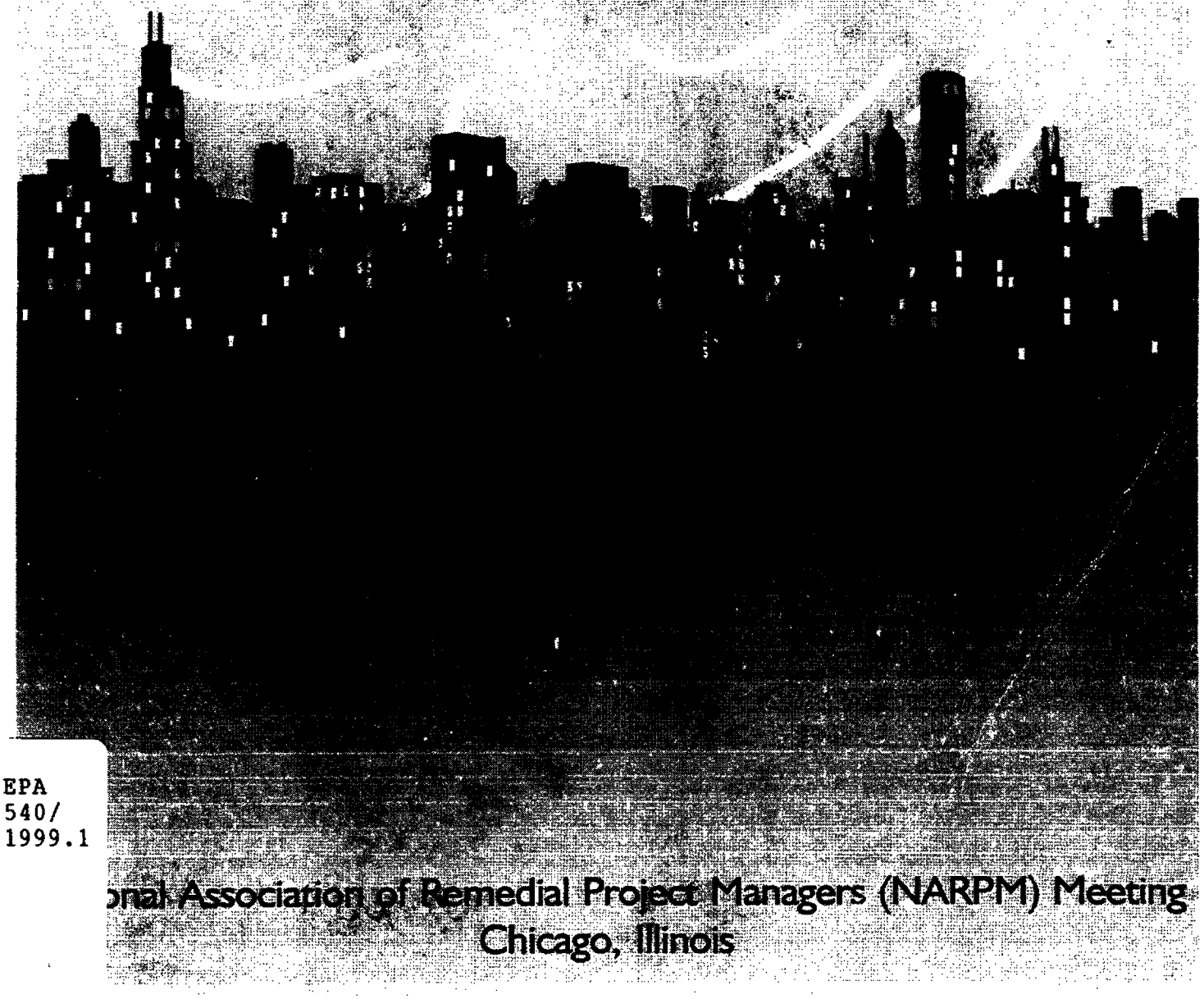
EPA

1999 Meeting of the National Association of Remedial Project Managers (NARPM)

Proceedings



onal Association of Remedial Project Managers (NARPM) Meeting
Chicago, Illinois

1999 NARPM Conference Proceedings

The National Association of Remedial Project Managers (NARPM) held its annual conference this year at the Hyatt Regency in Chicago, Illinois from August 2 to August 6, 1999. This year's conference was the largest thus far with over 230 participants. RPMs from all ten Regions and over 22 States participated this year.

This year's NARPM conference included a wide variety of activities field trips to local Superfund sites and Brownfields sites, an opening plenary session, training courses, panel sessions and presentations.

The conference opened on August 3 with remarks by Bill Muno, Director of the Superfund Division in Region 5 and Larry Reed, Office of Solid Waste and Emergency Response. This was follow by a presentation from Michael Salmon, Senior Vice President of TRC Companies, Inc. on "Evaluating and Choosing Redevelopment and Beneficial Reuse Options at Superfund Sites."

Based on the positive response to the training classes offered at the 1998 conference, 11 different training courses were offered on Tuesday and Wednesday. Classes covered a wide range of topics including Cost Estimating, Media, Public Speaking, Redevelopment and Reuse, Oversight of RD/RAs, Natural Attenuation, Leadership, Institutional Controls, Operations & Maintenance, Removals, and Site Characterization.

On Thursday and Friday, 20 Panel and Presentation Sessions were offered. Many of the topics overlapped with training topics and provided an opportunity for RPMs to share experiences and information. Some of the topics covered included Sediments and Urban Rivers, Community Involvement, ROD Quality, Post Construction Issues, Enforcement Flexibilities and Strategies, Psychosocial Stress in Communities, and the Superfund Job Training Initiative.

Finally, NARPM thanks our Chicago RPMs for their excellent job in hosting the conference. They arranged for field trips and after hours social activities that we enjoyed. We would also like to give a special thanks to Gary Turner and the folks at Tetra Tech for their assistance in developing the training classes and taking care of all the conference logistics.

Sincerely,
the NARPM National Co-Chairs:

Eva Hoffman
Eugenia Chow
Dion Novak
Dante Rodriguez
Bob Lim

Agenda

Time: 8:00 am, 9:00 am, 10:00 am, 11:00 am, 12:00 pm, 1:00 pm, 2:00 pm, 3:00 pm, 4:00 pm, 5:00 pm

Monday, August 2, 1999

Day 1

- Registration
- Field Trip - Brownfields Tour in Southeast Chicago
- Field Trip - Kerr-McGee Superfund sites

Tuesday, August 3, 1999

Day 2 Training Workshops

- Registration*
- Opening Plenary Session
- Lunch
- Cost Estimating and Independent Government Cost Estimate (IGCE) Workshop
- Media Workshop
- Public Speaking Workshop
- Redevelopment and Reuse Workshop
- "The Vigilance of Remedy Construction" — Oversight of PRP-lead RD/RAs

Wednesday, August 4, 1999

Day 3 Training Workshops

Natural Attenuation of Chlorinated Solvents in Groundwater Workshop	Lunch	Natural Attenuation of Chlorinated Solvents in Groundwater Workshop (continued)
Field-Based Site Characterization Technologies Short Course		Field-Based Site Characterization Technologies Short Course (continued)
Leadership: Attitude, Function, and Style Workshop		Leadership: Attitude, Function, and Style Workshop (continued)
Planning and Implementing Operation & Maintenance Workshop		"Running With the Land" — Institutional Controls in Superfund
Removal Process for RPMs Course		Removal Process for RPMs Course (continued)

Thursday, August 5, 1999

Day 4 Panel/Abstract Sessions

Sediments and Urban Rivers Panel	Break	Groundwater Abstracts	Lunch	Remedial Action Case Studies and Cost Recovery	Break	Ecological Risk and Reclamation Abstracts
Community Involvement Panel		Research on Biological Effects of Contaminants		Vapor Monitoring in Basements Panel		Dealing with Stress Workshop
Post Construction Issues Panel		Enforcement Flexibilities and Strategies Panel		Federal Facilities Panel		Lead Sites Work Group Activities Panel
ROD Quality Workshop		Soil Vapor Extraction Panel		Property Issues Panel		Reuse and Redevelopment Panel

Friday, August 6, 1999

Day 5 Panel/Abstract Sessions

Superfund Job Training Initiative Panel	Closing Plenary Session
Psychosocial Stress in Communities Panel	
Technical Resources Panel	
Innovations in Site Analysis Panel	

Time: 8:00 am, 9:00 am, 10:00 am, 11:00 am, 12:00 pm, 1:00 pm, 2:00 pm, 3:00 pm, 4:00 pm, 5:00 pm

** Registration will begin at 7:30 am on Tuesday*

PANEL AND PRESENTATION EVALUATION

On Thursday and Friday, 20 panel and presentation sessions were offered. Participants chose those sessions they wished to attend; pre-registration was not required.

Participants commented positively on the variety of selections among the panel and presentation sessions and deemed the topics interesting. Several participants commented that the sessions were not always well organized and that panelists and presenters should have provided handouts. Participants were asked to rate the panel and presentation sessions they attended. The following table presents the number of people who rated each session, 4 being the highest rating and 1 being the lowest.

Responses to Ratings of Panel and Presentation Sessions				
Panel and Presentation Sessions	Number of Responses Provided for Each Rating (4 highest and 1 lowest[1])			
	Rating 4	Rating 3	Rating 2	Rating 1
Community Involvement Panel Session	6	6	4	1
Dealing with Stress Workshop	11	9	0	1
Ecological Risk and Reclamation Presentations	3	10	7	1
Enforcement Flexibilities and Strategies Panel Session	3	12	1	1
Federal Facilities Panel Session	4	5	1	0
Groundwater Presentations	6	17	1	0
Innovations in Site Analysis Panel Session	6	3	3	0
Lead Sites Work Group Activities Panel Session	5	2	0	0
Post-Construction Issues Panel Session	8	9	2	0
Property Issues Panel Session	10	10	2	0
Psychosocial Stress in Communities Panel Session	10	3	0	0
Remedial Action Case Studies and Cost Recovery Presentations	10	7	2	0
Research on Biological Effects on Contaminants Presentations	4	7	0	0
Reuse and Redevelopment Panel Session	6	13	2	0
ROD Quality Workshop	7	8	2	1
Sediments and Urban Rivers Panel Session	5	7	2	1
Soil Vapor Extraction Panel Session	2	4	3	2
Superfund Job Training Initiative Panel Session	5	2	0	0

[1]Not all participants who turned in evaluation forms rated the sessions they attended. Further, not all participants who did provide ratings attended all five sessions.

Technical Resources Panel Session	6	7	1	1
Vapor Monitoring in Basements Panel Session	3	3	0	0

In addition to rating the sessions they attended, participants were asked to provide suggestions for panel and presentation sessions for the NARPM meeting in 2000. Following are their suggestions:

- ATSDR as a resource
- Brownfields
- Building relationships between federal and state RPMs
- Dealing with hostile communities
- Dioxin
- Ecological risk sites
- Environmental justice
- Experienced RPMs coaching new RPMs
- Five-year reviews
- Incorporating elements of the remedial design into a site redevelopment design
- Innovative treatment technologies
- Institutional controls
- Internet technologies
- NRO projects and how they can be coordinated with NPL work
- Panel sessions that provide fewer details about sites, with more time spent on addressing issues
- Remediation technologies for sediments
- Sampling strategies
- Site assessment
- Update from the panel session on lead sites

At the end of the overall meeting evaluation form, participants were asked to provide recommendations for improvement of the meeting in 2000. Following are recommendations related to panel and presentation sessions that participants provided.

- Some panelists spoke about topics other than the subject of the session, and several panel sessions were disorganized. The moderators should coordinate the panelists' presentations beforehand to ensure the quality of the sessions.

- Representatives of management should participate as panelists.

- Panelists should provide handouts, such as outlines or slides, for the participants.

- Panelists, presenters, and training developers should devote less time to background information, allowing more time for discussion of issues and their resolution.

- Moderators should schedule panel sessions and presentations to allow adequate time for question-and-answer periods.

- Meeting organizers should hold a conference call with all moderators well before the moderators begin to organize their sessions. The conference call could serve as a training session to explain what is expected of a moderator.

- Meeting organizers should consider asking the moderators whether they would be willing to follow up on activities that are undertaken as a result of their panel sessions and to establish at least one action item related to the topic of their sessions.

Summary of Information Submitted on Training Evaluation Forms

During the 1999 meeting of the National Association of Remedial Project Managers (NARPM) 11 courses, for which participants had to pre-register, were offered on Tuesday afternoon and Wednesday, and panel and presentation sessions were offered on Thursday and Friday. During the previous year's meeting, training and panel sessions and presentations were offered on the same day. Participants therefore found it necessary to choose whether they wanted to participate in a course or attend a panel session or presentation. Participants commented favorably on the scheduling of the training course selections on a different day from the panel sessions and presentations. In addition, many participants commented that the training time allotted for all the courses was insufficient.

The courses offered during the NARPM meeting included courses that had been developed previously and new courses developed specifically for the meeting. The following previously existing courses underwent only minor modification before they were presented during the meeting: the Media Workshop; the Natural Attenuation of Chlorinated Solvents in Groundwater Workshop; the Field-Based Site Characterization Technologies Short Course; and the Leadership: Attitude, Function, and Style Workshop. The remaining offerings were new courses developed especially for the meeting or existing courses that had undergone extensive revision: the Cost Estimating and Independent Government Cost Estimate (IGCE) Workshop; the Public Speaking Workshop; the Redevelopment and Reuse Workshop; the Vigilance of Remedy Construction - Oversight of Potentially Responsible Party (PRP)-Lead Remedial Design and Remedial Actions (RD/RA) Workshop; the Planning and Implementing Operation & Maintenance (O&M) Workshop; the Running with the Land - Institutional Controls in Superfund Workshop; and the Removal Process for RPMs Course.

In the tables below, summaries of comments submitted on the course evaluation forms are presented by the name of the course, in alphabetical order. On the evaluation forms, participants were asked to grade the courses they attended. Tetra Tech reviewed written comments participants provided and focused the summaries presented below on common themes that appeared among them. The comments are not presented verbatim. Following the summaries is a list of training needs identified by participants. Copies of the evaluation forms are provided in a special supplement to this report.

Cost Estimating and Independent Government Cost Estimate (IGCE) Workshop

The table below summarizes information submitted on the evaluation forms.

		Overview of Comments Received
Number of Participants Who Signed Roster	37	• Many participants stated that four hours is not sufficient time to cover the topic adequately. They suggested a full-day workshop. • Several participants suggested that additional case studies be included. They identified existing databases that could be incorporated into the workshop for hands-on activities. • Participants responded that the information included in the workshop was very useful, but recommended that a list of definitions be added to the materials. • Participants also recommended that the course include more information about preparing estimates for remedial design (RD), checking estimates prepared by consultants, and preparing estimates for remedial investigation and feasibility studies (RI/FS).
Number of Evaluation Forms Submitted	32	
Average Grade	B	

Field-Based Site Characterization Technologies Short Course

The table below summarizes information submitted on the evaluation forms.

		Overview of Comments Received
Number of Participants Who Signed Roster	30	• Participants noted that the lecture and question-and-answer format was the most appropriate methodology for the course. • Participants suggested that, if more time were available, the addition of more demonstrations and videotapes of the technologies in use would improve the course. • Participants commented that the instructors were very good. • One participant commented that the course should focus on the advantages and disadvantages of using the various technologies, rather than on the fundamentals of their operation.
Number of Evaluation Forms Submitted	21	
Average Grade	B+	

Leadership: Attitude, Function, and Style Workshop

The table below summarizes information submitted on the evaluation forms.

		Overview of Comments Received
Number of Participants Who Signed Roster	21	• Several participants commented that it was not possible to cover the course material in one day, suggesting that more time be allowed or less material be covered. • Many participants commented that the instructors were enthusiastic and engaging. • One participant commented that the makeup of the groups formed for exercises should be varied from time to time. • One participant commented that he or she had expected more tips on being a good leader, noting that the title of the course is misleading.
Number of Evaluation Forms Submitted	21	
Average Grade	B	

Media Workshop

The table below summarizes information submitted on the evaluation forms.

		Overview of Comments Received
Number of Participants Who Signed Roster	23	• Participants commented that the information provided insight into the media's perspective, which is very relevant to an RPM's job. • Many participants stated that the reporter from the *Chicago Tribune* added much to the workshop. • Participants commented that, if more time were available, participants could have additional practice in giving interviews. • Participants commented that the instructor was enthusiastic and knowledgeable.
Number of Evaluation Forms Submitted	18	
Average Grade	A	

Natural Attenuation of Chlorinated Solvents in Groundwater Workshop

The table below summarizes information submitted on the evaluation forms.

		Overview of Comments Received
Number of Participants Who Signed Roster	36	• Participants remarked that the workshop was quite fast-paced. • Several participants commented that the workshop was very informative. • One participant recommended that models for biodegradation of contaminants be added to the workshop, while another participant requested more time to practice the prediction of plume lines.
Number of Evaluation Forms Submitted	19	
Average Grade	A-	

Planning and Implementing O&M Workshop

The table below summarizes information submitted on the evaluation forms.

		Overview of Comments Received
Number of Participants Who Signed Roster	32	• Participants commented on the high quality of materials, instructors, and exercises. • Participants pointed out that the workshop has too strong a focus on Fund-lead sites, suggesting that it be revised to include equal attention to PRP-lead sites. • Several participants remarked that the scheduling of more time for the workshop might improve it. • Participants suggested that the following subjects be added to the course or the coverage of them be expanded: statutory and regulatory requirements, five-year review, and the PCC initiative.
Number of Evaluation Forms Submitted	28	
Average Grade	A-	

Public Speaking Workshop

The table below summarizes information submitted on the evaluation forms.

		Overview of Comments Received
Number of Participants Who Signed Roster	15	• Participants commended the quality of the instructors. • Several participants suggested that more time be provided for practice. • Participants suggested that more scenarios be added to the course, especially those that address challenges RPMs face when speaking in public.
Number of Evaluation Forms Submitted	13	
Average Grade	B+	

Redevelopment and Reuse Workshop

The table below summarizes information submitted on the evaluation forms.

		Overview of Comments Received
Number of Participants Who Signed Roster	40	• Participants commented that the first few modules of the course were overly simple. • Participants recommended that specific examples and case studies be added to the course, as well discussions of issues related to Fund-lead compared with PRP-lead projects, topics related to enforcement, and the role of the state at a site. • One participant mentioned that the case study lacked "how-to" information that would have made it a valuable exercise. • One participant recommended that more information should be provided about issues that affect sites on the National Priorities List (NPL) that are intended for residential use. • Several participants commented that they were appreciative of the compact disk (CD) provided as a resource.
Number of Evaluation Forms Submitted	27	
Average Grade	B	

Removal Process for RPMs Course

The table below summarizes information submitted on the evaluation forms.

		Overview of Comments Received
Number of Participants Who Signed Roster	26	• The majority of participants remarked that the instructors were knowledgeable, enthusiastic, and dynamic, while one participant commented that the instructors should be better prepared. • Several participants suggested that the course material would be better presented in two days. • Participants commented that the discussion often wandered off course, suggesting that improved facilitation might solve the problem. • Participants recommended that the following topics be added to the course: additional information about engineering evaluation and cost analysis (EE/CA) and non-time-critical removal actions, guidance for conducting time-critical removal actions, and the challenges encountered by RPMs at federal facilities.
Number of Evaluation Forms Submitted	26	
Average Grade	B	

Running with the Land - Institutional Controls in Superfund Workshop

The table below summarizes information submitted on the evaluation forms.

		Overview of Comments Received
Number of Participants Who Signed Roster	43	• Participants remarked that EPA guidance on institutional controls should be added to the course, even if such guidance is available only in draft form. • Participants commented that additional background material could be included in the course as a resource, suggesting such items as an example of language establishing institutional controls that actually has been used in a record of decision and has been demonstrated to be effective. • Participants suggested that additional case studies be included in the course. • One participant remarked that, although the instructors were very knowledgeable, they should have been better prepared for presentations; in addition, the participant noted that the presentations were focused on legal, rather than technical, issues.
Number of Evaluation Forms Submitted	21	
Average Grade	B	

The Vigilance of Remedy Construction - Oversight of PRP-Lead RD/RAs Workshop

The table below summarizes information submitted on the evaluation forms.

Overview of Comments Received		
Number of Participants Who Signed Roster	39	• Participants remarked that the course material is relevant to the jobs they must perform. • Several participants remarked that the overview of remedial design and remedial action (RD/RA) was too long. • Many participants suggested that topics be added to the course, specifically identifying: additional techniques for ensuring compliance on the part of the PRP, additional discussion of lessons learned, additional case studies, and contact information for the natural resources trustees.
Number of Evaluation Forms Submitted	30	
Average Grade	B+	

Recommendations for Training at Future Meetings

Participants were asked to identify training topics that they believed RPMs might need and that could be developed for future NARPM meetings. Listed below are the topics suggested:

- Air diffusion sampling
- Advanced leadership
- Career development
- Enforcement
- Evaluation of the performance of pump-and-treat systems
- Federal facilities
- Five-year reviews
- "Flavor of the year" technology
- Geological information systems
- Groundwater fate and transport
- Group dynamics
- Hazardous waste regulations under the Resource Conservation and Recovery Act (RCRA)
- Innovative treatment technologies
- Interagency agreements
- Issues related to site access
- Laboratory techniques
- Management of teams
- Post-construction activities
- Risk assessment
- Site closeout and deletion
- State or EPA responsibility for Fund-lead sites
- Time management and team building
- World Wide Web (WWW) page writing

Summaries of Opening and Closing Plenary Sessions and Panel and Presentation Sessions

During the 1999 meeting of the National Association of Remedial Project Managers (NARPM), a facilitator from Tetra Tech EM Inc. (Tetra Tech) was assigned to each plenary, panel, and presentation session. Presented below is a summary of the opening plenary session, followed by summaries of the panel sessions and presentations in alphabetical order. A summary of the closing plenary session appears at the end of this attachment.

Opening Plenary Session - Tuesday, August 3, 1999

Ms. Eva Hoffman of EPA Region 8, who is President of the NARPM, welcomed the participants to the conference. She then provided a progress report on the activities and accomplishments of the NARPM since its conference in New York City in 1998. Listed below are the issues addressed and activities conducted by the NARPM during the past year:

- Scheduled training and panel sessions at different times during the NARPM conference
- Doubled the number of state personnel invited to the NARPM conference
- Met with on-scene coordinators (OSC)
- Met with Superfund branch chiefs
- Discussed the issue of National Priorities List (NPL) sites and sites that are not on the NPL (Congress does not take into consideration work on non-NPL sites)
- Discussed the possibility that remedial project managers (RPM) can assist the Resource Conservation and Recovery Act (RCRA) program with listing RCRA sites on the NPL
- Discussed upgrades of RPMs to the GS-14 grade
- Prepared and distributed the NARPM newsletter
- Examined issues related to sediment sites and the drain on resources those sites create
- Developed the NARPM World Wide Web (WWW) site
- Established a reauthorization panel
- Established an engineering forum
- Continued to work on the National Remedy Review Board (NRRB)
- Conducted NARPM elections

Ms. Hoffman then thanked Mr. Richard Jeng of EPA's Office of Emergency and Remedial Response (OERR) and Mr. Gary Turner of EPA's Technology Innovation Office (TIO) for their technical and financial support for the NARPM conference, the many RPMs who assisted in the development of courses, and the staff of U.S. Environmental Protection Agency (EPA) Region 5 who arranged the field trips and after-conference activities. Ms. Hoffman then introduced Mr. Bill Muno, director of Region 5's Superfund Division.

Mr. Muno first offered regrets from Mr. Frank Lyons, Regional Administrator of Region 5, who had been unable to attend the conference. Stressing that the RPM is "in charge" of a Superfund site, Mr. Muno urged RPMs to focus on three important issues: (1) construction completions, (2) administrative reforms, and (3) Brownfields. He thanked the RPMs for their hard work and expressed his hope that they would enjoy their visit to Chicago.

Ms. Hoffman then introduced Mr. Larry Reed of EPA's Office of Solid Waste and Emergency Response (OSWER), who spoke for Mr. Timothy Fields of that office. Mr. Reed announced that Mr. Fields had been confirmed by the Senate as Assistant Administrator of OSWER, noting that Mr. Fields is the first person in that position to have "worked his way up through the ranks." Mr. Reed then explained that the need to address issues related to reauthorization of Superfund had made it necessary that Mr. Fields remain in Washington, D.C., preventing him from attending the conference. After commenting on the high quality of the conference agenda, Mr. Reed stated that the training courses, panel sessions, and presentations were addressing important issues at the forefront of the Superfund program, such as independent government cost estimates, records of decision (ROD), and reuse and redevelopment. He then thanked the NARPM co-chairs for their hard work. Mr. Reed then reviewed the status of the Superfund program. He said that the program is operating successfully and that the three rounds of administrative reforms have had a positive effect on it. The significant change in public perception of the program, from negative to positive, had been accomplished by implementation of the administrative reforms, he continued, and by demonstration of progress through the achievement of construction completion milestones. Mr. Reed pointed out that 80 to 85 construction completions will be accomplished in fiscal year (FY) 1999, with a total of 650 by the fall of 1999. Both those accomplishments are paying major dividends for reauthorization, he added, because they strengthen the case against negative legislation. Legislation currently before the Congress, he said, includes only minor changes in liability provisions, with no sweeping reforms in the program. Funding for EPA, he added, was not cut severely under the 2000 appropriations bill.

Mr. Reed identified the following priorities and initiatives for FY 2000:

1. Construction completions
2. Enforcement first
3. Administrative reforms, such as remedy updates; NRRB; quality of RODs; and implementation of new risk assessment guidance related to community involvement, ecological risk assessments, soil screening, probabilistic methods, and tribal risk assessments
4. Improvements in analytical services and use of field methods

Mr. Reed also identified the following new areas of emphasis:

1. Post-construction activities, including the backlog of five-year reviews and optimization of operations and maintenance
2. Redevelopment of Superfund sites and the need to work with the local community early in the redevelopment process

In the future, Mr. Reed continued, the efforts of the Superfund program will focus on the following areas:

1. EPA's commitment to the listing of new sites on the NPL
2. Complex and orphan sites
3. Community involvement activities, including working with stakeholders, communicating effectively, providing community involvement training for RPMs, and involving the Agency for Toxic Substances and Disease Registry (ATSDR), as well as the services of the ombudsman, the Superfund job training initiative, and technical assistance grants

Ms. Hoffman then introduced Mr. Michael Salmon of TRC Companies, Inc. (TRC), who spoke about the redevelopment and reuse of Superfund sites. TRC is involved in cleanups at sites at which there is potential for redevelopment, Mr. Salmon said. He explained that funding is the most significant factor affecting the redevelopment of Superfund sites. There are, he said, three options available: redevelopment, either in response to the market or sponsored by government; beneficial reuse; and no reuse. Mr. Salmon pointed out that, at the majority of Superfund sites, there is no reuse. He then presented a selection methodology for determining the type of redevelopment for which a site may be suited. He provided several examples of various types of arrangements for redevelopment. Mr. Salmon then discussed the factors that make redevelopment successful and the obstacles to redevelopment, listing factors and obstacles that affect potentially responsible parties (PRP), regulatory agencies, communities, and developers. He stated that existing regulations and guidance are sufficient to support the implementation of redevelopment options at Superfund sites; no new regulations or guidance is needed, he stressed.

Ms. Hoffman then introduced the officers and regional representatives of the NARPM. Mr. Jeng and Mr. Turner then provided logistical information about the NARPM conference, and the staff of Region 5 made announcements about organized evening activities.

Community Involvement Panel Session - Thursday, August 5, 1999

Mr. Derek Matory of EPA Region 4 moderated the panel session. Ms. Kathy Setian of EPA Region 9 provided a brief presentation on the Big Trees Park at Lawrence Livermore National Laboratory. EPA and the U.S. Department of Energy (DOE), she said, had encountered issues related to community involvement near the park, where plutonium is present at high levels. To obtain approval of its work plan, DOE had been required by the EPA RPM to conduct community involvement activities, she reported. Ms. Nancy Riveland of EPA Region 9 then spoke about the Quality Business Circuits site, which is not included on the NPL. The community and state, she said, were "at odds" about activities at the site. The community had received an environmental justice grant that supported development of a newsletter through which issues were presented. The grant and the newsletter, said Ms. Riveland, helped to build trust between the community and EPA. Mr. Fonda Apostolopoulous of the State of Colorado then spoke about the Asarco Globe site, which was the subject of a lawsuit charging damage to natural resources. The results of the health testing in the community were stolen, he reported, and attorneys involved "upstaged state representatives during public meetings." The state RPM spoke to many citizens one-on-one and went to meetings of the community's civic association to help build trust between the community and the state, said Mr. Apostolopoulous.

Ms. Jan Shubert of the EPA OERR then provided to participants in the session a community advisory tool kit that reminds RPMs to take the following actions to better involve communities at their sites: build relationships, be proactive, plan ahead, cooperate and collaborate, communicate clearly, and be creative.

Dealing with Stress Workshop - Thursday, August 5, 1999

Mr. Bob Lim of EPA Region 1 moderated the workshop. Panelists included Mr. Dion Novak of EPA Region 5, Mr. Dante Rodriguez of EPA Region 9, Ms. Melissa Taylor of EPA Region 1, and Ms. Monica Matzke of EPA Region 2. Mr. Bill Hagel of Tetra Tech assisted the panelists as a facilitator. The panel session examined three separate sources of stress that RPMs encounter in their jobs: decision making, communication, and balancing of work and life. The panelists used humor to highlight various aspects of stress in the three categories and compiled a list of stress-relieving techniques recommended by panelists and members of the audience. Stressful activities and recommendations for relieving the stress they produced were recorded on a flip chart paper and are presented verbatim below.

Source of Stress	Suggestions for Reducing Stress
Decision making	Check facts and assumptions
	Delegate
	Don't react immediately
	Look for support
	Trust yourself
	Prioritize your decision making
	Organize your work area
	Don't think you must make all decisions
	Hire more RPMs
	Alternate seating arrangements
	Some people thrive on stress
	Communicate frequently to supervisors
	Make a decision; if it is wrong, make an immediate correction
Communication	For people who don't listen, ask them questions to clarify their position; sometimes they will hear your message
	For talkative office people, make it hard for them to stop and stay in your office space (e.g., pile material on guest chairs; use earplugs; use headsets)
	For talkative office people, be honest and tell them "you're busy"
	For community members who have a different agenda, change rules of conducting public meetings (i.e., specify set amount of time for commenting)
	Know your facts
	For voicemail and e-mail, go into hermit mode; get out of your office (i.e., work in empty conference rooms); don't answer phone; return calls during a set period of time
	For e-mails, create folders by subject matter for later reading instead of reading a variety of messages
	For e-mails, act immediately instead of postponing
	Think of best way to communicate, given the message (i.e., voice, e-mail, memo, etc.)
	Spell- and grammar-check e-mail so people understand you the first time
	At public meetings, don't take comments personally
	At public meetings, dress appropriately (nonverbal communication)

Source of Stress	Suggestions for Reducing Stress
Balancing of work and life	Exercise
	Know thyself
	Learn to say no
	Get away from work friends once in awhile
	Find out where your worktime inefficiencies are
	Hire more RPMs
	Seek senior RPMs for their advice rather than remain stuck on a problem
	Action item: Review regional Compensatory Time policies and balance, if possible, so RPMs can be compensated for work completed beyond 40 hours per week
	Don't be fearful that you won't get your job done
	For measuring success, find alternative methods of recognition (i.e., amount of cost recovered; etc.)
	Acknowledge that RPM'ing is not as stressful as an air traffic controller or ER doctor
	Remember why you work at EPA (mission is protecting public health and environment)
	Lighten up; use humor
	Don't bring work home or home to work
	Help others reduce their stress, thereby reducing your stress, since you have to work with them
	Talk to your supervisor about your personal situation so that they will understand if you are not performing as expected

Ecological Risk and Reclamation Presentations - Tuesday, August 3, 1999

During the first presentation on ecological risk assessment, Mr. Wayne Praskins of EPA Region 9 reviewed the ecological risk assessment process conducted for the Carson River Site in Nevada. Gold and silver mining operations at the site resulted in the discharge of 10 million pounds of mill tailings contaminated with mercury. Mercury is present in fish and birds in the area. A screening-level risk assessment identified a risk to wildlife, and it was determined that a more extensive study would be necessary. The more extensive study, which involved testing and observing several species of birds in the area of the site and in a control area, did not conclude that mercury is presenting a risk to birds. That study put the screening risk assessment into perspective and showed that mercury was not lethal to the

birds. Additional studies are planned to determine whether mercury is presenting a problem for bird populations.

During the second presentation on ecological reclamation of Lake Calumet Cluster, Ms. Rosita Clarke-Moreno of EPA Region 5 described activities conducted at the Lake Calumet Cluster sites. The sites are included in the Comprehensive Environmental Response, Compensation, and Liability Information System (CERCLIS), but have not been scored high enough under the Hazard Ranking System (HRS) to be proposed for inclusion on the NPL. Further, no PRPs have been identified. EPA is forming partnerships with state and local agencies to devise creative ways to address the problems the sites pose. The goals for the sites are to reclaim some of the area as an ecological resource and to clean up other areas for industrial use. The Phase I study evaluated existing data and concluded that the goals are reasonable. The Phase II study will address data gaps, assess removal and other cleanup options, assess ecological risks, pilot test technologies, and seek alternative funding for future cleanup.

In the third presentation, which addressed in situ assessment of mercury contamination in the Sudbury River in Massachusetts, Mr. Ken Finkelstein of the National Oceanic and Atmospheric Administration (NOAA) described how the ecological effects of mercury contamination in the Sudbury River were measured. Mussels were collected from a clean lake in New England and were then put in the Sudbury River at stations located near the source of mercury contamination and downstream of the source. Mussels also were placed in reference areas unaffected by mercury contamination. The mussels were left at the stations for 90 days. The level of mercury and the growth of the mussels were measured before and after placement in the stations. The study showed that, in general, mussels placed near the site grew less than those placed at a distance from the site. Mercury in the mussels was attributed to mercury in the water, rather than the sediments. The study was not designed to assess all ecological risks. It is being used, along with other studies, to establish a weight of evidence with regard to the ecological risks the site poses.

Enforcement Flexibilities and Strategies Panel Session - Thursday, August 5, 1999

Ms. Hoffman moderated the panel. Ms. Nadia Hollan of EPA Region 9 began the discussion by describing one of her sites, the Motorola 52nd Street site. She stated that the three most important lessons learned through the work at this site were to involve the major PRPs; to secure the cooperation of the state; and to "know the weaknesses of everyone involved, including yourself." Ms. Annie Godfrey of EPA Region 4 then discussed her site, noting that a team approach is used at the site. Ms. Godfrey listed among the benefits of proper use of a team approach as better quality decisions, better quality of

work, and lower transaction costs. Among the lessons learned, she continued, were: put money into technology and the community, do not overlook potential stakeholders, conduct face-to-face meetings with decision makers, maintain clear goals and incentives, be willing to make commitments, and trust each other. Ms. Godfrey then stated that the approach can be effective when certain circumstances prevail at the site of concern: a complex site, the presence of issues related to environmental justice, a willing PRP, and commitment on the part of the responsible agency. Ms. Hoffman then discussed one of her sites, Kennecott. The PRP was borrowing a large sum of money, she said, and therefore did not want the site listed on the NPL. The PRP, she explained, feared that listing would drive the interest rate on the borrowed money higher. Ms. Hoffman stated that she used a memorandum of understanding to work with the PRP, noting that she was able to do so because there was corporate commitment, the state and local government approved, the PRP is knowledgeable about Superfund, and the PRP is a subsidiary of a multinational mining company. She cautioned, however, that not all PRPs are as cooperative as Kennecott. Ms. Victoria Van Roden of the EPA Office of Enforcement and Compliance Assurance (OECA) then discussed the other side of the issue. She pointed out that EPA would have funding at a steady pace until 2005; activity then will decrease to approximately 40 sites per year. Ms. Van Roden stated that a work group currently was addressing the future of Superfund; each region is represented on the work group, she added. She then stated that the work group had not yet reached consensus.

Federal Facilities Panel Session - Thursday, August 5, 1999

Mr. Rob Stites of EPA Region 5 moderated the panel. The members of the panel discussed institutional controls, unexploded ordnance (UXO), and partial deletions from the NPL, with the audience electing to discuss institutional controls first. Historically, institutional controls have not been set forth in specific terms in RODs. There has often been uncertainty about how such controls are to be implemented and who would be responsible for their implementation. Region 4, it was stated, has prepared a guidance document on institutional controls that addresses quarterly monitoring of land use controls and requires written concurrence in cases in which major changes are to be made in land use. The Army maintains that institutional controls are not a remedy under the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA); the Army therefore declines to include such controls in the ROD. Under the National Contingency Plan, institutional controls are required in all situations except unrestricted use.

Ms. Mary Cooke of EPA Region 3 then addressed the issue of UXO, noting that inconsistency in approaches to UXO makes cleanup of such contamination difficult. Ms. Cooke then called for a national policy on UXO.

The members of the panel then reviewed the steps necessary to perform a partial deletion: 1) obtain the concurrence of the state and the acceptance of the community, 2) review the guidance on partial deletions, 3) collect data, 4) prepare the geographic information system (GIS) map, 5) draft the Notice of Intention to Delete (NOID), 6) send the materials prepared in steps three to five to EPA headquarters, 7) create a deletion docket, 8) prepare a draft fact sheet, 9) prepare the public notice and the press release and revise the partial NOID, 10) obtain the written concurrence of the state, 11) obtain the concurrence of the region through EPA, 12) submit the materials to EPA headquarters for publication in the Federal Register, 13) conduct a 30-day public comment period, 14) draft the Notice of Deletion (NOD), 15) complete the responsiveness summary, and 16) publish the NOD.

Groundwater Presentations - Thursday, August 5, 1999

Mr. Sean Hogan of EPA Region 9 made a presentation titled "The Perils of Estimating the Time Frame to Achieve Aquifer Restoration Using Monitored Natural Attenuation -- Lessons Learned at Williams Air Force Base." Mr. Hogan explained that the Air Force had proposed to change the remedial action from pumping and treating groundwater contaminated with trichloroethene to monitored natural attenuation (MNA), but had not estimated a time frame for restoration under the MNA remedy. EPA used the BIOSCREEN Model to estimate the time frame. The greatest difficulties encountered, Mr. Hogan stated, were (1) obtaining an adequate conceptual site model, (2) estimating the volume of product in the groundwater, (3) accounting for the rise in the water table over the past 10 years, and (4) coming to agreement about the parameters to be used in the BIOSCREEN model.

Mr. Michael Dybas of Michigan State University then made a presentation titled "In-Situ Bioremediation of Groundwater Contaminated With Carbon Tetrachloride." Mr. Dybas discussed the pilot-scale and full-scale testing of in situ bioremediation of groundwater. He provided information about the development and laboratory testing of a microorganism that degrades carbon tetrachloride. The field testing involved the injection of the microorganism, substrate, and alkali into an existing groundwater plume and measuring the rate and level of biodegradation that took place, he continued. In conclusion, Mr. Dybas said that the full-scale testing had been successful and showed that microorganisms and nutrients could be delivered to the groundwater. Carbon tetrachloride had been biodegraded to levels below the cleanup standard, he added.

Innovations in Site Analysis Panel Session - Friday, August 6, 1999

Mr. Robert Hitzig of EPA OERR moderated the panel. Presentations were made about innovations and improvements in the analytical services that EPA offers to the Superfund program. The innovations

improve retrieval, management, and validation of data and provide quicker turn-around times for analyses, he said, noting that site managers now have many more options for data analysis. OSWER also is taking steps to help RPMs consider and use field methods of analysis, rather than laboratory analysis, said Mr. Hitzig. OSWER currently is drafting guidance on planning for and implementing field analytical methods in a dynamic work plan, he added.

Case studies then were presented. The first case study illustrated how EPA's analytical services provided expedited data collection and analysis at a site that required a quick investigation and remedy decision. The second case study demonstrated the use of x-ray fluorescence (XRF) to investigate and characterize levels of lead at a very large site. The XRF data were used to reliably characterize levels of lead in residential yards and to confirm the achievement of the cleanup level.

Lead Sites Work Group Activities Panel Session - Friday, August 6, 1999

Mr. Brad Bradley of EPA Region 5 moderated the panel. Mr. Shahid Mahmud of EPA OERR began the discussion with an overview of the activities of the Lead Sites Work Group, noting as well that three key groups address issues related to lead sites: the Lead Sites Consultation Group, the Lead Sites Work Group, and the Technical Review Group. Mr. Mahmud then explained that the consultation group is made up of regional Superfund directors and senior managers of OERR and that the purpose of the group is to share and communicate key decisions at selected sites and provide peer advice on lead policy. The work group is made up of RPMs, staff of OERR, and toxicologists. The purpose of that group, Mr. Mahmud continued, is to identify and resolve key risk management policy and implementation at lead sites. The technical review group is made up of technical staff from EPA, OERR, ORD, OPPT, and NCEA. That group's purpose, Mr. Mahmud went on, is to provide site-specific advice and develop guidance on lead risk assessment. Mr. Mark Doolan of Region 7 then discussed the group's work on a new guidance for addressing residential yards; it would be six months to a year before the new directive would be available, he added. Mr. Larry Zaragosa of EPA OERR discussed the lead Web site that is available through EPA headquarters. Turning his attention to the issue of bioavailability, Mr. Zaragosa stated that Congress is devising a fact sheet on the issue. Many studies of the subject have been conducted, he commented, adding that a number of vendors offer various methods of addressing the issue.

Post-Construction Issues Panel Session - Thursday, August 5, 1999

Mr. Dion Novak of EPA Region 5 moderated the panel. Mr. Eric Hines of the U.S. Army Corps of Engineers (USACE) began the panel session by discussing guidelines for conducting evaluations of

remediation systems and the five-year reviews required under CERCLA. His discussion touched on purpose, timing, fundamentals, costs, site visits, and goals. Mr. Hines informed the audience that USACE had developed check lists to assist in conducting reviews; the check lists are available on USACE's Web site. He also announced that USACE was to provide training in the use of the check lists; the training was to take place in June, he added. Mr. Rafael Gonzalez of EPA OERR then discussed the status of the various regions, pointing out that many NPL sites had been held up in post-construction. Mr. Gonzalez added that the number of deletions in the near future is expected to be large. He told the group that a work group had been formed to examine the deletion process; the group had developed a list of recommendations for improving that process, he said.

Property Issues Panel Session - Thursday, August 5, 1999

Mr. Jon Peterson of EPA Region 5 moderated the panel. Mr. Stephen Hess of EPA's Office of General Counsel (OGC) discussed the recent guidance on relocations, which considers relocation a "last resort." He stated that CERCLA section 104(j) gives EPA authority to buy property to perform a remedial action. He added that EPA cannot buy property under a removal action and discussed the OSWER policy of rebuilding homes, rather than relocating people. Mr. Hess then stated that the region makes the determination whether relocation is necessary: if the cost involved is more than $25,000, the relocation must be approved by EPA OSWER; if the cost is $25,000 or less, EPA OGC must approve the relocation. Mr. Hess then offered to send an outline on relocation or purchase procedures to anyone who requested the materials by electronic mail.

Mr. Steven Sandler of EPA Region 4 then gave a presentation on the Bluff Road site, a four-acre parcel in South Carolina. Access to adjacent properties, Mr. Sandler explained, had been a problem for the RPM at the site. Because local property owners were "well connected," he continued, the RPM encountered great difficulty in obtaining access. Mr. Hess stated that EPA "got caught between the PRPs and the site owners," who expected the PRPs to pay for access. In the end, he said, the PRPs paid $600,000 for easements at the site. Mr. Ralph Howard of EPA Region 4 then described the easement issues that affected a site in Greer, South Carolina. Environmental justice issues had arisen at the site, currently in the remedial action stage. Mr. Howard noted that there is always a potential that community issues or issues of environmental justice will delay work at a site. He then discussed the steps taken to obtain the easement at the site, noting that the process had taken approximately two years.

Psychosocial Stress in Communities Panel Session - Friday, August 6, 1999

Ms. Jan Shubert of EPA OERR moderated the panel. Ms. Shubert began the discussion by making three points: (1) one-on-one interaction with community members is very important; (2) the RPM often does not live near the site, or even in the same state, so he or she may have no connection to the community; and (3) RPMs must be able to answer questions from the community honestly and directly in language members of the community understand. In the next presentation, Ms. Pat Seppi of EPA Region 2 explained that EPA is charged with protecting human health and the environment, but also is beginning to consider the psychological "health" of the community. Ms. Seppi described the Claremount Development site. There, she said, in a small community in which all the citizens knew each other, the RPM found it necessary to determine whether all the stress was related to the site. She pointed out that EPA must maintain objectivity, while working with a community in a personable way. EPA can offer meeting facilitators who can assist with anger management and redirect anger in a positive way. She pointed out further that RPMs must learn to "separate themselves," refraining from taking the community's reaction personally. It is important, Ms. Seppi continued, that the RPM be careful not to feed fears with incorrect or misleading information and to distribute as much information as possible before public meetings. Doing so helps to build credibility and stop the flow of misinformation, she pointed out. RPMs attending the session stated their opinion that there are not enough community involvement personnel in EPA to assist them. They also explained that RPMs must acknowledge the history of the site and the anger of the community before the next steps can be taken.

Remedial Action Case Studies and Cost Recovery Presentations - Thursday, August 5, 1999

Mr. Femi Akindele of EPA Region 4 and Mr. Ed Bates of EPA made the first presentation, "Remedial Action Plan for the American Creosote Works Site." Mr. Akindele stated that the remedial action plan for the American Creosote Works site had saved EPA and the state some $30 million. The cost savings were achieved by changing the cleanup levels from those for a residential use scenario to those for an industrial use scenario and by the innovative use of stabilization and solidification. The major factor affecting the cost, he said, was the change in cleanup levels.

Ms. Laura Evans of EPA Region 5 then provided a presentation on natural landscaping. Ms. Evans discussed the benefits of using natural landscaping for the restoration of Superfund sites. When natural landscaping is used, she said, savings can be realized in the costs of irrigation and maintenance. Further, she pointed out, natural landscaping provides habitat for wildlife. Natural landscaping may cost more to plan and establish, but those costs are recovered quickly through subsequent savings, she said. Ms. Evans distributed resource materials that support the planning and establishment of natural landscaping.

The third presentation, titled "Integration of Removal and Remedial Authorities Under a Community Based Environmental Protection Initiative in Charleston, SC," was made by Mr. Craig Zeller of EPA Region 4. Mr. Zeller described the project, a community-based environmental protection initiative to address contamination caused by phosphate fertilizer sites concentrated in a small area of Charleston, South Carolina. Time-critical and non-time-critical removal actions have been used or proposed to address the problems, he said. In addition, he continued, RCRA and CERCLA programs have been integrated to address problems at a ferro chrome alloy producer in the area.

Mr. Lawrence Granite of EPA Region 2 made the final presentation, "Experiences and Lessons Learned from a Successful Superfund Cost Recovery Action." Mr. Granite described the lessons learned in the successful cost recovery case involving the Helen Kramer Landfill site. EPA recovered $95 million plus interest after 10 years of discovery and litigation, he reported. Mr. Granite cautioned that reverse bifurcation, which allows discovery first on the remedy and then on liability, is to be avoided. He also encouraged RPMs to call on the services of the National Enforcement Investigation Center (NEIC) and to use the techniques of alternative dispute resolution. Mr. Granite also stated that it is possible for a third-party defendant to become a direct defendant. Finally, Mr. Granite suggested USACE could be helpful in countering attacks by consultants for the PRP; he counseled RPMs to 'think carefully" before settling for less than the full amount of costs to be recovered.

Research on Biological Effects of Contaminants Presentations - Thursday, August 5, 1999

Two presentations were made during this session. First, Mr. Martin Alexander of Cornell University discussed bioavailability, aging, and irrelevant chemical data. The amount of a toxic chemical in soil that actually is available to cause harm is almost always less, sometimes very appreciably so, than that available when the chemical is in solution at the same concentration, he pointed out. Sometimes, he continued, toxicity cannot be detected, even when reasonable concentrations of the chemical are found. The extent of bioavailability varies with the compound; the soil type; the organism; and, presumably, the route of exposure, he explained further. In addition, bioavailability declines with time as the compound persists, even with no change in concentration, as determined by methods currently approved by EPA, Mr. Alexander said, noting that the phenomenon is known commonly as aging. Generalizations about bioavailability based on the properties of the compound and the soil and persistent time or aging are either tenuous or nonexistent, he said. Therefore, default values and concentrations targeted for cleanup are inappropriate, he said in conclusion, adding that methods are being developed that will help overcome some of the problems he had discussed.

Mr. Michael Denison, Ph.D. of the University of California then provided a presentation on cell bioassays for the detection of hazardous chemicals. Exposure to specific halogenated aromatic hydrocarbons (HAH), including polychlorinated dibenzo-p-dioxins (PCDD), furans (PCDF) and polychlorinated biphenyls (PCB), can have a variety of toxic and biological effects in animals and humans, he said. In the environment, including some hazardous waste sites, the presence of those chemicals as complex mixtures of HAHs, rather than as individual congeners, has complicated detection and made it almost impossible to predict accurately the biological and toxic potency of such mixtures in animals at risk, Dr. Denison continued. Although there are techniques of chemical analysis that can detect minute quantities of HAHs, such procedures can be extremely costly and time-consuming, he pointed out, noting that such techniques are not appropriate for the analysis of small sample volumes. Identification and quantification of the compounds also is complicated by the fact that techniques and standards for identifying many of the congeners and isomers do not exist, he said. Even if reliable congener-specific concentrations of HAHs in animals can be determined, he continued, it is almost impossible to predict their biological effects because the toxic potency of PCB, PCDF, and PCDD congeners can vary tremendously, and because interactions among various HAHs have exhibited synergism, additivity, or antagonism. Therefore, said Dr. Denison, inexpensive and rapid bioassays capable of detecting and estimating the relative toxic potency of complex mixtures of HAHs would be useful.

Reuse and Redevelopment Panel Session - Thursday, August 5, 1999

Mr. Mike Bellot of EPA Region 5 moderated the panel. Mr. Rafael Gonzalez of EPA OERR began the discussion by describing new initiatives related to redevelopment. He explained that EPA had awarded 10 pilot grants in the area, adding that the agency was to award 40 more such grants in the second quarter of FY 2000. Ms. Sheri Bianchin of EPA Region 5 then discussed redevelopment and reuse as they are affected by Superfund reforms. She emphasized that RPMs must begin to understand such subjects as zoning and land use. She explained that the risk assessment and land use are significant factors in considerations related to land use. Ms. Bianchin then shared information about two sites, American Chemical and Harbor Metal, to describe how she used Superfund reforms to promote faster, fairer cleanup at the sites. Mr. Bellot then discussed the reuse issues related to the Waukegan Plating site. He described the lessons learned, for example, future land use can be used to move the cleanup forward, negotiation of reuse and redevelopment requires more time than arranging other dispositions of property, and efforts can be used to bring many people together to focus on one common goal.

ROD Quality Workshop - Thursday, August 5, 1999

Mr. Mike Goldstein of EPA OERR moderated the workshop. First, Mr. Steve Ells of EPA OERR made a presentation on the ROD review. He provided extensive information about the ROD review conducted in fiscal year 1998, noting that copies of the information can be obtained from the branch chiefs in the regions. Mr. Ells also summarized the weaknesses found during the review. Mr. Goldstein then presented the new 1999 ROD guidance, announcing that the guidance was to be available shortly on the Web at <*http://www.epa.gov/superfund/resources/remedy/rods/index.htm*>. The scope of the guidance is to present the process, not policy, said Mr. Goldstein. He explained that the new guidance is necessary because existing guidance is outdated; changes had been made that affect RODs, he said. The developers of the guidance, he continued, hope that it will address the weaknesses identified by the General Accounting Office (GAO) and update and clarify documentation and that RPMs and others will find it easy to understand. Ms. Kathleen Aisling of EPA Region 6 then explained there are three reasons it is worth the effort to develop a good ROD: (1) it is the basis for everything that happens in the future, including enforcement, (2) it is a public document that will be read by many citizens, and (3) the RPM's peers will review the ROD. Ms. Aisling then distributed a check list for use in reviewing RODs and described how it is used. She also distributed a technology reference sheet to be used at sites. Ms. Diane Easley of EPA Region 7 then spoke, stressing that all items included in the ROD must be supported in the administrative record. Ms. Easley then distributed a ROD time line, which she used to help summarize the key steps and tasks involved in the issuance of a ROD. She emphasized the need for coordination with various EPA programs and states agencies. Participants then discussed the level of detail in the ROD check lists and the preparation of drafts of RODs.

Sediments and Urban Rivers Panel Session - Thursday, August 5, 1999

Ms. Sharon Jaffess of EPA Region 2 moderated the panel session. Ms. Jaffess first presented an overview of problems affecting urban rivers and the cleanup of sediment. Mr. Ernie Watkins then described the work EPA headquarters had done on the sediment issue, reviewing the results of several national studies and reports. Mr. Watkins also described the efforts of several national work groups, both public and private, that are studying the sediment issue. Ms. Bonnie Eleder of EPA Region 5 then reviewed that regions's multimedia approach to the sediment issue, providing an example of such a case. Region 5 personnel explained and demonstrated the Fully Integrated Environmental Location Decisions Support (FIELDS) System used in the region for planning sediment investigations. After the demonstration, panelists answered questions from the audience.

Soil Vapor Extraction Panel Session - Thursday, August 5, 1999

Mr. Michael Gill of EPA Region 9 moderated the panel. Mr. Bernard Schorle of EPA Region 5 began the discussion by describing the soil vapor extraction (SVE) operations at the Ninth Avenue site in Gary, Indiana. The owner, he explained, had dumped waste on the ground throughout the site, which originally had been a wetland. The original ROD called for pumping and treating the groundwater and excavating some soils, he noted, before describing how SVE worked at the site. Mr. Jeff Gore of EPA Region 5 then discussed the Seymour Recycling site. He described the design and operation of the SVE system installed there, informing participants that more information about the site could be obtained on the Web at <*http://www.frtr.gov*>. Mr. Gore also discussed the Fischer-Calo site in Indiana, for which SVE had been included in an amendment to the ROD. He then demonstrated a check list for shutdown of an SVE system prepared by Region 5. Mr. Gill then discussed a new SVE guide titled "Troubleshooting and Optimization Guide," which he announced was to be published by the fall of 1999. The guide is based on systems in operation at six Air Force bases in California, he noted.

Superfund Job Training Initiative Panel Session - Friday, August 6, 1999

Ms. Noemi Emeric of EPA Region 5 moderated the panel. Ms. Pat Carey of EPA OERR began the discussion by explaining that the mission of the Superfund Job Training Initiative (JTI) is twofold: (1) to provide training to people in communities in which a Superfund action is taking place, and (2) to help find jobs for those individuals after they are trained. RPMs play a major role in the success of the JTI, she said, because they can help remove barriers and demonstrate EPA's commitment to the community. Ms. Emeric and Mr. Novak then explained that, although trained individuals do not always find jobs at Superfund sites, their training often helps them to obtain jobs at other sites, such as Brownfields sites, or other positions in environmental work. Ms. Emeric explained that, in Region 5, efforts have been made to involve members of minority groups in programs that provide participants with environmental training and training in "employability skills." She explained further that EPA provides funds to the National Institute of Environmental Health and Safety (NIEHS), which manages a competitive grant program. EPA then nominates sites for funding and assists NIEHS grantees in creating local partnerships. Ms. Beverly Negri of EPA Region 6 then noted that the program is not limited to a certain age group, but can encompass many generations, including the elderly. She explained that the JTI program is beneficial to residents of a community because they learn job skills. It is beneficial, as well, to communities because it helps to strengthen their economic base, she pointed out, adding that involvement of local leaders helps build support for the program. Mr. Novak then outlined the four steps to success for the JTI program: (1) build partnerships, (2) find people, (3) train people, and (4) employ people. He then discussed the JTI at the Douglas Road site. Ms. Ruby Williams of EPA Region 6 then introduced the "Many Diversified

Interests" site in her region. A number of issues affect the site, a former foundry in Houston, she said, describing the minority community in its vicinity as "historically underemployed." She described how outreach efforts in the city played a role in implementing the Superfund JTI in the community. She explained that participants were trained in a location distant from the community, a circumstance that helped the trainees to focus on the training at hand. Ms. Williams stated that the program had enjoyed much success, with 28 of the 30 individuals recruited to participate completing the program, and 22 of those trained individuals currently employed.

Technical Resources Panel Session - Friday, August 6, 1999

Ms. Rose Marie Caraway of EPA Region 9 moderated the panel. To begin the discussion, Mr. Tim Gouger of USACE described the USACE Rapid Response International Removal Action Program. The mission of the program, he said, is to provide international time-critical removal action capability at all federal hazardous, toxic, and radioactive waste sites. Ms. Kim Hoang of EPA Region 9 then discussed the mission and organization of EPA ORD. She stated that the functions of ORD are to conduct an agencywide integrated program of research and development, disseminate scientific and technical knowledge, and implement activities though its offices in EPA headquarters and its national centers and laboratories. Mr. Gill then discussed ORD's technical support centers and contacts, environmental technology Web links, hazardous substances research centers, and other technical resources available through ORD.

Vapor Monitoring in Basements Panel Session - Thursday, August 5, 1999

Mr. Brad Bradley of EPA Region 5 moderated the panel. Mr. Henry Schuver of EPA's Office of Solid Waste (OSW) began the discussion with a description of evolving indoor air issues. He described such issues from the perspective of EPA headquarters and discussed how such issues have been addressed at two sites, one in Colorado and the other in Alabama. Mr. Richard Grabowski of USACE then spoke about the Himco Dump Superfund site, a landfill site at which accumulation of vapors under the cap had occurred. Mr. Bradley then discussed the Conrail Site in Indiana, where vapors have migrated into basements from a groundwater plume in which high concentrations of carbon tetrachloride are present. Ms. Pat VanLeeuwen then discussed the risk associated with vapors in basements and described how to calculate, or otherwise obtain, a health-based cleanup objective. The point was made that RPMs are in need of guidance related to vapor migration into basements.

Closing Plenary Session - Friday, August 6, 1999

Ms. Hoffman facilitated the closing plenary session, which began as Mr. Muno presented awards, acting for Mr. Fields. The awards recognized the following RPMs for their extraordinary work with communities in the vicinity of their sites:

- Mr. Nestor Young of EPA Region 4
- Ms. Yvonne Jones of EPA Region 4
- Mr. Mike McAteer of EPA Region 5
- Ms. Diana Eggerman of EPA Region 7

The session continued with a discussion of the nomination of candidates to serve as officers of the NARPM for 2000. The nominees were: Ms. Hoffman, Ms. Aisling, Mr. Lim, Mr. Novak, Ms. Lesley Derascavage, Mr. Rodriguez (declined), Ms. Monica Matzke (declined), Ms. Bianchin, Mr. Dave Turner, Ms. Anne Kelly, and Mr. Matory. Participants discussed at length the establishment of procedures that would avoid the simultaneous expiration of the terms of all officers. It was moved, seconded, and carried that the co-chairs to be elected currently would serve for just one term. Ms. Jaffess agreed to establish a committee to review the by-laws of NARPM to determine whether, after 2000, the elections and the terms of the co-chairs elected could be staggered. The nominees were asked to submit a brief biography, including a discussion of their involvement in NARPM, to Ms. Nadia Hollan of EPA Region 9, manger of the election process. Ballots were to be forwarded to the NARPM regional representatives, who in turn were to distribute them to the membership and collect completed ballots. The ballots then were to be returned to Ms. Hollan, who was to tabulate them and announce the results.

Participants then discussed the location of the NARPM meeting in 2000. After some discussion, it was determined that, during a previous meeting, the RPMs had chosen Philadelphia as the site of the meeting, thereby making the RPMs of EPA Region 3 the hosts of the meeting.

Participants then discussed the issue of the upgrading of RPMs to the GS-14 level. It was determined that, although there is significant support for obtaining more GS-14 positions for RPMs, the division directors do not support such an action. Ms. Hoffman made the point that the responsibilities of an RPM, as listed in the NCP, help to convince management that more RPMs should work at a GS-14 level. Another RPM observed that, once the duties of managing contractors, PRPs, and others are calculated, RPMs often are responsible for managing more people than are certain people at higher levels in EPA.

The RPMs then discussed whether they wished to continue to invite representatives of states to the NARPM meeting. Ms. Kelly stated that, if the NARPM co-chairs continue to invite representatives of states, they must begin to invite representatives of tribes. Concern was expressed about the large number of people who are not EPA RPMs who would attend the meeting if representatives of states and tribes were invited. It was suggested that the meeting be redesigned to include EPA RPMs in all sessions, while inviting others only to training and other general sessions.

In the final action of the meeting, it was moved, seconded, and carried that a vote on the continuation of the NARPM initiatives would be taken when more members of the NARPM were present than had attended the closing plenary session. The meeting then was adjourned.

National Association of Remedial Project Managers (NARPM) Meeting
August 1999
Chicago, Illinois

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