publications--OSW Coordinator	Blow, Kate	OPPI/IMS/PSS	382-2791
Quality Assurance	Friedman, David	CAD/TAB/MS	382-4797
Quality Assurance Representative--PSPD	Oszman, Chester	PSPD/AB/ISPS	382-4499
Quality Assurance/Quality Control	Richardson, Florence	CAD/TAB/MS	382-4778
Quality Criteria	Bagus, Lillian	PSPD/SPB/OAS	382-2233
RCRA Facility Investigation	Dixon, George	WMD/LDB/TGS	382-4494
RCRA Implementation Strategy (RIP)	Bagus, Lillian	PSPD/SPB/OAS	382-2233
RCRA Information Center	McManus, Thea	OPMS/CTS	475-8613
RCRA Permit Guidance Document Directory	Gallman, Deborah	PSPD/PB/PPS	382-4535
RCRA Quality Criteria	Absher, Susan M.	PSPD/SPB/OAS	382-2215
RCRA Reauthorization	Northridge, Mike	OPPI/PAS	382-4790
RCRA State Authorization--Regions 1,4,5,9,10	Absher, Susan M.	PSPD/SPB/OAS	382-2215
RCRA Tech Supp Contract Performance Eval	Pappajohn, Ernest	PSPD/AB/ISPS	382-4504
RCRA-CERCLA Issues	Fagan, Dave	PSPD/PB/CAS	382-4740
RCRIS Development	Hasson, Marsha	OPPI/IMS	382-4744
RCRIS Development	Villari, Debbie	OPPI/IMS/DMS	382-3249
RD&D Permit Contract	Aviles, Nestor	PSPD/AB/ISPS	382-2218
RFA Training/Guidance	Fagan, Dave	PSPD/PB/CAS	382-4740
RFI Guidance and Training	Day, Arthur	WMD/LDB/TGS	382-4658

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FUNCTION	NAME	DIVISION/BRANCH/SECTION	PHONE
RFP	Chau, Filomena	CAD/WCB/CS	382-4795
RIA Coordinator	Fortune, William	CAD/LDRB/RDS	382-6715
RIP (RCRA Implementation--FY '88)	Absher, Susan M.	PSPD/SPB/OAS	382-2215
RTC on Extending Sanitary Landfill Life	Flynn, Mike	WMD/SWB/SD	382-4489
RTC on Subtitle D Study	Maples, Allen	WMD/SWB/SD	382-4683
Radioactive Mixed Waste	Michael, James	PSPD/SPB/OAS	382-2231
Radioactivity	Chau, Filomena	CAD/WCB/CS	382-4795
Radioactivity	Topping, David	CAD/LDRB/AMS	382-4690
Reactivity	Chau, Filomena	CAD/WCB/CS	382-4795
Reactivity Characteristics	Smith, Ben	CAD/WCB	382-4791
Region I,VIII Liaison	Ogden, Kimberly	PSPD/SPB/IS	382-2228
Region V Coordinator	Wolfe, Alexander L.	PSPD/SPB/IS	382-2227
Region VI/VIII Liaison	Michael, James	PSPD/SPB/OAS	382-2231
Region X Advisor	Wolfe, Alexander L.	PSPD/SPB/IS	382-2227
Region X Coordinator	Stieber, Jane C.	PSPD/SPB/OAS	382-2226
Regional Assistance	Fagan, Dave	PSPD/PB/CAS	382-4740
Regional Coordination	Miller, Chaz	OPPI/IMS/PSS	382-2220
Regional Implementation Reviews	Absher, Susan M.	PSPD/SPB/OAS	382-2215
Regional Liaison for Region IX	Bagus, Lillian	PSPD/SPB/OAS	382-2233
Regional Liaison, Regions I,IV	Kane, Judi	PSPD/SPB/OAS	382-2222
Regional Liasion, Region III/Region VII	Madison, Martha	PSPD/SPB/IS	382-2229
Regs Development	Thompson, James	CAD/LDRB/RDS	382-7438
Regs for HW Surface Impoundment	Otte, Alessi	WMD/LDB/DTS	382-4654
Regs for Waste Site and Landfill Facilities	Otte, Alessi	WMD/LDB/DTS	382-4654
Regulatory Agenda	Blow, Kate	OPPI/IMS/PSS	382-2791

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FUNCTION	NAME	DIVISION/BRANCH/SECTION	PHONE
Relisting Workgroup	Maid, Scott	PSPD/AB/VS	382-4783
Report to Congress on Subtitle D	Hansen, Janette	WMD/SWB/SD	382-4659
Report to Congress on Subtitle D Study	Flynn, Mike	WMD/SWB/SD	382-4489
Research Coordinator for Groundwater	Bachmaier, Jim	WMD/LDB/TGS	475-8859
Resource Management/OSW	Anthofer, Wayne	OPMS/RMS	382-4646
Response Action Plan	DeRieux, Walt	WMD/WTB/TTS	382-4496
Retrofitting Surface Impoundments, Exemptions	Cassidy, Paul	WMD/LDB/TGS	382-4682
Review of Delisting Petitions	Maid, Scott	PSPD/AB/VS	382-4783
Review of Hazardous Waste Delisting Petitions	Miser, Wendel	PSPD/AB/VS	382-7817
Risk Analysis/Comparative	Ruhter, Dale	OPPI/EAS	382-2791
Risk Assessment Guidelines Development	Rubenstein, Reva	CAD/TAB/HAS	382-5219
Risk Assessment Support	Ratcliff, Lisa	CAD/TAB/HAS	382-4781
Risk Assessments	Bachmaier, Jim	WMD/LDB/TGS	475-8859
Risk Assessments	Salee, Mark	PSPD/AB/LDPS	382-4755
Risk Communication	Krieger, Jackie	OPPI/PAS	382-4672
Risk-In-Decisionmaking Workgroup	Maid, Scott	PSPD/AB/VS	382-4783
Risk-in-Decisionmaking	Krieger, Jackie	OPPI/PAS	382-4672
Risk/Comparative	Rosengrant, Larry	OPPI/PAS	382-7931
Rpt to Cong. on Extnding Useful Life SLF3s	Maples, Allen	WMD/SWB/SD	382-4683
SPMS Coordinator--PSPD	Ogden, Kimberly	PSPD/SPB/IS	382-2228
SPMS Data Reports	Murray, Pat	OPPI/IMS/DMS	382-4752
SPMS Performance Oversight	Miller, Chaz	OPPI/IMS/PSS	382-2220
SQG Outreach	Petruska, Mike	CAD/WCB/RS	382-7737
SW-846 Technical Management	Friedman, David	CAD/TAB/MS	382-4797
Sampling	Richardson, Florence	CAD/TAB/MS	382-4778

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FUNCTION	NAME	DIVISION/BRANCH/SECTION	PHONE
Secondary Lead	Cruz, Denny	CAD/LDRB/AMS	382-4802
Section 261.33	LeBleu-Biswas, Wanda	CAD/WCB/LS	382-7392
Sewage Sludge	Heaney, Susan	WMD/SWB/SD	382-4895
Sewage Sludge	Pittman, Jim	WMD/SWB/SD	382-4495
Significant Portions	DeRieux, Walt	WMD/WTB/TTS	382-4496
Small Quantity Generator Rule	Feldt, Al	OPPI/EAS/PS	382-2791
Smelting/Refining Analysis	Smith, Frank	OPPI/EAS/ES	382-2791
Solvency Characteristics	Sterling, Doreen	CAD/WCB/CS	475-6775
Solvents	Fortune, William	CAD/LDRB/RDS	382-6715
Space Issues	Botelho, Glennis	OPMS/RMS	382-4653
Sr. Mngmnt.--Regs/Guid/Documents Development	Carra, Joseph	WMD/DO	382-7919
Staff Director	Levy, Steven J.	OPPI/IMS	382-4697
State Capability Assessments	Absher, Susan M.	PSPD/SPB/OAS	382-2215
State Consolidated RCRA Auth Manual(SCRAM)	Michael, James	PSPD/SPB/OAS	382-2231
State Coop Agreement Review	Michael, James	PSPD/SPB/OAS	382-2231
State Programs Branch Rep for OSW Workgroup	Wolfe, Alexander L.	PSPD/SPB/IS	382-2227
State Solid Waste Mgmnt Plans (Subtitle D)	Michael, James	PSPD/SPB/OAS	382-2231
State Subtitle D Program Survey	Geswein, Allen	WMD/SWB/SD	382-4687
State/Regional Oversight	Absher, Susan M.	PSPD/SPB/OAS	382-2215
State/Regional Reporting	Miller, Chaz	OPPI/IMS/PSS	382-2220
Statistical Methods	Craig, Jim	OPPI/EAS/PS	382-3410
Strategy Workgroups	Kolpa, Ron	PSPD/SPB	382-2221
Subpart X Workgroup Leader--Implmn Strategies	Kane, Judi	PSPD/SPB/OAS	382-2222
Subtitle D Cost/Economic Analysis	Burke, Ron	OPPI/EAS/ES	382-2791
Subtitle D Criteria	Flynn, Mike	WMD/SWB/SD	382-4489

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FUNCTION	NAME	DIVISION/BRANCH/SECTION	PHONE
Subtitle D Criteria Options	Pittman, Jim	WMD/SWB/SD	382-4495
Subtitle D Facility Design (e.g., Liners)	Geswein, Allen	WMD/SWB/SD	382-4687
Subtitle D Facility Surveys/Case Studies	Geswein, Allen	WMD/SWB/SD	382-4687
Subtitle D Groundwater Monitoring	Pittman, Jim	WMD/SWB/SD	382-4495
Subtitle D Landfill Gas/Air Emissions	Geswein, Allen	WMD/SWB/SD	382-4687
Subtitle D Leachate Characteristics	Heaney, Susan	WMD/SWB/SD	382-4895
Subtitle D Location Standards	Dorian, Gerri	WMD/SWB/SD	382-4688
Subtitle D Location Standards	Pittman, Jim	WMD/SWB/SD	382-4495
Subtitle D Public Participation	Maples, Allen	WMD/SWB/SD	382-4683
Subtitle D RIA	Burke, Ron	OPPI/EAS/ES	382-2791
Subtitle D Research	Dorian, Gerri	WMD/SWB/SD	382-4688
Subtitle D Risk Analysis	Perla, Donna	OPPI/EAS/ES	382-2791
Subtitle D Study--Phase I Report	Dorian, Gerri	WMD/SWB/SD	382-4688
Subtitle D Waste Characteristics	Heaney, Susan	WMD/SWB/SD	382-4895
Subtitle D--Groundwater Monitoring	Hansen, Janette	WMD/SWB/SD	382-4659
Subtitle D--Information Requests	Maples, Allen	WMD/SWB/SD	382-4683
Surface Impoundment Design	Skahn, Kenneth	WMD/LDB/DTS	382-4684
Surface Impoundment Freeboard Control	Aviles, Ana	WMD/LDB/DTS	382-2349
Surface Impoundment Retrofitting	Wolfe, Alexander L.	PSPD/SPB/IS	382-2227
Surface Impoundment Retrofitting Waiver Rqsts	Eberly, David	PSPD/AB/LDPS	382-4691
Surface Impoundments	Cassidy, Paul	WMD/LDB/TGS	382-4682
Surface Impoundments/Leak Detection	DeRieux, Walt	WMD/WTB/TTS	382-4496
Surface Water Modeling	Vocke, William	CAD/LDRB/AMS	382-7460
TCLP Support	Hansen, Gail	CAD/TAB/MS	475-6722
TF-1/TF-2	LeBleu-Biswas, Wanda	CAD/WCB/LS	382-7392

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FUNCTION	NAME	DIVISION/BRANCH/SECTION	PHONE
TSCA Section 4 Test for OSW Information	Rubenstein, Reva	CAD/TAB/HAS	382-5219
TSDR Survey	Craig, Jim	OPPI/EAS/PS	382-3410
Tank Analysis	Tam, Betsy	OPPI/EAS/PS	382-2791
Tank Redefinition	Horner, Irene	WMD/WTB	382-7932
Tank Storage/Treatment	Oszman, Chester	PSPD/AB/ISPS	382-4499
Tech Support Contract	Pappajohn, Ernest	PSPD/AB/ISPS	382-4504
Technical Assistance on Corrective Action	Hansen, Janette	WMD/SWB/SD	382-4659
Technical Resource Documents	Cassidy, Paul	WMD/LDB/TGS	382-4682
Telephone Requests	Jarrell, Deborah	OPMS/RMS	382-2073
Test Method Development	Friedman, David	CAD/TAB/MS	382-4797
Third Party Liability	Lago, Carlos	PSPD/PB/CFRS	382-4780
Timecards	Chappell, Brenda	OPMS/DO	382-4646
Timecards	Deskins, Nolean	OPMS/RMS	475-8937
Toxicity Data Base	Ratcliff, Lisa	CAD/TAB/HAS	382-4781
Toxicity Testing	Ratcliff, Lisa	CAD/TAB/HAS	382-4781
Toxicity Testing	Rubenstein, Reva	CAD/TAB/HAS	382-5219
Toxicology	Ratcliff, Lisa	CAD/TAB/HAS	382-4781
Toxicology, Risk Assessment	Rubenstein, Reva	CAD/TAB/HAS	382-5219
Track Status of all Delisting Rules	DeRose, Lori	PSPD/AB/VS	382-5096
Transporter Issues	Barley, Carolyn K.	CAD/WCB/RS	382-2217
Travel Policies	Botelho, Glennis	OPMS/RMS	382-4653
Treatability/Variance Guidance	Kidwell, Mitch	CAD/LDRB/RDS	382-4805
Treatment Exclusions	Horner, Irene	WMD/WTB	382-7932
UDMH	Jenkins, Cate	CAD/WCB/LS	382-4786
UIC/POTW Corrective Action	Fagan, Dave	PSPD/PB/CAS	382-4740

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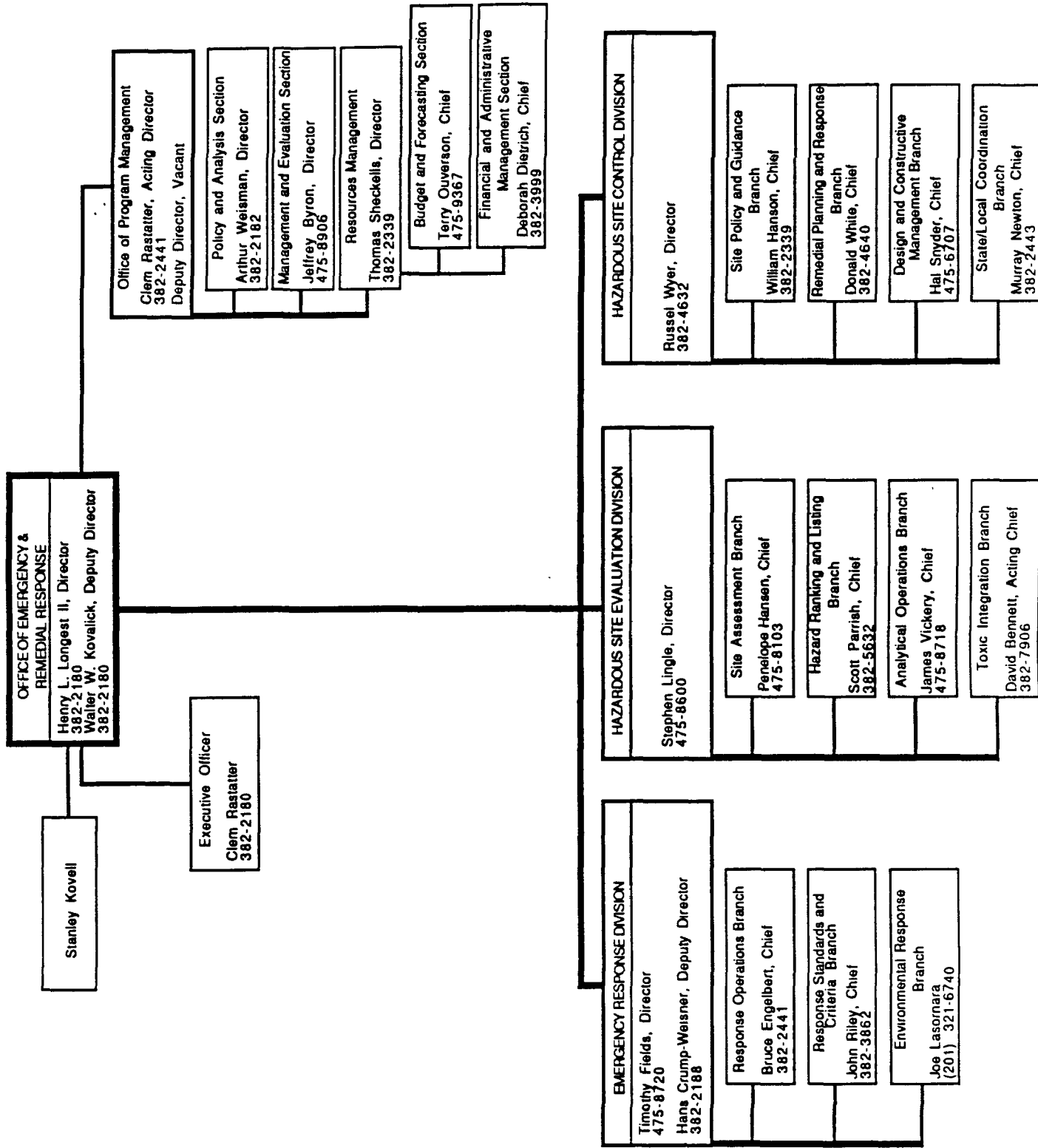
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FUNCTION	NAME	DIVISION/BRANCH/SECTION	PHONE
UST State Authorization Work Group	Absher, Susan M.	PSPD/SPB/OAS	382-2215
Used Oil	Abrams, Ed	CAD/WCB/RS	382-4787
Variance Petitioner's Guidance Manual	Davies, Lauris	WMD/LDB/TGS	382-4654
Variances	Shuster, Kenneth	PSPD/DO	382-2210
Waste Characteristics Data Base	Burns, Mike	OPPI/IMS/PSS	475-9392
Waste Characterization	Scarberry, Robert	CAD/WCB/LS	382-4769
Waste Classification	Topping, David	CAD/LDRB/AMS	382-4690
Waste Identification/Coding	Rosengrant, Larry	OPPI/PAS	382-7931
Waste Minimization Activities	Eby, Elaine	WMD/WTB/TTS	382-7930
Waste Oils	Moore, Robert	WMD/WTB/CSS	382-3488
Waste Permit Program Guidance Documents	Pappajohn, Ernest	PSPD/AB/ISPS	382-4504
Waste Piles/Leak Detection	DeRieux, Walt	WMD/WTB/TTS	382-4496
Waste-As-Fuels	Walker, Karen	WMD/WTB/CS	475-6128
Waste-End Tax	Northridge, Mike	OPPI/PAS	382-4790
Waste-as-Fuel RIA	Burke, Ron	OPPI/EAS/ES	382-2791
Waste-as-Fuels (Boilers/Industrial Furnaces)	Hlustick, Dwight	WMD/WTB/CS	382-7935
Wastewater Treatment Exclusion	Horner, Irene	WMD/WTB	382-7932
Weekly Activity Report	Brown, Bob	OPMS/RMS	382-2074
Weekly Activity Report	Schmitz, Katie	WMD/LDB/TGS	382-4658
Wet Model	Fortune, William	CAD/LDRB/RDS	382-6715
Wetlands	Dorian, Gerri	WMD/SWB/SD	382-4688
Wood Preserving	Jenkins, Cate	CAD/WCB/LS	382-4786
Workplan Tracking System	Smith, Catherine	OPMS/RMS	382-4676
Workplan Tracking System	Stieber, Jane C.	PSPD/SPB/OAS	382-2226

A-7

**OFFICE OF EMERGENCY AND
REMEDIAL RESPONSE**

- **ORGANIZATION CHART**



A-8

**OFFICE OF UNDERGROUND
STORAGE TANKS**

- **ORGANIZATION CHART**

OFFICE OF UNDERGROUND STORAGE TANKS
Ronald Brand, Director 382-4756 Jim McCormick, Deputy Director 382-4756

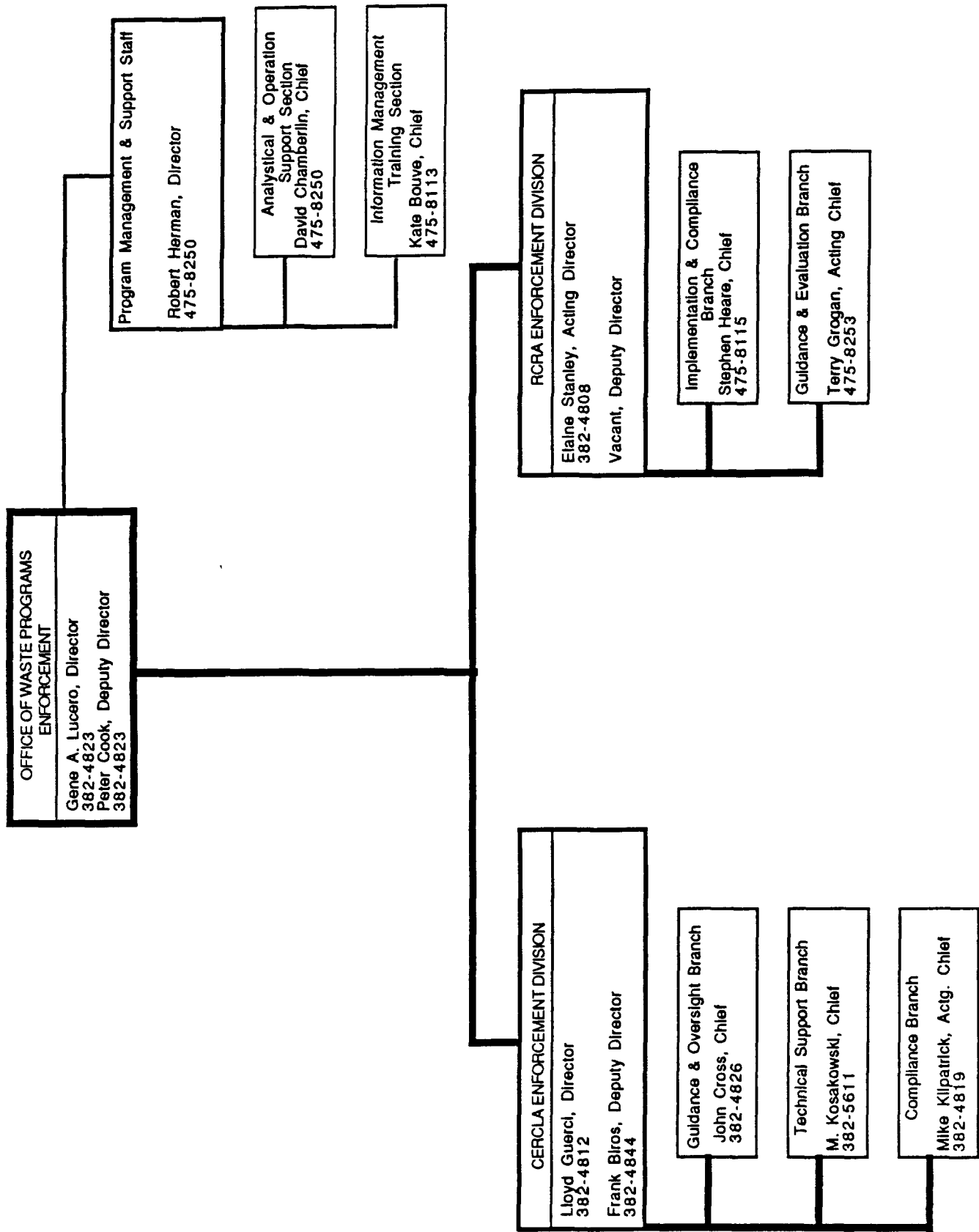
IMPLEMENTATION DIVISION
Jim Retzer, Director 382-7950
Operations Branch Charles Moore, Chief 382-7970
Planning & Communications Branch Ellie McCann, Chief 382-7529

POLICY & STANDARDS DIVISION
Louise Wise, Director 382-7641
Standards Branch Dave O'Brien, Chief 382-7815
Regulatory Analysis Branch Sammy Ng, Chief 382-7903

A-9

**OFFICE OF WASTE
PROGRAMS ENFORCEMENT**

- **ORGANIZATION CHART**

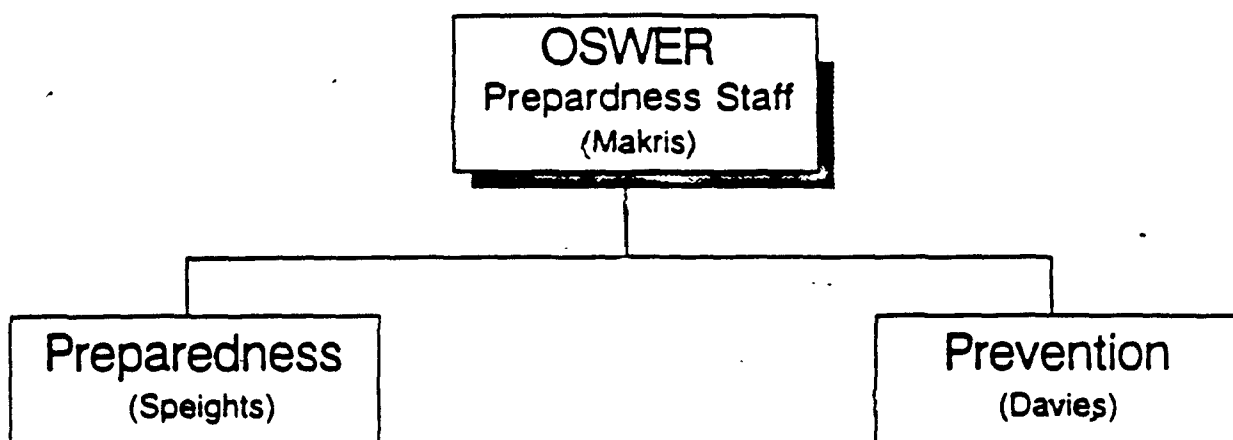


A-10

PREPAREDNESS STAFF

- **ORGANIZATION CHART**

Preparedness Staff



- CEPP and Title III-
Emergency Planning
- NRT/RRTs
- Canada/Mexico JRTs
- Other Preparedness

- ARIP
- Inspections
- Title III-CRTK, Emergency
Notification
- Emergency Systems Review
- International Prevention
Activities

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PROGRAM FLIER

EPA Regional Offices

EPA Region 1

JFK Federal Building
Boston, MA 02203
(617) 223-7210

Connecticut, Massachusetts,
Maine, New Hampshire,
Rhode Island, Vermont

EPA Region 2

26 Federal Plaza
New York, NY 10278
(212) 264-2525

New Jersey, New York,
Puerto Rico, Virgin Islands

EPA Region 3

841 Chestnut Building
Philadelphia, PA 19107
(215) 597-9800

Delaware, Maryland,
Pennsylvania, Virginia, West
Virginia, District of Columbia

EPA Region 4

345 Courtland Street NE
Atlanta, GA 30365
(404) 347-3454

Alabama, Florida, Georgia,
Kentucky, Mississippi,
North Carolina, South
Carolina, Tennessee

EPA Region 5

230 South Dearborn Street
Chicago, IL 60604
(312) 353-2000

Illinois, Indiana, Michigan,
Minnesota, Ohio, Wisconsin

EPA Region 6

1201 Elm Street
Dallas, TX 75270
(214) 767-2600

Arkansas, Louisiana, New
Mexico, Oklahoma,
Texas

EPA Region 7

726 Minnesota Avenue
Kansas City, KS 66101
(913) 236-2800

Iowa, Kansas, Missouri,
Nebraska

EPA Region 8

One Denver Place
999 18th Street, Suite 1300
Denver, CO 80202-2413
(303) 837-3895

Colorado, Montana, North
Dakota, South Dakota, Utah,
Wyoming

EPA Region 9

215 Fremont Street
San Francisco, CA 94105
(415) 974-8071

Arizona, California, Hawaii,
Nevada, American Samoa,
Guam, Trust Territories
of the Pacific

EPA Region 10

1200 Sixth Avenue
Seattle, WA 98101
(206) 442-5810

Alaska, Idaho, Oregon,
Washington



The RCRA* Ombudsman Program

The RCRA Ombudsman
can assist

With:

Requests for information

Individual grievances

Reporting a concern
or a problem

What does the RCRA Ombudsman do?

The RCRA Ombudsman is:

- an objective problem solver with access to information and senior management.
- able to assist citizens and the regulated community in obtaining information concerning any program or requirement under the hazardous waste management law (RCRA).

Who can use the RCRA Ombudsman service?

- The general public
- The regulated community
- Citizen groups
- Other groups interested in information about the RCRA program

What can the RCRA Ombudsman do for you?

- Provide a single point of contact where any person can take a grievance and receive an objective review.
- Assist with complaints and requests.
- Provide assistance to the public at large by closing gaps in information available to the public and regulated community.

When do you use the RCRA Ombudsman?

- To request assistance in acquiring information about the RCRA program
- To report a concern or problem
- To learn more about the RCRA Ombudsman Program

Grievances or concerns may be made in person or by letter

Communication with the RCRA Ombudsman will be kept confidential upon request.

Contact:

The Office of Ombudsman
U.S. Environmental Protection Agency
Office of Solid Waste and Emergency
Response* 401 M Street, SW (WH-562A)
Washington, D.C. 20460

General information on the RCRA Ombudsman Program may be obtained by calling the EPA's toll free RCRA Hotline, 1 800 424 9346
(in Washington, DC, 382 3000)

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PROGRAM BROCHURE

HAZARDOUS WASTE OMBUDSMAN



U.S. Environmental Protection Agency
Office of Solid Waste and Emergency Response

September 1987

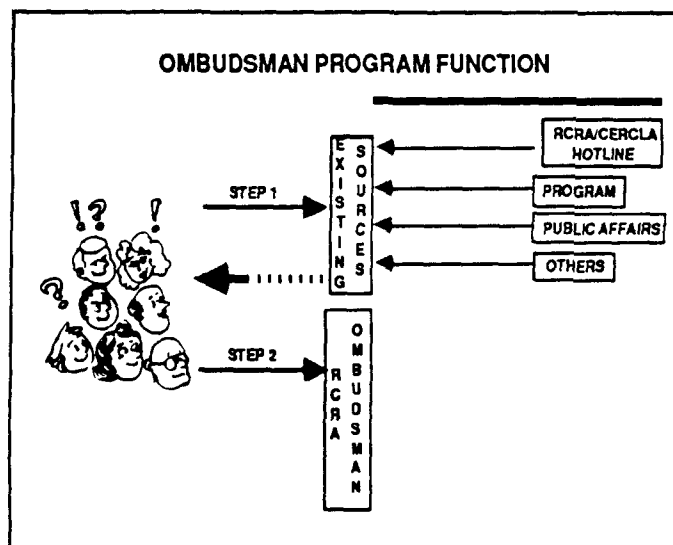
HAZARDOUS WASTE OMBUDSMAN

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Ombudsman: an impartial public official who investigates complaints about government officials or administrative actions and seeks to correct problems where warranted. The idea originated in Sweden, but it has gained popularity in large organizations, including major corporations, newspapers, universities, and government, because of the increasing complexities in administration and the need for impartial and informal handling of complaints.

BACKGROUND

The hazardous waste management program established under RCRA is the most complex regulatory program developed by EPA. This fact has posed considerable difficulty for the general public and the regulated community and, as a result, has generated numerous problems and complaints. EPA has been hampered in its ability to handle complaints from the public and regulated community by not having a single office whose essential purpose is to assist citizens and the regulated community in resolving problems concerning any program or requirement under the hazardous waste law. Recognizing this important need, EPA established the Office of Ombudsman at Headquarters and in each Regional Office.



While EPA is always striving to reduce the number of complaints it receives, a small percentage of the general public and the regulated community continue to have difficulty in resolving problems concerning EPA's hazardous waste management programs. The objective of the Ombudsman program is to ensure that the general public is provided assistance with such complaints or problems.

The Ombudsman program is intended to assist those citizens and members of the regulated community who have been

unable to voice a complaint or get their problems resolved through normal channels. The Ombudsman program is not intended to circumvent existing channels of management authority or established administrative and formal avenues of appeal.

Many citizens and members of the regulated community either do not know how to get information or feel frustrated in their attempts to cope with the complexities of the hazardous waste programs. The Ombudsman program is designed to cut through normal bureaucratic red tape in meeting these needs.

One point that needs to be emphasized is that the Ombudsman lacks the legal authority to reverse or modify any program decisions or actions, either those already taken or those that may be taken in the future. However, based on sound information gained through contact with the public, the Ombudsman may, on occasion, effect program adjustments in resolving particular problems.

In order to be effective, the Ombudsman must develop the confidence of the citizens, the regulated community, and the RCRA program managers. Impartiality is essential to the effectiveness of the Office of the Ombudsman. Fair and responsible assessments of complaints brought to the attention of the Ombudsman are critical. The Office of Ombudsman must exhibit total objectivity in order to resolve differences between citizens, the regulated community, and EPA.

The object is for all parties to believe that careful consideration has been given to all aspects of the complaint or problem. This could require program managers to consider revision of programs or policies when this will better serve the needs of the public or regulated community.

AN OMBUDSMAN IS:

- **Knowledgeable**
- **Independent**
- **Impartial**

Many requests for assistance are routine information requests and should be handled by the following existing programs:

- RCRA/CERCLA Hotline
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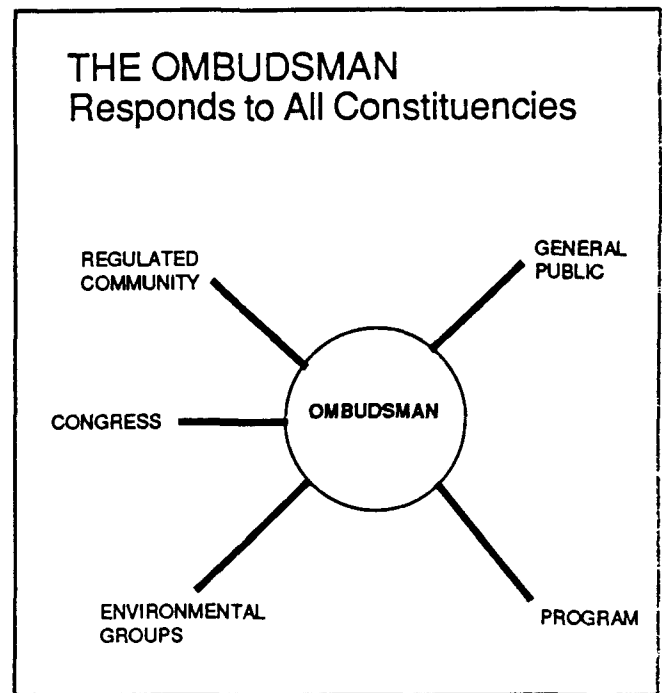
Requests that are more complicated or reflect concerns about the way the regulations or programs have dealt or failed to deal with a particular situation or problem are to be handled by the Ombudsman.

It is important to emphasize that the Ombudsman will not be an "advocate" for the Agency or the public. He or she is not a substitute for normal appeals processes. The Ombudsman must function as a supplement to existing institutions in the RCRA program -- not a replacement. The Ombudsman and the program managers are both seeking the same end -- to improve implementation of the complex requirements of hazardous waste legislation.

THE ROLE OF THE OMBUDSMAN

The Ombudsman's job is a people-oriented job. Therefore, the more we like and understand people, the more we will like and be successful in our job.

People are alike in only a few ways. People need to feel secure, have a sense of belonging, experience success, be loved, have a feeling of achievement, and have self-esteem. In these ways, we are like the administrators, the waste management directors, the program managers, general public, and individuals from the regulated community whom we will meet and work with. Beyond these basic needs, all of us are different.



What are some of the differences that we may expect? First of all, remember we are all part of the general public in one way or another. While we like to think of ourselves as rational human beings, our behavior may frequently be guided by our feelings rather than reason. We take advice when it is offered in friendship but reject the same advice if it is offered by someone who "rubs us the wrong way." Certain behaviors in others can cause us to resist their ideas and suggestions even though their ideas and suggestions are very good and the behaviors that turn us off are irrelevant.

Since the Ombudsman will often want to be a catalyst for change, it is well to remember that logic alone will not be enough. Feelings cannot be willed. In other words, no one can dismiss anger on self-command or request by another person. In spite of this, we can learn to guide our behavior. This will help to make our job more acceptable to others when we deal with sensitive situations and those who do openly express their hostility.

Four tips for handling complaints:

1. **Focus on the issue, not the person.**
2. **Try to define issues in terms of environmental results.**
3. **Do not place persons in a win-lose situation.**
4. **Promote discussions that enhance the building of relationships rather than conflicts.**

Our carefulness in stating complaints will greatly facilitate a successful outcome. We are likely to cause defensiveness and reduce our opportunity for a successful outcome if we accuse, criticize, blame or demonstrate superiority or certainty.

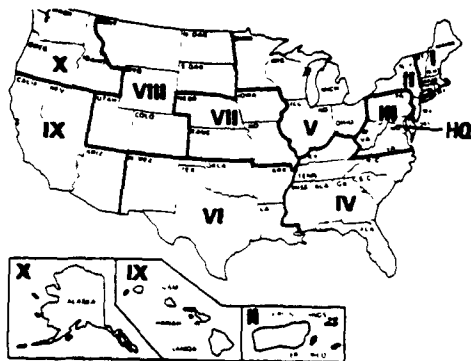
We are likely to develop cooperative relationships and increase the number of successful outcomes if we are supportive of all parties concerned, describe facts, approach the problem with a problem-solving orientation, and exhibit fairness. Sensitivity and attention to uncomfortable feelings of all parties concerned will free us from some of the blocks to problem resolution.

We will sometimes be involved in what are called conflict situations. It will be helpful to know some research findings about these kinds of circumstances. Conflict has been defined in terms of incompatible goals and different values, but such differences are frequently perceived rather than real. If the parties involved can find a common ground, e.g., resolving the issue is in their mutual interest, conflict can be set aside and the problem solving process can begin.

The most important way of accomplishing this is to depersonalize the situation. In other words, situations must be described in such a way that the other party is not threatened or judged negatively as a person. This will increase the likelihood of cooperation and participation of others.

Confrontation and ignorance are the enemies of good environmental protection. Whenever possible, EPA should make use of negotiation among all affected parties to find acceptable solutions; and should consult widely and tap into the knowledge and insights of the public.

The Ombudsman's major task is to handle complaints from citizens and the regulated community, and in so doing obtain facts, sort information, and substantiate policy in order to remedy problems. This task will involve possessing a range of communication skills, including interviewing, listening, and writing skills. Many of these skills the Ombudsman will already possess, others will be finely tuned by experience in the job of Ombudsman.



OFFICE OF OMBUDSMAN

EPA Headquarters
Bob Knox 202-475-9361

Region

I	Rick Leighton	617-223-1461
II	Tom O'Keefe	212-264-2980
III	Charles Howard	215-597-0982
IV	Frank Redmond	404-347-3776
V	Kenneth Westlake	312-353-5821

Region

VI	Rena McClurg	214-655-6760
VII	Jack Coakley	913-236-2852
VIII	Charles Stevens	303-293-1694
IX	William Wilson	415-974-8915
X	David Teeter	206-442-2871

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FEDERAL REGISTER NOTICE

(OMB) has exempted this action from the requirements of sections 3 and 7 of Executive Order 12291.

Under section 307(b)(1) of the Clean Air Act (Act), EPA has determined that this decision is a final Agency action of nationwide scope and effect.

Accordingly, judicial review of this action is available only by filing a petition for review in the United States Court of Appeals for the District of Columbia Circuit on or before January 23, 1987. Under section 307(b)(2) of the Act, this final action and the basis for it may not be challenged later in civil or criminal proceedings brought by EPA to enforce this action.

Under the Regulatory Flexibility Act, 5 U.S.C. 601 *et seq.*, EPA is required to determine whether a regulation will have a significant effect on a substantial number of small entities so as to require a regulatory flexibility analysis. The denial of this NOx waiver application directly affects only HICS. Hence, pursuant to 5 U.S.C. 605(b), I hereby certify that these rules will not have a significant economic impact on a substantial number of small entities.

Dated: November 17, 1986.

Lee M. Thomas,
Administrator.

[FR Doc. 86-26420 Filed 11-21-86; 8:45 am]

BILLING CODE 6560-50-10

[FRL-3117-7]

Establishment of the Office of Ombudsman

AGENCY: Environmental Protection Agency.

ACTION: Notice of the establishment of the Office of Ombudsman.

SUMMARY: This action announces the establishment of the Office of Ombudsman under the Hazardous and Solid Waste Amendments of 1984 (HSWA). It is the function of the Office of Ombudsman to receive individual complaints, grievances and problems submitted by any person with respect to any program or requirement under the Resource Conservation and Recovery Act (RCRA). The establishment of the Office of Ombudsman shall not affect any procedures for grievances, appeals, or administrative matters in any other provision of law, or any Federal regulation. The objective of the RCRA Ombudsman program is to ensure that the general public is provided assistance with complaints or problems. The RCRA Ombudsman should not be used routinely, but rather as a last resort.

Request for general information on the RCRA Programs may be obtained by

calling the RCRA Hotline toll free (800) 424-9364, or in Washington, DC by calling 382-3000.

ADDRESSES: To submit a complaint, grievance or problem contact the RCRA Ombudsman in EPA headquarters in Washington or in one of the regional offices:

Robert J. Knox, Director, Office of Ombudsman, U.S. Environmental Protection Agency, Office of Solid Waste and Emergency Response (WH-562A), 401 M Street SW., Washington, DC 20460, (202) 475-9361.

EPA Region 1

Paul Ciriello, JFK Federal Building, Boston, MA 02203, Connecticut, Massachusetts, Maine, New Hampshire, Rhode Island, Vermont

EPA Region 2

RCRA Ombudsman, 26 Federal Plaza, New York, NY 10278, (212) 264-2515, New Jersey, New York, Puerto Rico, Virgin Islands

EPA Region 3

Charles Howard, 841 Chestnut Street, Philadelphia, PA 19107, (215) 597-0662, Delaware, Maryland, Pennsylvania, Virginia, West Virginia, District of Columbia

EPA Region 4

Dean Norris, 345 Courtland Street, NE, Atlanta, GA 30365, (404) 881-4727, Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee

EPA Region 5

Kenneth Westlake, 230 South Dearborn Street, Chicago IL 60604, (312) 353-5821, Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin

EPA Region 6

Holly Anderson, 1201 Elm Street, Dallas, TX 75270, (214) 767-0176, Arkansas, Louisiana, New Mexico, Oklahoma, Texas

EPA Region 7

Jack Coakley, 726 Minnesota Avenue, Kansas City, KS 66101, (913) 236-2852, Iowa, Kansas, Missouri, Nebraska

EPA Region 8

Charles Stevens, One Denver Place, 999 18th Street, Suite 1300, Denver, CO 80202-2413, (303) 293-1694, Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming

EPA Region 9

William D. Wilson, 215 Fremont Street, San Francisco, CA 94105, (415) 974-8391, Arizona, California, Hawaii, Nevada, American Samoa, Guam, Trust Territories of the Pacific

EPA Region 10

David Teeter, 1200 Sixth Avenue, Seattle, WA 98101 (206) 442-2871, Alaska, Idaho, Oregon, Washington.

FOR FURTHER INFORMATION CONTACT: Robert J. Knox, Director, Office of

Ombudsman, U.S. Environmental Protection Agency, Office of Solid Waste and Emergency Response (WH-562A), 401 M Street, SW., Washington, DC 20460, (202) 475-9361.

Dated: November 18, 1986.

J.W. McGraw,

Acting Assistant Administrator, Solid Waste and Emergency Response.

[FR Doc. 86-26423 Filed 11-21-86; 8:45 am]

BILLING CODE 6560-50-M

[Docket No. ECAO-HA-84-3; FRL-3117-3]

Draft Health Assessment Document for Phosgene

AGENCY: Environmental Protection Agency.

ACTION: Availability of first external review draft.

SUMMARY: This notice announces the availability of the first external review draft of a Health Assessment Document for Phosgene.

DATES: The Agency will make the document available for public review and comment on or about December 1, 1986. Comments must be postmarked by January 30, 1987.

ADDRESSES: To obtain a copy of the document, interested parties should contact the ORD Publications Center, CERL-FRN, U.S. Environmental Protection Agency, 26 West St. Clair Street, Cincinnati, OH 45268, (513) 569-7562 or FTS/684-7562, and request the first external review draft of the Health Assessment Document for Phosgene. Please provide your name, mailing address, and the EPA document number, EPA/600/8-86/022A.

The draft document will also be available for public inspection and copying at the EPA library, EPA headquarters, Waterside Mall, 401 M Street SW., Washington, DC.

Comments on the draft should be sent to the Project Manager for Phosgene, U.S. Environmental Protection Agency, Environmental Criteria and Assessment Office, MD-52, Research Triangle Park, NC 27711.

FOR FURTHER INFORMATION CONTACT: Ms. Diane Ray, U.S. Environmental Protection Agency, Environmental Criteria and Assessment Office, MD-52, Research Triangle Park, NC 27711, (919) 541-3637 or FTS/629-3637.

SUPPLEMENTARY INFORMATION: In March 1985, Office of Air Quality Planning and Standards (OAQPS) requested that the Environmental Criteria and Assessment Office (ECAO), Office of Health and Environmental Assessment (OHEA), prepare a health assessment document

HAZARDOUS WASTE OMBUDSMAN



U.S. Environmental Protection Agency
Office of Solid Waste and Emergency Response

September 1987

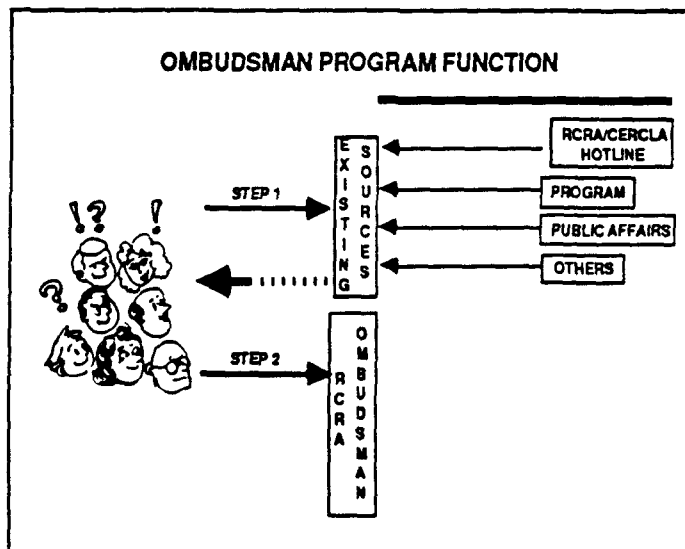
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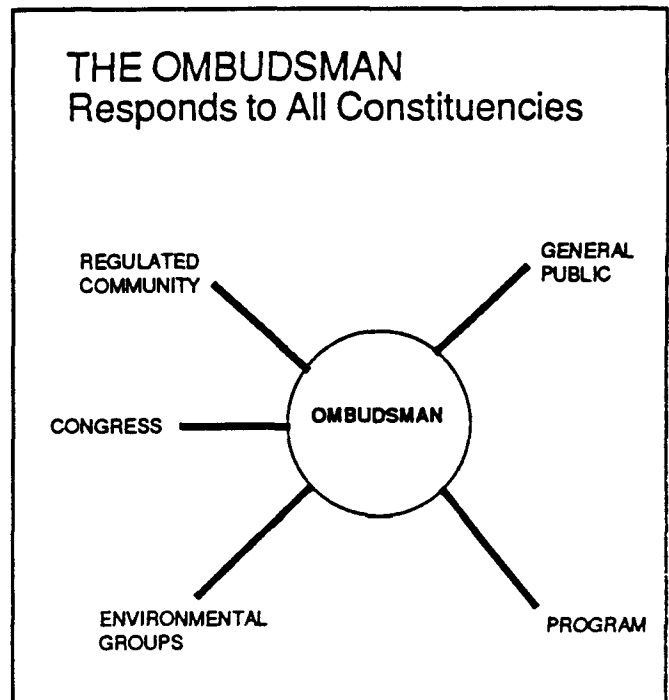
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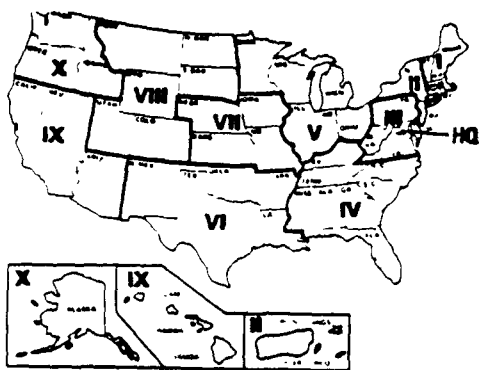
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A-13

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Under the Regulatory Flexibility Act, 5 U.S.C. 601 *et seq.*, EPA is required to determine whether a regulation will have a significant effect on a substantial number of small entities so as to require a regulatory flexibility analysis. The denial of this NOx waiver application directly affects only HICS. Hence, pursuant to 5 U.S.C. 605(b), I hereby certify that these rules will not have a significant economic impact on a substantial number of small entities.

Dated: November 17, 1986.

Lee M. Thomas,
Administrator.

[FR Doc. 86-28420 Filed 11-21-86; 8:45 am]

BILLING CODE 6560-50-M

[FRL-3117-7]

Establishment of the Office of Ombudsman

AGENCY: Environmental Protection Agency.

ACTION: Notice of the establishment of the Office of Ombudsman.

SUMMARY: This action announces the establishment of the Office of Ombudsman under the Hazardous and Solid Waste Amendments of 1984 (HSWA). It is the function of the Office of Ombudsman to receive individual complaints, grievances and problems submitted by any person with respect to any program or requirement under the Resource Conservation and Recovery Act (RCRA). The establishment of the Office of Ombudsman shall not affect any procedures for grievances, appeals, or administrative matters in any other provision of law, or any Federal regulation. The objective of the RCRA Ombudsman program is to ensure that the general public is provided assistance with complaints or problems. The RCRA Ombudsman should not be used routinely, but rather as a last resort.

Request for general information on the RCRA Programs may be obtained by

calling the RCRA Hotline toll free (800) 424-9384, or in Washington, DC by calling 382-3000.

ADDRESSES: To submit a complaint, grievance or problem contact the RCRA Ombudsman in EPA headquarters in Washington or in one of the regional offices:

Robert J. Knox, Director, Office of Ombudsman, U.S. Environmental Protection Agency, Office of Solid Waste and Emergency Response (WH-562A), 401 M Street SW., Washington, DC 20460, (202) 475-9361.

EPA Region 1

Paul Ciriello, JFK Federal Building, Boston, MA 02203, Connecticut, Massachusetts, Maine, New Hampshire, Rhode Island, Vermont

EPA Region 2

RCRA Ombudsman, 26 Federal Plaza, New York, NY 10278, (212) 264-2515, New Jersey, New York, Puerto Rico, Virgin Islands

EPA Region 3

Charles Howard, 841 Chestnut Street, Philadelphia, PA 19107, (215) 597-0862, Delaware, Maryland, Pennsylvania, Virginia, West Virginia, District of Columbia

EPA Region 4

Dean Norris, 345 Courtland Street, NE, Atlanta, GA 30365, (404) 881-4727, Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee

EPA Region 5

Kenneth Westlake, 230 South Dearborn Street, Chicago IL 60604, (312) 353-5821, Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin

EPA Region 6

Holly Anderson, 1201 Elm Street, Dallas, TX 75270, (214) 767-0176, Arkansas, Louisiana, New Mexico, Oklahoma, Texas

EPA Region 7

Jack Coskley, 726 Minnesota Avenue, Kansas City, KS 66101, (913) 236-2852, Iowa, Kansas, Missouri, Nebraska

EPA Region 8

Charles Stevens, One Denver Place, 999 18th Street, Suite 1300, Denver, CO 80202-2413, (303) 293-1894, Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming

EPA Region 9

William D. Wilson, 215 Fremont Street, San Francisco, CA 94105, (415) 974-8391, Arizona, California, Hawaii, Nevada, American Samoa, Guam, Trust Territories of the Pacific

EPA Region 10

David Teeter, 1200 Sixth Avenue, Seattle, WA 98101 (206) 442-2871, Alaska, Idaho, Oregon, Washington.

FOR FURTHER INFORMATION CONTACT: Robert J. Knox, Director, Office of

Ombudsman, U.S. Environmental Protection Agency, Office of Solid Waste and Emergency Response (WH-562A), 401 M Street, SW., Washington, DC 20460, (202) 475-9361.

Dated: November 18, 1986.

J.W. McGraw,

Acting Assistant Administrator, Solid Waste and Emergency Response.

[FR Doc. 86-28423 Filed 11-21-86; 8:45 am]

BILLING CODE 6560-50-M

[Docket No. ECAO-HA-84-3; FRL-3117-3]

Draft Health Assessment Document for Phosgene

AGENCY: Environmental Protection Agency.

ACTION: Availability of first external review draft.

SUMMARY: This notice announces the availability of the first external review draft of a Health Assessment Document for Phosgene.

DATES: The Agency will make the document available for public review and comment on or about December 1, 1986. Comments must be postmarked by January 30, 1987.

ADDRESSES: To obtain a copy of the document, interested parties should contact the ORD Publications Center, CERL-FRN, U.S. Environmental Protection Agency, 26 West St. Clair Street, Cincinnati, OH 45268, (513) 589-7562 or FTS/684-7562, and request the first external review draft of the Health Assessment Document for Phosgene. Please provide your name, mailing address, and the EPA document number, EPA/600/8-86/022A.

The draft document will also be available for public inspection and copying at the EPA library, EPA headquarters, Waterside Mall, 401 M Street SW., Washington, DC.

Comments on the draft should be sent to the Project Manager for Phosgene, U.S. Environmental Protection Agency, Environmental Criteria and Assessment Office, MD-52, Research Triangle Park, NC 27711.

FOR FURTHER INFORMATION CONTACT: Ms. Diane Ray, U.S. Environmental Protection Agency, Environmental Criteria and Assessment Office, MD-52, Research Triangle Park, NC 27711, (919) 541-3637 or FTS/629-3637.

SUPPLEMENTARY INFORMATION: In March 1985, Office of Air Quality Planning and Standards (OAQPS) requested that the Environmental Criteria and Assessment Office (ECAO), Office of Health and Environmental Assessment (OHEA), prepare a health assessment document