

United States  
Environmental Protection  
Agency

Office of  
Administration

Management and  
Organization Division

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EPA 220

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# 1100 — Organization and Functions Manual

1985 Edition

## CHECKLIST OF EPA TRANSMITTALS

**TITLE**

Organization and Functions Manual, 1985 Edition

**When kept current, this checklist permits the user to see at a glance which transmittals have been filed.**

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U.S. EPA



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**CHAPTER 1 - ORGANIZATION OF THE ENVIRONMENTAL PROTECTION AGENCY**

1. **GENERAL.** The Environmental Protection Agency (EPA) was established in the executive branch as an independent agency pursuant to Reorganization Plan No. 3 of 1970, effective December 2, 1970. The EPA was created to permit coordinated and effective governmental action on behalf of the environment. The EPA endeavors to abate and control pollution systematically, by proper integration of a variety of research, monitoring, standard setting, and enforcement activities. As a complement to its other activities, EPA coordinates and supports research and anti-pollution activities by State and local governments, private and public groups, individuals, and educational institutions. The EPA also reinforces efforts among other Federal agencies with respect to the impact of their operations on the environment, and it is specifically charged with making public its written comments on environmental impact statements and with publishing its determinations when those hold that a proposal is unsatisfactory from the standpoint of public health or welfare or environmental quality. In all, EPA is designed to serve as the public's advocate for a livable environment.
2. **ADMINISTRATOR.** The Office of the Administrator provides the overall supervision to the Agency. The Administrator is responsible to the President, and is assisted by the Deputy Administrator and staff offices including: Administrative Law Judges, Civil Rights, Small and Disadvantaged Business Utilization, and Science Advisory Board. In addition, the Administrator is assisted by Associate Administrators for International Activities and for Regional Operations.
3. **GENERAL COUNSEL.** The Office of General Counsel, under the supervision of the General Counsel, provides legal service to all of the organizational elements of the Agency with respect to all programs and activities of the Agency; provides legal opinions, legal counsel, and litigation support; and assists in the formulation and administration of the Agency's policies and programs as legal adviser.
4. **ENFORCEMENT AND COMPLIANCE MONITORING.** The Office of the Assistant Administrator for Enforcement and Compliance Monitoring serves as the primary adviser to the Administrator in matters concerning enforcement and compliance monitoring; provides the principal direction and review of civil enforcement activities for air, water, waste, pesticides, toxic substances and radiation. The Office manages a national criminal enforcement program; ensures coordination of media office administrative compliance programs, and civil and criminal enforcement activities; and provides technical expertise for enforcement activities, through the National Enforcement Investigations Center to Headquarters, Regions and States.



5. ADMINISTRATION AND RESOURCES MANAGEMENT. The Office of the Assistant Administrator for Administration and Resources Management has primary responsibility for policy and procedures governing resources management, personnel services, occupational health and safety, administrative services; organization and management analyses and systems development, information management services, automated data processing systems, procurement through contracts and grants, and human resources management. In performance of the above functions and responsibilities, the Assistant Administrator represents the Administrator in communications with the Office of Management and Budget, Office of Personnel Management, General Accounting Office, General Services Administration, Department of Treasury, and other Federal agencies prescribing requirements for the conduct of Government budget, fiscal, management, and administrative activities.
6. POLICY, PLANNING AND EVALUATION. The Office of the Assistant Administrator for Policy, Planning and Evaluation serves as the Agency's focal point for oversight and coordination of all policy, program guidance and evaluation functions. The primary areas of responsibility include: policy and economic analysis; standards and regulations; and evaluation activities.
7. EXTERNAL AFFAIRS. The Office of the Assistant Administrator for External Affairs provides policy direction and support to officials Agencywide for the functional areas of public information and press services; congressional liaison; intergovernmental liaison; and interaction with other Federal agencies; and preparation, review, and clearances of proposed legislation and reports on legislation. In addition, the Office provides audio-visual support to all Headquarters offices.
8. INSPECTOR GENERAL. The Office of Inspector General is responsible for audits and investigations relating to programs and operations of EPA; provides leadership and coordination and recommends policies for Agency activities to promote economy and efficiency and to prevent and detect fraud and abuse; and informs Agency senior management and the Congress of serious problems, abuses and deficiencies relating to EPA programs and operations, and of the necessity for and progress of corrective action.
9. RESEARCH AND DEVELOPMENT. The Office of the Assistant Administrator for Research and Development is responsible for the research and development needs of the Agency's operating programs and the conduct of an integrated research and development program for the Agency. The Assistant Administrator for Research and Development serves as the principal science advisor and is responsible for the development, direction, and conduct of a national environmental research, development and demonstration program in: health risk assessment, health effects, engineering and technology, processes and effects, acid deposition, monitoring systems and quality assurance. Participates in the development of Agency policy, standards, and regulations. Provides for dissemination of scientific and technical knowledge, including analytical methods, monitoring techniques, and modeling methodologies. Provides technical and scientific advice on Agencywide technical program issues.

10. WATER. The Office of the Assistant Administrator for Water is responsible for the EPA's water quality activities which represent a coordinated effort to restore the Nation's waters. The functions of this program include development of national programs, technical policies, and regulations relating to drinking water, water quality and groundwater; environmental and pollution source standards development; technical direction, support, and evaluation of Regional water activities; enforcement of standards; development of programs for technical assistance and technology transfer; provision of training in the field of water quality; economic and long-term environmental analysis; and marine and estuarine protection.

11. SOLID WASTE AND EMERGENCY RESPONSE. The Office of the Assistant Administrator for Solid Waste and Emergency Response provides Agencywide policy, guidance, and direction for the Agency's solid waste and emergency response programs. This Office's responsibilities include: development of guidelines and standards for the land disposal of hazardous wastes and for underground storage tanks; technical assistance in the development, management, and operation of solid waste management activities; analyses on the recovery of useful energy from solid waste; development and implementation of a program to respond to hazardous waste sites and spills (some oil spills included); and the enforcement of applicable laws and regulations.

12. AIR AND RADIATION. The Office of the Assistant Administrator for Air and Radiation is responsible for the air activities of the Agency which include development of national programs, technical policies, and regulations for air pollution control; development of national standards for air quality, emission standards for new stationary sources, and emission standards for hazardous pollutants; technical direction, support and evaluation of Regional air activities; enforcement of standards; and provision of training in the field of air pollution control. Related activities include technical assistance to States and agencies having radiation protection programs and a national surveillance and inspection program for measuring radiation levels in the environment.

13. PESTICIDES AND TOXIC SUBSTANCES. The Office of the Assistant Administrator for Pesticides and Toxic Substances is responsible for: development of national strategies for the control of toxic substances; criteria for assessing chemical substances, standards for test protocols for chemicals; rules and procedures for industry reporting and regulations for the control of substances deemed to be hazardous to man or the environment; enforcement of standards; and evaluating and assessing the impact of new chemicals and chemicals with new uses to determine the hazard and, if needed, develop appropriate restrictions. It coordinates activities under the Toxic Substances Control Act with other agencies for the assessment and control of toxic substances. Additional activities include control and regulation of pesticides and reduction in their use to assure human safety and protection of environmental quality; establishment of tolerance levels for pesticides which occur in or on food; monitoring of pesticide residue levels in food, humans, and nontarget fish and wildlife and their environments; and investigation of pesticide accidents.

14. REGIONAL OFFICES. EPA's 10 Regional Offices represent the Agency's commitment to the development of strong local programs for pollution abatement. The Regional Administrators are the Agency's principal representatives in the Regions in contacts and relationships with Federal, State, interstate and local agencies, industry, academic institutions, and other public and private groups. They are responsible for accomplishing within their Regions the national program objectives established by the Agency. They develop, propose, and implement an approved Regional program for comprehensive and integrated environmental protection activities.



# U.S. ENVIRONMENTAL PROTECTION AGENCY

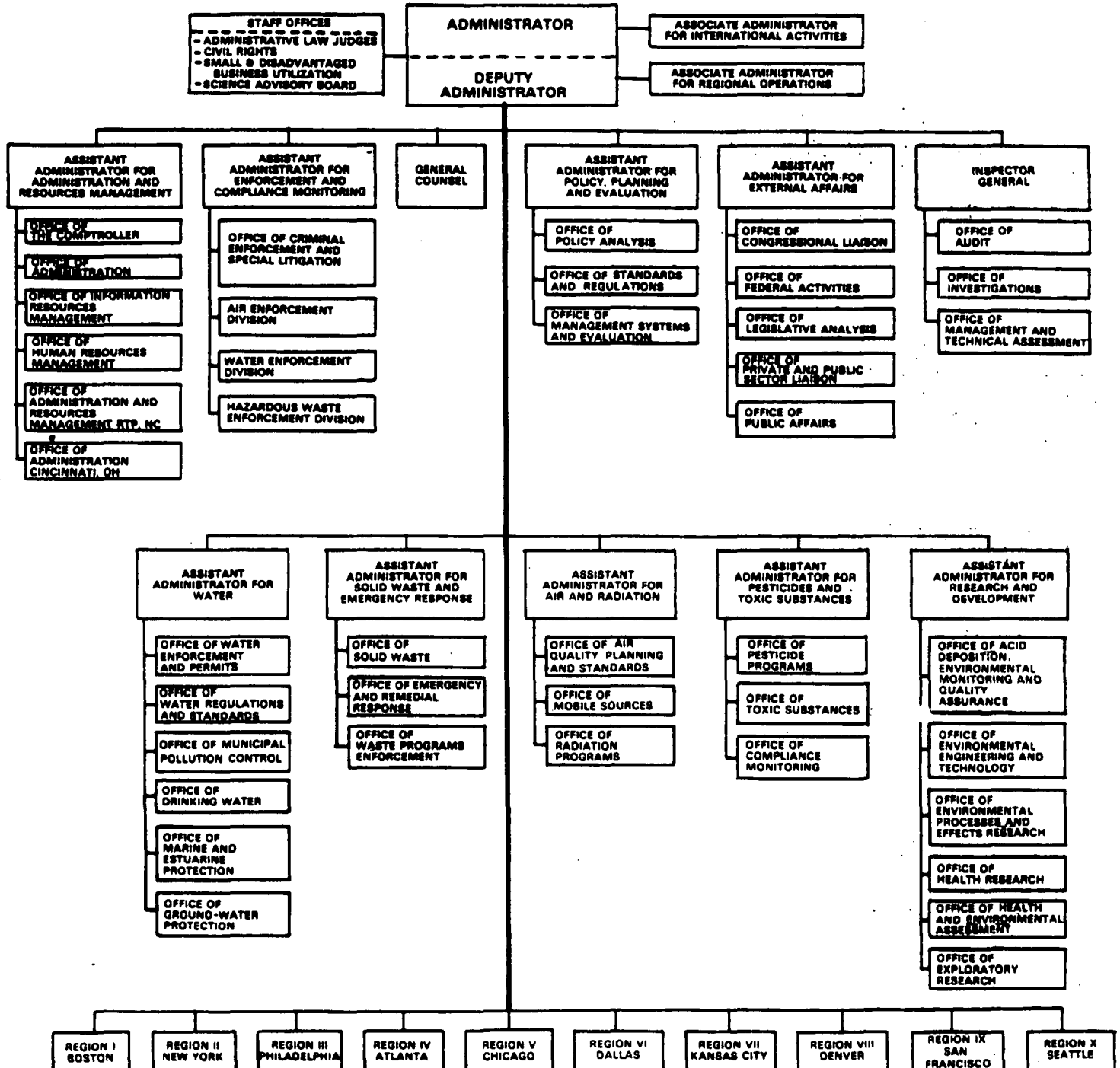


Figure 1-1

CHAPTER 2 - OFFICE OF THE ADMINISTRATOR

1. OFFICE OF THE ADMINISTRATOR. The Administrator is responsible to the President for the supervision and direction of the programs and activities of the Agency.

a. Deputy Administrator. The Deputy Administrator assists the Administrator in the discharge of his/her duties and responsibilities and serves as Acting Administrator in the absence of the Administrator.

b. Assistants and Special Assistants to the Administrator. There shall be certain Assistants and Special Assistants to the Administrator, the number to be determined by the Administrator, who shall be considered members of the Administrator's personal staff to accomplish such assignments and tasks as the Administrator may deem appropriate.

c. Office of Executive Support. The Office of Executive Support, under the supervision of a Director, provides the Administrator; the Deputy Administrator; their Assistants and Special Assistants; the Associate Administrators and their staffs; and the Staff Offices with administrative, financial management, ADP and budget support. This includes the preparation of budget documents, operating plans and supporting justifications for all resource decisions; planning studies to assess resource requirements; assistance in developing and implementing automated resource and tracking systems; preparation of organization and personnel materials; preparation and tracking of payroll, travel and procurement actions; and facilities, space and property support. The Staff is responsible for the Agency's Freedom of Information (FOI) activities, including policy coordination, program oversight and guidance. The Staff develops policies and procedures and administers processes for the Management of Congressional and Executive correspondence.

2. OFFICE OF ADMINISTRATIVE LAW JUDGES. The Office of Administrative Law Judges, under the supervision of the Chief Administrative Law Judge presides over and conducts formal hearings in accordance with Section 556 and 557 of Title 5 of the United States Code (formerly the Administrative Procedures Act), and issues initial decisions, if appropriate, in such proceedings. Supervises the Administrative Law Judges located in certain Agency regional offices who operate as a component of the Office of Administrative Law Judges. Provides the Agency Hearing Clerk.

3. OFFICE OF CIVIL RIGHTS. The Office of Civil Rights, under the supervision of the Director, serves as the principal adviser to the Administrator with respect to EPA's internal and external equal opportunity and civil rights program and policies and the impact of Agency programs on minorities and women. All of the functions and responsibilities of the Director are Agencywide and apply to the provision of leadership, services, and advice with respect to all of the programs and activities of the Agency. Provides program policy guidance for and evaluates activities required to carry out the Agency's responsibilities to assure equal opportunity and prohibit discrimination in employment in EPA in accordance with applicable Civil Rights Acts, Executive Orders, and implementing directives.

Serves as Director, Equal Opportunity with functions and responsibilities as set forth in the Office of Personnel Management's Equal Opportunity Regulations (Part 713) and implementing EPA directives. Ensures the implementation of the Agency's Special Emphasis programs the purposes of which are to address the concerns, needs, and aspirations of women and Hispanics. In accordance with Title VI of the Civil Rights Act of 1964, and other legislation, assures that recipients of EPA financial assistance do not discriminate on the basis of race, color, national origin, sex, age or physical handicap. Serves as Agency Title VI Coordinator pursuant to the Act, Executive Order 11764, and regulations of the Department of Justice. Provides program policy guidance for and evaluates activities required to carry out the Agency's responsibilities regarding enforcement of the Davis-Bacon Act, the Contract Work Hours Standards and Safety Act, and the Copeland Anti-Kickback Act. Serves as Fair Housing Officer with functions and responsibilities as set forth in the Department of Housing and Urban Development directives pursuant to Title VIII of the Civil Rights Act of 1968. Provides Agency focal point for liaison with the Departments of Justice, Commerce, Labor, Housing and Urban Development, Education, the Office of Personnel Management, the Equal Employment Opportunity Commission, and the U.S. Commission on Civil Rights on matters within his/ her areas of responsibility. Ensures the exercise of Agency responsibilities regarding enforcement of Title IX of the Education Act Amendments of 1972, prohibiting discrimination on the basis of sex. Provides for technical program policy direction, advice and guidance in the performance of Agency Regional and field activities in the Office's areas of responsibility.

a. Program Evaluation and Field Operations Staff. The Program Evaluation and Field Operations Staff, under the supervision of an Assistant Director, serves as the focal point and primary resource within the Office of Civil Rights for ensuring the involvement of EPA's field activities in all aspects of the Agency's Civil Rights Programs; coordination and implementation of OCR programs within the laboratories; and development and maintenance of systems for tracking and evaluating accomplishments of program objectives and compliance with established policies.

b. Discrimination Complaints Programs. The Discrimination Complaints Programs Staff, under the supervision of an Assistant Director, manages the Agency's Discrimination Complaints Program pursuant to established laws, statutes and guidelines. Recommends to the Director, OCR, Agencywide policies and procedures relative to discrimination complaints including the selection and training of EEO counselors, counseling procedures, investigation of complaints, adjudication, and review of EEOC decisions. Administers, on an Agencywide basis, the counseling, intake, investigative and adjudicatory processes and maintains a monitoring and case tracking system.

c. External Compliance Programs. The External Compliance Programs Staff, under the supervision of an Associate Director, develops policies and procedures for and ensures the implementation of the Agencywide programs that assure compliance by Agency grantees and contractors with provisions of applicable laws, Executive Orders, regulations, and policies relating to non-discrimination, equal opportunity; and contract labor provisions on projects and under contracts wholly or partially funded by the Agency.



4. OFFICE OF SMALL AND DISADVANTAGED BUSINESS UTILIZATION. The Office of Small and Disadvantaged Business Utilization, under the supervision of a Director, is responsible for developing policy and procedures implementing the functions and duties under Sections 8 and 15 of the Small Business Act as amended by P.L. 95-507 (October 24, 1978). Develops policies and procedures implementing the provisions of Executive Order 11625 of October 13, 1971, "Prescribing Additional Arrangements for Developing and Coordinating a National Program for Minority Business Enterprise." Furnishes information and assistance to components for the Agency's field offices responsible for carrying out related activities. Develops and implements a program in accordance with Executive Order 12138 (May 1979) to provide the maximum utilization of women-owned business enterprises in all aspects of EPA contract work. Develops, in collaboration with the Director, Procurement and Contracts Management Division, Office of Administration and Resources Management, and other appropriate EPA officials, programs to stimulate and improve the involvement of small business, minority business, labor surplus areas and women-owned business enterprises in the overall EPA procurement process. Monitors and evaluates Agency performance in achieving EPA goals and objectives in the above areas. Recommends the assignment of EPA technical advisors to assist designated Procurement Center Representatives of the Small Business Administration in their duties relating to Sections 8 to 15 of the Small Business Act as amended. Represents EPA at hearings, interagency meetings, conferences and other appropriate forums on matters related to the advancement of the above cited business enterprises on EPA's Federal Contracting Program.

Is responsible for assuring EPA's implementation of the President's Urban Policy to establish goals for minority participation in contracts funded under Federal grants. In this regard, develops policies and regulations for and evaluates activities required to conceptualize, establish, and administer the Agency's Minority Business Enterprise (MBE) Program in connection with construction grants and other grants.

Coordinates with the Office of Water Program Operations, Office of Water, on MBE activities for construction grants. Serves as the Deputy Administrator's alternate on the Interagency Council for Minority Business Enterprise and therefore provides for review, monitoring and evaluation of the Agency's MBE Programs. Develops policy and guidance to EPA Regional Offices in assuring that minority architectural and engineering consultants are given a fair opportunity to participate in Agency construction grant projects (Attachment O, Procurement Standards, of OMB Circular No. A-102, Uniform Administrative Requirements for Grants-in-Aid to State and Local Governments, dated August 24, 1977). Develops policy and guidance for implementation of Executive Order 12138 (May 1979) assuring maximum participation of women-owned business enterprises in contracts funded under EPA grants.

5. SCIENCE ADVISORY BOARD. The Science Advisory Board, under the supervision of a Staff Director, provides expert and independent advice to the Administrator on issues relating to the scientific and technical problems facing the Agency, the strategies devised to meet these problems, the technical programs to solve problems, and the priorities among these. It advises on broad scientific, technical, and policy matters; assesses the results of specific research efforts; assists in identifying emerging environmental problems; and advises the Administrator on the cohesiveness and currency of the Agency's scientific programs.

6. OFFICE OF INTERNATIONAL ACTIVITIES. The Office of International Activities, under the supervision of an Associate Administrator, provides direction to and supervision of the activities, programs, and staff assigned to the Office of International Activities. All of the functions and responsibilities of the Associate Administrator are Agencywide, and apply to all international activities of the Agency. Develops policies and procedures for the direction of the Agency's international programs and activities, subject to U.S. foreign policy, and assures that adequate program, scientific, and legal inputs are provided. Conducts continuing evaluations of the Agency's international activities and makes appropriate recommendations to the Administrator. Advises the Administrator and principal officials of the Agency on the progress and effect of foreign and international programs and issues. Serves as the Administrator's representative in contacts with the Department of State and other Federal agencies concerned with international affairs. Negotiates arrangements or understandings relating to international cooperation with foreign organizations. Coordinates Agency international contacts and commitments; serves as the focal point for responding to requests for information relating to EPA international activities; and provides an initial point of contact for all foreign visitors. Maintains liaison with all relevant international organizations and provides representation where appropriate. Establishes Agency policy, and approves annual plans and modifications thereof for travel abroad and attendance at international conferences and events. Provides administrative support for the general activities of the Executive Secretary of the U.S. side of the US-USSR/PRC agreements on environmental protection and of the U.S. Coordinator for the NATO Committee on the Challenges of Modern Society. Supervises these programs with respect to activities which are completely within the purview of EPA.

7. OFFICE OF REGIONAL OPERATIONS. The Office of Regional Operations, under the supervision of an Associate Administrator, reports directly to the Administrator and Deputy Administrator. The Office serves as the primary communications link between the Administrator/Deputy Administrator and the Regional Administrators. It provides a Headquarters focus for ensuring the involvement of Regions, or consideration of Regional views and needs, in all aspects of the Agency's work. The Office is responsible for assuring Regional participation in Agency decision-making processes, assessing the impact of Headquarters actions on Regional operations, and acting as ombudsman to resolve Regional problems on behalf of the Administrator. The Associate Administrator coordinates Regional issues, organizes Regional Administrator meetings and work groups; and coordinates Regional responses to specific issues. In addition, the Office is responsible

for working with the Regional Offices to further the consistent application of national program policies by reinforcing existing administrative, procedural, and program policy mechanisms as well as through initiation of reviews of significant Regional issues of interest to the Administrator. It continually monitors responsiveness and compliance with established policies and technical needs through formal and informal contact and free dialogue. Intitiates and conducts on-site field visits to study, analyze, and resolve problems of Regional, sectional, and national scale.



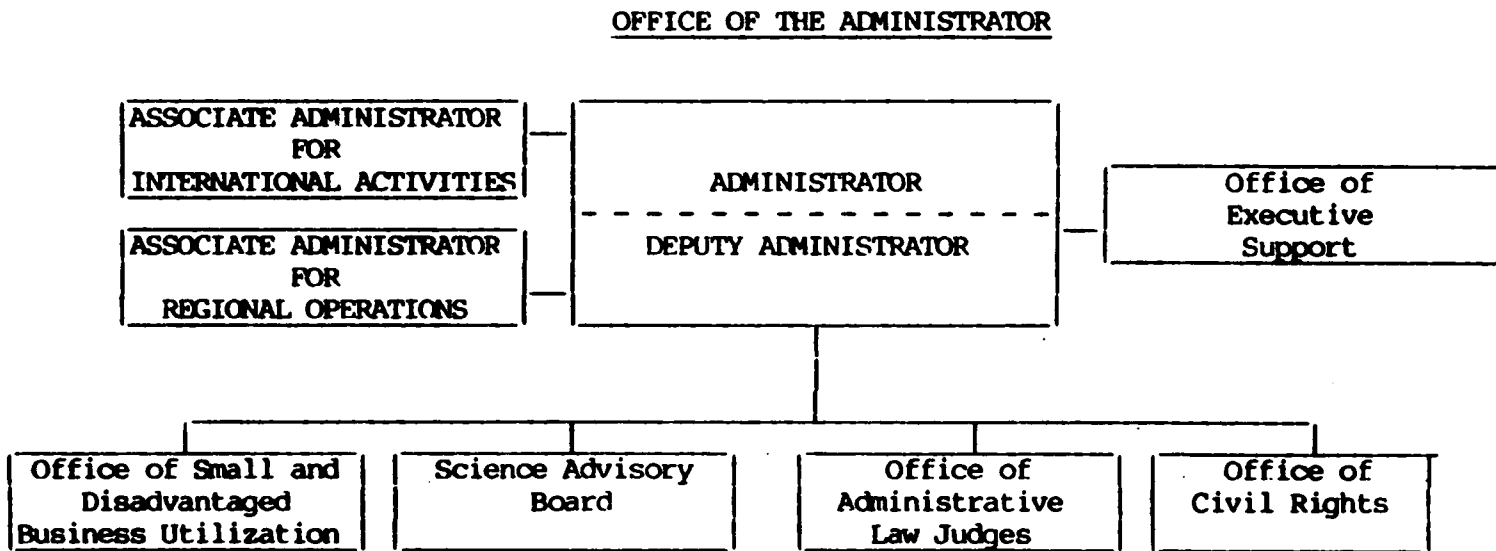


Figure 2-1

CHAPTER 3 - OFFICE OF GENERAL COUNSEL

1. OFFICE OF GENERAL COUNSEL. The General Counsel serves as the primary legal adviser to the Administrator; provides legal service to all of the organizational elements of the Agency with respect to all programs and activities of the Agency; provides legal opinions, legal counsel, and litigation support; and assists in the formulation and administration of the Agency's policies and programs as legal adviser. In addition, the General Counsel has supervisory responsibilities regarding the Regional Counsels, such as: having the lead for selecting Regional Counsels and their staffs (with Regional Administrators' concurrence); reviewing and rating Regional Counsels' performance (in consultation with the Assistant Administrator for Enforcement and Compliance Monitoring and with Regional Administrator concurrence); and having the lead in establishing rating and promotion criteria for Regional Counsel attorneys. The Deputy General Counsel and Deputy General Counsel for Regional Coordination assist the General Counsel in carrying out the duties of the Office of General Counsel, including providing for the internal program and financial planning, and personnel and administrative operations of the Office of General Counsel.

a. Water Division. The Water Division, under the supervision of an Associate General Counsel, provides legal counsel, opinions, litigation support, and services with respect to the Agency's water, drinking water, and ocean dumping programs and activities.

b. Air and Radiation Division. The Air and Radiation Division, under the supervision of an Associate General Counsel, provides legal counsel, opinions, litigation support, and services with respect to the Agency's air and radiation programs and activities.

c. Solid Waste and Emergency Response Division. The Solid Waste and Emergency Response Division, under the supervision of an Associate General Counsel, provides legal counsel, opinions, litigation support, and services with respect to the Agency's solid waste and emergency response programs and activities.

d. Pesticides and Toxic Substances Division. The Pesticides and Toxic Substances Division, under the supervision of an Associate General Counsel, provides legal counsel, opinions, litigation support, and services with respect to the Agency's pesticides and toxic substances program and activities.

e. Grants, Contracts, and General Law Division. The Grants, Contracts, and General Law Division, under the supervision of an Associate General Counsel, provides legal counsel, opinion, litigation support, and services with respect to (1) making financial assistance awards, (2) information law matters, (3) entering into contracts for procurement and construction, and (4) general

law matters including personnel, labor relations, appropriations, claims, patents, government ethics, and civil rights.

f. Inspector General Division. The Inspector General Division, under the supervision of an Associate General Counsel, provides legal counsel, opinions, litigation support, and other legal services to the Inspector General to carry out the responsibilities of the Inspector General Act.

g. Board of Assistance Appeals. The Board of Assistance Appeals, under the supervision of a Chief, hears and renders final Agency decisions on disputes arising under Agency financial assistance agreements.



OFFICE OF THE GENERAL COUNSEL

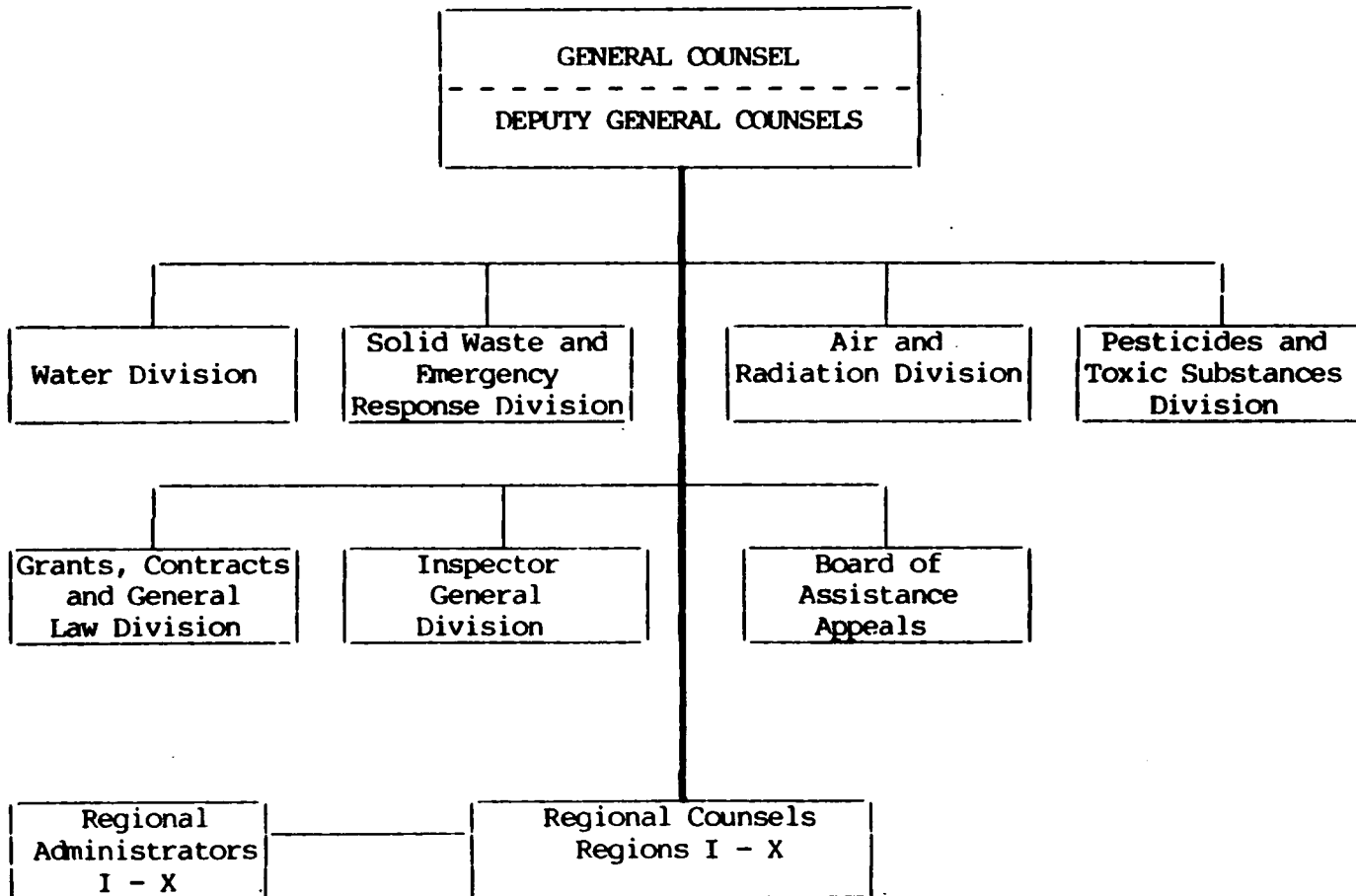


Figure 3-1

**CHAPTER 4 - OFFICE OF THE ASSISTANT ADMINISTRATOR FOR ENFORCEMENT AND COMPLIANCE MONITORING**

**1. OFFICE OF THE ASSISTANT ADMINISTRATOR FOR ENFORCEMENT AND COMPLIANCE MONITORING.** The Assistant Administrator for Enforcement and Compliance Monitoring serves as the principal adviser to the Administrator in matters concerning enforcement and compliance; and provides the principal direction and review of civil enforcement activities for air, water, waste, pesticides, toxics, and radiation. The Assistant Administrator reviews the efforts of each Assistant and Regional Administrator to assure that EPA develops and conducts a strong and consistent enforcement and compliance program. The Office manages a national criminal enforcement program; ensures coordination of media office administrative compliance programs, and civil and criminal enforcement activities; and provides technical expertise for enforcement activities, through the National Enforcement Investigations Center (NEIC) to Headquarters, Regions, and States.

The Assistant Administrator for Enforcement and Compliance Monitoring serves as National Program Manager for the Agency's enforcement and compliance effort, and as such, performs the following:

- ° Provides a focal point at Headquarters for comprehensive oversight of EPA's total enforcement and compliance effort, to include:

- Establishing Agencywide priorities and criteria for the program Assistant Administrators to observe in developing their media-specific compliance strategies;

- Reviewing the above compliance strategies for consistency with the priorities and criteria;

- On behalf of the Deputy Administrator, resolving any differences between the proposed compliance strategies and the established priorities and criteria (with final appeal to the Deputy Administrator);

- Establishing performance measures (compliance indicators), as a component of the Agency's Management Accountability System for all enforcement and compliance activities, to measure successful performance by Program Assistant and Regional Administrators in achieving and enforcing compliance;

- Establishing target performance levels for appropriate performance measures with the Program Assistant and Regional Administrators as part of the Agency's Management Accountability System process;

- Reviewing performance against established targets by Program Assistant and Regional Administrators on a quarterly basis, analyzing data collected through the Agency's Management Accountability System process and preparing performance highlights;

- Presenting a quarterly compliance report to the Administrator/Deputy Administrator as part of the quarterly Management Accountability System presentations; and

- On behalf of the Deputy Administrator, conducting necessary audits and evaluations of accomplishment reporting and enforcement case development work to assure integrity of the system and correct inadequate performance;

- ° Develops national policies and procedures in connection with legal and other general compliance and enforcement issues;

- ° Represents the Agency in explaining EPA compliance and enforcement activities to the Congress, other executive agencies, and the public;

- ° Manages the Agency's case docket to encourage the Regions and the Department of Justice (DOJ) to actively develop and resolve enforcement cases in a manner supporting national policy;

- ° Selects, on a national basis for expeditious processing and upper management attention, those cases which would be most advantageous to the Agency as precedents in newly-developing areas of the law;

- ° Reviews for quality and sufficiency of legal and factual development, those cases which, because of national or precedential significance, are referred to Headquarters from the Regions prior to referral to DOJ;

- ° Reviews and approves settlements of cases to ensure consistency with national policy and adequacy of accomplishment;

- ° Participates in or directs management of cases with national or precedential significance (e.g., the Love Canal cases, or multi-regional cases);

- ° Develops and implements training programs for Regional attorneys and support personnel on case development, policy implementation, standard record-keeping techniques, etc.;

- ° Reviews for enforcement significance and comments upon proposed regulations, policies, procedures, legislation and other matters developed by the program offices; and

- ° Reviews and comments upon various program office activities related to compliance and enforcement efforts of the Agency and States with delegated or authorized programs, including significant or precedential administrative orders prior to issuance; State applications for authorization to administer and enforce programs under the various statutes and reports from those States of compliance activities; and precedential draft permits for large or unique facilities.

a. Office of Compliance Analysis and Program Operations. The Office of Compliance Analysis and Program Operations is a staff office to the Assistant Administrator for Enforcement and Compliance Monitoring (OECM). The Office is responsible for oversight of the Agency's national compliance and enforcement efforts for all media and coordination of all supporting management systems for such functions. Its goal is to assure that sound media and multi-media enforcement and compliance monitoring strategies are in use. The principal functions of the Office are grouped into three closely related areas: 1) overall program management and support, 2) strategic planning and evaluation, and 3) program accountability and analysis. The Office manages the Agencywide strategic planning process for national compliance and enforcement programs; participates in and oversees major strategy developments in media programs and ensures effective multi-media strategies as appropriate; conducts in-depth program evaluations and cross-media analyses; exercises leadership in identifying and transferring, within the Agency, information on successful approaches to achieving compliance; and develops new initiatives and policies to promote improved compliance monitoring and enforcement programs. Analytic responsibilities include assessment of resource needs and resource utilization for Agencywide compliance and enforcement activities for all media (including State resources).

Consistent with these activities, the Office coordinates and plans the design and operation of the Agency's compliance tracking systems; participates in the planning which establishes the Agency's compliance goals and strategies; negotiates performance levels and measures for compliance programs with Program Offices and Regions; evaluates performance through quarterly, annual, and other periodic assessments; and conducts a quality assurance operation to ensure the accuracy and reliability of compliance information. The Office also engages in joint management assistance and program review activities with the Program and Regional Offices to improve areas of poor performance, assisting Assistant Administrators and Regional Administrators in the development and improvement of their compliance management information systems, and recommending management reforms and other initiatives to integrate major management processes such as planning guidance, budget, accountability, and performance management and evaluation processes toward achieving the Agency's compliance goals. In addition, the Office provides the Assistant Administrator for Enforcement and Compliance Monitoring with a full range of management support services, directing budget formulation and execution, ADP services, procurement support, personnel services, and management and workload analyses. These capabilities fully complement other Office responsibilities and provide a basis for compliance program analyses and strategic planning activities. The Office is also responsible for representing OECM on multi-disciplinary and interagency task forces and developing the OECM position in response to requests for comments on matters relating to more than one Agency program.

b. National Enforcement Investigations Center, Denver, Colorado. The National Enforcement Investigations Center (NEIC), under the supervision of a Director, serves as the principal source of technical expertise and point of coordination for complex civil and criminal investigations and support having

national impact on EPA and State regulatory programs for air, water, toxics, pesticides, radiation, and solid waste pollution control. The NEIC manages and directs the Agency criminal investigations program. In this context the NEIC oversees the recruitment of experienced criminal investigators to staff area offices and exercises normal personnel management responsibilities over all Agency investigations during the conduct of criminal case development under EPA's environmental statutes. In coordination with the Assistant Administrator for OEM, Regional Offices, and other EPA program directors and their staffs, the Center plans, develops, and provides technical evidence, information and interpretation for civil case preparations in all program areas. NEIC provides technical support for criminal investigations conducted on a national basis and training in technical aspects of criminal case development. The NEIC provides expertise and guidance to the Offices of Compliance Analysis and Program Operations and Criminal Enforcement and Special Litigation for the development of multi-media compliance monitoring strategies; and national expertise to Headquarters and Regional Offices of EPA and the Department of Justice in evaluating a broad range of waste disposal and emission problems, monitoring technology, and remedial programs not normally available in Regional staffs.

2. THE OFFICE OF CRIMINAL ENFORCEMENT AND SPECIAL LITIGATION. The Office of Criminal Enforcement and Special Litigation (CEAS), under the supervision of an Associate Enforcement Counsel is responsible for providing principal legal direction and support to OECM criminal enforcement activities, directing legal support for civil enforcement activities for pesticides, toxic substances and special multi-media area enforcement initiatives and for the development and implementation of consistent Agencywide cross-media legal enforcement policies, directing OECM rulemaking activities. It participates in the establishment of national criminal enforcement priorities and targeting strategies. In consultation with the Program Offices and the Office of Compliance Analysis and Program Operations, it prepares policy guidance and uniform national standards and procedures for multi-media civil and criminal enforcement activity. The Office also reviews civil referrals considered to be appropriate for criminal actions and analyzes proposed legislation and regulatory programs, is responsible for liaison with the Department of Justice to coordinate prosecutorial support for criminal enforcement activities, and serves as a contact for other EPA officials and interested parties outside EPA in responding to requests for policy and program information. In selected cases, the Office participates in, or manages, the conduct of negotiations, preparation of litigation documents and settlement agreements, and development and presentation of the Government's case in court. The Office provides legal counsel to media program offices with regard to civil/administrative case development and civil/administrative litigation. CEAS participates with the Office of Compliance Analysis and Program Operations in the development of all pesticides and toxic substances civil enforcement strategic planning and policy issues and provides specialized expertise as appropriate. These strategies may be multi-media, multi-regional, multi-industrial or geographical area in nature. Activities include development of new or revised strategies, policies, or procedures and participation in, or development of, implementation guidance. CEAS provides liaison within OECM to assure complementary activity between civil and criminal enforcement functions and media office administrative compliance activities. CEAS also serves as the focal point for developing multi-media and media-specific legal enforcement policies and guidance (e.g., penalty policy; settlement guidance; case development manuals); evaluates the effectiveness of overall enforcement policies; and participates in the development of enforcement strategies. The Office provides overall coordination for legal enforcement policy issues among OECM offices as well as among Headquarters offices, the Regions, the Department of Justice, State and local governments, and the various regulated industrial sectors.

a. Legal Enforcement Policy Division. The Legal Enforcement Policy Division (LEPD), under the supervision of a Director, develops and implements consistent Agencywide legal enforcement policies and participates in the development of enforcement strategies; directs the Office of Enforcement and Compliance Monitoring (OECM) rulemaking activities and coordinates OECM reviews of rulemaking activities of other Agency offices; and participates in the development and implementation of OECM's evaluation activities. It provides a cross-media legal perspective for all OECM activities. In addition, the Division is responsible for coordinating Agencywide legal enforcement policy development (through the policy calendar); serves as the focal point for



developing multi-media legal enforcement policies and guidance (e.g., penalty policy; settlement guidance; case development manuals); evaluates the effectiveness of overall legal enforcement policies; and participates in the development of media-specific enforcement strategies. The LEPD performs legal policy analysis functions and periodically participates in evaluation of the activities of OEM, program office, State and Department of Justice enforcement programs as they relate to overall Agency enforcement policies, particularly from a legal view point. It also provides an overall coordination for legal enforcement policy issues among OEM offices as well as among Headquarters offices, the Regions, Department of Justice, and State and local governments. LEPD participates on multi-disciplinary intra-agency task forces, and develops responses to requests for OEM comments on matters relating to more than one Agency program (e.g., groundwater and non-point source task forces, LUST and biotechnology regulatory analyses). In addition, it participates in strategic long-range planning on compliance and enforcement activities and provides the legal perspective to innovative approaches suggested. The Division coordinate OEM activities in certain matters relating to legal activities of all media (e.g., training, regulation review, Congressional responses, and other matters as needed); manages OEM's expert witness contract and EPA's contractor listing program; reviews and drafts new and/or revised legislation; and develops reports on OEM legal activities generally. It is responsible for OEM's information collection activities based on an understanding of regulatory and legal implications of reporting requirements.

b. Special Litigation Division. The Special Litigation Division (SLD), under the supervision of a Director, provides the principal direction and review of civil enforcement activities for pesticides and toxic substances enforcement. In addition, the Division makes recommendations to the Assistant Administrator for Enforcement and Compliance Monitoring on referrals to the Department of Justice, under both the Toxic Substances Control Act (TSCA), and the Federal Insecticide, Fungicide and Rodenticide Act (FIFRA). The Division initiates and conducts reviews of potential civil enforcement litigation referrals from Regional and media program offices, assures the quality of litigation reports prepared, and assures consistency of individual cases with procedural requirements and policy. SLD prepares Headquarters cases under TSCA in such areas as premanufacture notice and data audits. In conjunction with the Regional Counsel or Assistant Administrator, as appropriate, and the Department of Justice, SLD prepares overall litigation strategies for selected cases, which include analyses of potential alternative settlements and any pertinent legal precedents. In selected cases, the Division participates in and/or manages the conduct of negotiations, preparation of litigation documents and settlement agreements, and development and presentation of the Government's case in court. In addition, the Division provides legal counsel to media Program Offices with regard to civil/administrative case development, civil/administrative litigation, and compliance monitoring activities. SLD participates with the Office of Compliance Analysis and Program Operations and the Legal Enforcement Policy Division in the development of all pesticides and toxic substances civil enforcement strategic planning and policy issues and provides specialized expertise as appropriate. The

Division identifies the need for new or revised strategies, policies, or procedures and participates in or develops, implementing guidance assuming a lead role in certain media-specific policy issues in coordination with the Legal Enforcement Policy Division and the Office of Compliance Analysis and Program Operations. The Division participates in regulation development and review on matters relating to pesticides and toxic substances enforcement. SLD is responsible for liaison within OEMC to assure complementary activity between civil and criminal enforcement functions and media office administrative compliance activities. The Special Litigation Division also provides guidance, and support to the development and implementation of special enforcement strategies for multi-media, geographical area, multi-industrial or multi-regional enforcement initiatives. These initiatives are unique in that they deal with the cumulative effect of violations by specific groups of sources, industrial categories, etc. on the environment of a geographical area. While individual enforcement actions must be based on particular violations, the pollution problems which exist in the Niagara areas, for example, have made it clear that there are areas of the country which are heavily contaminated because of the cumulative effect of numerous pollution sources. The Division conceives and coordinates with Regions and States the implementation of concerted compliance efforts against multiple facilities, specific industrial categories, etc; within affected area or areas. These are designed to achieve significant progress in reducing contamination levels, above that achieved by the traditional media and facility specific approaches.

c. Criminal Enforcement Office. The Criminal Enforcement Office (CEO), under the supervision of a Director, provides expertise and guidance to the Assistant Administrator for OEMC on all matters pertaining to criminal enforcement of violations of environmental regulations and statutes. CEO directs the establishment of national criminal enforcement priorities in consultation with the program offices, the National Enforcement Investigations Center, Legal Enforcement Policy Division (LEPD), and the Office of Compliance Analysis and Program Operations. CEO prepares in conjunction with the NEIC, policy guidance and uniform national standards and procedures for criminal enforcement activity. The Office participates in the development, review and approval of training programs for EPA's criminal investigators and related personnel; reviews criminal cases prepared in Area Offices for prosecutive merit; and provides recommendations to the Assistant Administrator for OEMC on referral of cases to the Department of Justice for litigation. In addition, CEO provides in conjunction with Regional Counsels, legal support to field investigators during case development, and to prosecuting attorneys during prosecution. It participates in negotiation and settlement strategies and in providing needed expert witnesses. The Office reviews civil referrals considered to be appropriate for criminal action, analyzes proposed legislation and reviews proposed regulatory programs. CEO is responsible for liaison with the Department of Justice to coordinate prosecutorial support for criminal enforcement activities, and serves as a contact for other EPA officials and interested parties outside EPA in responding to requests for policy and program information.

3. Air Enforcement Division. The Air Enforcement Division (AED), under the supervision of a Director, provides the principal direction and review of civil enforcement activities for Air and Radiation and makes recommendations to the Assistant Administrator for OECM on referrals to DOJ under the Clean Air Act. The Division initiates and conducts reviews of selected civil enforcement litigation referrals from Regional and media Program Offices and assures consistency of individual cases with procedural requirements and policy. In conjunction with the Regional Administrator or Assistant Administrator, as appropriate, and the Department of Justice, AED prepares overall litigation strategies and reviews all settlements for consistency with national policy and adequacy of result. In selected cases, the Division participates in and/or manages the conduct of negotiations, preparation of litigation documents and settlement agreements, and development and presentation of the Government's case in court. In addition, the Division provides legal counsel to media Program Offices with regard to case development, administrative actions, and compliance activities. AED develops, with the Office of Criminal Enforcement and Special Litigation, all air civil enforcement strategic planning and policy issues that are media-specific and provides specialized expertise. The Division identifies the need for new or revised strategies, policies or procedures and participates in and/or develops the implementing guidance. AED assumes a lead role in media-specific policy issues as agreed to with the Office of Criminal Enforcement and Special Litigation. The Division participates in regulation development and review on matters relating to air enforcement. AED is also responsible for reviewing air-related Congressional inquiries, legislative initiatives, State regulatory and enforcement activities, and miscellaneous public inquiries.

4. Hazardous Waste Enforcement Division. The Hazardous Waste Enforcement Division, under the supervision of a Director, provides the principal direction and review of civil enforcement activities for waste and makes recommendations to the Assistant Administrator for OECM on referrals to the Department of Justice under the Resource Conservation and Recovery Act (RCRA) and the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA). The Division initiates and conducts reviews of potential civil enforcement litigation referrals from Regional Offices, assures the quality of litigation reports prepared, and assures consistency of individual cases with procedural requirements and policy. In conjunction with the Regional Administrator or Assistant Administrator, as appropriate, and the Department of Justice, the Division prepares overall litigation strategies and reviews all settlements for consistency with national policy and adequacy of result. The Division participates in and/or manages the conduct of negotiations, preparation of litigation documents and settlement agreements, and development and presentation of the Government's case in court. In addition, the Division provides legal counsel to Program Offices with regard to case development, administrative actions, and compliance. The Division develops, with the Office of Criminal Enforcement and Special Litigation, all waste civil enforcement strategic planning and implementation documents. The Division identifies the need for and assumes a lead role in developing media-specific policy and guidance documents in consultation with the Office of Criminal Enforcement and Special Litigation. The Division participates in regulation development and review on matters relating to waste enforcement, and assists the Office of Criminal Enforcement and Special Litigation in preparing multi-media enforcement policies and guidance documents. The Division is also responsible for drafting responses to relevant Congressional inquiries and reviewing waste-related legislative initiatives and State regulatory and enforcement activities.

5. Water Enforcement Division. The Water Enforcement Division (WED), under the supervision of a Director, provides the principal direction and review of civil enforcement activities for water and makes recommendations to the Assistant Administrator for OECD on referrals to the Department of Justice, under the Clean Water Act and Safe Drinking Water Act. The Division initiates and conducts reviews of potential civil enforcement litigation referrals from Regional and media Program Offices, and assures consistency of individual cases with procedural requirements and national law and policy. In conjunction with the Regional Administrator or Assistant Administrator, as appropriate, and the Department of Justice, WED prepares overall litigation strategies and reviews all settlements for consistency with national law and policy for and adequacy of result. In selected cases, the Division participates in and/or manages the conduct of negotiations, preparation of litigation documents and settlement agreements, and development and presentation of the Government's case in court. In addition, the Division provides legal counsel to media program offices with regard to case development, administrative enforcement actions, and compliance monitoring activities. The Division develops, with the Office of Criminal Enforcement and Special Litigation, all water civil enforcement strategic planning and policy issues that are media-specific and provides specialized expertise. It identifies the need for new or revised strategies, policies, or procedures and participates in and/or develops and disseminates the implementing guidance. The Division assumes a lead role in media-specific policy issues as agreed to with the Office of Criminal Enforcement and Special Litigation. The Division participates in regulation development and review on matters relating to water enforcement. The Division is also responsible for reviewing water-related Congressional responses, legislative initiatives, and State regulatory and enforcement activities.

OFFICE OF ENFORCEMENT AND COMPLIANCE MONITORING

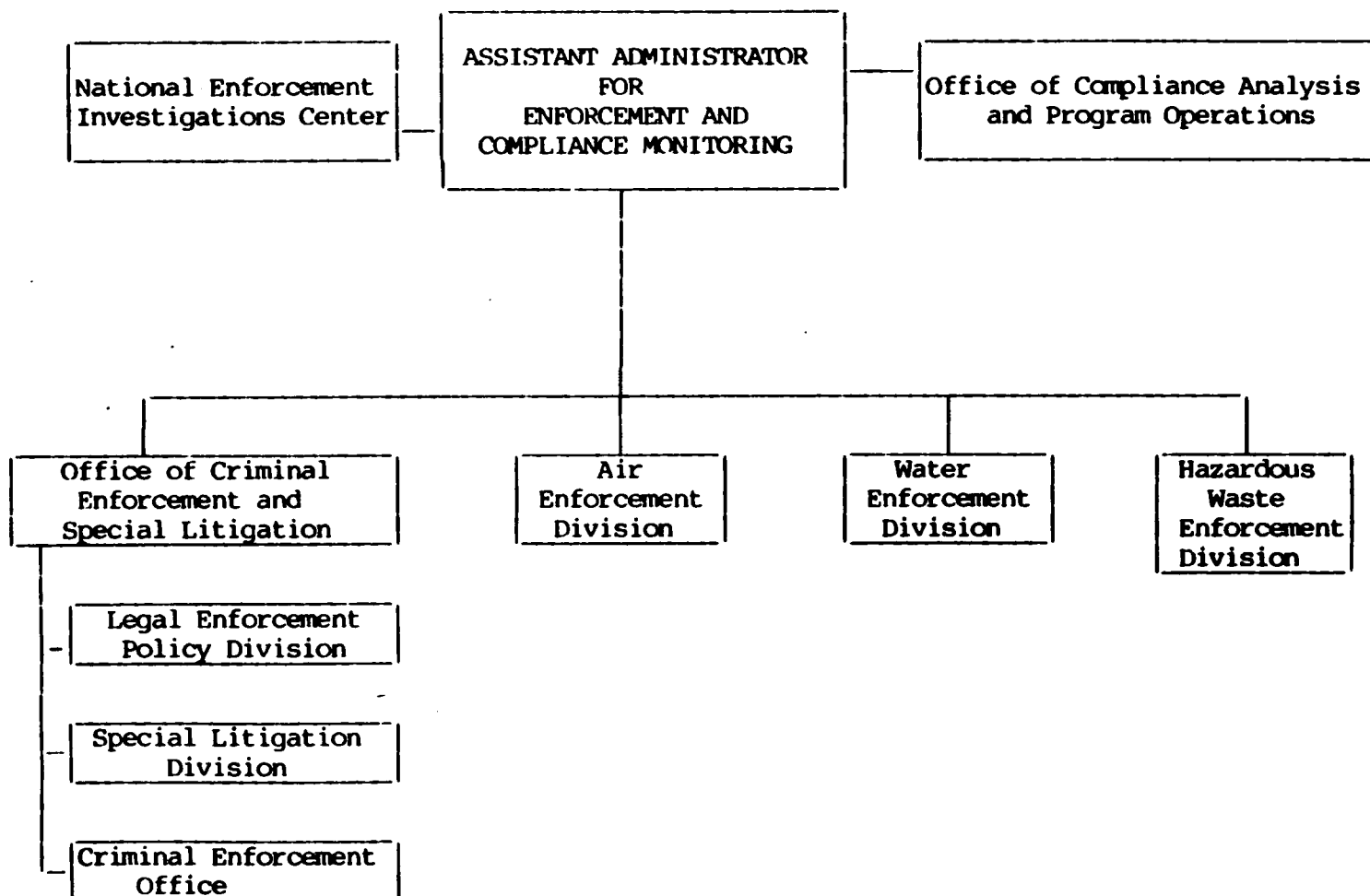


Figure 4-1



CHAPTER 5 - OFFICE OF ADMINISTRATION AND RESOURCES MANAGEMENT

1. OFFICE OF THE ASSISTANT ADMINISTRATOR FOR ADMINISTRATION AND RESOURCES MANAGEMENT. The functions and responsibilities assigned to the Assistant Administrator for Administration and Resources Management reflect services provided to all of the programs and activities of the Agency, except as may be specifically noted. In addition, this Assistant Administrator has primary responsibility Agencywide for policy and procedures governing the functional areas outlined below. The major functions of the Office include resources management systems (including budget and financial management), personnel services, occupational health and safety, administrative services, organization and management analysis and systems development, information management, services, automated data processing systems, procurement through contracts and grants and human resources management. This Office is the primary point of contact and manages agencywide internal controls, audit resolution and followup, and government-wide management improvement initiatives.

In the performance of the above functions and responsibilities, the Assistant Administrator for Administration and Resources Management represents the Administrator in communications with the Office of Management and Budget, Office of Personnel Management, General Accounting Office, General Services Administration, Department of the Treasury, and other Federal agencies prescribing requirements for the conduct of Government budget, fiscal management and administrative activities.

a. Program Operations Support Staff. The Program Operations Support Staff, under the supervision of a Staff Director, provides centralized budget execution and fund control and reporting services for the Office of Administration and Resources Management (OARM). The Staff secures and provides administrative and financial management services for the Immediate Office of the Assistant Administrator (AA) and performs other activities at the request of the Assistant Administrator, Deputy Assistant Administrator and Immediate staff.

2. OFFICE OF ADMINISTRATION AND RESOURCES MANAGEMENT, RTP. The Office of Administration and Resources Management, RTP, under the supervision of a Director, provides services to all of the programs and activities at RTP and certain financial and automated data processing services Agencywide. The major functions of the Office include personnel services, financial management, procurement through contracts, library and other information services, general services (including safety and security, property and supply, printing, distribution, facilities and other administrative services) and providing both local RTP and Agencywide automated data processing systems services. The Director, OARM, RTP, supervises the Offices of Administration, Financial Management and Data Processing, RTP.

a. Office of Administration, RTP. The Office of Administration, RTP under the supervision of a Director, reporting to the Director, Office of Administration and Resources Management, RTP, provides and administers personnel procurement, safety and security, property and supply, printing, distribution, facilities and other administrative service programs at RTP and other specified geographic locations. The Office of Administration, RTP, components receive national program policy and technical guidance from the Office of Administration, OARM (HQ).

b. Office of Financial Management, RTP. The Office of Financial Management, RTP, under the supervision of a Director, reporting to the Director, Office of Administration and Resources Management, RTP, provides accounting and fiscal services to programs and activities at RTP and other Agency locations. The Office of Financial Management, RTP, receives national program policy and technical guidance from the Office of the Comptroller, OARM (HQ).

c. Office of Data Processing, RTP. The Office of Data Processing, RTP, under the supervision of a Director, reporting to the Director, Office of Administration and Resources Management, RTP, is responsible for the management of information processing resources, including telecommunications in EPA. Subject to national program policy and technical guidance from the Office of Information Resources Management, the office plans for and acquires or approves all general purpose and scientific computers, associated operating systems, and telecommunications facilities required to meet the needs of EPA programs and Regions. Operates and maintains all general purpose computers and local area networks at Headquarters and Research Triangle Park. Provides local support and assistance for ADP operations at all RTP programs and activities. Provides the Agency with telecommunications capability to meet Agency needs. Develops architectural strategies and procures advanced systems, support equipment, and processing technology to meet Agencywide requirements.

3. OFFICE OF ADMINISTRATION - CINCINNATI, OHIO. The Office of Administration at Cincinnati, Ohio, under the supervision of a Director, provides and administers personnel, procurement, safety and security, property and supply, printing, distribution, facilities, and other administrative service programs at Cincinnati and other specified geographic locations.

4. OFFICE OF THE COMPTROLLER. The Office of the Comptroller, under the supervision of the Comptroller, is responsible for Agencywide budget, resources management and financial management functions, including program analysis and planning; budget formulation, preparation and execution; funding allotments and allocations; and developing and maintaining accounting systems, fiscal controls, and systems for payroll and disbursements. The Assistant Administrator's resource systems responsibilities are administered by this Office.

a. Budget Division. The Budget Division, under the supervision of a Director, is responsible for the following:

(1) Designs and oversees the budget management process from issue formulation to execution. Prepares EPA budget requests, appeals and materials for Congressional hearings as well as special requests. Provides manuals, forms, tables and schedules in support of the annual budget process;

(2) Prepares an annual analytic agenda defining the major policy and resource issues facing the Agency. Conducts studies of these issues and translates them into independent recommendations to the Assistant Administrator for Administration and Resources Management (AA-OARM) and the Administrator;

(3) Develops the Agency's budget guidance. Facilitates program policy input to the budget process from Regional Administrators. Provides analytic and staff support for all aspects of AA-OARM's resources management responsibilities. Leads analytic teams on major cross-cutting issues and critiques program office issue analyses;

(4) Maintains principal OARM liaison with the Office of Management and Budget regarding program planning matters. Coordinates the development of the Agency's Congressional budget justification and testimony for the appropriations process and monitors the progress of estimates through the Congressional phase. Assists and provides staff support to Congressional committees;

(5) Reviews and analyzes enabling legislation, including proposed standards and regulations, to develop cost estimates for new and changing program initiatives;

(6) Assists program and Regional Offices in the formulation, review and modification of workload analysis models;

(7) Coordinates development, review and approval of annual operating plans. Conducts periodic budget execution reviews of Headquarters and Regional components so as to provide recommendations on resources targets for the budget process;

(8) Develops the Agency's operating year guidance in conjunction with other offices in EPA.

(9) Formulates and disseminates a wide range of budget policy determinations to support budget implementation and planning needs;

(10) Collects data, conducts certain resource analyses and completes a wide variety of status reports on the budget required by program and budget officers in EPA, OMB and the Congress. Is responsible for object class analyses to determine resources utilization and need. Performs on-site resource utilization audits. Maintains the Agency's Regional and Headquarters output-tracking/accountability system as a compatible component of other Agency information systems.

(11) Is responsible for all funds management, including the issuing of allowances and apportionments and the carrying out of reprogrammings. Maintains an allocation, control and reporting system for all personnel and financial resources;

(12) Within overall technical guidance prescribed by the Office of Information Resources Management, provides ADP systems support to monitor budget trends and generate the numerous reports required to support the budget control, formulation and review functions; and

(13) Provides all resource data, analyses and reports which are required or requested by Agency officials, other Federal agencies, OMB, and the Congress.

b. Financial Management Division. The Financial Management Division, under the supervision of a Director, is responsible for the Agency financial management program. Develops fiscal policies and procedures; develops and implements financial information systems; directs the overall Agency financial reporting operations; and develops Agencywide accounting and fiscal services. Specifically, this involves:

(1) Providing accounting and fiscal services through accounting operations offices in Cincinnati, Las Vegas, and Headquarters while coordinating and providing general direction for all other Agency accounting operations;

(2) Developing and testing improved accounting operations for Agency use;

(3) Providing payroll and related accounting services for the Agency;

(4) Developing and coordinating the utilization of non-EPA financial services;

(5) Maintaining liaison with the General Accounting Office (GAO), the Office of Management and Budget (OMB), and the Treasury Department on matters involving fiscal operations and systems;

(6) Developing Agency accounting systems that will achieve GAO approval;

(7) Representing EPA in achieving consistency in application of GAO and OMB financial management guidelines and policies;

- (8) Assigning account numbers to the various Agency allowance holders;
- (9) Maintaining and operating the Agency financial information systems, and preparing and distributing or submitting Agency financial reports and assuring that all accounting systems support the Administrator's Accountability System, within overall technical guidance prescribed by the Office of Information Resources Management;
- (10) Developing fiscal policies and procedures established through regulations, the Agency directives system, or other instructions; and
- (11) Providing accounting and fiscal consultation to Agency components as needed.

c. Resource Systems Staff. The Resource Systems Staff, under the supervision of a Staff Director, provides the Agency focal point for interaction with the Office of Management and Budget (OMB) and the General Accounting Office (GAO) and provides Agencywide analytical services for resource issues. Specifically, this includes:

- (1) Providing the Assistant Administrator's liaison with the GAO;
- (2) Managing an effective audit resolution and followup system in cooperation with the Office of Policy, Planning and Evaluation, the Office of the Inspector General and other offices as appropriate;
- (3) Representing EPA in its implementation of the Federal Managers' Financial Integrity Act, including its systems for internal control;
- (4) Representing EPA with respect to GAO-proposed governmentwide management improvement initiatives; and
- (5) Representing EPA in its implementation of the Reform '88 and other resource related Executive Branch management improvement programs.



5. OFFICE OF ADMINISTRATION. The Office of Administration, under the supervision of a Director, is responsible for the development and conduct of programs for personnel policies, procedures and operations; organization and management systems, control, and services; facilities, property and space management; personnel and property security; policies, procedures, and operations related to procurement through grants, contracts, and interagency agreements; and occupational health and safety;

a. Personnel Management Division. The Personnel Management Division, (PMD) under the supervision of a Director, is responsible for planning, developing, implementing and administering Agency personnel programs in support of the Agency's mission and function. The complete range of personnel programs includes: (1) workforce planning; (2) recruitment and employment activities; (3) performance management; (4) position management and classification; (5) employee development and training; (6) compensation administration; (7) labor-management relations; (8) employee relations and benefits; (9) equal employment opportunity and special emphasis programs; (10) executive resource management and compensation; (11) personnel management information and reporting systems with overall technical guidance prescribed by the Office of Information Resources Management; and (12) a program designed to measure the effectiveness of Agency personnel management programs in terms of achievement of results, and efficiency and economy of operation. The Director of Personnel directs the Personnel Management Division in its role of providing advice, assistance and support to EPA managers and supervisors in carrying out their personnel management responsibilities in all areas.

b. Management and Organization Division. The Management and Organization Division, under the supervision of a Director, develops and promotes on an Agencywide basis improved principles, standards, policies, and procedures governing overall organization and management systems. Controls the Agency's directives management system. Conducts and provides for the conduct of management studies, cost-effectiveness reviews, and technical assistance in management review methodology. Provides organization analysis, design, and review, and controls the overall organization approval process. Provides analyses of functions and delegations of authority. Develops and administers, with the cooperation of other OARM organizations, an Agency management review program designed to measure the effectiveness of management processes within the Agency. Provides in-house management consulting services to senior program and staff officials. Administers the Agency forms analysis, design and management program. Is responsible for managing and controlling the Agency's advisory committees in support of scientific and technical activities carried out by EPA program Assistant Administrators.

c. Facilities and Support Services Division. The Facilities and Support Services Division, under the supervision of a Director, develops, conducts and coordinates Agency programs relating to facility construction, acquisition, design and layout, repairs and improvements, and preventive maintenance and operations; property and supply management; printing, distribution, and other general services; assures adequate physical protection of Agency equipment, buildings, and personnel; and is responsible for Headquarters transportation management.

d. Grants Administration Division. The Grants Administration Division, under the supervision of a Director, is responsible for the development and dissemination of policy and regulations for all assistance (grants and cooperative agreements). Develops and assures implementation of guidelines, regulations and procedures for the processing and awarding of all grants, including consolidated grants. Coordinates the review of grant applications with the Contracts Management Division with respect to those applications which have elements common to both grants and contracts. Specifically, the Division:

(1) Provides continuing monitoring, analysis, evaluation and reporting on grant program activities; conducts ongoing monitoring and evaluation of all grant program procedures and develops new and improved techniques and methods for processing and administering grants. Develops and maintains the Agency's Grants Information and Control System (GICS) including milestones to track grant progress after award within overall technical guidance prescribed by the Office of Information Resources Management, and provides grants information to key Agency officials, other agencies, Congress, and the public;

(2) Determines the need for and recommends or reviews proposed legislation, regulations, and directives involving grants;

(3) Maintains liaison with Federal, State, and local agencies and grantees to assure that the grant system provides prompt, effective, and efficient service to grantees;

(4) Serves as the focal point for Agency participation in Presidential or interagency efforts of the Office of Management and Budget to improve the Federal assistance system, including activities under the Office of Management and Budget Circulars, and activities of the Federal Regional Councils and the Federal Executive Boards;

(5) Provides training and technical assistance to components of the Agency's field establishment responsible for carrying out related activities; and

(6) Performs administrative management functions for all applications and awards for all Headquarters-administered grant programs.

e. Procurement and Contracts Management Division. The Procurement and Contracts Management Division, under the supervision of a Director, develops, conducts, and coordinates the Agency contracts management program, including the provision of advisory financial analysis of grant applications. Develops Agency procurement policies and regulations for implementation of the Federal Procurement Regulations. Conducts Headquarters programs for contract placement, modification, post-award administration, and termination, including advertising, location of sources, negotiation, award, in-process monitoring and termination settlement. Provides technical guidance to all field contracting operations and conducts a contracts management technical review and internal evaluation program. Provides cost and price analysis services to Headquarters and field contracting operations. Coordinates action on contract proposals with the

Grants Administration Division with respect to those proposals which have common elements of both grants and contracts. Represents the Agency on contracts management matters with other Federal agencies and industry.

f. Occupational Health and Safety Staff. The Occupational Health and Safety Staff, under the supervision of a Staff Director, is responsible for the development and conduct of comprehensive occupational health and safety programs, including the Headquarters safety program, and for the coordination and oversight of the program for EPA's compliance with environmental regulations.

6. OFFICE OF INFORMATION RESOURCES MANAGEMENT. The Office of Information Resources Management (OIRM), under the supervision of a Director, provides for an information resource management program (IRM) consistent with the provisions of P.L. 96-511. The Office establishes policy, goals and objectives for implementation of IRM; develops annual and long-range plans and budgets for IRM functions and activities; and promotes IRM concepts throughout the Agency. The Office coordinates IRM activities; plans, develops and operates information systems and services in support of the Agency's management and administrative functions, and the Office of Solid Waste and Emergency Response and other Agency programs and functions as required. The Office oversees the performance of these activities when carried out by other Agency components. The Office performs liaison for interagency sharing of information and coordinates IRM activities with OMB and GSA. The Office ensures compliance with requirements of P.L. 96-511 and other Federal laws, regulations, and guidelines relative to IRM; and chairs the Agency's IRM Steering Committee. The Office develops Agency policies and standards; and administers or oversees Agency programs for library systems and services, internal records management, and the automated collection, processing, storage, retrieval and transmission of data by or for Agency components and programs. The Office provides national program policy and technical guidance for: the acquisition of all information technology, systems and services by or for Agency components and programs, including those systems and services acquired by grantees and contractors using Agency funds; the operation of all Agency computers and telecommunications hardware and facilities; and the establishment and/or application of telecommunications and Federal information processing standards. The Office reviews and evaluates information systems and services, including office automation, which are operated by other Agency components; and sets standards for and approves the selection of Agency personnel who are responsible for the technical management of these activities. The Office coordinates its performance of these functions and activities with the Agency's information collection policies and budgets managed by the Office of Policy, Planning and Evaluation.

a. Administrative Systems Division. The Administrative Systems Division (ASD), under the supervision of a Director, is responsible for developing, enhancing, operating, and maintaining the Agency's administrative automated information systems to meet the common needs of EPA programs. Develops automated administrative information systems which serve headquarters and regional offices, taking a direct role when systems cross functional, geographic, or technical lines, and an approval role when headquarters and regional offices have both the desire and resources for developing their own systems. Specifically, the ASD is responsible for the Agency's administrative and resource management ADP systems and integrated office systems in support of EPA programs and regions. The ASD serves as the principal point of contact for Headquarters and Regional Offices desiring development of automated administrative systems and office automation services. Specifically, the ASD:

(1) Develops policies and long-term applications systems development plans for administrative systems.

(2) Assists client offices in preparing annual plans that identify the ADP services and resources for developing, enhancing, operating, and maintaining automated administrative systems.

(3) Performs systems analysis, prepares alternative analyses, and provides detailed specifications for administrative systems to meet identified needs and specific requests from management and program offices; and remains abreast of existing software and applications programs applicable to Agency requirements.

(4) Designs, programs, tests and installs new automated administrative systems or major modifications to existing administrative systems.

(5) Designs, programs, tests, and installs in client offices, applications software and equipment for turnkey, integrated office systems.

(6) Operates and maintains the applications software and the updating of data files for complex, multiuser administrative systems.

(7) Develops contract requirements for systems analysis and programming; and oversees contract tasks in support of management and program offices.

(8) Maintains a state-of-the-art environment for software and program development and enhancements.

(9) Establishes and/or applies standards for software, languages and program documentation.

(10) Provides data administration for administrative systems.

(11) Provides certification of administrative systems.

(12) Plans, develops and delivers training and other support to users of EPA's administrative information systems as required for effective access to and use of these information systems, and to ADP systems development staff as required to ensure effective performance and career development.

(b) Information Management and Services Division. The Information Management and Services Division (IMSD), under the supervision of a Director, serves as EPA's Data Administrator and in that capacity is responsible for formulating and implementing the Agency's Information Resources Management (IRM) program to oversee, evaluate and enhance the collection, reporting, storage, manipulation, analysis, and use of information collected by or otherwise available to EPA and State and local environmental agencies. Efforts are

directed at improving the availability, accessibility, accuracy, timeliness, quality, and usefulness of information EPA needs for analysis and decisions and at reducing duplication in data collection and reporting activities, in compliance with information resources management requirements established in the Paperwork Reduction Act of 1980 (P.L. 96-511) and other legislation related to information resources management. Specifically, the Division:

(1) Establishes policies, guidelines, and standards for the collection, reporting, storage, manipulation, and use of environmental, technical, management, and other information and records necessary to carry out and administer EPA programs; works within EPA and with appropriate State and Federal officials to develop, implement, and maintain prescribed or necessary policies, guidelines, and standards to be adhered to; determines whether policies and standards are complied with, and works with program and other offices to make improvements in systems and activities where compliance is inadequate or operation is unsatisfactory; and provides Information Resources Management training for senior Agency managers.

(2) Works with program and regional offices to evaluate EPA and State and local information and system support needs; takes necessary action to integrate information systems or make them more compatible; reviews programs' information requirements, collection and storage/retrieval of information (directly or by contract) to determine how well systems meet those needs and how they should be upgraded, reviews and approves proposals regarding investment in new systems and selection of Agency and program data bases; and coordinates establishment of clear and agreed-upon priorities for the collection of information, improvement of existing information systems, development of new systems for storage and retrieval, or improvement in EPA's and the public's ability to access and analyze available information.

(3) Develops tools for fully inventorying and documenting EPA's data collection, processing, handling, and dissemination activities. Such tools include Data Element Dictionaries and a metadata directory, standard definitions to be used in the development of new information systems, taxonomies, etc.

(4) Directs EPA's records management program. Develops policy and guidance on records management objectives, requirements, and procedures for all types of EPA records, as required under the Federal Records Act of 1950, as amended and the Privacy Act, Section 552 of title 5, U.S. Code; reviews and evaluates Agency programs' compliance with established requirements and procedures; develops, implements, and manages a micrographics program and applies other new technologies to records management; and provides technical assistance and training to promote sound records management practices.

(5) Assesses information needs in the Agency and provides services to promote greater availability and more effective use of environmental, technical, management, and other information throughout the Agency. Identifies existing information about the environment, factors affecting the environment, EPA programs and activities, and other pertinent information, develops such information where not otherwise available, and disseminates that information as appropriate in order to increase EPA use of the best and most up-to-date information in analysis and decision-making. Promotes use of such information through preparation of newsletters, special reports, and guides to new informational materials, development and provision of training programs in the use of information services, etc.

(6) Coordinates development of, operates, and keeps up-to-date an inventory of manual and automated information systems in the Agency that allows users to determine what environmental and other data the Agency collects, who collects it, and where it is housed, and to search the inventory to isolate those materials of special interest on one or more topics.

(7) Administers and oversees contractor provision of library services and translation services to EPA Headquarters, Regional offices, and laboratories.

(8) Oversees and manages contractor operation of a Public Information Center (PIC) that responds to general inquiries from the public about environmental and EPA activities.

(9) Operates a Public Inquiries Reference Unit to provide public access to documentation used to develop proposed regulations.

(10) Serves as the U.S. Focal Point for the United Nations Environmental Program's international referral system, INFOTERRA.

(11) Keeps abreast of, and advances implementation in EPA of, new developments in Information Resources Management, and promotes sound information resources management and use of state-of-the-art information systems technology throughout EPA.

(12) Serves as the Office Director's liaison with other EPA offices and with outside agencies, organizations, and individuals on information resources management policy and information services issues (e.g., within EPA, with OPPE on the Information Collection Budget and Agency environmental monitoring activities, and outside EPA, with OMB, GSA, and other Federal, State, and local agencies and individuals, as appropriate).

c. Program Systems Division. The Program Systems Division (PSD), under the supervision of a Director, has general oversight responsibility for the development, enhancement, operation, and maintenance of the Agency's



environmental, facility, and chemical automatic data processing (ADP) systems in support of EPA programs. The PSD serves as the principal point of contact in matters relating to information production for the Office of Enforcement and Compliance Monitoring, Office of Water, Office of Air and Radiation, Office of Pesticides and Toxic Substances, and the Office of Solid Waste and Emergency Response. Specifically, the PSD:

(1) Develops policies and long-term management plans for environmental, facility, and chemical ADP systems.

(2) Establishes and implements procedures to ensure that client offices' needs are met as promptly and completely as possible. Guides and assists client offices in defining requirements for ADP support. Prepares work plans that identify resources and schedules for developing, enhancing, operating and maintaining specific environmental, facility and chemical systems that respond to clients' requirements. Meets with program and regional office officials and provides reports, as necessary, to review progress and identify problem areas requiring correction.

(3) Analyzes alternatives for the creation or major enhancement of specific environmental, facility, and chemical ADP systems. This includes review and approval of all program office procurements that involve significant data processing, and of all feasibility studies and logical designs for data base applications.

(4) Designs, programs, tests, and installs new environmental, facility, and chemical ADP systems, and make major modifications to existing systems, as requested by program offices.

(5) Operates and maintains the applications software for certain complex, multiuser data systems.

(6) Updates and provides user support for such systems.

(7) Develops and maintains data element standards and dictionaries for environmental, facility, and chemical ADP systems.

**7. OFFICE OF HUMAN RESOURCES MANAGEMENT.** The Office of Human Resources Management (OHRM), under the supervision of a Director, reports to the Assistant Administrator for Administration and Resources Management. To help the Agency accomplish its environmental mission, OHRM designs strategies, plans, and policies aimed at developing and training all employees, revitalizing EPA organizations, and matching the right people with the right jobs.

OHRM is responsible for developing, and assuring implementation of, policies and practices necessary for EPA to meet its present and future workforce needs. This includes consideration of the interrelationships between the environmental protection workforce needs of both EPA and state governments.

For Senior Executive Service (SES) personnel, SES candidates, Presidential Executive Interchange Participants, and Management Interns, OHRM establishes policies; assesses and projects Agency executive needs and workforce capabilities; creates, establishes, and implements training and development strategies and programs; provides the full range of personnel functions; supports the Performance Review Board (PRB) and the Executive Resources Board (ERB); and reassigns SES personnel with the concurrence of the ERB.

For the areas of workforce management and employee and organizational development, OHRM develops strategies, plans, and policies; coordinates Agencywide implementation of those strategies, plans, and policies; and provides technical assistance to operating personnel offices and States. OHRM, in cooperation with the Office of the Comptroller, evaluates problems with previous workyear use, monitors current workyear utilization, and projects future workyear needs in coordination with the Agency's budget process. The Office is the lead office for coordination of human resources management with the Agency's Strategic Planning and Management System. OHRM develops methodologies and procedures for evaluations of Agency human resources management activities; conducts evaluations of human resources management activities Agencywide; and carries out human resources management projects of special interest to Agency management.

The Office coordinates its efforts with the Office of Administration (specifically the Personnel Management Division and the Management and Organization Division), the Office of the Comptroller, the Office of Information Resources Management, and the Office of Policy, Planning and Evaluation.

OFFICE OF ADMINISTRATION AND RESOURCES MANAGEMENT

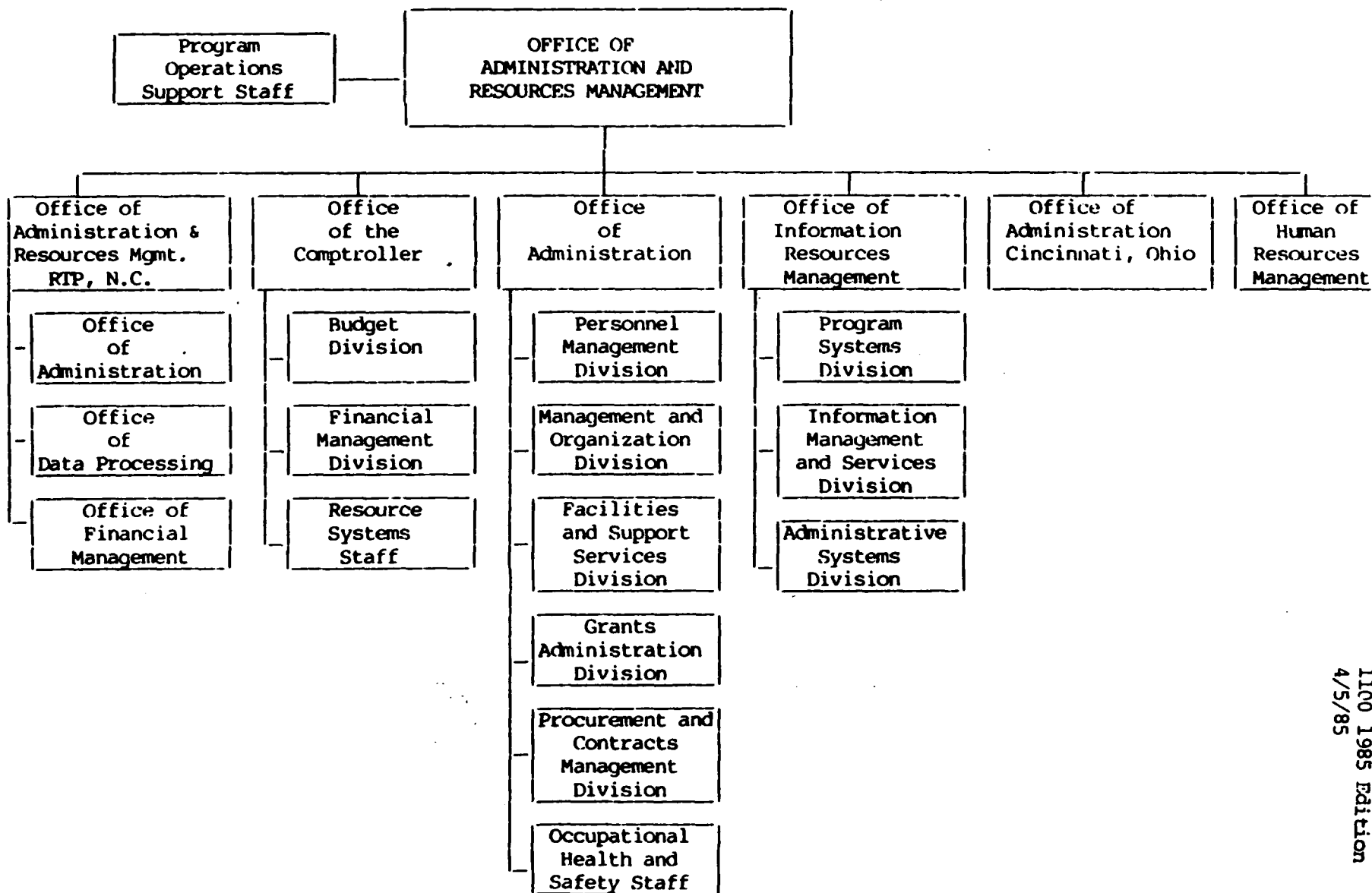


Figure 5-1

CHAPTER 6 - OFFICE OF POLICY, PLANNING AND EVALUATION

1. OFFICE OF THE ASSISTANT ADMINISTRATOR FOR POLICY, PLANNING AND EVALUATION. The functions and responsibilities assigned to the Assistant Administrator for Policy, Planning and Evaluation (AA-OPPE) outlined below are Agencywide; and except as specifically noted, the functions apply to the provision of services with respect to all of the programs and activities of the Agency.

a. Policy analysis, including conducting economic evaluations of Agency programs, policies, standards, and coordinating, evaluating and developing Agencywide and program policies.

b. Standards and regulations, including providing procedural management, planning, and evaluation of Agency standards, regulations, and guidelines, and information collection activities.

c. Management strategy and evaluation functions including planning, tracking and evaluating program management and accomplishments, establishing Agency goals and objectives, implementing and developing new approaches for Agencywide program evaluation activities and coordinating the use of environmental monitoring data for Agency planning and decision-making.

d. In the performance of these functions and responsibilities, the Assistant Administrator represents the Administrator in communications with the Congress and with the Office of Management and Budget, General Accounting Office, and other Federal agencies prescribing requirements for the conduct of Government policy and program management activities.

e. Regional liaison function, including coordination of communications between AA-OPPE and Regional Administrators, ensuring through the Associate Administrator for Regional Operations that Regions are appropriately informed and involved in OPPE activities; reviewing and assessing content of Agency policy for impact on Regional policy and evaluation operations and consistency with OPPE or Agencywide policy and procedures.

f. This assignment of functions shall not detract from the authority of senior Agency officials to perform similar functions within their own areas of responsibility. Staff shall consult on and provide analytical assistance in the areas described above to senior policy and program officials and other offices in the Agency. In addition to the performance at Headquarters of the functions assigned to them, each of the offices within the Office of Policy, Planning and Evaluation, under the supervision and direction of the Assistant Administrator described hereafter, shall be responsible for the functional supervision of the performance of those functions at Agency field establishments.

2. OFFICE OF POLICY ANALYSIS. The Office of Policy Analysis, under the supervision of a Director, performs the following functions on an Agencywide basis: conducts economic evaluations of Agency programs, policies, standards and regulations, including the estimation of abatement costs, cost/benefit analysis, impact assessments, and monitoring of plant closings throughout the Nation; consults and provides analytical assistance in the areas described above to senior policy and program officials and other offices in the Agency; conducts intermedia and long-range strategic studies in cooperation with other Agency offices to outline needs for new Agency initiatives; develops and coordinates proposals for major new Agency initiatives in the environment area; maintains liaison on major policy issues with other agencies concerned with environmental policy, and assures development of a coordinated Agency position, where appropriate; maintains liaison with universities and other groups active in developing advanced concepts in the energy/environmental field to the extent necessary to carry out functions assigned to the Office of Policy Analysis; and coordinates the major activities of the divisions within the Office of Policy Analysis.

a. Economic Analysis Division. The Economic Analysis Division, under the supervision of a Director, is responsible for: ensuring that the combined economic effects of all EPA programs, policies, regulations, and standards are considered appropriately in individual Agency decisions; assessing the macroeconomic effects of EPA's programs; in coordination with the Office of Management Systems and Evaluation (OMSE), identifying and analyzing potential long-run issues, trends, or developments in EPA's external environment of an economic or technological nature that may significantly affect major Agency goals or objectives; developing alternative strategies for responding to these potential issues, trends, or developments; ensuring that the benefits of alternative regulatory requirements are adequately analyzed in the proposal and promulgation of individual regulations in any program; and working with the program offices in the development of policies regarding analytical techniques and program implementation. These responsibilities are accomplished by the following means:

(1) Perform analyses of the economic impact of EPA programs for which more than one regulation is involved.

(2) Perform analyses of the macroeconomic impacts of EPA's entire program.

(3) Perform analyses of the economic impacts of all EPA regulations on individual industries of major economic environmental importance.

(4) Perform analyses of the financial impacts on individual companies or plants of alternative enforcement or regulatory decisions, at the request of top Agency management.

(5) Coordinate a nationwide program monitoring plant closings throughout the country and prepare a quarterly report from the Administrator to the Secretary of Labor.

(6) Evaluate the effects of EPA's programs on small business, communicate such effects to Agency management and, where appropriate, work to improve EPA's regulations and practices as they affect small business.

(7) Provide an outreach program to small business through the Small Business Ombudsman.

(8) Perform analyses of the secular trend of the economy, with emphasis on structural developments affecting the major polluting industries, and the components of real and inflationary growth on the generation of residuals.

(9) Perform analyses of key technological trends and potential new developments on the generation of and control of residuals, and the cost of control.

(10) Develop alternative strategic responses to these economic and technological trends for top Agency management.

(11) Prepare reports to Congress, issues papers and policy statements on multi-program, economic/environmental issues of national importance at the request of top Agency management.

(12) Review the benefits analyses performed by the program office in support of proposed standards and regulations to insure that the proper analyses have been done, that the analyses are done well, that appropriate alternatives have been considered, and that key economic and policy questions have been answered.

(13) Perform benefits analyses of specific regulations in instances when the program office does not have sufficient capability to perform such analyses.

(14) Provide expert advice on benefits analysis to top Agency management.

b. Regulatory Policy Division. The Regulatory Policy Division, under the supervision of a Director, is responsible for: ensuring that the impacts of alternative regulatory requirements developed by the Offices of Water, Air and Radiation, and Solid Waste and Emergency Response are adequately analyzed in the proposal and promulgation of individual regulations; and in coordination with OMSE, ensuring that EPA's permitting policies are as efficient, effective, and least burdensome as possible. These responsibilities are accomplished by the following means:

(1) Review the analyses performed by the program offices in support of proposed standards and regulations to insure that the proper analyses have been done, that the analyses are done well, that the appropriate alternatives have been considered, and that key economic policy questions have been answered.

(2) Perform analyses of specific regulations in instances when the program office does not have sufficient capability to perform such analyses.

(3) In coordination with OMSE, review and analyze existing EPA permit policies and recommend appropriate modifications to enhance their efficiency and effectiveness and to reduce their burdensomeness.

(4) Work with the program offices on permit policies being developed to implement new program requirements to ensure that the policies are as efficient, effective and least burdensome as possible.

(5) Prepare reports to Congress, issues papers and policy statements on economic/environmental issues at the request of top Agency management.

(6) Perform analyses and recommend policy positions related to legislation, regulations, and program actions to the Director of Policy Analysis and the Assistant Administrator for Policy, Planning and Evaluation on selected issues in these program areas.

c. Integrated Environmental Management Division. The Integrated Environmental Management Program, under the supervision of a Director, is responsible for: developing integrated pollution control strategies for selected industrial sectors and geographic areas; developing and improving analytical methodologies used in preparing Agencywide strategies for the integrated control of pollution from particular industries; and designing, testing and implementing the geographic and industrial approaches to program integration. These responsibilities are carried out by the means listed below:

(1) Designs operational mechanisms to coordinate regulation, data gathering, and analysis of information on emissions from selected industries;

(2) Advises the Assistant Administrator, OPPE, on priority industries and geographic areas requiring integrated approaches; Develops cost-effectiveness measures for various pollution control options, and provides technical support for this effort in the fields of health effects research, risk analysis, and ecological effects analysis.

(3) Assembles and analyzes data on health and the environmental media. In cooperation with the Office of Policy Analysis it performs studies of selected industries, studies that provide the basis for recommendations to the Assistant Administrator, OPPE, on changes in regulatory policy.

(4) Develops scores by which health and ecological effects stemming from emissions into all media can be compared for use in cost-effectiveness analysis of various emissions control options.

(5) Performs studies of the scientific activities of the Agency regarding the analysis of industrial pollutants, to determine whether the assumptions, practices, and standards of such activities are consistent. Makes recommendations on modifications required to achieve an integrated scientific approach.

(6) Identifies, develops and tests technical methods for conducting multi-media pathways and exposure analyses for all types of pollutants, toxic and conventional. This includes consideration of resulting impacts, including observable health impacts, changes in human body burden of pollutants, ecosystem changes, and economic effects (e.g., soiling, crop damage, recreation benefits losses, etc.).

(7) Development of suitable technical assistance tools to support uniform and reproducible modeling and monitoring efforts in support of pathways and exposure analyses.

(8) Develops procedures for cost-effectiveness analysis of control strategies, such that necessary controls are assured of being as low in cost as possible. This includes consideration of Agency regulatory relief and regulatory reform objectives.

(9) Develops institutional mechanisms for linking states and local participants into this process. This includes procedures for forming local management groups for supervising geographic studies; for increasing industry participation in these studies; for developing, and where appropriate, protecting the confidentiality of, necessary data (effluent, ambient, process) in support of the studies; and for funding and managing these studies.



3. OFFICE OF STANDARDS AND REGULATIONS. The Office of Standards and Regulations (OSR), under the supervision of a Director, manages the establishment, implementation and administration of the Agency's regulation development and review process. OSR manages OPPE involvement in regulatory review; conducts technical and statistical analyses of proposed standards, regulations and guidelines; and serves as the Agency focal point for identifying, developing and implementing alternatives to conventional "command and control" regulations. OSR conducts analyses of Agency activities related to chemical substances and provides mechanisms for establishing regulatory priorities and resolving scientific issues affecting rulemaking. In ensuring Agency compliance with the Paperwork Reduction Act, OSR evaluates and reviews all Agency information collection requests and activities, and, in conjunction with OARM and OMSE, evaluates Agency management and uses of data for decision-making.

a. Chemicals and Statistical Policy Division. The Chemicals and Statistical Policy Division, under the supervision of a Director, establishes policies, priorities, and procedures for coordinating and integrating Agency activities related to chemical substances and affecting regulatory decisions and ensures the quality of the statistical bases for Agency regulatory and information collection activities and methodologies. The Chemicals and Statistical Policy Division:

(1) Identifies and investigates Agency activities concerning chemical substances and integrates and coordinates related regulatory and policy approaches with appropriate internal and external groups.

(2) Conducts studies and analyses that provide a basis for Agency priority-setting mechanisms and recommends regulatory and non-regulatory approaches for chemical control.

(3) Develops mechanisms for resolving scientific issues that affect rulemaking.

(4) Reviews analyses performed by the Office of Pesticides and Toxic Substances in support of proposed standards and regulations to ensure that all appropriate alternatives have been considered and that analyses are technically and statistically defensible, consistent with Agency policy, and provide the Administrator with a sound basis for decisionmaking.

(5) Identifies, with the Agency's program and research offices, areas of Agency action which can be significantly improved by strengthening the statistical analyses supporting the actions.

(6) Provides authoritative judgements and recommendations to the Director, OSR, and the Assistant Administrator, OPPE, on the adequacy of and need for statistical data to support Agency regulatory and enforcement actions, reports to Congress, and public information documents.

(7) Reviews and evaluates matters of Agency concern that are mathematical or statistical in nature, including epidemiological investigations and studies generating estimates of environmental quality.

(8) Provides technical expertise to Headquarters offices engaging in investigations having significant statistical components.

(9) Coordinates with other Federal agencies and OMB on the selection, adaptation, and development of mathematical and statistical methods to support environmental standards and programs.

(10) Develops guidance materials and sponsors seminars to inform Agency managers on statistical techniques and survey design.

b. Regulation and Information Management Division. The Regulation and Information Management Division, under the supervision of a Director, manages the Agency's regulation development and review process; ensures Agency compliance with the Paperwork Reduction Act of 1980; and provides policy direction and oversight of Agency information management. The Regulation and Information Management Division:

(1) Manages the Agency's regulation development and review process, and, in doing so:

(a) Designs and implements regulation development and review procedures;

(b) Oversees initiation and progress of regulatory activities;

(c) Ensures Agency compliance with Executive Order 12291;

(d) Develops Agency policy on the Regulatory Flexibility Act of 1980 and oversees EPA implementation, and maintains liaison with Small Business Administration;

(e) Manages liaison with the Office of Federal Register and ensures compliance with FR requirements; and

(f) Serves as liaison with OMB, coordinates OMB reviews, and promotes resolution of policy issues raised by OMB.

(2) Develops and manages a computer-based policy management system for EPA regulations and policy statements.

(3) Functions as staff support office to the Chairman of the Steering Committee, and, in doing so:

(a) Manages the Steering Committee, Red Border and Consent Calendar processes;

(b) Evaluates regulatory proposals for conformity with applicable requirements, for clarity and coherence; and

(c) Assures consideration of comments and recommendations and establishes closure on Steering Committee review.

(4) Develops specialized analyses and reports on regulation development status, or issues at the request of the Administrator, Assistant Administrator or other senior managers.

(5) Directs the Agency project on regulatory negotiation, and, in doing so:

(a) Secures appropriate participation and sets up demonstration rulemakings; and

(b) Structures negotiations and evaluates negotiation as an alternative regulatory mechanism.

(6) Ensures Agency compliance with the Paperwork Reduction Act using criteria including the need for the information, practical utility, non-duplication, and efficiency of collection. This is done by means of:

- Providing analyses, reviews and evaluations of all Agency information requirements including
- Critically reviewing and evaluating major Agency data collection activities and information management activities;
- Preparing the annual Information Collection Budget;
- Coordinating OMB review of clearance packages with program offices; and
- Operating the Federal Information Locator System for the Agency.

(7) Conducts periodic evaluations of Agency information collection activities to assess actual and potential efficiency and ability to provide requisite support to Agency regulatory and enforcement activities.

(8) Develops guidance materials and sponsors seminars and briefings to inform Agency Managers of information resources management policies and Agency requirements under the Paperwork Reduction Act.

(9) In conjunction with other Agency offices participates in or directs a public outreach program which allows the public to express concerns or to ask questions regarding any information requirement contained in regulations.

(10) Responds to public inquiries regarding clearance package materials published in the Federal Register.

(11) Takes the lead OPPE analyst role for regulations in which information collection activities play a major part.

c. Regulatory Reform Staff. The Regulatory Reform Staff, under the supervision of a Director, manages the development of alternatives to traditional "command and control" regulations. The Regulatory Reform Staff:

(1) Ensures that reforms are technically sound and compatible with the Administrator's economic and environmental objectives;

(2) Includes regulatory reform alternatives as a routine part of the regulation development process;

(3) Ensures continuing implementation and promotion of regulatory reform measures, and, in doing so:

(a) Provides technical guidance to States and local governments in implementing reforms;

(b) Promotes adoption and use of approved reforms;

(c) Prepares and provides guidance materials to assist in reform implementation; and

(d) Tracks implementation to assure sound uses, document results, and make mid-course corrections.

(4) Designs, coordinates and implements substantive system-wide reform which provide more flexibility to comply with environmental regulations at greatly reduced costs, and, in doing so:

(a) Solicits participation and input by State and local government environmental groups and industry;

(b) Prepares and provides informative materials to interested parties; and

(c) Troubleshoots, expedites and oversees both generic and case-specific developments/applications to assure creation of environmentally sound, legally defensible precedents, greater predictability, and expanded use of reforms.

(5) Serves as EPA eyes and ears to receive, evaluate and implement new ideas for reform from States, environmental groups, the regulated industry and other interested parties.

4. OFFICE OF MANAGEMENT SYSTEMS AND EVALUATION. The Office of Management Systems and Evaluation (OMSE), under the supervision of a Director, directs and coordinates the development, implementation and administration of Agency-wide systems for planning, tracking, and evaluating the accomplishments of Agency programs. In consultation with other offices within and outside OPPE, OMSE develops a long-range policy framework for Agency goals, establishes timetables for objectives, and ensures that programs are evaluated against their accomplishment of goals. The office is also responsible for directing an Agencywide system of program evaluation and incorporating into it specific evaluations performed by other offices.

a. Program Evaluation Division. The Program Evaluation Division, under the supervision of a Director, is responsible for conducting and coordinating, in collaboration with the Office of the Comptroller and other EPA program offices, program planning and program evaluation. This is accomplished with consideration for Agency goals and objectives, stated program strategies, and constraints imposed by the Agency planning and budgetary process. The Program Evaluation Division:

(1) Conducts studies at the request of the Administrator, Assistant Administrators, or Regional Administrators to evaluate existing program activities and recommends alternatives. In particular, evaluates the extent to which Agency activities, taken together, constitute an effective approach to the most significant environmental problems under EPA's jurisdiction.

(2) Conducts or participates in studies on the implementation of new environmental legislation, programs, and strategies, in collaboration with the appropriate program offices.

(3) Directs the assembly and evaluation of ecological, technological, cost, benefit, and institutional data to critique existing program activities and recommends alternatives. In particular, evaluates the extent to which Agency activities, taken together, constitute a comprehensive attack on national environmental problems.

(4) Conducts and coordinates evaluations of Agencywide programs, including those crossing Agency organizational lines. Collaborates with the Office of the Comptroller in relating evaluation results to the Agency budgeting and planning process and to introduce new program evaluation methods into the Agency system.

b. Management Systems Division. The Management Systems Division, under the supervision of a Director, is responsible for developing a strong framework for strategic planning, management and accountability directed towards environmental results. Specifically, the Division will:

(1) Develop and implement Agencywide accountability mechanisms, including reporting and follow-up systems to permit more effective management of the Agency by tracking the achievement of its goals. Conduct quality assurance reviews of selected programs for management effectiveness in meeting the Agency's goals and objectives.

(2) Review and develop tailored management tracking and accountability systems for highly visible and important program components of the Agency (e.g., Permits, Superfund) to strengthen program management and to avoid unnecessary duplication. Work with Assistant Administrators and Regional Administrators to develop effective accountability systems.

OFFICE OF POLICY, PLANNING AND EVALUATION

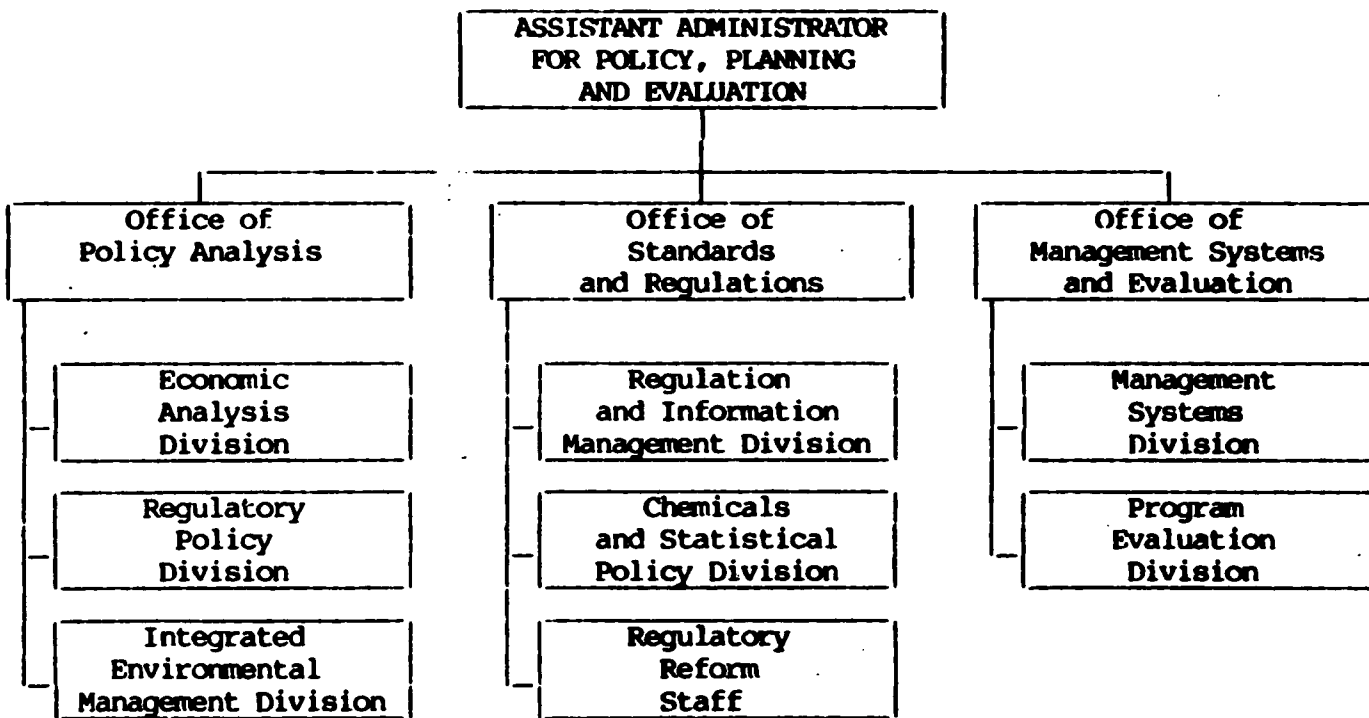


Figure 6-1

CHAPTER 7 - OFFICE OF EXTERNAL AFFAIRS

1. OFFICE OF THE ASSISTANT ADMINISTRATOR FOR EXTERNAL AFFAIRS. The functions and responsibilities assigned to the Assistant Administrator outlined below are Agencywide; and except as specifically noted, the functions apply to the provision of advice and direct support to the Administrator as well as policy direction and assistance to all of the programs and activities of the Agency. The major functions of the Office include public information, press services and audiovisual support; congressional liaison; communication and coordination with State and local governmental groups; preparation, review, and clearance of proposed legislation and reports on legislation; and serving as the EPA focal point for Environmental Impact Statement (EIS) functions and activities involving interaction with other Federal agencies. The Assistant Administrator for External Affairs serves as the senior adviser to the Administrator for the functional areas within this Office. Staff consults on and provides assistance to senior policy and program officials and other offices in the Agency. In addition to the performance at Headquarters of the functions assigned to them, each of the offices within the Office of External Affairs is responsible for the policy and operational guidance for the performance of those functions at Agency field establishments.

a. Management Operations Staff. The Management Operations Staff, under the supervision of a Staff Director, provides the Office of External Affairs with administrative, financial management, budget support and publication review and control support. The Staff is responsible for the preparation of budget documents; operating plans and supporting justifications for all resource decisions; preparation of organization and personnel materials; preparation and tracking of payroll, travel and procurement actions; and facilities, space and property support. Members of the Staff perform peer review responsibilities for the Office of External Affairs; provide a centralized review capability to ensure Agency publication tracking, prevention of duplication in printing, inter-office coordination, similarity of format, and advance notice to the Administrator of the policy implications of Agency documents; and maintain an Agency clearinghouse for EPA speeches.



2. OFFICE OF FEDERAL ACTIVITIES. The Office of Federal Activities (OFA) is headed by a Director who reports to the Assistant Administrator for External Affairs. Directs and supervises all the functions of the Office with the support of a Deputy Director. Acts as national program manager for the five major programs assigned to OFA. These include: 1) the review of other agency EISs and other major actions under the authority of Section 309 of the Clean Air Act, 2) implementation of EPA's responsibilities under section 404 (dredge and fill permits) of the Clean Water Act, 3) EPA compliance with the National Environmental Policy Act (NEPA) and related laws, directives, and Executive policies concerning special environmental areas and cultural resources, 4) compliance with Executive policy on American Indian affairs and the development of programs for environmental protection on Indian lands, and 5) the development and oversight of national programs and internal policies, strategies, and procedures for implementing Executive Order 12088 and other administrative or statutory provisions concerning compliance with environmental requirements by federal facilities; chairs the Standing Committee on Implementation of E.O. 12088. Serves as EPA's principal point of contact and liaison with other federal agencies and provides consultation and technical assistance to those agencies relating to EPA's areas of expertise and responsibility. Administers the filing and information system for all federal Environmental Impact Statements under agreement with the Council on Environmental Quality (CEQ) and provides liaison with CEQ on this function and related matters of NEPA program administration. Provides a central point of information for EPA and the public on environmental impact assessment techniques and methodologies.

a. Special Programs and Analysis Division. The Special Programs and Analysis Division, under the supervision of a Director, develops and recommends national programs and internal policies, strategies, and procedures for: preparing environmental impact statements (EISs) on EPA activities; compliance with various statutes, directives, and administration policies on the protection of special environmental areas (SEAs); and general implementation of NEPA. Serves as the EPA focal point for improving capabilities in interdisciplinary environmental analysis. Provides central point of information of the public on EISs and environmental impact assessment techniques and methodologies, and works with federal and international agencies in this area. Develops national programs and internal policies, strategies, and procedures for implementing Executive Order 12088. Develops workload models and carries out workload analysis for OFA's areas of responsibility; provides results for incorporation into the Office of External Affairs resource requests and other budgetary/planning activities. Oversees development of policies, regulations and programs related to environmental protection on Indian lands, and responds to tribal and other inquiries regarding these policies and programs. Administers the filing and information system for all federal EISs and provides liaison with CEQ on this function and related matters of NEPA program administration. Provides program development and management support, as needed, to the other 2 Divisions.

b. Federal Agency Liaison Division. The Federal Agency Liaison Division, under the supervision of a Director, develops or recommends policies, strategies, and procedures for conducting EPA's Federal action review program under Section 309 of the Clean Air Act. Acts as the focal point for EPA contacts (within OFA's areas of responsibility) with assigned Federal agencies, providing an integrated environmental overview for projects proposed by the assigned agencies. The staff works with the assigned Federal agencies and the EPA Regional and Headquarters offices to implement environmental requirements regarding federally conducted, supported, or permitted activities as required by Section 309 of the Clean Air Act. Performs necessary Federal agency (Headquarters level) liaison activities to resolve problems. Acts as a focal point for Regional and Headquarters contacts on matters related to the assigned EPA comments on Federal agency proposed actions under Section 309 of the Clean Air Act. Prepares, as appropriate, statements, regulations, programs, and policies. Prepares, as appropriate, reports, recommendations, briefings and correspondence for the Assistant Administrator for External Affairs and other Agency officials. In support of these activities the staff provides a clearinghouse mechanism for receiving general inquiries or requests from assigned Federal agencies for consultation and technical assistance. Represents EPA, as appropriate, on interagency advisory groups concerned with environmental issues of national importance. Responds to inquiries concerning specific cases as well as related policies and procedures. Supports, as needed, the federal facilities compliance program.

c. Aquatic Resource Division. The Aquatic Resource Division, under the supervision of a Director, carries out duties assigned to the office relating to administration of the 404 Program including development of policies, procedures, regulations (except for the 404(b)(1) Guidelines and supplemental technical documents) and strategies; overseeing Agency activities involving dredge and fill permit review and State program development; restriction or denial of discharge sites under section 404(c); coordination of the state program approval process, assisting the Office of Water Enforcement and Permits and Enforcement and Compliance Monitoring in enforcement actions; and providing an Agency focal point for other 404 and wetlands protection activities. Acts as the focal point for EPA contacts (within OFA's areas of responsibility) with Corps of Engineers and Fish and Wildlife Service. Provides an integrated environmental overview for projects proposed by these agencies. The staff works with these Federal agencies and the EPA Regional and Headquarters offices to implement environmental requirements regarding federally conducted, supported, or permitted activities, including ocean dumping. Performs necessary Federal Agency (Headquarters level) liaison to resolve problems. Prepares, as appropriate, EPA comments on Federal agency proposed actions, environmental impact statements, regulations, programs, and policies. Prepares, as appropriate, reports, recommendations, briefings and correspondence for the Assistant Administrator for External Affairs and other Agency officials. In support of these activities the staff provides a clearinghouse mechanism for receiving general inquiries or requests from assigned Federal agencies for consultation and technical assistance. Represents EPA, as appropriate, on interagency advisory groups concerned with environmental issues of national importance. Responds to inquiries concerning specific cases as well as related policies and procedures. Supports, as necessary, the federal facilities compliance program.

3. OFFICE OF LEGISLATIVE ANALYSIS. The Office of Legislative Analysis, serving in the capacity of Legislative Counsel, is responsible for legislative drafting and liaison activities relating to the Agency's programs. It exercises responsibility for legislative drafting; reports to the Office of Management and Budget and congressional committees on proposed legislation and pending and enrolled bills, as required by OMB Circular No. A-19 and Bulletin No. 72-6; testimony on legislation and other matters before congressional committees; and review of transcripts of legislative hearings. It maintains liaison with Office of Congressional Liaison on all Agency activities of interest to the Congress. The Office works closely with the staffs of various Assistant Administrators, Associate Administrators, Regional Administrators, and Staff Office Directors in accordance with established Agency procedures, in the development of the Agency's legislative program. Assists the Assistant Administrator for External Affairs and the Agency's senior policy officials in guiding legislative initiatives through the legislative process. Advises the Assistant Administrator for Administration and Resources Management in matters pertaining to appropriations legislation. It works closely with the Office of Federal Activities to assure compliance with Agency procedures for the preparation of environmental impact statements, in relation to proposed legislation and reports on legislation. The Office coordinates with the Office of Management and Budget, other agencies, and congressional staff members on matters within its area of responsibility; and develops suggested State and local environmental legislative proposals, using inputs provided by other Agency components. The Legislative Reference Library provides legislative research services for the Agency -- Headquarters and all field operations. The Library secures and furnishes Congressional materials to all EPA employees and, if available, to other government agencies and private organizations; and it also provides the service of securing, upon request, EPA reports and materials for the Congress.

4. OFFICE OF CONGRESSIONAL LIAISON. The Director, Office of Congressional Liaison, serves as the principal advisor to the Administrator with respect to congressional activities. All of the functions and responsibilities of the Director are Agencywide and apply to the provision of services with respect to all of the programs and activities of the Agency. The Office serves as the principal point of congressional contact with the Agency and maintains an effective liaison with the Congress on Agency activities of interest to the Congress, and, as necessary, maintains liaison with Agency Regional and field officials, other Government agencies, and public and private groups having an interest in legislative matters affecting the Agency. It assures the provision of prompt response to the Congress on all inquiries relating to activities of the Agency; and monitors and coordinates the continuing operating contacts between the staff of the Office of the Comptroller and staff of the Appropriations Subcommittees of Congress.

a. Congressional Liaison Division. The Congressional Liaison Division is responsible for congressional activities relating to the Agency's programs. The Division provides intelligence summaries of congressional activities, attitudes, and actions and provides specialized services for congressional offices and committees by referring requests and inquiries concerning substantive legislative matters or technical program activities to appropriate Agency officials for action. It assists the policy officials in the development and implementation of plans and strategies for the Agency legislative program from the standpoint of its congressional liaison perspective; and maintains liaison with the Legislative Division within the Office of General Counsel, on all Agency activities of interest to the Congress. The Division coordinates grant and contract announcements; attends and reports on congressional hearings of interest to the Agency; reviews all congressional correspondence; maintains liaison with the Office of Public Affairs to assure congressional notification of significant events; prepares special information packets for distribution to congressional offices; prepares a daily digest of the "Congressional Record" for use by Agency officials; coordinates the flow of information on matters of mutual interest between the Office of Congressional Liaison and the Congressional and Intergovernmental Liaison Staff Offices in the Regions; arranges for conferences with the Regional Staff Offices to develop and discuss legislative and congressional liaison strategies; and performs other special assignments as required.

5. OFFICE OF PRIVATE AND PUBLIC SECTOR LIAISON. The Office of Private and Public Sector Liaison, under the supervision of a Director, is the principal point of contact with public interest groups representing general purpose State and local governments, and environmental and business interest groups and associations. Is the principal source of advice and information for the Administrator on intergovernmental relations. Maintains liaison on intergovernmental issues with the White House and OMB; identifies and seeks solutions to emerging intergovernmental issues; recommends and coordinates personal involvement by the Administrator and Deputy Administrator in relations with State, county and local government officials, and with environmental and business representatives. Coordinates and assists Headquarters components in their handling of broad-gauged, issue-oriented intergovernmental problems. Works with Regional Administrators and the Office of Regional Operations to encourage the adoption of improved methods for dealing effectively with State and local governments, environmental and business organizations on specific EPA program initiatives; works with the Immediate Office of the Administrator, Office of Congressional Liaison, Office of Public Affairs, and the Regional Offices to develop and carry out a comprehensive external relations program; and tracks legislative initiatives which affect the Agency's intergovernmental relations. Advises and supports the Office Director in implementing the President's Environmental Youth Awards program.

6. OFFICE OF PUBLIC AFFAIRS. The Director, Office of Public Affairs, provides direction to, and supervision of, the activities, programs and staff assigned to the Office of Public Affairs. The Director serves as chief spokesperson for the Agency and as a principal adviser to the Administrator, Deputy Administrator, and Senior Management Officials, on public affairs aspects of the Agency's activities and programs. The Office of Public Affairs provides to the media adequate and timely information as well as responses to queries from the media on all EPA program activities. It assures that the policy of openness in all information matters, as enunciated by the Administrator, is honored in all respects. Develops publications to inform the general public of major EPA programs and activities; it also develops informational materials for internal EPA use, in Headquarters, Regions, Labs and Field Offices. It maintains clearance systems and procedures for periodicals and nontechnical information developed by EPA for public distribution and reviews all publications for public affairs interests. The Office of Public Affairs provides policy direction for, and coordination and oversight of EPA's community relations program. It provides a system for ensuring that EPA educates citizens and responds to their concerns about all environmental issues and that there are opportunities for public involvement in the resolution of problems. Supervises the production of audio-visual materials, including graphics, radio and video materials, for the general public and for internal audiences, in support of EPA policies and programs. Provides program direction and professional review of the performance of public affairs functions in the Regional Offices of EPA, as well as at laboratories and other field offices. The Office of Public Affairs is responsible for reviewing interagency agreements and Headquarters purchase request requisitions expected to result in contracts in the areas of public information and community relations. It develops proposals and reviews Headquarters grant applications under consideration when public affairs goals are involved.

a. Press Division. The Press Division provides the principal dissemination system for Environmental Protection Agency announcements, press releases and statements, speeches, Congressional and public hearing testimony, calendars of principal officers, biographies of principal officers and other documents of interest to the general public. Under the supervision of the Director, this division provides support to the Administrator, and other Senior Management Officials in their relationships to the media; it monitors nationwide media coverage of Agency activities and policies, as well as external events and development of interest to the environmental community. The Press Division provides guidance and assistance to the technical and program staffs of the Assistant and Associate Administrators in providing information to the general public on their activities. The Division also advises the Publications Division and the OPA Director on needs of the Agency for general-information publications; it also advises the Audio-Visual Division on Agency needs for general information audio-visual materials—for video, radio, and graphic presentations.

b. Publications Division. The Publications Division develops non-technical publications on major EPA programs for dissemination to the general public. It also develops publications for internal communications among all EPA employees, among EPA managers, and for select segments of the EPA organization as appropriate. Publishes for both external and internal use a scholarly journal on environmental problems, with special attention to EPA's view of those problems and the prospects for solving them, and also publishes, for internal use only, daily news briefs and extensive clippings of articles and editorials relevant to environmental matters as published in the daily media and periodicals.

c. Community Relations Division. The Community Relations Division is responsible for ensuring that EPA's community relations efforts, i.e. full information and education programs directed to citizens in specific communities, are responsive to citizen concerns and fears about all environmental issues. The Community Relations Division will establish and operate a Community Relations Crisis Control Center as a system for addressing community concerns on a continuing, non-crisis basis. The Division will initiate and institutionalize the development of an annual Agencywide Communication Plan as well as plans for each major program office and Regional Office. The Division establishes and maintains EPA communications and relations with the various segments of American society having interests in environmental matters, including citizen and environmental groups, business and industry, agricultural, labor, consumer, minority, State (information only), public interest and health groups, and other groups as they emerge. Advises the Publications Division/Audio-visual Division/OPA Director on the need for general informational materials, and supports the Office of the Director in ensuring EPA compliance with the President's Executive Order on Consumer Affairs. Serves as the OPA liaison with Regional Public Affairs Offices, initiates and coordinates projects/grants/contracts with public interest and private groups to meet the Agency's community relations objectives, and provides the community relations expertise necessary in developing communications strategies for issues of great public concern.

d. Audio-Visual Division. The Audio-visual Division produces audio-visual materials, including radio, photographics, exhibits, graphics and video programs, for support of EPA internal and external information programs; provides technical guidance for the Administrator, Deputy Administrator, and Senior Management Officials of EPA on audio-visual applications, design and facilities; assists EPA elements in the review, analysis and validation of their audio-visual programs and needs; establishes overall technical programs; maintains liaison with the audio-visual professional community, industrial planning and technical research organizations to keep abreast of the state of the art; and administers a clearance system for equipment purchases to improve the use and to assure comparability of audio-visual equipment in Headquarters and the Regions.

OFFICE OF EXTERNAL AFFAIRS

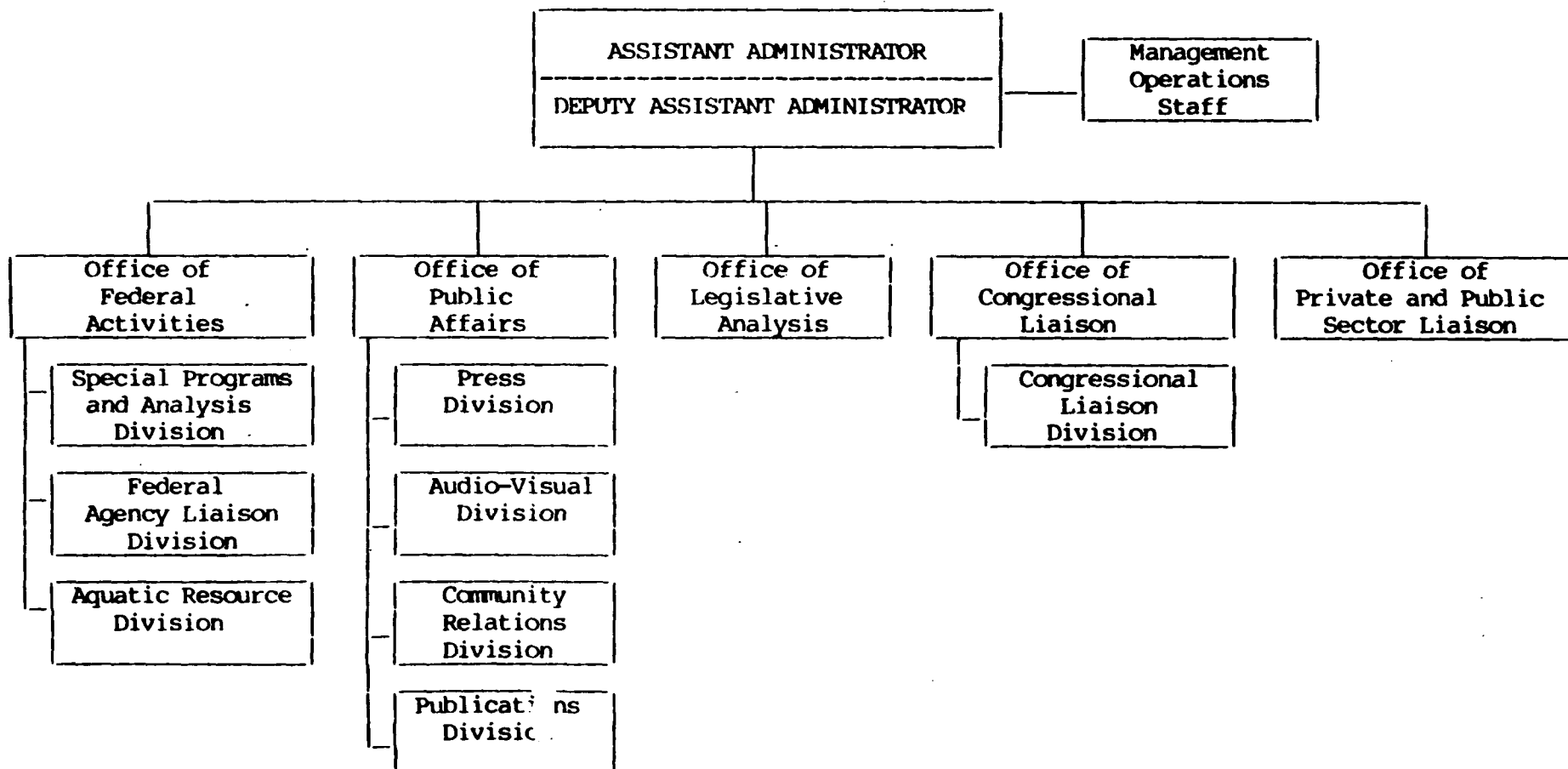


Figure 7-1



CHAPTER 8 - OFFICE OF INSPECTOR GENERAL

1. OFFICE OF INSPECTOR GENERAL. The Inspector General (IG) assumes overall responsibility for audits and investigations relating to programs and operations of EPA. Provides leadership and coordination and recommends policies for other Agency activities designed to promote economy and efficiency and to prevent and detect fraud and abuse in such programs and operations. Informs the EPA Administrator, Deputy Administrator, and Congress of serious problems, abuses and deficiencies relating to EPA programs and operations, and of the necessity for and progress of corrective action. Reviews existing and proposed legislation and regulations to assess the impact on the administration of EPA's programs and operations. Recommends policies for, and conducts or coordinates relationships between the Agency and other Federal agencies, State and local government agencies, and nongovernmental entities with respect to all matters relating to the promotion of economy and efficiency in the administration of, or the prevention and detection of fraud and abuse in, programs and operations administered by the Agency.

2. OFFICE OF AUDIT. The Office of Audit, under the supervision of the Assistant Inspector General for Audit, reports to the Inspector General. Manages, coordinates, and has overall responsibility for policy direction of all audits relating to Agency programs and operations. Provides liaison with Federal, State and local governments, and private audit organizations and provides necessary guidance for Agency auditors in Field Divisions; reviews existing and proposed legislation and regulations to provide the IG comments on the impacts such legislation and regulations have on the economical and efficient administration of the Agency's programs; and monitors the audit workplan in conjunction with Field Divisions. Ensures that audits performed by the Office of Inspector General and non-Federal auditors are carried out in accordance with the standards established by the Comptroller General of the United States, and monitors all contracts that the Office has with CPA firms and State organizations.

a. Operations Staff. The Audit Operations Staff, under the supervision of a Director, is composed of a Policy and Planning Unit and a Field Operations Unit. The Policy and Planning Unit is responsible for: (1) Maintaining information about the EPA audit universe; (2) Assessing the vulnerability of EPA programs, and the need for audit; (3) Developing the annual workplan; (4) Updating the OIG manual; and (5) Developing and issuing Office of Audit guidance and procedures. The Field Operations Unit provide increased liaison and oversight of field operations. This Unit is responsible for: (1) Monitoring ongoing audit efforts to speed up the conduct of audits and obtain thorough coverage of critical areas; (2) Reviewing draft and final reports to assure that such reports meet OIG standards and are issued in a timely manner; (3) Evaluating performance and reporting achievements on the monthly Management Accountability Reports; and (4) Providing liaison between Headquarters and field elements with respect to policy, programmatic, or administrative matters.

b. Technical Services Staff. The Technical Services Staff, under the supervision of a Director, is composed of an Engineering Unit, ADP Audits Unit, and a Program Analysis Unit. The Engineering Unit provides technical engineering review assistance to ongoing audits related to the EPA construction grant and toxic substances programs. The ADP Audit Unit is responsible for identifying, planning, and overseeing audits of EPA's ADP operations. Additionally, the ADP Audit Unit: (1) Analyzes the OIG's need for ADP resources; (2) Provides guidance to the field regarding the effective utilization of ADP resources; and (3) Assures that audits of ADP operations are conducted in accordance with applicable GAO standards. The Program Analysis Unit is responsible for obtaining a detailed working knowledge of the statutes, regulations, and policies and procedures related to EPA programs; this knowledge is used to plan needed audits. Program experts assist in the preparation of surveys and audit guides and provide guidance to field staff to ensure an adequate understanding of the audits being performed. Audit reports are reviewed to assure technical accuracy and appropriate recommendations.

c. Field Divisions. The Office of Audit maintains six Field Divisions:

<u>Field Division</u>	<u>Geographical Area of Responsibility</u>	<u>Office Location of Divisional IG</u>
Internal Audits	Headquarters & Major Laboratories	Washington, D.C.
Eastern	Federal Regions I and II	New York
Mid-Atlantic	Federal Region III	Philadelphia
Southern	Federal Regions IV and VI	Atlanta
Northern	Federal Regions V	Chicago
Western	Federal Regions VII, VIII, IX & X	San Francisco

Each Field Division, under the supervision of a Divisional Inspector General for Audit, reports to the Assistant Inspector General for Audit, conducts a program of internal and external audits of EPA's activities within the Field Division, prepares and issues internal and external audit reports, implements audit policies and standards, arranges and controls audit assistance performed by other Federal agencies and non-Federal auditors, and maintains operating contacts with Agency offices and State government offices in the assigned area to assist in prompt resolution of problems requiring audit service or advice. Sub-offices within the audit Field Divisions will be located to provide audit capabilities where needed.

**3. OFFICE OF INVESTIGATIONS.** The Office of Investigations, under the supervision of the Assistant Inspector General for Investigations, reports to the Inspector General. Manages, coordinates, and has overall responsibility for investigations relating to Agency programs and operations; conducts sensitive investigations of high officials of the Agency, and maintains local liaison with U.S. Attorneys, Criminal Fraud Branch, Department of Justice and other Federal investigative agencies. Provides guidance and coordination for management assessment reviews of operating divisions and release or denials of requests for investigation information under the provisions of the Freedom of Information or Privacy Acts. Staff within the Immediate Office of the Assistant Inspector General, direct and coordinate nationwide investigations to ensure compliance with OIG policy, plans and standards; provide technical guidance and oversee operations of Field Divisions for the detection and prevention of actual or suspected violations of Federal laws or regulations; assign investigative priorities and monitor personnel utilization and operation of the Office of Investigations; maintain liaison with Agency operating components, State agencies, the FBI, U.S. Attorney, and other law enforcement units; and implement and conduct standards of conduct briefings for OIG employees.

**Field Divisions.** The Office of Investigations maintains five Field Divisions:

<u>Field Division</u>	<u>Geographical Area of Responsibility</u>	<u>Office Location of Divisional IG</u>
Eastern	Federal Regions I and II	New York
Mid-Atlantic	Federal Region III	Washington, D.C.
Southern	Federal Regions IV and VI	Atlanta
Northern	Federal Regions V and VII	Chicago
Western	Federal Regions VIII, IX and X	San Francisco

Each Field Division, under the supervision of a Divisional Inspector General for Investigations, reports to the Assistant Inspector General for Investigations; plans, develops, conducts, and evaluates investigations of EPA programs, personnel and activities to identify and report operating conditions which may have actual or potential adverse effects upon the Agency's mission; plans and develops procedures for handling allegations and whistleblower complaints within each Field Division; and maintains continuing liaison with Federal, State, and local investigative agencies. Sub-offices within the investigations Field Divisions will be located to provide investigative capabilities where needed.

4. OFFICE OF MANAGEMENT AND TECHNICAL ASSESSMENT. The Office of Management and Technical Assessment, headed by an Assistant Inspector General, is responsible for:

- (1) Serving as the focal point for the Agency's anti-fraud effort;
- (2) Serving as the focal point for management evaluation of Office of Inspector General programs and operations;
- (3) Operating the Office of Inspector General suspension and debarment program;
- (4) Operating the Agency's "Hotline";
- (5) Providing administrative, budget, management, and personnel services for the Office of Inspector General;
- (6) Operating the Agency's personnel security clearance program;
- (7) Administering the Office of Inspector General Issuance System;
- (8) Administering the Office of Inspector General's Freedom of Information Act and Privacy Act programs;
- (9) Overseeing Office of Inspector General delegated functions; and
- (10) Providing policy direction and guidance to subordinate organizational entities.

To carry out these responsibilities, the Office of Management and Technical Assessment is organized into two divisions, each headed by a Director, who receives policy direction and guidance from the Assistant Inspector General.

a. Technical Assessment and Fraud Prevention Division. The Technical Assessment and Fraud Prevention Division, under the supervision of a Director, is responsible for:

- (1) Reviewing and analyzing Agency programs, operations, and proposed legislation and regulations to identify and isolate those areas considered sensitive to fraud, waste, and abuse;
- (2) Researching, developing, testing, and implementing innovative techniques and systems for the detection of fraud, and publicizing this information throughout the Agency;
- (3) Developing and implementing strategies that minimize the opportunity for the occurrence of fraud, waste and abuse, and providing leadership in this effort to appropriate disciplines within and outside the Agency;

(4) Identifying, evaluating and reporting on significant findings, trends and patterns disclosed in audit, investigative, and evaluation reports prepared by the OIG, GAO, and other Government organizations;

(5) Performing reviews and evaluations of OIG audit and investigative field divisions and other entities to determine overall effectiveness and efficiency, and for compliance with established policies and procedures;

(6) Maintaining and operating the Office of Inspector General's suspension and debarment program; and

(7) Operating the Agency "Hotline" for the receipt, screening, and disposition of employee and public complaints concerning the possible existence of fraudulent activities in violation of laws and regulations.

b. Administrative and Management Services Division. The Administrative and Management Services Division, under the supervision of a Director, is responsible for:

(1) Developing, presenting and controlling the Office of Inspector General's operating budgets, to include providing expert assistance and guidance to other OIG offices in projecting staffing and resource needs;

(2) Directing the Office of Inspector General personnel management, payroll and related systems, to include recruitment, employee counseling, training, staff development, meeting equal employment opportunity goals, and employee orientation;

(3) Preparing and coordinating semiannual reports to the Administrator and Congress on the activities of the Office of Inspector General;

(4) Providing administrative and management support services to the Office of Inspector General, to include organization and management studies, systems and procedures studies, procurement assistance, and office organization and layout;

(5) Operating the Agency's personnel security clearance program;

(6) Developing Office of Inspector General policies, standards and operating procedures, and managing the OIG Issuance System for OIG Manuals, OIG Bulletins, etc.;

(7) Preparing and coordinating responses to requests for audit, investigative and other data under the provisions of the Freedom of Information and Privacy Acts;

(8) Coordinating the Office of Inspector General's Management Accountability Report, to include gathering and analyzing statistical information on accomplishment of goals and objectives; and

(9) Receiving, maintaining and physically controlling Office of Inspector General audit and investigative files and related correspondence and records.

OFFICE OF INSPECTOR GENERAL

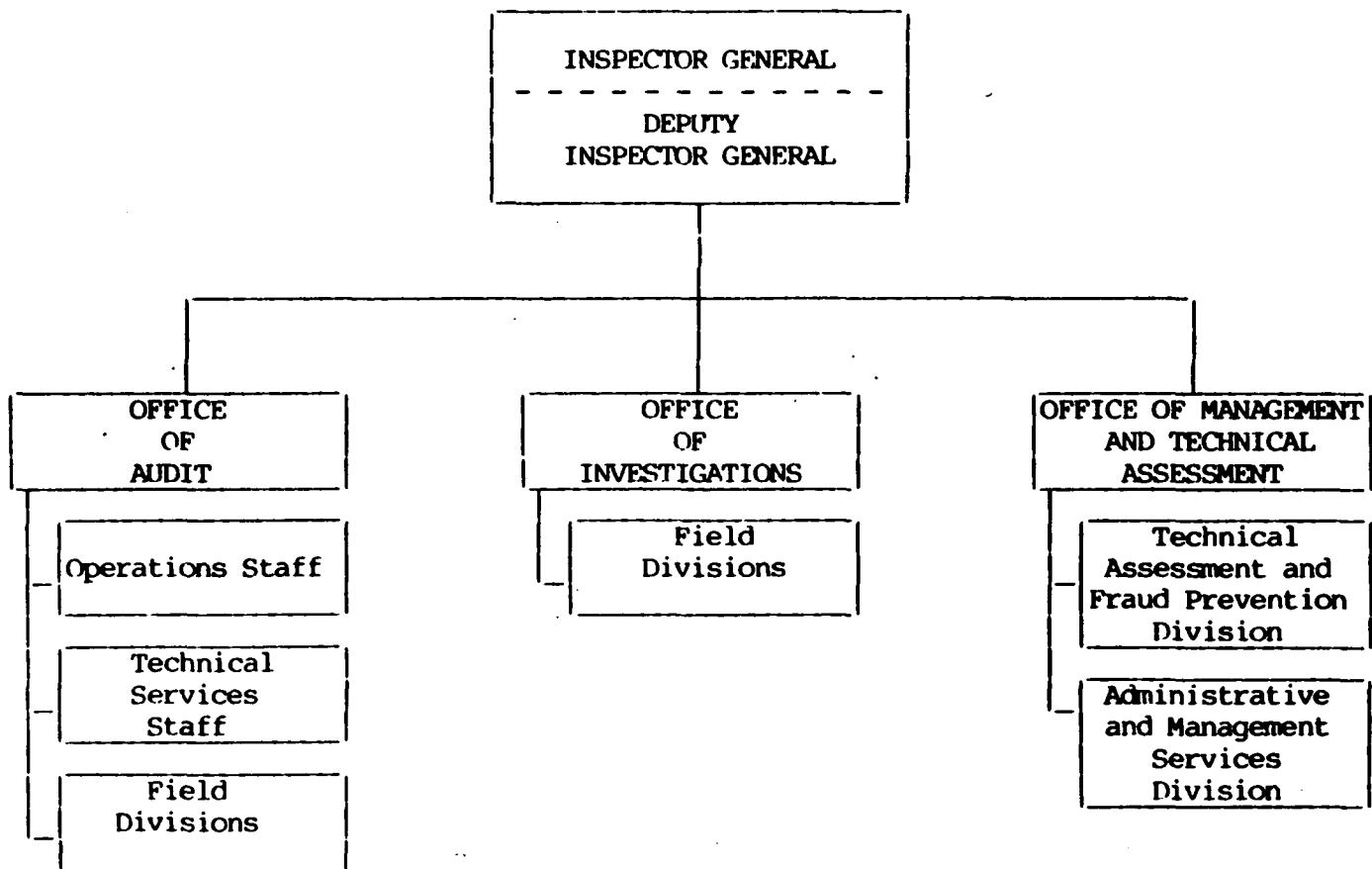


Figure 8-1



CHAPTER 9 - OFFICE OF RESEARCH AND DEVELOPMENT

1. OFFICE OF THE ASSISTANT ADMINISTRATOR FOR RESEARCH AND DEVELOPMENT. The functions and responsibilities assigned to the Assistant Administrator for Research and Development (AA-ORD) are Agencywide and apply to the satisfaction of research and development needs of the Agency's operating programs and the conduct of an integrated research and development program for the Agency. The Assistant Administrator for Research and Development serves as the principal science adviser to the Administrator, and is responsible for the development, direction, and conduct of a national research, development and demonstration program in: (a) Pollution sources, fate, and health and welfare effects; (b) Pollution prevention and control and waste management and utilization technology; (c) Environmental sciences; and (d) Monitoring systems. Participates in the development of Agency policy, standards, and regulations. Provides for dissemination of scientific and technical knowledge, including analytical methods, monitoring techniques, and modeling methodologies. Serves as coordinator for the Agency's policies and programs concerning carcinogenesis and related problems. Assures appropriate quality control and standardization of analytical measurement and monitoring techniques (for which the AA is assigned responsibility) utilized by the Agency. Exercises review and concurrence responsibilities on an Agencywide basis in all budgeting and planning actions involving monitoring which require Headquarters approval.

As Principal Science Adviser to the Administrator, the Assistant Administrator is assisted by an in-house staff of senior and experienced scientific and technical specialists. These specialists, upon request, provide technical and scientific reviews and expert consultation and advice on Agencywide technical program issues. This Office serves as the point of liaison with the EPA Science Advisory Board and administratively houses the Science Advisory Board staff.

a. Office of Research Program Management. The Office of Research Program Management, under the supervision of the Director, serves as the principal staff office to the Assistant Administrator on matters relating to budgeting, program planning/review/integration/coordination, technical information/transfer, resource management, policy development, and administrative operations; and serves as the ORD focal point for the coordination and management of matters relating to the Agency Steering Committee.

(1) Operations Office. The Operations Office, under the supervision of a Director, is responsible to the Director, Office of Research Program Management and develops recommendations on Office of Research and Development (ORD) programs, including the identification and development of alternative program goals, priorities, objectives, and research plans. Develops recommendations on overall Office policies and means for their implementation. Develops and administers the formal Office of Research and Development planning, budgeting, reporting and review system in implementation of the Agency system. Provides policy review for ORD planning, budgeting and reporting activities. Recommends resource targets and major objectives for ORD research offices. Coordinates the preparation of ORD programs plans and budgets within ORD and

with Agency program and Regional Offices and external scientific and user groups. Recommends and, as directed, conducts reviews and evaluations of ORD programs to determine responsiveness to Agency strategies and ORD plans, including the development of appropriate criteria to measure program performance. Provides analysis of new or proposed legislation for impact on the Office of Research and Development and its program responsibilities. Provides administrative and financial support services to the ORD Headquarters components, and coordinates administrative matters for ORD field components. Establishes administrative policies and procedures for ORD components in amplification of Agency policies. Allocates resources, as directed by the Assistant Administrator, and develops and operates internal ORD fiscal and manpower controls. Coordinates administrative aspects of ORD foreign activities, including travel.

(2) Center For Environmental Research Information, Cincinnati. The Center for Environmental Research Information, under the supervision of a Director, is responsible to the Director, Office of Research Program Management for the management and implementation, within Agency and ORD policies, guidelines and allocated resources, of a comprehensive national program to facilitate the dissemination and exchange of scientific or technical information resulting from the ORD research program and technology transfer, to the variety of environmental decisionmaking officials and other user groups inside and outside the Agency. The program shall be developed in coordination with Regional Administrators and Assistant Administrators. The Director assists in the development of broad research information policy, program guidelines, and plans. Identifies and recommends the initiation of specific dissemination projects or programs, including the resources and schedules required to accomplish them. Upon receiving the necessary resources, carries out the work either through its own facilities and staff or under contract, grant, inter- or intra-agency agreements with other organizations. Provides technical and operational support and expertise to ORD laboratories and Agency programs with respect to user group identification and characterization, and in the development and implementation of technical information outputs/packaging and dissemination systems.

**2. OFFICE OF ACID DEPOSITION, ENVIRONMENTAL MONITORING AND QUALITY ASSURANCE.**

The Office of Acid Deposition, Environmental Monitoring and Quality Assurance (OADEMQA), under the supervision of an Office Director, is responsible to the Assistant Administrator for Research and Development for planning, managing and evaluating a comprehensive program for: (a) monitoring the cause and effects of acid deposition; (b) research and development on the causes, effects and corrective steps for the acid deposition phenomenon; (c) research with respect to the transport and fate of pollutants which are released into the atmosphere; (d) development and demonstration of techniques and methods to measure exposure and to relate ambient concentrations to exposure by critical receptors; (e) research, development and demonstration of new monitoring methods, systems, techniques and equipment for detection, identification and characterization of pollutants at the source and in the ambient environment and for use as reference or standard monitoring methods; (f) establishment, direction and coordination of Agencywide Quality Assurance Program; and (g) development and provision of quality assurance methods, techniques and material including validation and standardization of analytical methods, sampling techniques, quality control methods, standard reference materials, and techniques for data collection, evaluation and interpretation.

The Office identifies specific research, development, demonstration and service needs and priorities; establishes program policies and guidelines; develops program plans including objectives and estimates of resources required to accomplish objectives; administers the approved program and activities; assigns program responsibility and resources to the laboratories assigned by the Assistant Administrator; directs and supervises assigned laboratories in program administration; and conducts reviews of program progress and takes action as necessary to assure timeliness, quality and responsiveness of outputs.

a. Program Operations Staff. The Program Operations Staff, under the supervision of a Chief, serves as the principal management and support staff to the Director, OADEMQA, and is responsible for: (1) the development, administration and coordination of program management and administrative support for the Office and its associated laboratories; (2) administering the ORD planning, reporting and review system within the Office and developing and administering such additional systems as are necessary for supporting budget, program development and defense, personnel management and financial management of the Office and associated laboratories; (3) reviewing inter-divisional and inter-laboratory strategies, objectives, plans, progress and resources for compliance with ORD, Agency and legislative requirements; (4) recommending priorities and strategies to optimize utility of resources; and (5) serving as a point of liaison with ORD's Office of Research Program Management and other organizations for planning, programming, reporting, fiscal control and management of activities of the office.

b. Quality Assurance Management Staff. Under the supervision of a Director, the Quality Assurance Management Staff (QAMS) is responsible to the Director, OADEMQA, for developing the Agencywide mandatory Quality Assurance Program for all environmental data collection activities. The objective of the quality assurance program is to assure that each EPA office or laboratory has defined and has the tools to define the level of data quality needed for the intended data use and to determine whether the needed quality assurance is attained. QAMS policy applies to all State grantees responsible for collecting data for use by EPA and all research and contract efforts collecting environmental data. Specifically QAMS develops policy guidance for use by each Agency office or laboratory in their preparing QA program plans and QA project plans. QAMS develops the policy and technical guidance for conducting and reviewing QA audits. QAMS reviews and approves all QA program plans and conducts technical and management audits of any office or laboratory QA program to determine conformance with their approved QA program. QAMS establishes appropriate communications and training materials necessary for offices and laboratories to implement their QA programs.

c. Environmental Monitoring Systems Division. The Environmental Monitoring Systems Division, under the supervision of a Director, is responsible to the Director, OADEMQA, for the planning, management, coordination and review of the Agency's research, development and demonstration Programs in the Air, Toxics, Pesticides, Radiation, Water, and Waste Management media to define: (1) techniques and systems to measure exposure and relate ambient concentrations of pollutants to exposure of critical receptors; (2) precise, accurate techniques surveillance and enforcement requirements; (3) candidates for designation and standard or reference monitoring methods; (4) monitoring methods and systems including sampling techniques and methodology, and other components of monitoring systems and strategies; (5) quality assured monitoring techniques including methods of standardization validation and equivalency and quality procedures and protocols and quality control; and (6) managing and providing specialized monitoring or other systems to Agency program and Regional Offices as well as other Federal and State agencies in response to requests for services. The division provides technical expertise and management assistance in the areas noted above; develops broad Agency policy and program plans, priorities and laboratory objectives; coordinates research and development activities with other components of ORD, the Agency, the Federal, State and local governments and the private sector; reviews laboratory plans, allocates resources and monitors the status of ongoing programs; conducts or assists in conducting program reviews; and develops recommendations for corrective actions when necessary.

d. Acid Deposition and Atmospheric Research Division. The Acid Deposition and Atmospheric Research Division (ADARD), under the supervision of a Director, is responsible to the Director, OADEMQA, for the planning management, coordination and review of: (1) the Agency's acid deposition

research and development program (as part of the interagency effort) on atmospheric processes, dry deposition methods development, damage to man-made materials, aquatic and terrestrial effects, surveying and monitoring aquatic and terrestrial resources at risk (advanced warning system), and liming aquatic resources; (2) conducting long-term assessments and short-term analyses of scientific information to support Agency policy development on acid deposition to include assessing cost, benefit, and effectiveness of control and mitigation options of acid rain; and (3) the Agency's research and development program to determine the atmospheric processes, transport and transformation of air pollution as it relates to urban, regional and global atmospheres.

The Division provides technical expertise and management assistance in the areas noted above; develops broad Agency policy and program plans, priorities and laboratory objectives; coordinates research and development activities with other components of ORD, the Agency, the Federal, State and local governments and the private sector; represents the Agency on the Research Coordination Council of the Federal Interagency Task Force on Acid Precipitation; reviews laboratory plans, allocates resources and monitors the status of ongoing programs; conducts or assists in conducting program reviews; and develops recommendations for corrective actions when necessary.

e. Environmental Monitoring Systems Laboratory, Research Triangle Park (RTP), North Carolina. The Environmental Monitoring Systems Laboratory, RTP, under the supervision of a Director, is responsible to the Director, OADEMQA, for the management within Agency and ORD policies and guidelines and allocated resources, of programs in field monitoring, analytical support, and other technical support for air pollutants in ambient air and from stationary and mobile sources; and of a quality assurance program for specialized air pollution monitoring. Assists in the development of broad research policy and program guidelines and long-range research plans. Recommends specific projects and programs, including the resources and schedules required to accomplish them. Upon obtaining the resources, carries out the work either through its own facilities and field stations or under contract, cooperative agreement, or interagency agreement with other organizations. Provides technical support to Agency components, as requested, within the resources allocated for this purpose. Assures that the results of its work are disseminated according to ORD guidelines. Provides the administrative and financial framework to assure that the activities of the Laboratory meet Agency and Federal government requirements.

f. Environmental Monitoring and Support Laboratory, Cincinnati, Ohio. The Environmental Monitoring and Support Laboratory, Cincinnati, under the supervision of a Director, is responsible to the Director, OADEMQA, for the management, within the Agency and ORD, of policies and guidelines and allocated resources; of programs in field monitoring analytical methods; other technical support; and quality assurance of water, wastewater, and solid waste.

Assists in the development of broad research policy and program guidelines and long-range research plans. Recommends specific projects and programs, including the resources and schedules required to accomplish them. Upon obtaining the resources, carries out the work either through its own facilities and field stations or under contract, cooperative agreement, or interagency agreement with other organizations. Provides technical support to Agency components, as requested, within the resources allocated for this purpose. Assures that the results of its work are disseminated according to ORD guidelines. Provides the administrative and financial framework to assure that the activities of the Laboratory meet Agency and Federal government requirements.

g. Environmental Monitoring Systems Laboratory, Las Vegas, Nevada.

The Environmental Monitoring Systems Laboratory, under the supervision of a Director, is responsible to the Director, OADEMQA, for the management, within the Agency and ORD policies and guidelines and allocated resources, of programs for multi-media and remote sensing monitoring and measurements, special surveys, field testing, emergency response and other technical support operations, and of a quality assurance program. The Director is the principal contact for the testing activities of the Department of Energy (DOE), and serves on various advisory bodies and panels of the DOE's Nevada Operations Office. Assists in the development of broad research policy and program guidelines and long-range research plans. Recommends specific projects and programs, including the resources and schedules required to accomplish them. Upon obtaining the resources, carries out the work either through its own facilities and field stations or under contract, cooperative agreement, or interagency agreement with other organizations. Provides technical support to Agency components, as requested, within the resources allocated for this purpose. Assures that the results of its work are disseminated according to ORD guidelines. Provides the administrative and financial framework to assure that the activities of the Laboratory meet Agency and Federal government requirements.

h. Atmospheric Sciences Research Laboratory-Research Triangle Park (ASRL-RTP), North Carolina, conducts an intramural and extramural research program in the physical sciences to detect, define, and quantify air pollution as it relates to urban, regional, and global atmospheres and acid deposition. The Laboratory, under the supervision of a Director, is responsible to the Director, OADEMQA, for planning, implementing, and managing research and development programs designed to quantitate the relationships between emissions of pollutants from all types of sources, air quality and atmospheric effects and to uncover and characterize hitherto unidentified air pollution problems including, but not limited to, acid deposition.

To fulfill this responsibility, ASRL-RTP conducts laboratory and field investigations involving chemistry, physics, and meteorology; develops techniques and instrumentation for the measurement and characterization of pollutants in the ambient air and in the emissions from all types of sources; and utilizes ADP systems for compilation and analysis of the data produced by the research. Information from ASRL-RTP programs and from the programs of other Government agencies, private industry, and the academic community are integrated by the Laboratory to develop the technical basis for air pollution control strategies for various pollutants.

3. OFFICE OF ENVIRONMENTAL ENGINEERING AND TECHNOLOGY. The Office of Environmental Engineering and Technology (OEET) under the supervision of a Director, is responsible to the Assistant Administrator for planning, managing and evaluating a comprehensive program for the: (a) Development of cost-effective methods for control and management of operations with environmental impacts associated with the extraction, processing, conversion, and transportation of energy, minerals, and other resources, and with industrial processing and manufacturing facilities; (b) Development of cost-effective methods for environmental control of public sector activities including publicly-owned waste water and solid waste facilities; (c) Development of cost-effective methods for control and management of hazardous waste generation and disposal, of remedial actions, and of emergency spills of oils and hazardous wastes; (d) Development of engineering data needed by the Agency in reviewing premanufacturing notices relative to assessing release and exposure of chemicals, treatability by waste treatment systems, containment and control of genetically engineered organisms, and development of alternatives to mitigate release and exposure of existing chemicals; (e) Improvement of drinking water supply and system operations, including improved understanding of water supply technology and water supply criteria. In carrying out these responsibilities, the Office: (a) Develops program plans and manages the resources assigned to it; (b) Implements the approved programs and activities; (c) Assigns objectives and resources to the OEET laboratories; (d) Conducts appropriate reviews to assure the quality, timeliness and responsiveness of outputs; and, (e) Conducts analyses of the relative environmental and socioeconomic impacts of engineering methods and control technologies and strategies. The Office of Environmental Engineering and Technology is the focal point within the Office of Research and Development for providing liaison with the rest of the Agency and with the Department of Energy on issues associated with energy development. The Office is also the focal point within the Office of Research and Development for liaison with the rest of the Agency on issues related to engineering research and development and the control of pollution discharges.

a. Program Operations Staff. The Program Operations Staff, under the supervision of a Chief, serves as principal staff for resource management, coordination of the planning process, administrative operations, and general management and organization matters for the Office of Environmental Engineering and Technology (OEET). In carrying out these functions, the staff: (1) Coordinates the OEET planning, budgeting, and reporting systems; (2) Establishes policy and operating procedures for the formulation and execution of the budget and all administrative matters; (3) Ensures that budget, planning, and administrative policies are adhered to at the laboratories; (4) Tracks outputs and deliverables to ensure they are in accordance with ORD and Agency directives and plans; (5) Monitors the extramural procurement processes in the laboratories to ensure that procurement cutoff dates are met and that Agency and ORD policies are adhered to; (6) Develops and implements internal fiscal and manpower controls; (7) Provides administrative services for the Headquarters operations; (8) Develops and implements management review procedures, (9) Coordinates and tracks cross-cutting activities, such as international travel, regulatory development, technical information, laboratory peer reviews, etc., and (10) Performs special projects and analyses.



b. Technical Programs Division. The Technical Programs Division (TPD), under the supervision of a Director: (1) Develops policies, broad program plans, and makes recommendations for resource allocations for the engineering and control technology research and development activities supporting the Agency's Program Offices and Regional Offices; (2) Assists the OEET Laboratory Directors in the presentation and defense of the proposed detailed program plan at the five Agency Consolidated Research Committees; (3) Prepares, in cooperation with the OEET laboratory directors, the Agency's Planning documents for control technology; (4) Conducts, in cooperation with the OEET Laboratory Directors, appropriate program reviews of ongoing research to ensure the production and dissemination of research outputs and deliverables that satisfy the needs for which they were originally planned and to ensure that deliverables are of high scientific quality; (5) Analyzes each existing or emerging authorization law and major regulation to determine the need for supporting environmental engineering research and development and coordinates engineering review and comments for new or revised agency regulations; (6) Coordinates environmental engineering research with other Federal agencies to ensure that research efforts are non-duplicative and that results from other programs are fully integrated in support of EPA's needs; (7) Develops plans and participates in Agency task forces and special study groups; (8) Prepares program master plans for ongoing technical programs and for overlapping research areas in ORD, such as groundwater, dioxin, etc.; (9) Provides direct support to the ORD Research Committees and ORD's Research Council; (10) Conducts short and long term studies and analyses related to cross-cutting or intermedia issues; (11) Develops and implements policies related to program management, e.g., quality assurance, peer reviews, cooperative international programs, management support systems; and (12) Serves as the OEET headquarter's principal point of contact with industry, associations, States and municipalities, and the Program Offices and Regional Offices.

c. Hazardous Waste Engineering Research Laboratory, Cincinnati, Ohio. The Hazardous Waste Engineering Research Laboratory, under the supervision of the Laboratory Director, is responsible to the Director, Office of Environmental Engineering and Technology, for the implementation of engineering research and development related to solid and hazardous waste and superfund within the Office of Research and Development. The mission of the Hazardous Waste Engineering Research Laboratory is to provide an authoritative, defensible engineering basis in support of the policies, programs and regulations of the Environmental Protection Agency with respect to solid and hazardous wastes and superfund related activities. The Laboratory defines and characterizes sources of pollution, catalyzes advances in the state-of-the-art of pollution control, provides engineering concepts for cost-effective engineering solutions to difficult pollution problems and provides early-warning of emerging sources of pollution. Areas of responsibility include: (1) providing the needed test protocols and engineering capabilities for achieving effective and minimum cost implementation of and compliance with regulations for the disposal of solid and hazardous wastes by land disposal or destruction/detoxification; (2) providing practicable and cost-effective remedial engineering technologies

capable of restoring the quality of or preventing public health or environmental hazards from orphaned hazardous waste disposal sites or from spills or other accidental releases of hazardous materials, (3) exploring and exploiting high-risk but potentially high-payoff techniques for solving environmental problems related to solid and hazardous wastes, (4) promoting the development and early commercialization of techniques and technologies which will reduce the cost and, therefore, the overall economic burden of attaining environmental quality goals, (5) providing technically and economically feasible solutions to presently intractable engineering problems of serious concern because of significant public health implications or potentially irreversible environmental impacts, (6) generating and maintaining a knowledgeable understanding of the fundamental scientific and applied engineering aspects of alternative pollution control methodologies for solid and hazardous wastes, and (7) identifying impending new sources of solid and hazardous wastes, characterizing these and currently poorly-understood sources and assessing the potential controllability of such sources with available or expected techniques.

In addition to pursuit of the above major research goals, the Laboratory will provide consultation and technical assistance, particularly with regard to Program Office and Regional Office requests for source characterizations and for reviews of particularly difficult permit applications such as for hazardous waste landfills, hazardous waste incinerators, etc. The Laboratory will cooperate with other ORD Laboratories to integrate its engineering research efforts with related research programs as appropriate. The Laboratory will keep abreast of pertinent national and international research activities and findings and appropriately incorporate them into its own efforts and plans. Finally, the Laboratory will correlate its engineering research activities with those of other agencies, industry and academia to encourage translation of basic and applied research results to opportunities for commercial application.

d. Water Engineering Research Laboratory, Cincinnati, Ohio. The Water Engineering Research Laboratory (WERL), under the supervision of the Laboratory Director, and with the guidance of the Director, Office of Environmental Engineering and Technology, is responsible for the planning, implementation, and management of research, development, and demonstration programs assigned to the WERL. Management of the programs is the responsibility of the Laboratory senior staff, composed of the Director, the Deputy Director, and three Division Directors. Those programs include the multi-medial research development and demonstration of cost-effective methods for the prevention, treatment and management of municipal wastewater and sludges and urban runoff; and of industrial processing and manufacturing and toxic discharges; and the development of technology and management systems for the treatment, distribution and preservation of public drinking water supplies. The Laboratory integrates the above outputs into suitable form for municipal and industrial users. The Laboratory coordinates its program with other related ORD activities and conducts research in areas where the Laboratory's expertise can best fill the needs. It provides research support and technical assistance to the EPA operating programs. In addition to a substantial control technology capability, the

Laboratory uses demographic and economic information for systems analytic and modelling work. It operates pilot plant facilities, and provides personnel for operation and on-site direction of pilot and field evaluation projects.

e. Air and Energy Engineering Research Laboratory, Research Triangle Park, North Carolina. The Air and Energy Engineering Research Laboratory, under the supervision of a Director, catalyzes the development of control technologies and process modifications needed to establish and meet standards for air emissions in a timely and cost-effective manner, and supports EPA's regulatory and enforcement programs. The Laboratory also environmentally assesses manufacture and use of synthetic fuel and other current and emerging energy sources and technologies. The Laboratory conducts environmental assessment and control technology development activities to: (1) Assure the necessary technological groundwork for assessing and controlling as necessary, the man-made sources contributing to the acid deposition problem; (2) Explore and exploit specific high-risk but potentially high-payoff techniques for solving environmental problems; (3) Assist in the assessment of the sources of indoor air pollution to provide guidance and fundamental knowledge on causes and concepts which may contribute to solutions to control this problem; (4) Promote the development and early commercialization of techniques and technologies which will reduce the cost and, therefore, the overall economic burden of attaining air quality goals and energy environmental goals; (5) Provide technically and economically feasible solutions to presently intractable engineering problems of serious concern because of significant public health implications or potentially irreversible environmental impacts; (6) Generate and maintain a knowledgeable understanding of the fundamental and applied engineering aspects of alternative energy and air pollution control methodologies; and (7) Identify new sources of pollution from energy facilities, characterize these and other currently poorly-understood sources and to assess the potential controllability of such sources with available or expected techniques.

4. OFFICE OF ENVIRONMENTAL PROCESSES AND EFFECTS RESEARCH. The Office of Environmental Processes and Effects Research, under the supervision of a Director, is responsible to the Assistant Administrator for planning, managing, and evaluating a comprehensive research program to develop the scientific and technological methods and data necessary to understand ecological processes and predict broad ecosystems impacts and to manage the entry, movement, and fate of pollutants into the environment and the food chain and the effects of pollutants upon nonhuman organisms and ecosystems. The comprehensive program includes: (a) The development of organism and ecosystem level effect data needed for the establishment of standards, criteria or guidelines for the protection of nonhuman components of the environment and ecosystem integrity and the prevention of harmful human exposure to pollutants; (b) The development of methods to determine and predict the fate, transport, and environmental levels which may result in human exposure and exposure of nonhuman components of the environment, resulting from the discharge of pollutants, singly or in combination into the environment including development of source criteria for protection of environmental quality; (c) The development and demonstration of methods for the control or management of adverse environmental impacts from agriculture and other rural nonpoint sources; (d) The development and demonstration of integrated pest management strategies for the management of agricultural and urban pests which utilize alternative biological cultural and chemical controls; (e) The development of laboratory and field-scale screening tests to provide data that can be used to predict the behavior of pollutants in terms of movement in the environment, accumulation in the food chain, effects on organisms, and broad ecosystem impacts; (f) Coordination of interagency research activities associated with the health and environmental impacts of energy production and use; and (g) Development and demonstration of methods for restoring degraded ecosystems by means other than source control.

The Office of Environmental Processes and Effects Research is the focal point within the Office of Research and Development for providing liaison with the rest of the Agency with respect to transport, fate, and environmental effects of pollutants and ecosystem level impacts, including those associated with energy activities, which are released into the environment; and the planning and implementation of the Agency's integrated pest management research program, in cooperation with the Office of Pesticide Programs, U.S. Department of Agriculture, and other participating Federal and State agencies. The Office, in coordination with the Agency research committees: identifies specific research, development, and demonstration needs and priorities; establishes research program policies and guidelines; develops program plans, including objectives and estimates of the resources required to accomplish these objectives; justifies these resources and after receiving them, carries out the programs and activities as approved in the research plans; allocates objectives and resources to the laboratories assigned to the Office by the Assistant Administrator and to other agencies as appropriate; and conducts appropriate reviews to assure the quality, timeliness, and responsiveness of outputs.

a. Program Operations Staff. The Program Operations Staff, under the supervision of a Director, serves as principal staff for resource control, administrative operations and general management and organization matters for the Office of Environmental Processes and Effects Research. The staff is responsible for coordinating the formal ORD planning, budgeting, reporting and review system; for establishing operating procedures, for developing and recommending internal fiscal and manpower controls; and for performing special projects and analyses within the Office of Environmental Processes and Effects Research.

b. Water and Land Division. The Water and Land Division, under the supervision of a Director, is responsible for planning, coordination and review of major programs of environmental research to: (1) Manage pollution discharges or emissions to, or impacts on, aquatic and terrestrial organisms and ecosystems resulting from the production of food, fiber, wood and other agricultural products; (2) Assess the socioeconomic impact of environmental management methods for agriculture and silviculture; (3) Assess probable trends in the production of renewable resources and their resulting environmental impacts; (4) Develop and demonstrate alternative production or land management methods resulting in reduced environmental impact; (5) Determine, quantify and manage pollutants entering and traversing groundwater resources; (6) Determine or predict pollutant exposure levels in aquatic and terrestrial ecosystems and effects on organisms and ecosystems integrity; (7) Determine acceptable source pollutant discharge or emission levels necessary to achieve defined air or water quality goals or standards; and (8) evaluate the impacts of energy development on arctic and sub-arctic ecosystems.

c. Toxics and Pesticides Division. The Toxics and Pesticides Division, under the supervision of a Director, is responsible for planning, coordination, and review of major programs of environmental research to develop, validate, and determine the feasibility of test methods and related techniques for evaluating the environmental hazards associated with toxic substances and pesticides. The principal efforts are directed to test methods and methodologies for assessing the ecological effects from short and long-term exposures and determining cumulative ecological impacts and for estimating environmental exposures with particular attention to environmental degradation, transport, and fate. The Division is responsible for assuring that the research results are translated into practical methods for carrying out risk assessments in a manner and on a time scale that is responsive to regulatory needs and that research programs are coordinated with related scientific efforts of other EPA offices and other Government agencies. The Division is also responsible for the air ecology program; research on the transport, fate and effects of energy-related water and toxic pollutants; and synfuels risk assessment.

d. Environmental Research Laboratory, Corvallis, Oregon. The Environmental Research Laboratory, Corvallis, under the supervision of a Director, is responsible to the Director for Environmental Processes and Effects Research, for the management, within Agency and ORD policies and guide-

lines and allocated resources, of a research program on ecological systems. Assists in the development of broad research policy and program guidelines and long-range research plans. Recommends specific projects and programs including the resources and schedules required to accomplish them. Upon obtaining the resources, carries out the work either through its own facilities and field stations or under contract, cooperative agreement, or interagency agreement with other organizations. Provides technical assistance to Agency components, as requested, within the resources allocated for this purpose. Assures that the results of its work are disseminated according to ORD guidelines. Provides the necessary administrative and financial framework to assure that the activities of the Laboratory meet Agency and Federal Government requirements. Provides, as required, scientific and technical input, as well as other documentation, to criteria development activities.

e. Environmental Research Laboratory, Athens, Georgia. The Environmental Research Laboratory, Athens, under the supervision of a Director, is responsible to the Director for Environmental Processes and Effects Research for the management within Agency and ORD policies and guidelines and allocated resources, of a research, development, and demonstration program to: (1) Identify and measure environmental quality in water and on land; (2) Determine the fate of pollutants in freshwater ecosystems; and (3) Manage or control agricultural or other non-point sources. Assists in the development of broad research policy and program guidelines and long-range research plans. Recommends specific projects and programs, including the resources and schedules required to accomplish them. Upon obtaining the resources, carries out the work either through its own facilities and field stations or under contract, grant, or interagency agreement with other organizations. Provides technical assistance to Agency components, as requested, within the resources allocated for this purpose. Assures that the results of its work are disseminated according to ORD guidelines. Provides the administrative and financial framework to assure that the activities of the Laboratory meet Agency and Federal government requirements.

f. Robert S. Kerr Environmental Research Laboratory, Ada, Oklahoma. The Robert S. Kerr Research Environmental Laboratory, Ada, under the supervision of a Director, is responsible for management of research programs: (1) to determine the fate, transport and transformation rates and mechanisms of pollutants in the subsurface environment including both the unsaturated soil profiles and the saturated zones; (2) to define the processes to be used in characterizing the subsurface environment as a receptor of pollutants; (3) to develop techniques for predicting the effects of pollutants on ground water, soil, and indigenous organisms; and (4) to define and demonstrate the applicability and limitation of using natural processes, indigenous to the subsurface environment, for the protection of this resource from municipal, industrial, and agricultural activities entailing the release of pollutants to the soil or deeper regions of the subsurface. Assists in the development of broad research policy and program guidelines and long-range research plans. Recommends specific projects and programs, including the resources and schedules required to accomplish them. Upon obtaining the resources, carries out the work through its own facilities or field stations, or under contract, cooperative agreement,

or interagency agreement with other organizations. Responsible for coordination of technical assistance to Agency components and others as requested within resources allocated for this purpose. Assures that the results of its work are disseminated according to ORD guidelines. Provides the administrative, personnel, and financial framework to assure that the activities of the Laboratory meet Agency and Federal government requirements.

g. Environmental Research Laboratory, Duluth, Minnesota. The Environmental Research Laboratory, Duluth, under the supervision of a Director, is responsible to the Director for Environmental Processes and Effects Research for the management, within Agency and ORD policies and guidelines and allocated resources, of a research program on ecological systems, particularly to determine the exposure-effect relationships in fresh water ecosystems. Assists in the development of broad research policy and program guidelines and long-range research plans. Recommends specific projects and programs, including the resources and schedules required to accomplish them. Upon obtaining the resources, carries out the work either through its own facilities and field stations or under contract, cooperative agreement, or interagency agreement with other organizations. Provides technical assistance to Agency components, as requested, within the resources allocated for this purpose. Assures that the results of its work are disseminated according to ORD guidelines. Provides the administrative and financial framework to assure that the activities of the Laboratory meet Agency and Federal government requirements. Provides, as required, scientific and technical input, as well as other documentation, to criteria development activities.

h. Environmental Research Laboratory, Narragansett, Rhode Island. The Environmental Research Laboratory, Narragansett, under the supervision of a Director, is responsible to the Director for Environmental Processes and Effects Research for the management, within Agency and ORD policies and guidelines and allocated resources, of a research program on ecological systems, particularly to determine the exposure-effect relationships in marine ecosystems. Assists in the development of broad research policy and program guidelines and long-range research plans. Recommends specific projects and programs, including resources; carries out the work either through its own facilities and field stations or under contract, cooperative agreement, or interagency agreement with other organizations. Provides technical assistance to Agency components, as requested, within the resources allocated for this purpose. Assures that the results of its work are disseminated according to ORD guidelines. Provides the administrative and financial framework to assure that the activities of the Laboratory meet Agency and Federal government requirements. Provides, as requested, scientific and technical input, as well as other documentation, to criteria development activities.

i. Environmental Research Laboratory, Gulf Breeze, Florida. The Environmental Research Laboratory, Gulf Breeze, under the supervision of a Director, is responsible to the Director for Environmental Processes and Effects Research, for the management, within Agency and ORD policies and guidelines and allocated resources, of a research program on ecological systems, particularly to determine the exposure-effect relationships in estuarine and coastal ecosystems. Assists in the development of broad research policy and program guidelines and long-range research plans. Recommends specific projects and programs, including the resources, and schedules required to accomplish them. Upon obtaining the resources, carries out the work either through its own facilities and field stations or under contract, cooperative agreement, or interagency agreement with other organizations. Provides technical assistance to Agency components, as requested, within the resources allocated for this purpose. Assures that the results of its work are disseminated according to ORD guidelines. Provides the necessary administrative and financial framework to assure that the activities of the Laboratory meet Agency and Federal government requirements. Provides, as requested, scientific and technical input, as well as other documentation to criteria development activities.



5. OFFICE OF HEALTH RESEARCH. The Office of Health Research under the supervision of a Director, is responsible to the Assistant Administrator, for the management of planning, implementing, and evaluating a comprehensive, integrated human health research program which documents acute and chronic adverse effects to man from environmental exposure to pollutants and determines those exposures which have a potentially adverse effect on humans. This documentation is utilized by ORD for criteria development and scientific assessments in support of the Agency's regulating and standardsetting activities. To attain this objective, the program develops test systems and associated methods and protocols, such as predictive models to determine similarities and differences among test organisms and man; develops methodology and conducts laboratory and field research studies; and develops interagency programs which effectively use pollutants.

The Office of Health Research is the Agency's focal point within the Office of Research and Development for providing liaison relative to human health effects and related human exposure issues (excluding issues related to the planning and implementation of research on the human health effects of energy pollutants that is conducted under the Interagency Energy/Environment Program). It responds with recognized authority to changing requirements of the Regions, program offices and other offices for priority technical assistance. In close coordination with Agency research and advisory committees, other agencies and offices, and interaction with academic and other independent scientific bodies, the Office develops health science policy for the Agency. Through these relationships and the scientific capabilities of its laboratories and Headquarters staffs, the Office provides a focal point for matters pertaining to the effects of human exposure to environmental pollutants.

a. Program Operations Staff. The Program Operations Staff, under the supervision of a Director, serves as the principal staff to the Director for Health Research and is responsible for the development, administration and coordination of internal program management and administrative support activities for the Office and its associated laboratories. The Staff administers the ORD planning, reporting and review system within the Office of Health Research; develops and administers such additional systems as are necessary for supporting annual budgets, program development and defense, and personnel and financial management of the office and associated laboratories; reviews inter-divisional and inter-laboratory strategies, objectives, plans, progress and resources for compliance with ORD, Agency and legislative requirements; and recommends priorities and a point of liaison with the Office of Administration and Resources Management, the Office of Policy, Planning and Evaluation and other organizations for planning, programming, reporting, fiscal control and management of activities of the Office.

b. Air, Noise and Radiation Health Research Division. The Air, Noise and Radiation Health Research Division, under the supervision of a Director, is responsible to the Director for Health Research for the overall planning, management, and evaluation of health research programs related to the effects of human exposures to criteria and non-criteria pollutants in the atmosphere, emissions from mobile sources, noise and non-ionizing electromagnetic radiation

emissions. More specifically, the Division, in cooperation with the program offices, research committees, media task groups, health research laboratories and other parts of ORD, develops health research policy, priorities and program plans; and determines appropriate resource allocations to carry out the air, noise and radiation health research program. Provides program implementation guidelines to health effects research laboratories and management coordination to assure effective integration of the air, noise and radiation health research activities conducted by the separate laboratories. Conducts periodic reviews and evaluations of laboratory management practices and research activities to determine progress toward defined program objectives. Provides health research information and advice to steering committees, regulation review committees, interagency committees, and domestic and international organizations which request such assistance.

c. Water and Toxic Substances Health Research Division. The Water and Toxic Substances Health Research Division, under the supervision of a Director, is responsible to the Director for Health Research for the overall planning, management and evaluation of health research programs which pertain to drinking water, the quality of water resources, solid and hazardous waste management, and toxic chemical substances (including pesticides). More specifically, the Division, in cooperation with the program offices, research committees, media task groups, health research laboratories and other parts of ORD, develops health research policy, priorities and program plans; and determines appropriate resource allocations to carry out the water and toxic substances health research program. Provides program implementation guidelines to health effects research laboratories and management coordination to assure effective integration of the water and toxic substances health research activities conducted by the separate laboratories. Conducts periodic reviews and evaluations of laboratory management practices and research activities to determine progress toward defined program objectives. Provides health research information and advice to steering committees, regulation review committees, interagency committees, and domestic and international organizations which request such assistance.

d. Health Effects Research Laboratory, Research Triangle Park (RTP), North Carolina. The Health Effects Research Laboratory, RTP, under the supervision of a Director, is responsible to the Director for Health Research, for the management, within Agency and ORD policies and guidelines and allocated resources, of research programs to define the exposure-effect relationships between, and develop the data on, the health effects of environmental pollutants, acting singly or in combination, using toxicological, clinical, and epidemiological studies. Assists in the development of broad research policy and program guidelines and long-range research plans. Recommends specific projects and programs, including the resources and schedules required to accomplish them. Upon obtaining the resources, carries out the work either through its own facilities and field stations or under contract, grant, or interagency agreement with other organizations. Provides technical assistance to Agency

components, as requested, within the resources allocated for this purpose. Assures that the results of its work are disseminated according to ORD guidelines. Provides the administrative and financial framework to assure that the activities of the Laboratory meet Agency and Federal government requirements. Provides, as required, scientific and technical input, as well as other documentation to criteria development activities.

6. OFFICE OF HEALTH AND ENVIRONMENTAL ASSESSMENT (OHEA). The Office of Health and Environmental Assessment, under the supervision of a Director, reports to the Assistant Administrator for Research and Development and is his/her principal adviser on matters relating to the development of health criteria, health effects assessment and risk estimation. The Director's Office: develops recommendations on OHEA programs including the identification and development of alternative program goals, priorities, objectives and work plans; develops recommendations on overall office policies and means for their implementation; performs the critical path planning necessary to assure a timely production of OHEA information in response to program office needs; serves as an Agency health assessment advocate for issue resolution and regulatory review in the Agency Steering Committee, Science Advisory Board, and in cooperation with other Federal agencies and the scientific and technical community; and provides administrative support services to the components of OHEA. The Director's Office provides Headquarters coordination for the Environmental Criteria and Assessment Offices located in Cincinnati, Ohio and Research Triangle Park, North Carolina.

(a) Carcinogen Assessment Group. The Carcinogen Assessment Group is responsible to the Director of the Office of Health and Environmental Assessment for advising the Agency's operating programs on the health risks associated with suspected cancer-causing agents. In cooperation with the program office, the Group: (a) Provides state-of-the-art methodology, guidance and procedures for the evaluation of carcinogenicity; (b) Assures quality and consistency in the Agency's scientific risk assessments; (c) Provides advice to the program offices on proposed carcinogenic testing requirements with emphasis on the information needed for adequate risk assessments; and (d) Provides independent assessments of risk and recommendations to the appropriate offices concerning the risk associated with specific suspect carcinogens. Analyses are conducted independently of economic impact considerations.

(b) Exposure Assessment Group. The Exposure Assessment Group is responsible to the Director of the Office of Health and Environmental Assessment for advising the Agency's operating programs on the exposure characteristics and factors of agents that are suspected of causing detrimental health effects. In cooperation with the program offices, the Group: (a) Provides state-of-the-art methodology, guidance and procedures for exposure determinations; (b) Assures quality and consistency in the Agency's scientific risk assessments; (c) Provides advice to the program offices on proposed testing requirements with emphasis on the information needed for adequate exposure determinations; and (d) Provides independent assessments of exposure and recommendations to the appropriate regulatory office concerning the exposure potential of specific agents. The work of the Group does not include consideration of economic impact.

(c) Reproductive Effects Assessment Group. The Reproductive Effects Assessment Group is responsible to the Director of the Office of Health and Environmental Assessment for advising the Agency's operating programs on the risks associated with chemicals that are suspected of causing detrimental reproductive effects, including mutagenic, teratogenic effects and sterility.

In cooperation with the program offices, the Group: (a) Provides state-of-the-art methodology, guidance and procedures for the evaluation of reproductive effects; (b) Assures quality and consistency in the Agency's scientific risk assessments; (c) Provides advice to the program offices on proposed testing requirements with emphasis on the information needed for adequate risk assessments; and (d) Provides independent assessments of risk and recommendations to the appropriate regulatory office concerning the risk to reproductive systems associated with specific chemicals. The work of the Group does not include consideration of economic impact.

(d) Environmental Criteria and Assessment Office, Cincinnati. The Environmental Criteria and Assessment Office, Cincinnati (ECAO/Cin) is responsible to the Director of the Office of Health and Environmental Assessment (OHEA) for the preparation of criteria and assessment documents primarily in the field of water pollution, in support of program needs and schedules for use in Agency regulatory activities. It serves as the ORD focal point to collect, evaluate and assess the national and international literature on toxic effects from exposure to water pollutants and related topics. The primary functions of the ECAO consist of preparation and publication of (a) revised or new criteria documents as an input for establishing environmental standards, and (b) scientific assessment documents which serve as a basis for decisions by the Administrator regarding the listing of pollutants for control under various legislative authorities. Additional functions include, but are not limited to: (a) Assessment of research performed within the Agency; (b) Providing the interface among ORD, the Agency's program and regulatory offices, and the scientific community; (c) Responding to requests from other program offices and the other components of OHEA for scientific documentation, and initiating reports and assessments to these groups as needed; and (d) Performing tasks assigned to ORD in its role with the World Health Organization (WHO) as a collaborating center for environmental pollution control.

(e) Environmental Criteria and Assessment Office, Research Triangle Park. The Environmental Criteria and Assessment Office, Research Triangle Park (ECAO-RTP) is responsible to the Director of the Office for Health and Environmental Assessment for the preparation of criteria and assessment documents primarily in the field of air pollution, in support of program needs and schedules for use in Agency regulatory activities. It serves as the ORD focal point to collect, evaluate and assess the national and international literature on toxic effects from exposure to air pollutants and related topics. The primary functions of the ECAO consist of preparation and publication of (a) revised or new criteria documents as an input for establishing environmental standards, and (b) scientific assessment documents which serve as a basis for decisions by the Administrator regarding the listing of pollutants for control under various legislative authorities. Additional functions include, but are not limited to: (a) Assessment of research performed within the Agency; (b) Providing the interface among ORD, the Agency's program and regulatory offices, and the scientific community; (c) Responding to requests from other program offices and other components of OHEA for scientific documentation, and initiating reports and assessments to these groups as needed; and (d) Performing tasks assigned to ORD in its role with the World Health Organization (WHO) as a collaborating center for environmental pollution control.

7. OFFICE OF EXPLORATORY RESEARCH. The Office of Exploratory Research (OER), under the supervision of a Director, is responsible to the Assistant Administrator, Office of Research and Development, for overall planning, administering, managing, and evaluating EPA's anticipatory and extramural grant research in response to Agency priorities, as articulated by Agency planning mechanisms and ORD's Research Committees. The Director advises the Assistant Administrator on the direction, scientific quality and effectiveness of ORD's long-term scientific review and evaluation; and research funding assistance efforts. The responsibilities of this office include: administering ORD's scientific review of extramural requests for research funding assistance; developing research proposal solicitations; managing grant projects; and ensuring project quality and optimum dissemination of results. The OER is responsible for analyzing EPA's long-range environmental research concerns; forecasting emerging and potential environmental problems and manpower needs; identifying Federal workforce training programs to be used by State and local governments; assuring the participation of minority institutions in environmental research and development activities; and conducting special studies in response to high priority national environmental needs and problems. This office will also serve as an ORD focal point for university relations and other Federal research and development agencies related to EPA's extramural research program.

# OFFICE OF RESEARCH AND DEVELOPMENT

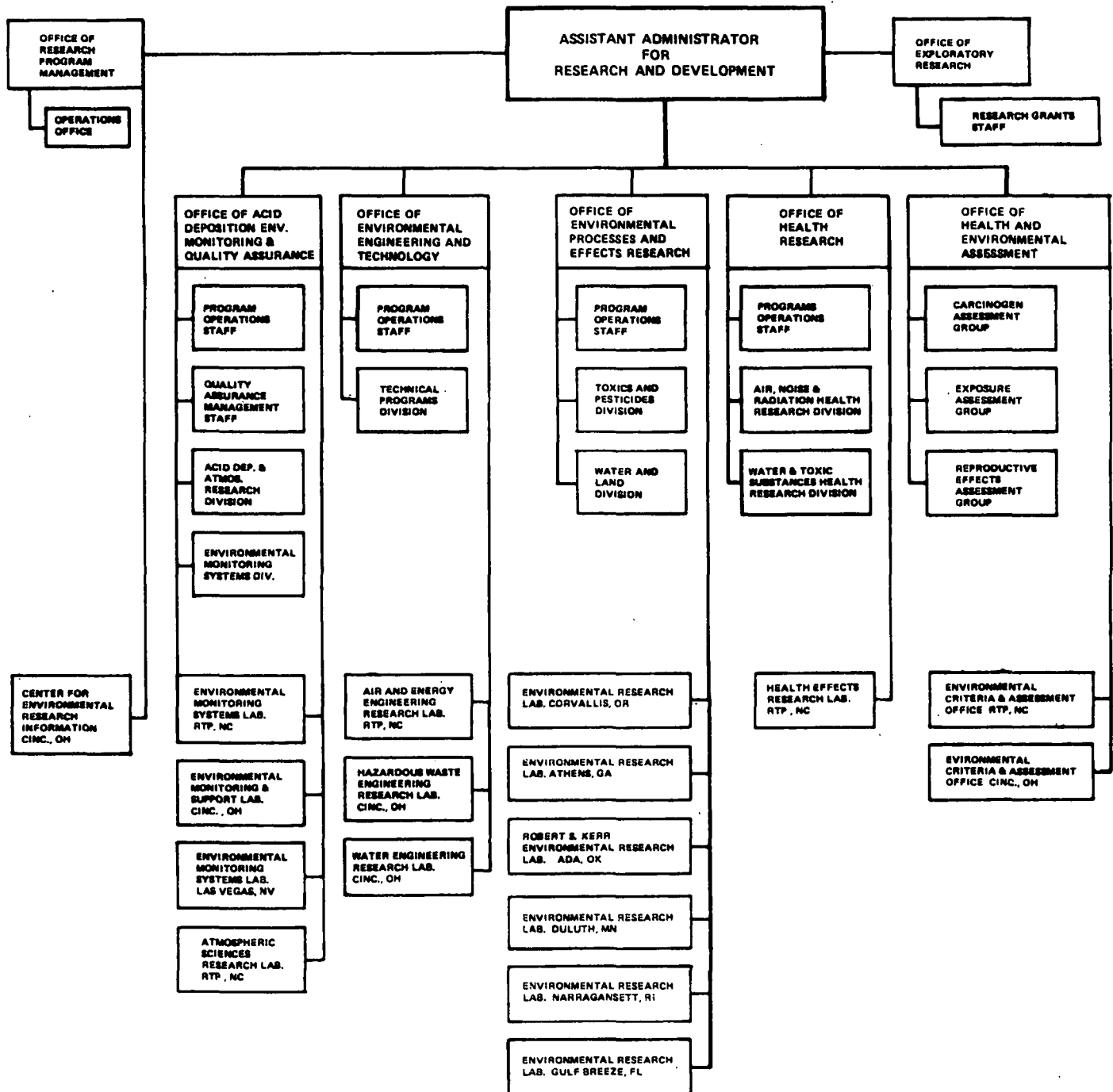


Figure 9-1

CHAPTER 10 - OFFICE OF THE ASSISTANT ADMINISTRATOR FOR WATER

1. OFFICE OF THE ASSISTANT ADMINISTRATOR FOR WATER. The office of the Assistant Administrator for Water provides Agencywide policy, guidance and direction for the Agency's drinking water, water quality, and groundwater protection programs. In addition to management of these programs, the Assistant Administrator serves as principal advisor to the Administrator in matters pertaining to drinking water, water quality, and groundwater. The Assistant Administrator's responsibilities include: (a) program policy development and evaluation; (b) environmental and pollution source standards development; (c) program policy guidance and overview, technical support, and evaluation of Regional activities; (d) the conduct of compliance and permitting activities as they relate to drinking water and water programs; (e) development of programs for technical assistance and technology transfer; (f) development of selected demonstration programs; (g) long-term strategic planning and special studies; (h) economic and long-term environmental analysis; and (i) marine and estuarine protection.

a. Water Policy Office. The Water Policy Office, under the supervision of a Director, serves as the principal staff to the Assistant Administrator for the review and analysis of policies and regulations originating both within and outside the Office of Water. Also serves as principal staff on matters of communications, including the development and management of strategies for release of Office of Water policies. Reviews and comments on all policy and regulatory materials to assure consistency with the Assistant Administrator's policies and to provide expert advice on benefits analysis to the Assistant Administrator; provides special analyses on policy issues which cut across program areas or on the Assistant Administrator's special initiatives; directs work groups for economic/policy development when requested by the Assistant Administrator; and represents the Assistant Administrator in appropriate policy discussions. Reviews the benefits analyses performed by program offices to ensure that key policy and economic questions have been adequately addressed and may perform analyses of financial impact of alternative enforcement or regulatory decisions at the Assistant Administrator's request. Directs special projects in specific program areas to develop policy options and develops alternative strategic responses to economic and technological trends for the Assistant Administrator. Develops policy guidance and evaluates implementation of that guidance at the regional level.

b. Resources Management and Administration Office. The Resources Management and Administration Office serves as the principal staff to the Assistant Administrator on matters relating to budget, administration, and management. Manages the program planning and budget process for the Office of Water, including budget development, hearing preparation, oversight of operating plan development, implementation, and financial management. Develops Office of Water travel policy, reviews travel plans and makes recommendations to the Assistant Administrator. Oversees



development of contract plans and reviews contracts which require Assistant Administrator approval. Manages development of Office of Water measures for the Strategic Planning and Management System and monitors performance against commitments. Manages administrative processes for the Office of Water, such as the merit pay and performance standards systems and coordinates all space allocations. Exercises responsibility for resource analysis and control, manages/conducts program and management evaluations, and coordinates development of responses to GAO reports. Secures and provides personnel and administrative support for the Office of the Assistant Administrator including procurement, space, personnel records, budget and financial management. Serves as principal liaison with the Office of Administration and Resources Management in the areas of budget preparation, justification, and execution; personnel management; grants and contracts administration; facilities and support services; automated data processing; health and safety services; and organization and management services. Also provides liaison and coordination on administrative and budget issues with other program offices, Federal agencies such as the Office of Management and Budget, and Congress regarding administrative and budget issues.

2. OFFICE OF DRINKING WATER. The Office of Drinking Water, under the supervision of a Director, is responsible to the Assistant Administrator for Water. The Office Director serves as national program manager for the Safe Drinking Water Act of 1974—including the Public Water Systems and Underground Injection Control programs—and is responsible for developing regulations and guidelines to protect drinking water quality and existing and future underground sources of drinking water, developing program policy and guidance for enforcement and compliance activities, and recommending policy for water supply protection activities to the Assistant Administrator. Develops a national program of public information; develops plans and policy for response to water supply emergencies; and reviews technical data for the designation of sole source aquifers with Regional Offices. Coordinates water supply activities with other Federal agencies as necessary; serves as liaison with the National Drinking Water Advisory Council; and works with the Office of Solid Waste and Emergency Response, the Office of Pesticides and Toxic Substances, and the Office of Groundwater Protection to assure the safety of both surface and groundwater water supplies. Develops and defends a national program budget reflecting program needs and priorities; assures the implementation of Agency policy and priorities in the Regions and Headquarters; provides technical direction and support to Regional Offices and other organizations through the Regional Offices; manages the development and implementation of delegation oversight procedures and evaluates Regional water supply programs. The Office Director is responsible for ensuring the development of performance agreements required of all EPA personnel; develops annual resource, guidance, and program workplans for presentation to and approval by the Assistant Administrator; and monitors and evaluates the performance and progress of the Divisions in implementing Agency and Office of Water program plans and priorities.

a. Office of Program Development and Evaluation. The Office of Program Development and Evaluation, under the supervision of a Director, is responsible to the Office Director for Drinking Water for analytic, budget, administrative, and risk assessment functions for that Office. Conducts a variety of analytic studies on policy issues relating to program priorities and objectives, resources and legislation; conducts economic analyses of proposed regulations and treatment techniques; and reviews quantitative assessments of carcinogenic risks. Provides assistance to the Office in sampling techniques and statistical assessments of quantitative data; performs broad strategic planning for the Drinking Water program which takes into consideration the public health and welfare and costs; develops and conducts evaluations on the ability of the program to fulfill statutory objectives; and develops, implements, and maintains computer systems necessary to implement the Safe Drinking Water Act. Also, provides administrative, budget, and financial support to the Office of Drinking Water including necessary program planning and evaluations.

b. Criteria and Standards Division. The Criteria and Standards Division, under the supervision of a Director, establishes and revises all regulations and guidelines relating to primary and secondary drinking water criteria and standards and prepares guidance for operation and maintenance of treatment plants. Monitors and actively studies point of use treatment and other innovative techniques for achieving compliance with drinking water regulations, and develops rationale for determination of Generally Available Technologies and unit cost processes. Monitors the congressionally mandated National Academy of Science studies on Drinking Water and Health; identifies research needs and supervises quality assurance activities for the Office of Drinking Water; and provides input to international studies relating to water supply. Reviews, assesses and maintains surveillance of direct and indirect additives to water and their potential health effects, and provides guidance and technical assistance to the States, utilities, other governmental agencies and the business community on the effect of substances added to or put in contact with potable water. Develops toxicological and technical guidance for variances and exemptions and provides leadership in developing programs to assist public water systems to meet drinking water regulations. Provides technical advice and guidance to other Federal agencies in the development of standards and regulations, water resources and emergency water supply planning; develops programs, policies, and guidance for small water treatment systems; and assists in emergency situations by providing scientific and toxicological advice.

c. State Programs Division. The State Programs Division, under the supervision of a Director, provides national program direction for the Public Water Systems (PWS) and Underground Injection Control (UIC) programs. Develops and revises regulations and guidelines for the PWS and the UIC programs and conducts the Headquarters review of State applications for primacy and State program revisions for both programs. Provides policy, technical and management guidance, to Regions and States on all phases of program implementation and compliance with the regulations, and monitors progress in implementation at the Regional and State levels. Develops overall compliance and permitting policy and provides guidance to the Regions on the implementation of permitting, surveillance and enforcement programs where States do not have primary enforcement responsibility. Develops and maintains models for the allocation of Regional resources, and allocates PWS and UIC grant funds and tracks the use of resources by Regions and States. Establishes policy guidance relating to the Interstate Carrier Water Supply Certification Program, the monitoring and surveillance programs for Federal facilities and Indian reservations; the granting of variances and exemptions; and responses to national, Regional, and local water supply emergencies. Identifies research needs, serves as the program liaison with the Office of Water Enforcement and Permits and the Office of Solid Waste and Emergency Response under the Safe Drinking Water Act, coordinates the review of Federally assisted projects in areas in which sole-source designation has been made, and provides technical guidance for the protection of non-public and rural water supplies.

d. Technical Support Division, Cincinnati. The Technical Support Division, under the supervision of a Director, provides technical assistance to the regions and States in the areas of operation and maintenance, monitoring and surveillance, treatment technology, and manpower development. Provides technical guidance to other divisions within the Office of Drinking Water in support of standard setting activities. Provides technical guidance for the use of available treatment techniques; provides assistance in the development and review of procedural and substantive regulations and guidelines as required; and keeps abreast of the latest research developments. Maintains a group of experienced personnel for technical support in emergency situations; plans and prepares, upon request, studies of the nature and extent of contaminants in public water supplies and ground water sources; and identifies the source of contamination and develops recommendations for corrective actions. Develops and improves field investigation techniques for evaluation of drinking water quality; assists in formulation and conduct of manpower development programs for State and local water supply personnel as may be appropriate; and serves as an ODW representative on Associated Boards of Certification.

3. OFFICE OF MUNICIPAL POLLUTION CONTROL. The Office of Municipal Pollution Control (OMPC), under the supervision of the Office Director, is responsible to the Assistant Administrator for Water for: developing national strategies, program and policy recommendations, regulations and guidelines for municipal water pollution control; developing and defending a national program budget reflecting program needs and priorities; ensuring the implementation of Agency policy and priorities in the Regions and Headquarters; providing technical direction and support to Regional Offices and other organizations; managing the development and implementation of delegation oversight procedures and for evaluating Regional municipal point source abatement and control programs including related water quality and cost effectiveness issues. The Office Director is also responsible for ensuring the development of Office performance agreements, required of all EPA personnel; developing annual resource, guidance and program workplans for presentation and approval of the Assistant Administrator; and for monitoring and evaluating the performance and progress of the Divisions in implementing Agency and Office of Water program plans and priorities.

a. Municipal Construction Division. The Municipal Construction Division, under the supervision of the Director, is responsible for the national management of the planning, design and construction phases of the construction grants program and the oversight of the delegated construction grants program. Develops and tracks estimates of construction grants obligations and outlays, develops State-by-State financial allotments and reallocations for distributing construction grants appropriations and reallocated amounts to the States in accordance with the legislation and appropriate regulations, and tracks State-by-State utilization of planning allowances. Conducts financial analyses of the construction grants program related to the impact of various legislative or budgetary proposals on the levels of appropriations, obligations, outlay, or project funding schedules. Manages the construction grants portion of Office of Water accountability and management evaluation systems within the Office of Municipal Pollution Control including coordination of program priorities and reporting with Agency accountability systems, conducts evaluations of Regional performance in relevant Division priority areas, and takes corrective action as necessary. Oversees the Construction Grants Management System (CGMS) to ensure ready availability of management information. Reviews grants applications for the Administrator's concurrence and provides the principal point of contact with Regional and State municipal grants programs for resolution of specific project issues. Manages a program of construction management evaluations to ensure that projects are completed expeditiously with fiscal integrity and achieve design objectives. Monitors, analyses and evaluates the operation of completed facilities during the first year of operation and coordinates with the Office of Water Enforcement and Permits for continued monitoring. Coordinates with the Office of Inspector General on a continuing program of investigations and audits of grants projects

to prevent waste, fraud and mismanagement. Directs delegation of the Construction Grants Program to the States; assists Regional Offices and State Agencies in interfacing State management assistance grants with Section 402, 404, 208 programs and 106 and 205(j) grants; and tracks delegation status and 205(g) resource utilization. Analyzes State resource needs and makes recommendations on the role of the States, the Corps, and EPA after delegation occurs. Develops program guidance in relevant areas to assist in implementation of program responsibilities.

b. Municipal Facilities Division. The Municipal Facilities Division, under the supervision of a Director, is responsible for national management of a program to ensure that States and municipalities are able to plan, construct, and operate self-sustaining wastewater treatment works as Federal construction grants funding is reduced and phased out, and that as a prerequisite for a construction grant award all grant applicants have the financial and management capabilities necessary for financing, construction and sound operation of a municipal wastewater treatment works. Maintains and regularly updates complete inventories of existing and needed future wastewater treatment works. Assists States in developing and maintaining a water quality-oriented priority system and provides guidance for annual preparation of project priority lists. Provides to the States the necessary technical and managerial tools to assess the water quality impacts of each wastewater treatment works and to report under Section 305(b) these results in an additive and nationally consistent manner. Evaluates for the nation and each State, in cooperation with Office of Water Regulations and Standards, the results of the Construction Grants Program in terms of water quality and use improvements. Provides the technical regulations, guidance, training and other information necessary for design of cost effective wastewater treatment works. Manages programs for Innovative/Alternative Technologies, Infiltration/Inflow Correction, Small Alternative Wastewater Treatment Systems, sludge management, industrial pretreatment and secondary treatment. Manages review of advanced treatment and Marine Combined Sewer Overflow projects at Headquarters and develops policies and guidance for Regional office quality review of such projects. Provides guidance for Regional office quality reviews of a sample of completed facility plans. Provides direction and information on current and future technology for municipal wastewater facilities. Evaluates facility costs and disseminates construction and operation and maintenance cost estimating information nationally and information to encourage communities to evaluate the entire range of financial issues associated with proposed treatment facilities. Conducts evaluations of Regional performance in relevant priority areas as determined by Office of Water and Agency accountability and management evaluation systems and takes corrective action as necessary.

c. Planning and Analysis Division. The Planning and Analysis Division, under the supervision of a Director, is responsible for development and coordination of all legislative, regulatory, strategic planning and budgetary activities of OMPC. Develops long range program and resource strategies

for the Construction Grants Program and provides for implementation of such strategies at Headquarters and field levels. Directs and coordinates the policy-making process for the Construction Grants Program including the development of legislative proposals, regulations, guidance documents, priority work plans, and new program initiatives. Develops strategies for municipalities to address water pollution problems. Conducts various special analyses of program performance as appropriate. Develops the annual budget strategy and budget justification materials for OMB and Congress. In line with budget strategy, ensures incorporation of program priorities into annual program plans and evaluations. Develops and monitors implementation of Interagency Agreements between EPA Regional Offices and the Corps of Engineers, including the distribution of funds to Corps field offices. Collects data on resource needs and funding activities under the Interagency Agreement. Allocates staffing resources among EPA and Regional Offices annually in accordance with Agency priorities and resources availability. Assures that priority Headquarters and Regional Office activities are planned and carried out in a coordinated and integrated fashion. Provides for coordinated data submissions from Regional Offices and State agencies to support management and budget needs. Directs management studies and develops guidelines and procedures to improve organizational effectiveness. Designs and implements systems for tracking key Headquarters outputs and management indicators. Directs the development and monitoring of Headquarters operating plans. Directs overall administrative support activities, including fiscal management of the interagency agreement with the Corps of Engineers. Manages wastewater treatment facility operator training program.

4. OFFICE OF WATER REGULATIONS AND STANDARDS. The Office of Water Regulations and Standards, under the supervision of a Director, is responsible to the Assistant Administrator for Water. The Director is responsible for developing an overall program strategy for the achievement of water pollution abatement in cooperation with other appropriate program offices; assuring the coordination of all national water-related activities within this water program strategy; and monitoring national progress toward the achievement of water quality goals, including preparation of reports to Congress under Section 305(b). The Director is responsible for the development of effluent guidelines and water quality regulatory and nonpoint source control programs and also for developing, implementing and coordinating regulations and guidance for water quality management planning under Section 303 and 208 and for State grants programs (1) under Section 106 and (2) under the nonconstruction grants portions of Sections 205(g) and 205(j). The Office Director is further responsible for developing and defending a national program budget reflecting program needs and priorities; for ensuring the development of office performance agreements, required of all EPA personnel; for developing annual resource guidance and program workplans for presentation to and approval of the Assistant Administrator; and for monitoring and evaluating the performance and progress of the Divisions in implementing Agency and Office of Water plans and priorities.

a. Monitoring and Data Support Division. The Monitoring and Data Support Division, under the supervision of a Director, is responsible for developing and implementing water quality monitoring and analysis programs, environmental assessments, and data management activities to support the implementation of water pollution abatement and control programs. Guides and directs water quality monitoring programs, wasteload allocation/total maximum daily load programs, and water quality inventory reporting through development of policies, issuance of guidance, and provision of technical assistance. With the Office of Water Enforcement and Permits, produces technical guidance for developing water quality-based controls for toxic pollutants and for implementation of these controls in NPDES permits, including both biomonitoring and pollutant-specific approaches. Coordinates these activities with other Office of Water offices and the Office of Research and Development. Prepares assessments of national water quality, evaluates environmental consequences of proposed regulatory approaches, and recommends priorities for control programs in conjunction with other offices in the Office of Water. Conducts national studies and evaluations to determine extent and characteristics of water quality problems, such as the National Dioxin Study and the National Fisheries Survey. Develops and implements analytical approaches for measuring environmental effectiveness of water pollution control programs. Serves as point of coordination within the Office of Water for integrating water quality monitoring, problem identification, standard setting, and wasteload allocation activities needed to implement water quality-based



controls. Develops and implements a strategy for data management and manages computerized water quality information systems. Develops and manages data bases and analysis programs to assist in performing water quality assessments and evaluations. Coordinates quality assurance and data management activities within the Office of Water Regulations and Standards.

b. Industrial Technology Division. The Industrial Technology Division, under the supervision of a Director, is responsible for the development of effluent guidelines regulations for both new and existing sources of industrial discharge to surface waters and to publicly owned treatment works. Develops technical reports and guidance documents for unregulated industries and pollutants. Provides technical assistance, advice and consultation to the Office of General Counsel and Office of Enforcement and Compliance Monitoring for adjudication of regulations. Provides technical support and assistance to the Office of Water Enforcement and Permits, Regional Offices, and State permit authorities on the interpretation and implementation of specific effluent guidelines regulations, and provides technical advice on water quality management issues affecting industrial sources. Evaluates and provides program policies on industrial water pollution; investigates new technologies, processes and emerging industries; assesses the treatability of individual pollutants for industry-specific wastewaters and treatment technologies; and maintains liaison with the Office of Research and Development, industry, and interest groups to assure that the most recent advances in technology are incorporated into guidelines. Manages a regulations tracking system and consults with the Office of Policy and Resource Management on issues of program integration.

c. Criteria and Standards Division. The Criteria and Standards Division, under the supervision of a Director, is responsible for the national management of the water quality standards, non-point source control, and sludge criteria development programs. Develops regulatory basis for implementation of water quality standards program by States as defined by Section 303 of the CWA. Develops and revises water quality criteria applicable to freshwater, marine, estuarine environments, and in sediments; publishes guidance; and provides Regions and States with methodology for developing criteria which reflect site-specific conditions (Section 304(a) CWA). When requested by Regions/States, provides technical assistance in application of methodologies. Develops and coordinates programs, policies and guidance to abate water pollution from non-point sources and develops technical, institutional, and regulatory information and guidelines in pursuit thereof. Develops procedures and guidance for implementation of the Clean Lakes Program. Develops technical regulations and guidelines on municipal sludge under Section 405 of the Clean Water Act.

d. Analysis and Evaluation Division. The Analysis and Evaluation Division, under the supervision of a Director, is responsible for development of a national water pollution abatement and prevention plan

which establishes the framework for implementing the Agency's water related activities in a coordinated manner, for budget development and management, for statistical and economic analyses, and for evaluation of programs. Provides statistical support or analyses and expert review of all regulations developed by the OWRS and those of other offices upon request. Conducts analyses of OWRS programs and the implementation of OWRS developed regulations and guidance documents. In particular, develops and analyzes alternative control options and prepares necessary issue and/or option papers detailing the costs, benefits, legal implications, economic impacts, risks, technological feasibility, administrative ramifications and public reaction to the alternative control options presented. Develops program regulations and policy guidance to set national water quality priorities and ensure the effective disposition of Section 106, nonconstruction grant 205(g), and 205(j) grants. Develops annual budget strategy and budget justification materials for OMB and Congress. In line with budget strategy, ensures incorporation of program priorities into annual program plans and evaluations. Directs the development and monitoring of Headquarters operating plans. Directs overall administrative support activities. Provides information on financial assistance to small businesses adversely impacted by water regulations.

5. OFFICE OF WATER ENFORCEMENT AND PERMITS. The Office of Water Enforcement and Permits, under the supervision of a Director, is responsible to the Assistant Administrator for Water and is the National program manager for the National Pollutant Discharge Elimination System (NPDES) permit, compliance and administrative enforcement program under the Clean Water Act (CWA) and the enforcement responsibilities under Sections 311 and 404 of the Clean Water Act. The Office Director is responsible for developing program policy, guidance, and regulations for permitting and compliance activities; for developing and defending a national program budget reflecting program needs and priorities; for ensuring the implementation of Agency policy and priorities in the Regions and Headquarters; for providing technical direction and support to Regional Offices; for developing and implementing delegation oversight procedures; and for evaluating Regional permitting and compliance programs. The Office Director is also responsible for ensuring the development of performance agreements, required of all EPA personnel; developing annual resource, guidance and program workplans for presentation to and approval of the Assistant Administrator; and for monitoring and evaluating the performance and progress of the Office in implementing Agency and Office of Water program plans and priorities.

a. Program Management Staff. The Program Management Staff, under the supervision of a Director, serves as principal staff to the Office Director on matters relating to policy, budget, administration and management. Manages program planning and budget processes for Office of Water Enforcement and Permits, including budget development, implementation, and financial management. Reviews and comments on all policy issuances to assure consistency with Office policy and participates in work groups for strategy/policy development and resource analyses when requested by the Office Director. Develops contract plans and reviews contracts which require Office Director's signature; develops measures for Office of Water and Agency accountability systems and coordinates reporting on behalf of the Office; and manages administrative processes such as merit pay and performance standards systems, space, personnel, and organization and management services. Coordinates the development and negotiation of the Information Collection Budget.

b. Enforcement Division. The Enforcement Division, under the supervision of a Director, develops policies, strategies, procedures and guidance for EPA and State compliance monitoring, evaluation, and enforcement programs for the Clean Water Act and Marine Protection Research and Sanctuaries Act. Evaluates the effectiveness of Regional and State compliance monitoring and enforcement programs. Provides technical and training support to the Regions and States for developing various elements of their programs including the pretreatment enforcement program, compliance data reviews, facility inspections, issuance of notices of violations and administrative orders, and development of evidence in support of judicial enforcement actions. Coordinates review and approval of compliance aspects of State program applications for permitting

and enforcement authority and provides assistance on technical aspects of enforcement action development and follow-up. Reviews proposed judicial enforcement actions, withdrawals and consent decrees for consistency with national program policy and guidance, and provides technical support for the development and follow-up of nationally managed enforcement cases. Maintains liaison with the Office of Enforcement and Compliance Monitoring and other program offices as needed. Maintains compliance statistics for pollutant sources nationally. Develops and maintains national data systems for the storage of information from self-monitoring reports, inspections, and other sources. Prepares compliance status and progress reports for EPA management and the Congress.

c. Permits Division. The Permits Division, under the supervision of a Director, is responsible for providing national program direction to the National Pollutant Discharge Elimination System (NPDES) permit program under Sections 401 and 402 of the Clean Water Act including issuance of regulations, policy and guidance, development of national strategies, implementation management, and overview of Regional and State operations. Reviews State applications for administration of the NPDES program and major modifications to approved State programs, and develops regulations and policy governing the State approval and approved State program review process. Provides program direction to the national pretreatment program, including local pretreatment program development, review, and implementation, and reviews and recommends action on applications for or modifications to State Surface Mining Control and Reclamation Act programs. Reviews and redesigns the NPDES and pretreatment program to be responsive to statutory and court ordered mandates and changes in Agency policy. Develops model approaches for management of the NPDES program, such as developing biomonitoring techniques for evaluating waste discharges and receiving waters and for establishing toxicity-based effluent limitations, and also develops new and unique methods, procedures, or types of permits for controlling such generalized water pollution discharges as runoff of stormwater from farms and cities, confined animal feedlots, and other water pollution sources. Coordinates with the Construction Grants Program in development of Publicly Owned Treatment Works policies for issuance of permits to assure that regulatory standards and funding policies are made as consistent as possible. Oversees Regional and State performance in implementing the NPDES permit and pretreatment programs.

6. OFFICE OF MARINE AND ESTUARINE PROTECTION. The Office of Marine and Estuarine Protection, under the supervision of a Director, is responsible for the development of policies and strategies and implementation of a program to protect the marine/estuarine environment utilizing relevant authorities contained in the Clean Water Act (CWA), the Marine Protection Research and Sanctuaries Act (MPRSA), and other environmental statutes. Develops policies, regulations, and procedures for evaluation of 301(h) waivers; ocean dumping permits; 403 (c) discharge criteria and other activities which impact the marine environment. Oversees and provides assistance to the Regions in the evaluation of requests for 301(h) waivers to marine waters, 403(c) permits, ocean dumping permits, as well as research and emergency dumping permits and provides technical assistance where required. Evaluates and selects suitable sites for the ocean dumping of dredged materials by the Army Corps of Engineers and for the disposal of other wastes permitted by EPA. Prepares environmental assessments, environmental impact statements and general field studies in support of the permit decision process. Coordinates the development of laboratory and field protocols for environmental assessments in the marine/estuarine environment and develops guidance for and conducts monitoring programs for identification and collection of necessary data. Integrates the outputs of the Agency's marine water quality/sediment criteria development process and wasteload allocation process into marine and estuarine policy and operating guidance. Carries out quality control/quality assurance programs to ensure gathering of data of known quality and develops and implements needed data management programs to provide access to available technical information to Regional Offices, other Headquarters program offices, State and local governments and other users. Provides expertise to support a wide range of Agency activities affecting the marine environment, including the issuance of NPDES ocean discharge permits.

Provides National direction for the Chesapeake Bay and other estuarine programs. Provides technical support to Regional offices and acts as the Agency's Washington spokesman for these programs. Using the Chesapeake Bay as a pilot program, develops a basin-<sup>wide</sup> perspective for source management to protect receiving waters and develops generic policy and guidance for estuaries, bays, and coastal waters. Evaluates monitoring data available for the Chesapeake Bay and other coastal programs and relates the data to point and non-point source controls to measure the effectiveness of pollution-abatement efforts. Represents the Administrator and/or the Deputy Administrator on these programs when requested.

Provides policy oversight of the Great Lakes Program for the Office of Water including the review of budget and workplans. Assures the integration of data developed through the Great Lakes program with other activities in the marine and estuarine program.

Develops annual report to Congress on status of Ocean Dumping programs under the MPRSA and provides technical support on the London Dumping Convention. Develops -- in cooperation with the Secretaries of Army, Agriculture, and other appropriate Federal, State, interstate or local public bodies and private organizations -- the National Estuarine report under Section 104(n) of the CWA. Works with other State and local governments and private institutions engaged in marine activities to develop trend data and enters into formal agreements as necessary. Works closely with other Federal agencies which have marine protection and regulatory responsibilities to develop and implement cooperative marine monitoring strategies. Coordinates with Federal agencies in such programs as Outer Continental Shelf oil and gas leasing and development and offshore mining and fishery resource management.

The Office Director is also responsible for ensuring the development of performance agreements, required of all EPA personnel; developing annual resource, guidance, and program workplans for presentation to and approval of the Assistant Administrator; and for monitoring and evaluating the performance and progress of the Office in implementing Agency and Office of Water program plans and priorities.

a. Policy and Management Support Staff. The Policy and Management Support Staff provides overall program coordination, policy analysis, guidance and issues management for marine and estuarine activities. Provides ongoing liaison and communication, and evaluation as appropriate, with Regional Offices. Establishes and implements management and accountability systems, with the appropriate Regions, for carrying out ocean dumping activities and Chesapeake Bay/Great Lakes and other estuarine protection programs. Serves as the focal point for responding to inquiries from Congressional staff, State/local governments and other external groups. Conducts special studies and analyses on cross-cutting issues.

Provides all budget, planning, contract management and administrative services for the Office including program development and evaluation, financial management, personnel management, correspondence and policy tracking and management. Manages all major analytical and vessel operations contracts for the Office. Serves as the point of liaison and coordination with the Office of Water and other Agency offices. Provides management advice and assistance to all components of the Office.

b. Technical Support Division. The Technical Support Division prepares and provides direction and guidance on scientific issues related to marine matters for use by Headquarters, Regions, States, and local governments. Provides technical support in preparation of regulations and guidance for issuing 301(h) waivers, 403(c) discharge criteria, and ocean dumping permits, as well as site selection and designation and impact monitoring; coordinates the development of laboratory and field groups, environmental groups, the press and Congressional staffs on matters relating to ground-water. Supports the Assistant Administrator for Water, who serves as the Agency spokesperson on legislative matters affecting ground-water.

The Office Director is also responsible for ensuring the development of performance agreements, required of all EPA personnel; developing annual resource guidance and program work plans for presentation to and approval of the Assistant Administrator; and for monitoring and evaluating the performance and progress of the Office in implementing Agency and Office of Water program plans and priorities.

c. Marine Operations Division. The Marine Operations Division, under the supervision of a Director, is responsible for development and implementation of regulations, policy and procedures for evaluation of permits issued under 403(c) of the Clean Water Act (CWA); the evaluation of requests for waivers of treatment requirements for marine waters under Section 301(h) of the CWA; and issuance of ocean dumping permits under the Marine Protection, Research, and Sanctuaries Act (MPRSA). Provides oversight and technical assistance to Regional Offices in evaluating these permit requests and assuring compliance with the permits. Assists the Regions and Permits Division by developing the water quality based conditions for ocean discharge permits issued under Section 402 and 403(c) of the Clean Water Act. Maintains a data base to track national program status and assures consistency of policies and procedures among the Regions.

Develops and maintains necessary data, and the analysis thereof, to respond to petitions for site designation for ocean dumping of all wastes, including dredged materials and to the perceived need for designation of sites which may not yet be the subject of petitions. Develops and implements the necessary procedures to make decisions on permanent designation for sites which are currently designated interim. Provides policy support to the Assistant Administrator for Water in matters relating to the London Dumping Convention; develops a compliance inspection survey strategy and guidance for Regional program implementation; and coordinates enforcement actions with other Agency program offices including OGC, OWEP, OECM, and other Federal agencies including the U.S. Coast Guard and State Department. Provides technical support for Agency compliance and enforcement activities in cases affecting the marine environment.

7. OFFICE OF GROUND-WATER PROTECTION. The Office of Ground-Water Protection, under the supervision of a Director, reporting to the Assistant Administrator for Water, oversees implementation of the Agency's Ground-Water Protection Strategy. Coordinates support of Headquarters and Regional activities to develop stronger State government organizations and programs which foster ground-water protection. Directs and coordinates Agency analysis and approaches to unaddressed problems of ground-water contamination. Principally responsible for establishing and implementing a framework for decisionmaking at EPA on ground-water protection issues, and serves as the focus of internal EPA policy coordination for ground-water.

Coordinates and provides staff support to a Ground-Water Oversight Committee, chaired by the Assistant Administrator for Water and consisting of the Assistant Administrators for Pesticides and Toxic Substances (OPTS), Research and Development (ORD), Solid Waste and Emergency Response (OSWER), and rotating Regional Administrators' membership. Manages a "Ground-Water Steering Committee," consisting of Office Directors from all affected programs, including those not represented on the Assistant Administrator's Oversight Committee, and Regional representation. Reviews all ground-water policies and regulations and make recommendations on all budget requests for ground-water protection activities. Coordinates research priorities to support State and EPA ground-water programs.

Provides program coordination and policy direction to Regional ground-water programs, including guidance for use of grant funds to support State program development and development of information for providing technical assistance to the States, e.g., data management techniques and State enforcement systems. Provides guidance to the Regional Administrators who will establish liaison with State program directors on matters relating to ground-water protection.

In cooperation with other Federal agencies, coordinates development and maintenance of a ground-water data access system available to the States and site managers, used for gathering data needed to identify long-term trends and status. Initiates and conducts, with the cooperation of appropriate program offices, special studies of ground-water contamination. Assesses and evaluates EPA ground-water program effectiveness, e.g., Regional coordination, steering committee effectiveness (in cooperation with the Regions), and State program development and implementation. Assesses, in cooperation with other program offices, the program effectiveness of ground-water management and cleanup activities, e.g., remedial action and site cleanup, and supports demonstrations of successful State ground-water program operations. In coordination with the Assistant Administrator for External Affairs, acts as liaison with other Federal agencies, such as the Departments of Defense, Energy, Interior (United States Geological Survey) and Agriculture, as well as with relevant outside interests, such as State organizations, trade and industry groups, environmental groups, the press and Congressional staffs on matters relating to ground-water. Supports the Assistant Administrator for Water, who serves as the Agency spokesperson on legislative matters affecting ground-water.



The Office Director is also responsible for ensuring the development of performance agreements, required of all EPA personnel; developing annual resource guidance and program work plans for presentation to and approval of the Assistant Administrator; and for monitoring and evaluating the performance and progress of the Office in implementing Agency and Office of Water program plans and priorities.

OFFICE OF WATER

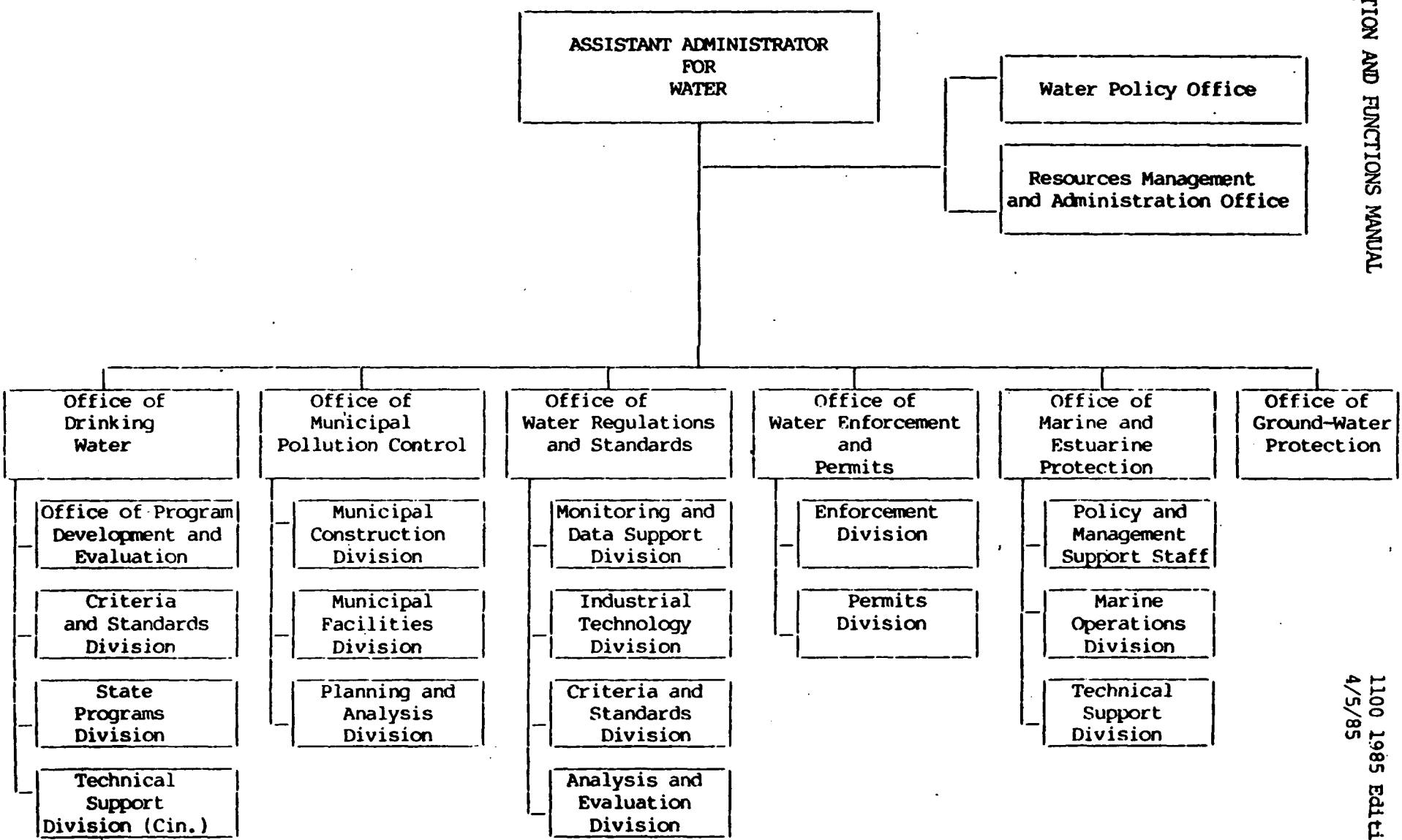


Figure 10-1

CHAPTER 11 - OFFICE OF SOLID WASTE AND EMERGENCY RESPONSE

1. OFFICE OF THE ASSISTANT ADMINISTRATOR FOR SOLID WASTE AND EMERGENCY RESPONSE. The Office of the Assistant Administrator for Solid Waste and Emergency Response provides Agencywide policy, guidance, and direction for the Agency's solid waste and emergency response programs. In addition to managing those programs, the Assistant Administrator serves as principal adviser to the Administrator in matters pertaining to them. The Assistant Administrator's responsibilities include: (a) Program policy development and evaluation; (b) Development of appropriate hazardous waste standards and regulations; (c) Ensuring compliance with applicable laws and regulations; (d) Program policy guidance and overview, technical support, and evaluation of Regional solid waste and emergency response activities; (e) Development of programs for technical, programmatic, and compliance assistance to States and local governments; (f) Development of guidelines and standards for the land disposal of hazardous wastes and for underground storage tanks; (g) Analyses on the recovery of useful energy from solid waste; (h) Development and implementation of a program to respond to uncontrolled hazardous waste sites and spills (including oil spills); (i) Long-term strategic planning and special studies; (j) Economic and long-term environmental analysis; (k) Economic impact assessment of RCRA and CERCLA regulations; (l) Analyses of alternative technologies and trends; and (m) Cost-benefit analyses and development of OSWER environmental criteria.

a. Office of Policy, Budget and Program Management. The Office of Policy, Budget and Program Management, under the supervision of a Director, serves as the principal staff to the Assistant Administrator on matters relating to program management and administrative operations. Provides management advice and assistance to the Assistant Administrator and components of the Office of Solid Waste and Emergency Response (OSWER). Within OSWER develops policies and guidance on administration and program management; issues procedures/guidelines for implementation by the Program Offices; exercises oversight and control of OSWER budget preparation, justification and execution; financial management; contracts and grants administration; personnel management; information management; ADP; and correspondence management. Responsible for operating the management accountability system, for tracking Government Accounting Office and Inspector General reports and for monitoring program office performance. Serves as point of liaison and coordination with the Office of Policy Planning and Evaluation (OPPE) in the areas of program management and operations; coordinates with OPPE in the development and review of standards and regulations pertaining to OSWER programs. Serves as point of liaison and coordination with the Office of Administration and Resources Management (OARM) in the areas of budget preparation, justification and execution, personnel management, grants and contracts administration, financial management, facilities and support services, automated data processing, health and safety services, and organization and management services. Also, provides liaison and coordination with other Program Offices, Federal Agencies, such as the Office of Management and Budget, and Congress regarding administrative, policy and program management issues. Represents the Assistant Administrator on Agency and inter-agency steering groups regarding OSWER policy, administrative and program management issues and responsibilities.

Ensures that regional resource allocation is integrated with budget preparation. Also serves as liaison with Administrator's Staff Offices for Civil Rights and Small Disadvantaged Business Utilization. Develops data in support of requirements for testimony and other public appearances placed upon the Assistant Administrator and other principals in the Office. Oversees the provision and coordination of training to Federal, State/Local governments, industry and on-site emergency response teams. Provides focal point to coordinate community, intergovernmental, industry, public relations and technical assistance; and coordinates with appropriate Administrator's staff offices and the Assistant Administrator for External Affairs. Evaluates present OSWER legislation and the need for changes or new initiatives.

b. Analysis and Evaluation Staff. The Analysis and Evaluation Staff under the supervision of a Director, is responsible for long-term strategic planning and special studies; national program evaluation, economic and long-term environmental analysis; of alternative technologies and trends, cost-benefit analysis, and development of OSWER environmental criteria. The Analysis and Evaluation Staff:

(1) Performs analyses of the macroeconomic, long-term economic impact of EPA's Solid Waste and Emergency Response Program on the public and regulated community.

(2) Performs analyses of the financial impacts on individual companies or plants of alternative enforcement or regulatory decisions, at the request of the Assistant Administrator.

(3) Performs analyses of key technological trends and potential new developments on the generation of and control of residuals, and the cost of environmental controls and regulations.

(4) Develops alternative strategic responses to these economic and technologic trends for the Assistant Administrator.

(5) Prepares reports to Congress, issues papers and policy statements on multi-program, economic/environmental issues of national importance at the request of the Assistant Administrator.

(6) Reviews the benefits analyses performed by the program office in support of proposed regulations to insure that the proper analyses have been done, that the analyses are done well, that appropriate alternatives have been considered, and that key economic and policy questions have been answered.

(7) Performs benefits analyses of specific regulations in instances when the program office does not have sufficient capability to perform such analyses.

(8) Provides expert advice on benefits analysis to the Assistant Administrator.

**2. OFFICE OF WASTE PROGRAMS ENFORCEMENT.** The Office of Waste Programs Enforcement (OWPE), under the supervision of a Director, manages a national program of technical compliance and enforcement under the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) and the Resource Conservation and Recovery Act (RCRA).

The Office provides guidance and support for the implementation of the CERCLA and RCRA compliance and enforcement programs. This includes the development of program strategies, long term and yearly goals, and the formulation of budgets and plans to support implementation of strategies and goals. Resource requirements are estimated and allocated to the Regions based on workload models developed under the direction of OWPE. Provides program guidance through the development and issuance of policies, guidance and other documents and through training and technical assistance. Develops annual workplans which set forth activity goals, milestones and completion dates with resource requirements for the RCRA and CERCLA compliance and enforcement programs. These plans are then transmitted to the Regions and accountability measures are identified and agreed upon for inclusion in the Agency Management Accountability System (AMAS), the Action Tracking System (ATS) and the OSWER Workplans system.

The Office oversees and supports Regions and States in the implementation of the CERCLA and RCRA enforcement programs. Accomplishes oversight through automated tracking systems, periodic field reviews, analysis of reports and other monitoring techniques. Provides support through the Office's scientific and engineering staff and contractual resources. The Office may assume responsibility for direct management of a limited number of CERCLA and RCRA enforcement actions which are multi-regional in nature or are cases of national significance. However, management is normally exercised through planning, resource allocation, monitoring and review.

The Office serves as the national technical expert for all matters relating to CERCLA and RCRA compliance and enforcement. OWPE relates closely to the Regions; the Office of Emergency and Remedial Response (OERR); the Office of Solid Waste (OSW); the Immediate Office to the Assistant Administrator (IO-OSWER); the Office of External Affairs (OEA); the Office of Enforcement and Compliance Monitoring (OECM); and other EPA offices as necessary. Represents the interests of the CERCLA and RCRA enforcement programs to other offices of the Agency and normally is represented on task forces, work groups and at meetings where issues relating to the programs are under consideration. In coordination with the Office of External Affairs (OEA) and IO-OSWER, represents the program to external organizations, including the Office of Management and Budget (OMB), Congress, the U.S. Department of Justice and other Federal agencies, the media, public interest and industry groups, State and local governments and their associations and the public.

a. Program Management and Support Staff. The Program Management and Support Staff, under the supervision of a Director, coordinates through the Immediate Office of the AA-OSWER (IO-OSWER) with the Office of Administration

and Resources Management in securing and providing administrative services, organization and management services, budget planning and control, financial management, personnel services and data processing and computer services for the Office of Waste Programs Enforcement. Develops budget material (OMB and Congressional) for the RCRA and CERCLA enforcement programs and develops workload models in conjunction with IO-OSWER and the Regions. Handles all budget execution functions and develops operating plans and guidance for OWPE. Develops budget submissions and allocates resources consistent with approved models. In coordination with the RCRA and CERCLA enforcement divisions, establishes and tracks accountability measures negotiated with the Regions and established in the AMAS, ATS and OSWER Work plans systems. Plans and conducts management activities and provides administrative support and personnel services for OWPE. Develops, in conjunction with IO-OSWER, other OSWER offices and the Office of Information Resources Management, automated data management programs and systems and serves as a focal point for tracking systems for OWPE programs.

b. CERCLA Enforcement Division. The CERCLA Enforcement Division, under the direction of a Director, is responsible for a national program of compliance and enforcement under CERCLA. The Division has specific responsibility for technical aspects of compliance and enforcement, cooperating closely with the Office of Enforcement and Compliance Monitoring which focuses on legal enforcement. Formulates strategies and plans and develops program guidance for issuance to Regions and States. Develops yearly program work plans and accountability measures as well as supporting narrative justifications for budget submissions. Reviews and recommends to the Director, OWPE, action on proposed regulations, policies and documents impacting on the CERCLA enforcement program which are developed by other offices. Conducts analytic studies in support of the CERCLA compliance and enforcement effort.

The Division is responsible for providing guidance, support and oversight of a national program of CERCLA compliance and enforcement. Provides guidance by developing policy and guidance documents. Provides support through training, technical support and assistance and information exchange. Provides technical support for enforcement actions through staff scientific and engineering experts and contract resources. Accomplishes oversight through the development and implementation of reporting and tracking systems, through periodic field reviews and through other monitoring techniques. Collaborates with the Regions, OERR and OECM, in recommending to the AA-OSWER classification of all National Priorities List sites and may provide direct management for enforcement cases considered to be of national scope and importance. Serves as the national expert for technical aspects of CERCLA compliance and enforcement. Identifies and analyzes CERCLA compliance and enforcement issues and proposes alternate actions to appropriate authorities.

Represents the concerns and issues of the program to other offices of OSWER, especially OERR, and to other EPA offices, including OECM, OEA, OGC, OPPE and the Regions. Maintains liaison with the U.S. DOJ and other Federal agencies involved in support of the CERCLA program. In coordination with the Office of Federal Activities, OEA, the Division addresses CERCLA compliance and enforcement

issues at Federal facilities. Represents OWPE in meetings, workshops, task forces and presentations where issues impacting on CERCLA compliance and enforcement are involved.

c. RCRA Enforcement Division. The RCRA Enforcement Division, under the supervision of a Director, is responsible for a national program of compliance and enforcement under RCRA. Has specific responsibility for technical aspects of compliance and enforcement, cooperating closely with the Office of Enforcement and Compliance Monitoring, which focuses on legal enforcement. Formulates strategies and plans and develops program guidance for issuance to Regions and States. Develops yearly program work plans and accountability measures as well as supporting narrative justifications for budget submissions. Reviews and recommends to the Director, OWPE, action on proposed regulations, policies and documents impacting the RCRA enforcement program which are developed by other offices. Conducts analytic studies in support of the RCRA compliance and enforcement effort.

Provides guidance, support and oversight for RCRA compliance and enforcement activities undertaken by Regions and States. This requires development of policy and guidance documents, the compliance and enforcement portion of the Annual State Grants Guidance, provision of training and technical assistance, technical support for Regional enforcement actions and information exchange. The oversight responsibility requires development, implementation and maintenance of tracking and reporting systems, periodic field reviews and other monitoring and oversight techniques. It requires on-going analysis of program operations. As the national program management organization, the Division is looked to as the center of EPA expertise on all technical matters relating to RCRA compliance and enforcement. Identifies, assesses and recommends action on general and specific RCRA compliance and enforcement issues. Provides technical scientific and engineering support through staff experts and contract resources.

Represents the concerns and interests of the RCRA compliance and enforcement program to other EPA offices and external groups. Close coordination is required with the Office of Solid Waste, OSWER; EPA Regional Offices; OECM; OEA and OPPE. Coordinates with the Office of Federal Activities, OEA, on matters relating to compliance and enforcement at Federal facilities. Represents OWPE in meetings and on task forces, work groups and presentations requiring knowledge relating to RCRA compliance and enforcement.

3. OFFICE OF SOLID WASTE. The Office of Solid Waste (OSW), under the supervision of a Director, is responsible to the Assistant Administrator for the solid waste activities of the Agency. The Director provides program policy direction to and evaluation of such activities throughout the Agency and establishes solid waste research requirements for the Environmental Protection Agency.

a. Office of Program Management and Support. The Office of Program Management and Support under the supervision of a Director, serves as a point of liaison with OSWER, OPPE and OARM in securing and providing administrative services, budget planning and control, financial management, and support for the Office of Solid Waste. The Office is responsible for developing all budget material (OMB and Congressional) for the Hazardous Waste Media and develops workload analyses in conjunction with the Regional Offices. The Office handles all budget execution functions including contracts and grants management for all OSW divisions, and develops operating plans and guidance for OSW planning and management, then monitors progress to meet the guidance given. The Office develops all responses to information requests, including those filed under FOIA, and is responsible for developing and maintaining the docket to support all solid and hazardous waste regulatory activities. Plans and conducts management activities. Provides administrative support and personnel services for OSW.

b. Waste Management and Economics Division. The Waste Management and Economics Division, under the supervision of a Director, is responsible for a national program of hazardous and solid waste regulation under RCRA. The Division has overall responsibility for Section 3004 of RCRA (with the exception of the closure and financial responsibility requirements and develops regulations, guidelines and guidance documents related to the storage, treatment, and disposal of hazardous wastes, as well as selected administrative operations at hazardous waste management facilities. This requires assessment of appropriate technologies for storage, treatment, and land disposal of hazardous and other industrial wastes. The Division also develops Office policy on groundwater protection issues relative to waste disposal. The Division maintains the primary responsibility for promulgation of waste oil regulations, and for procurement of recycled materials under RCRA Section 6002.

The Division also prepares regulatory impact analyses and regulatory strategies under Subtitles C and D of RCRA, and integrates economic impact data with other Agency programs to assess overall regulatory impact. The Division is the focal point for dealing with OPPE and OMB on cost/benefit methodologies and cost/risk assessments.

The Division integrates its activities with other related programs of the Agency, including those administered under CERCLA, the Clean Water Act and Toxic Substances Control Act. In cooperation with the Office of Research and Development, the Division establishes the research needs of the RCRA waste management regulatory program.



c. Permits and State Programs Division. The Permits and State Programs Division, under the supervision of a Director, is responsible for the nationwide implementation of a program to control hazardous wastes, including the permitting of facilities and the authorization of States to operate their programs in lieu of a federal program. As such the Division is the Headquarters focal point for interaction with State and local governments in cooperation with the EPA Regional Offices. The Division provides oversight, guidance and support for Regions and States implementing programs in solid and hazardous waste under Subtitles C and D of the Resource Conservation and Recovery Act (RCRA). It develops regulations for what constitutes an equivalent State program under the Act for the purposes of delegating the hazardous waste program; develops transporter and generator recordkeeping and reporting regulations in cooperation with DOT; and provides guidance on solid and hazardous waste requirements relative to State/EPA agreements. The Division assists the Regional Offices in the implementation of the solid and hazardous waste programs, through the State Planning Guidelines and the open dump inventory for Subtitle D; the manifest, or cradle-to-grave tracking system, and automated data processing system covering hazardous waste facilities and handlers affected by RCRA. The Division has overall responsibility for the development, administration and implementation of the hazardous waste permit program.

This responsibility includes the development of permit processing regulations, establishment and interpretation of procedures for RCRA permit issuance, the provision of Regional guidance for technical content, review, and evaluation of RCRA permits; and on permitting actions. The Division is responsible for the development and management of data tracking and reporting systems (including ADP systems) needed for Regional and Headquarters implementation of the hazardous waste regulatory system. The Division is responsible for implementing the Agency's municipal, industrial, and hazardous waste resource recovery program. The Division has the primary responsibility for regulations, guidelines and guidance documents related to Sections 2003, 4002, 4003, 4005, 4006, 4007, 4008, 4009, 3002, 3003, 3005, 3006, 3010, and 3011, of RCRA.

Coordinates with the Office of Emergency and Remedial Response as necessary, policies affecting facilities disposing of hazardous waste and development of regulations which impact CERCLA activities.

d. Characterization and Assessment Division. The Characterization and Assessment Division, under the supervision of a Director, is responsible for developing regulations under Section 3001 of RCRA to determine which wastes are hazardous, and managing programs to sample and characterize wastes, establish waste testing protocols, and to list or delist wastes as hazardous.

The Division also has responsibility for developing the financial responsibility regulations required by Section 3004, establishing the regulatory and other requirements for the CERCLA post-closure liability fund, as well as other financing and liability options associated with legislative proposals. The

Division coordinates all data and assessment activities, supervises the conduct of all surveys of the regulated community, manages the preparation of clearance packages and prepares the Office Information Collection Budget for OMB.

The Division also develops regulations for special classes of generators of hazardous waste, and manages a complex program for studying the waste streams and management practices of selected industries.

The Division integrates its activities with related other programs of the Agency, including those administered under the Clean Water Act and Toxic Substances Control Act. In cooperation with the Office of Research and Development, the Division establishes research needs related to waste characterization and listing. In addition, the Division integrates its activities with those of the Office of Emergency and Remedial Response, particularly in the areas of small quantity generators, fund management, and financial requirements.

4. OFFICE OF EMERGENCY AND REMEDIAL RESPONSE. The Office of Emergency and Remedial Response (OERR), under the supervision of a Director, is responsible to the Assistant Administrator for the emergency and remedial response functions of the Office of Solid Waste and Emergency Response. The Director is responsible for: (a) Developing national strategy, programs, technical policies, regulations and guidelines for the control of abandoned hazardous waste sites and response to and prevention of oil and hazardous substance spills; (b) Providing direction, guidance, and support to the Environmental Response Teams and overseeing their activities; (c) Providing direction, guidance and support to the Agency's non-enforcement emergency and remedial response to environmental emergencies; (d) Providing direction, guidance and support to the Agency's non-enforcement emergency and remedial response to emergency and remedial hazardous waste sites; (e) Providing direction and guidance for hazardous waste related emergency preparedness activities; (f) Developing national accomplishment plans and resources; (g) Scheduling the guidelines for program plans required of the Divisions; (h) Assisting in the training of personnel; (i) Monitoring and evaluating the performance, progress, and fiscal status of the Regions and the Divisions in implementing program plans; (j) Maintaining liaison with concerned public and private national organizations for emergency response; (k) Supporting State emergency response programs; and (l) Coordinating Office activities with other EPA programs.

a. Policy Analysis Staff. The Policy Analysis Staff under the supervision of a Director reports directly to the Office Director and is responsible for the following functions:

- ° Identifying the need for new or revised OERR policy and guidance documents.
- ° Developing, coordinating and issuing cross-cutting OERR policy.
- ° Developing, coordinating and issuing cross-cutting OERR operating guidance.
- ° When required, assisting the Divisions with policy development requirements.
- ° Performing special analytical studies at the request of the Office Director.
- ° Managing OERR policy development contracts.
- ° Coordinating, as necessary, with other OERR and Agency organizations on policy issues involving OERR.

b. Office of Program Management. The Office of Program Management under the supervision of a Director reports directly to the Office Director and is responsible for the following functions:

- Developing OERR budget submissions.
- Developing annual Office work plans.
- Assisting the divisions and Regions in developing workload models and consolidating those models for an overall Office plan.
- Managing OERR's finances and executing the budget.
- Reporting on OERR's financial status as required.
- Developing plans for and decentralizing more financial responsibility to the Regions.
- Providing administrative support and financial tracking for Interagency Agreements.
- Tracking the status of all OERR contracts.
- Managing contracts utilized to supplement administrative services.
- Processing claims against the Fund.
- Providing personnel administration services.
- Providing various administrative services (supplies, space, etc.).
- Participating in Regional reviews.
- Providing input to the Strategic Planning and Management System.
- Issuing the OERR weekly and management reports.
- Overseeing the OERR information management systems.
- Maintaining the Emergency Remedial Response Information System (ERRIS) and the Project Tracking System (PTS).
- Performing ADP needs assessments.
- Coordinating responses to Freedom of Information requests.
- Coordinating, as necessary, with other OERR and Agency organizations.

c. Emergency Response Division. The Emergency Response Division under the supervision of a Director reports directly to the Office Director and is responsible for the following functions:

- Managing the Agency's immediate removal and spills programs as authorized by CERCLA and the Clean Water Act.

- Reviewing Site Action Plans.
- Maintaining the Removal Tracking System.
- Processing requests for waivers of removal ceiling limits.
- Tracking, overseeing and evaluating Regional immediate and planned removal activities.
- Conducting Spill Prevention Control and Counter-measure and prevention activities.
- Supporting removal enforcement activities and removal response claims.
- Developing removal implementation policy, guidance and training policy.
- Participating in Regional program reviews.
- Managing removal contracts and coordination with Regional Deputy Project Officers.
- Developing supplementary contract capabilities.
- Managing the removal cost control system.
- Managing State Superfund Contracts and Interagency Agreements for removal activities as required.
- Developing policy on reportable quantities and coordinating with OSW on the listing of reportable quantities.
- Developing oil sheen, designation and dispersants (subpart H) rules and regulations.
- Reviewing Agency listings and actions impacting the removal program.
- Conducting analyses and participating in activities related to underground leaking storage tanks.
- Maintaining the RCRA/Superfund Hotline.
- Coordinating, as necessary, with other OERR and Agency organizations in activities related to the removal and response programs.

d. Hazardous Site Control Division. The Hazardous Site Control Division under the supervision of a Director reports directly to the Office Director and is responsible for the following functions:

- Developing policy and guidance for all remedial activities (including Regional and State) and new program initiatives.
- Monitoring and evaluating of: Federal and State-lead remedial actions, State conformance with cost-share requirements, Regional Superfund Comprehensive Accomplishment Plan/Remedial Action Plan (SCAP/RAP) submissions, Regional obligations, precedent-setting remedial issues, multi-program State issues, and remedies at nationally significant sites.
- Managing remedial contracts, including, Field Investigation Team (FIT), Remedial Measures (REM) and REM II and addressing related contract issues, e.g., contractor claims, bid protests, change orders, etc.
- Managing and executing the Record of Decision (ROD) process including the development and delivery of ROD workshops.
- Developing operating policy for and managing and maintaining the NPL.
- Developing regulations and policies concerning natural resources claims.
- Managing the Hazardous Waste Site Identification process.
- Coordinating with the Office of Waste Programs Enforcement and other organizations as required to effectively support enforcement activities at remedial sites.
- Reviewing, and when required, recommending improvements for: Regional program performance, remedy performance at completed projects, forecasting models, and cost estimating techniques.
- Overseeing the RCRA 3012 State Grants program.
- Evaluating and suggesting improvements for related information systems.
- Managing Interagency Agreements with the Corps of Engineers.
- Updating the annual SCAP/RAP and reporting on related activities.
- Updating site completion schedule.
- Analyzing construction costs.
- Conducting training of Regional personnel in areas such as cooperative agreement development and other remedial-related areas.

- Evaluating and revising related regulations as required.
- Coordinating, as necessary, with other OERR and Agency organizations in activities related to the Superfund remedial program.

e. Hazardous Response Support Division. The Hazardous Response Support Division under the supervision of a Director reports directly to the Office Director and is responsible for the following functions:

- Providing contract analytical laboratory support for the Superfund program (including enforcement sample analysis needs).
- Providing quality assurance and control for the scientific data utilized in the Superfund program.
- Providing an emergency response capability, technical field support and mobile analytical services through the Emergency Response Team.
- Determining program training needs and based on such determinations, developing and arranging for delivery of training courses.
- Developing, coordinating and implementing a safety program for work around hazardous waste sites.
- Developing and administering a hazardous waste emergency preparedness program.
- Administering an effective community relations program.
- Supporting the activities of the National and Regional Response Teams.
- Conducting a program to transfer hazardous waste treatment, disposal and containment technology to other levels of government, private industry and foreign governments.
- Conducting a program of aerial surveying and photography of known and suspected hazardous waste sites.
- Assuring interface with the Office of Research and Development on the scientific and technical aspects of the Superfund program.
- Participating in a program to develop and implement an Agency strategy for dealing with dioxin.
- Administering Memorandums of Understanding with other Federal agencies (except for the MOU with the Corps of Engineers).
- Assuring adequate participation of small and disadvantaged businesses in Superfund contracting activities.

- ° Developing related policy and conducting special technical projects as the program requires.
- ° Coordinating, as necessary, with other OERR and Agency organizations in activities related to the Division's activities.



OFFICE OF SOLID WASTE AND EMERGENCY RESPONSE

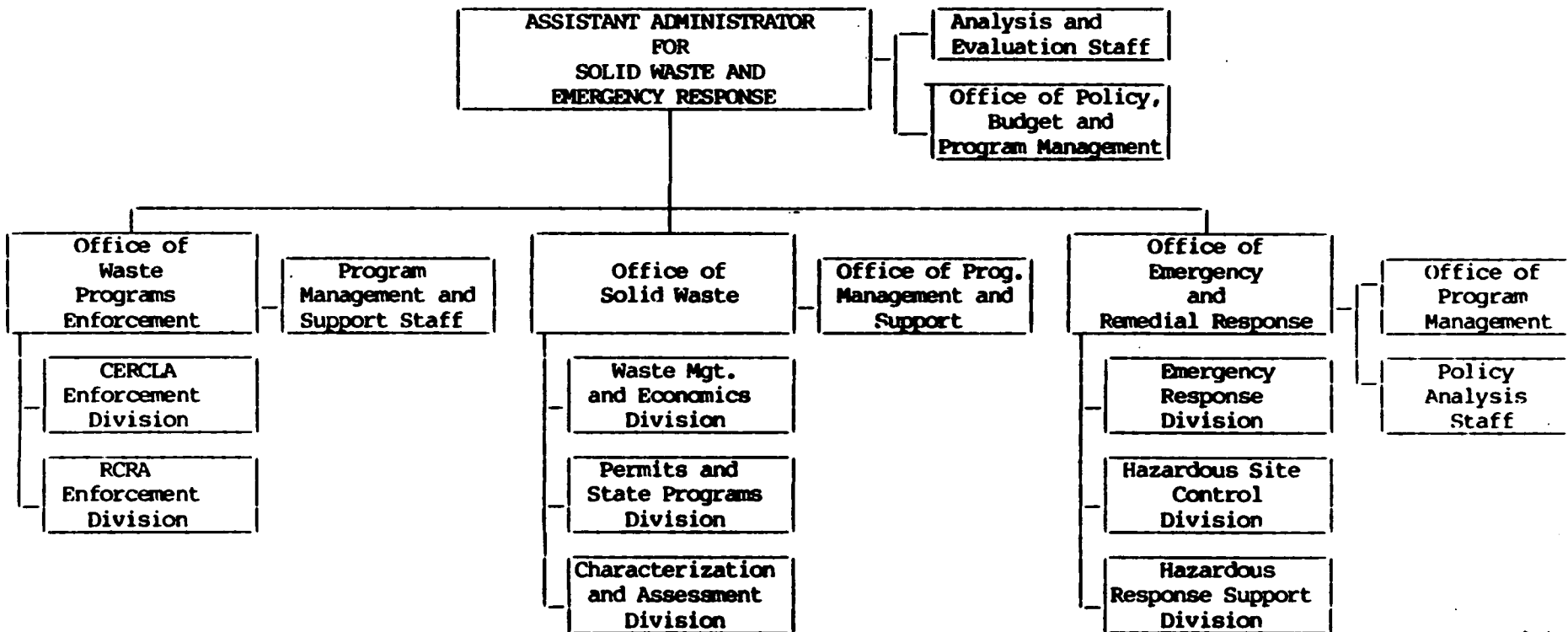


Figure 11-1

CHAPTER 12 - OFFICE OF AIR AND RADIATION

1. OFFICE OF THE ASSISTANT ADMINISTRATOR FOR AIR AND RADIATION. The functions and responsibilities assigned to the Assistant Administrator for Air and Radiation and outlined hereafter are under the Assistant Administrator's supervision, and carried out by officials within the Office of the Assistant Administrator for Air and Radiation. The Assistant Administrator for Air and Radiation serves as principal adviser to the Administrator in matters pertaining to air and radiation programs, and is responsible for the management of these programs of the Agency, including: (a) Program policy development and evaluation; (b) Environmental and pollution sources standards development; (c) Enforcement of standards; (d) Program policy guidance and overview, technical support or conduct of compliance activities and evaluation of Regional air and radiation program activities; (e) Development of programs for technical assistance and technology transfer; and (f) Selected demonstration programs.

a. The Office of Program Management Operations. The Office of Program Management Operations, under the supervision of a Director, serves as the principal advisor to the Assistant Administrator on matters relating to program planning, tracking and review, resource allocation, and administrative operations. Serves as a point of liaison and coordination with the Office of Policy, Planning, and Evaluation and the Office of Administration and Resources Management in the areas of program planning, accountability, budget, financial management, and program tracking and evaluation. Makes recommendations to the Assistant Administrator with respect to program planning, resource analysis and control, human resource planning and program evaluation and tracking. Works closely with the Office of External Affairs to develop and run OAR outreach effort to industry, academia, and environmental groups. Responsible for accountability system tracking, including negotiation of OAR commitments. Responsible for project control on behalf of the Assistant Administrator, with emphasis on the procedural compliance and timeliness of environmental standards and supporting regulations. Conducts national evaluations for the Assistant Administrator to assure that OAR is meeting Agency priorities in a timely and efficient manner and pursues nonregulatory initiatives in support of OAR goals. Administers and monitors demonstration grants and contracts, related to its functional responsibilities. Serves as point of liaison and coordination with the Office of Administration and Resources Management in areas of personnel and performance management, contracts management, security and inspections, data systems, and general services. Also works closely with OAR's Office of Policy Analysis and its Office of Program Development to which it supplies management information, evaluation results, and reports, to assure the resource allocation process reflects Agency policy, priorities of the Assistant Administrator, and performance of recipients.

b. The Office of Program Development. Under the supervision of a Director, the Office of Program Development manages emerging programs of a cross-cutting nature in the areas of air and radiation, on behalf of the Assistant Administrator for Air and Radiation. Serves as a principal program development advisor to the Assistant Administrator on some cross-cutting issues where administration of the program may eventually be handled elsewhere in the Assistant Administrator's office. Develops emerging programs for the Assistant Administrator's approval, and then where management is assigned to the Office of Program Development, administers that strategy until such time as the program has matured to a point where it can be assigned to a line organization for management. Develops, formulates, and carries out both short and long-term studies to provide the basis for policy decisions related to assigned cross-cutting issues. Working closely with the Office of External Affairs, the Office serves as the principal point of contact in the Agency for industries, associations, States and local governments related to the programs managed by the Office. The Office provides technical assistance to these outside groups. The Office administers and monitors demonstration grants and contracts related to programs managed by the Office. In cooperation with the Office of External Affairs, the Office supports the Agency's educational effort related to the program areas managed by the Office. The Office is responsible for the Agency's acid rain abatement and control program, including the management of the day-to-day operations of the Headquarters' portion of this program. The Office will coordinate all acid rain abatement and control related activities carried on in the Regions and elsewhere in OAR and will be the principal point of contact with other EPA offices on these subjects.

c. The Office of Policy Analysis and Review. The Office of Policy Analysis and Review, under the supervision of a Director, coordinates and reviews the analytical basis of all major OAR regulations and policies. Develops, formulates and carries out analytical studies, both in-house and through contracts, to support the policy decisions of the Assistant Administrator. Performs cost-benefit, economic and long-term environmental analysis in support of OAR long-term strategic planning. Reviews all major regulations and policies for the quality and consistency of their analytical support before they are submitted to the Assistant Administrator for a decision. Primary areas of concern are those regulations and policies identified by the Assistant Administrator as issues of major concern to OAR. Works closely with the Office of Policy, Planning and Evaluation and other analytical and policy organizations in EPA, other executive agencies, the States and the private sector. Works closely with the Office of Legislative Analysis in the Office of External Affairs to provide legislative analysis to the Assistant Administrator. Works closely with the Office of Program Management Operations to assure that strategic planning reflects the results of the evaluation process and that resource allocations reflect Agency policy and priorities. Serves as a key contact point in the immediate office of the Assistant Administrator on technical issues relating to major regulations and policies.

2. OFFICE OF MOBILE SOURCES. The Office of Mobile Sources (OMS), under the supervision of a Director, is responsible for the mobile source air pollution control functions of the Office of Air and Radiation. The Office is responsible for: characterizing emissions from mobile sources and related fuels; developing programs for their control, including assessment of the status of control technology and in-use vehicle emissions; for carrying out, in coordination as appropriate with the Office of Enforcement and Compliance Monitoring, a regulatory compliance program to ensure adherence of mobile sources to standards; and for fostering the development of State motor vehicles emissions inspection and maintenance programs.

a. Program Management Office. The Program Management Office, under the supervision of a Director, is responsible for providing support to the Director in all matters relating to overall program management control, the provision of administrative services for facilities in Ann Arbor and Washington, and the provision of data processing management and centralized services.

b. Engineering Operations Division. The Engineering Operations Division (EOD), under the supervision of a Director, is responsible for the complete range of tasks required to provide the necessary facilities and equipment in support of all emission and fuel economy testing programs at the Ann Arbor facility. Provides emission testing services in support of the Automobile Emission Certification Testing Program and the Fuel Economy Testing Program and other compliance programs. Conducts correlation activities with other governmental and industry emission test facilities on a nationwide and international basis in the form of evaluation and diagnostic testing and technical consultation. Conducts audits of manufacturers' test facilities to determine the acceptability of their procedures (and, ultimately, their data) for purposes of certification program and fuel economy program implementation. Conducts testing for other EPA and OMS organizations, of a specialized nature in support of emerging issue assessments, emerging problem areas, or specialized compliance activities.

c. Certification Division. The Certification Division, under the supervision of a Director, is responsible for the review and evaluation of applications for certification of motor vehicles and engines, including developing and maintaining the review procedures for the prototype certification program.

d. Emission Control Technology Division. The Emission Control Technology Division, under the supervision of a Director, is responsible for assessing emissions from all mobile sources and developing new emission standards in cases where the new standards are effective to implement. To support the goal of standards development, the Division must consider test procedure development, technology assessments, characterization of regulated and unregulated

pollutants from currently regulated and nonregulated sources, cost effectiveness analyses, fuel economy test procedures and the relationships between fuel economy and emissions, in-use vehicle performance assessments and the feasibility of implementing in-use vehicle control strategies.

e. Manufacturers Operations Division. The Manufacturers Operations Division, under the supervision of a Director, develops and directs compliance programs for engine manufacturers and importers to control air pollution from mobile sources and to adhere to other statutory requirements. Develops guidelines, regulations, criteria, and procedures, as appropriate. Designs and implements enforcement programs involving inspection, surveillance, and testing of new and in-use vehicles. Collaborates with the Office of Enforcement and Compliance Monitoring to resolve problems in the application of compliance policies. Establishes the policy framework for enforcement against violations of certification requirements pertaining to manufacturers' records and the exercise of the right of entry to inspect such records. Makes recommendations with respect to waiver of Federal auto emission standards for any State which has adopted such standards prior to March 30, 1966. Ensures compliance with the aftermarket parts certification program and production warranty, and collaborates with the Field Operations and Support Division on compliance with performance warranty provisions. With the other divisions in the Office of Mobile Sources, assesses the in-use effectiveness of emission control technology to focus compliance strategy on areas of greatest concern. Consults with the Department of Transportation on compliance matters. Coordinates activities to review applications for statutory emission standard waivers.

f. Field Operations and Support Division. The Field Operations and Support Division, under the supervision of a Director, develops, provides, and directs compliance programs for the control of in-use mobile source emissions and related fuels. Develops guidelines, regulations, criteria, and procedures with respect to in-use vehicles and related fuels programs. Collaborates as necessary with the Office of Enforcement and Compliance Monitoring to resolve legal issues in the application of statutory sanctions for noncompliance with State Implementation Plan requirements under Section 176 of the Clean Air Act. Coordinates with the Emission Control Technology Division and the Regional Offices regarding inspection/maintenance and other in-use compliance programs. Reviews mobile source related provisions of State Implementation Plans for consistency with national policy and statutory criteria. With the Manufacturers Operations Division, establishes the policy framework for requirements pertaining to fuel manufacturers records and the exercise of right of entry to inspect such records. Reviews applications for fuel additive waiver requests. Consults with other Federal agencies, the Regional Offices, and State agencies on compliance matters.

3. OFFICE OF AIR QUALITY PLANNING AND STANDARDS. The Office of Air Quality Planning and Standards, under the supervision of a Director, is responsible for the air quality planning and standards functions of the Office of Air and Radiation. The Director for Air Quality Planning and Standards is responsible for developing national standards for air quality, emission standards for new stationary sources, and emission standards for hazardous pollutants; for developing national programs, technical policies, regulations, guidelines, and criteria for air pollution control; for assessing the national air pollution control program and the success in achieving air quality goals; for providing assistance to the States, industry and other organizations through personnel training activities and technical information; for providing technical direction and support to Regional Offices and other organizations; for evaluating Regional programs with respect to State implementation plans and strategies, technical assistance, and resource requirements and allocations for air related programs; for developing and maintaining a national air programs data system, including air quality, emissions and other technical data; and for providing effective technology transfer through the translation of technological developments into improved control program procedures.

a. Control Programs Development Division. The Control Programs Development Division, under the supervision of a Director, is responsible for developing technical policy, procedures, and guidelines for effective control programs and allocation of resources. In conjunction with Regional Offices, provides a continuing assessment of the development and effectiveness of control programs in achieving air quality objectives. Provides technical direction, support, and evaluation of Regional activities including implementation plans. Conducts personnel development and training programs to meet current and projected needs for air pollution control activities. Compiles and disseminates air pollution technical information.

b. Emission Standards and Engineering Division. The Emission Standards and Engineering Division, under the supervision of a Director, is responsible for developing national emission standards for hazardous pollutants, developing national performance standards for new sources, and conducting emission tests in support of standards development and evaluating standard test methods. Responsible for conducting comprehensive surveys and studies of stationary source categories to determine the nature and magnitude of air pollution emissions, control methods and procedures, and economic data. Provides technical assistance and documentation regarding emission control technology, reviews technological developments for translation into improved control procedures, and reviews standard development alternatives for compatibility with technology and regulatory authority.

c. Monitoring and Data Analysis Division. The Monitoring and Data Analysis Division, under the supervision of a Director, is responsible for providing detailed analysis and evaluation of air quality, source emissions and related engineering data. Responsible for developing methodology for the determination of significant trends leading to the attainment or non-attainment of air quality

standards and preparing reports pertaining to national, State, and Regional trends. Develops, operates and maintains a national data bank for the collection and distribution of air quality and emissions data. Evaluates air pollution control strategies as to attainment of air quality standards through the use of simulation models. Reviews environmental impact statements. Monitors meteorological and air quality parameters on a nationwide basis to determine the existence or potential of air pollution episodes.

d. Strategies and Air Standards Division. The Strategies and Air Standards Division, under the supervision of a Director, is responsible for evaluating the need to regulate potential air pollutants and for proposing appropriate regulatory strategies; developing, periodically reviewing, and revising ambient air quality standards; and performing economic, energy, and environmental impact studies in support of ambient air quality and national emission standards. Responsibilities include identification, screening, and assessment of substances to determine whether they should be controlled as hazardous air pollutants; preparation and coordination (intra- and interagency) of regulatory packages for listing pollutants under Section 112; recommendations of priorities for controlling sources of listed pollutants; and review of existing hazardous pollutant standards. The Division assumes the role of program manager in coordinating other EPA elements to support new or revised ambient air quality standards, including definition of research needs, preparation of criteria documents, and securing Science Advisory Board review. Prepares complete regulatory analyses on all ambient standard actions and prepares cost and economic analyses in support of new source performance standards and hazardous pollutant standards. Develops methodologies, policy and guidelines for benefit analysis, economic incentives for air pollution control, risk assessment, and air standard decision making.

e. Stationary Source Compliance Division. The Stationary Source Compliance Division, under the supervision of a Director, develops and provides technical program direction to enforcement programs within each Region and nationally for the control of air pollution from stationary sources. Conducts abatement conferences. With the Office of Enforcement and Compliance Monitoring, develops Agency policies, guidelines, and regulations pertaining to citizen suits and the exercising of the Agency's authority to inspect facilities and to require recordkeeping, reports, emission sampling, and monitoring by owners and operators of facilities. Provides program policy direction to Regional activities related to compliance with implementation plans, emergency powers under Section 303 of the Clean Air Act, new source emission standards, and hazardous emission standards developed under the Clean Air Act. Develops other compliance policies, guidelines, criteria, and procedures as required, in collaboration with the Office of Enforcement and Compliance Monitoring as required to resolve legal issues. Maintains information on the status of Agency compliance activities and of State and industry compliance plans in its areas of responsibility. Provides assistance to Regional compliance activities as appropriate, and resolves compliance problems which are national or multi-Regional in scope.

4. OFFICE OF RADIATION PROGRAMS. The Office of Radiation Programs (ORP), under the supervision of a Director, is responsible to the Assistant Administrator for Air and Radiation for the radiation activities of the Agency, including development of radiation protection criteria, standards, and policies; measurement and control of radiation exposure; and research requirements for radiation programs. Provides technical assistance to States through EPA Regional Offices and other agencies having radiation protection programs; establishes and directs a national surveillance and investigation program for measuring radiation levels in the environment; evaluates and assesses the impact of radiation on the general public and the environment; and maintains liaison with other public and private organizations involved in environmental radiation protection activities. Coordinates with and assists the Office of Enforcement and Compliance Monitoring in enforcement activities where EPA has jurisdiction. Provides editorial policy and guidance, and assists other parts of ORP in preparing publications.

a. Criteria and Standards Division. The Criteria and Standards Division, under the administrative and technical supervision of a Director, is responsible for formulating and recommending policies, criteria, and standards designed to protect the environment, the general public and the environment from both ionizing and nonionizing radiation. Develops guidance designed to protect those occupationally exposed to ionizing radiation. Standards and Federal guidance are developed under the authority of the Atomic Energy Act, as amended, and Reorganization Plan No. 3 of 1970. In developing standards, maintains liaison with recognized authorities and organizations in this field. Identifies and evaluates new radiation sources to determine the public health significance of all sources of radiation exposure. Has lead responsibility for those sections of all EPA standards and guidelines dealing with radioactive materials, including those for which proposal and promulgation responsibility is located outside of OAR.

b. Analysis and Support Division. The Analysis and Support Division, under the supervision of a Director, is responsible for providing support to the development of standards and regulations. Support takes the form of evaluating human health and environmental risks and radiation exposure and providing basic understanding of the biological effects of radiation. In support of standards and guidance development, conducts economic studies of alternative choices of controls and evaluates technology and processes to reduce exposure to ionizing and nonionizing radiation in the environment. Provides statistical and applied mathematics support to the standards-setting function. Develops mathematical models of the environmental transport of radionuclides. Determines and reports findings on the radiological quality of the environment. Determines if environmental levels are within EPA established radiological guidelines and standards and recommends changes to existing control programs. Develops general guidance for design and implementation of surveillance programs. Develops emergency planning criteria and coordinates Agency support to other Federal agencies and the States.



c. Eastern Environmental Radiation Facility. The Eastern Environmental Radiation Facility, under the supervision of a Director, conducts activities in support of the Headquarters components of the Office of Radiation Programs. Provides direct and indirect support to the development of standards and guidance. Evaluates potential sources of environmental contamination and develops technical reports to define the extent of the problem. Provides analytical laboratory support for the Environmental Radiation Ambient Monitoring System and prepares summaries of the findings. Provides capability for the evaluation and assessment of environmental radiation sources and, through field studies, makes independent measurements as required. Provides technical evaluation for the environmental impact statement reviews. Has lead responsibility within EPA for providing capability for field measurement in emergency situations involving releases of radioactivity to the general environment. Provides technical support to Headquarters division of ORP and other technical assistance to the States, EPA Regional Offices, and other EPA programs in their radiation-related activities, and special laboratory support to other Government agencies as required.

d. Office of Radiation Programs, Las Vegas Facility. The Office of Radiation Programs, Las Vegas, under the supervision of a Director, conducts activities in support of the Office of Radiation Programs. Evaluates potential sources of environmental contamination and develops technical reports to define the extent of the problem and recommends control measures. Provides capability for evaluation and assessment of environmental radiation sources through field studies, and makes independent measurements at operating nuclear facilities. Provides technical support for environmental impact statement reviews. Provides technical assistance to the States and EPA Regional Offices in their radiation-related programs, and provides special laboratory support to other Government agencies as requested. Coordinates program activities and support requirements with the Director, Environmental Monitoring Systems Laboratory, Las Vegas (ORD).

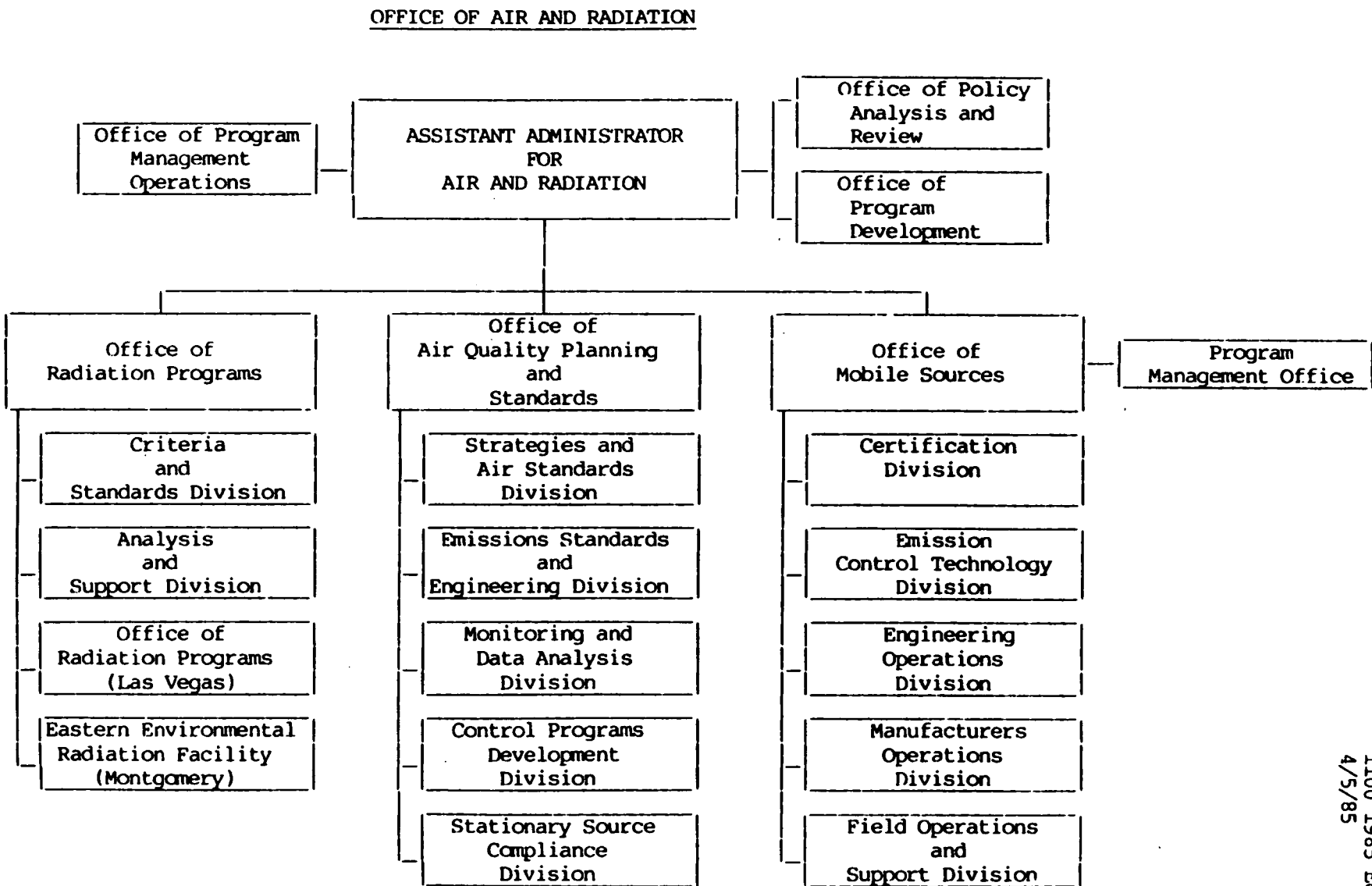


Figure 12-1

CHAPTER 13 - OFFICE OF PESTICIDES AND TOXIC SUBSTANCES

1. OFFICE OF THE ASSISTANT ADMINISTRATOR FOR PESTICIDES AND TOXIC SUBSTANCES.

The functions and responsibilities outlined below are assigned to the Assistant Administrator for Pesticides and Toxic Substances and are carried out by officials within the Office of Pesticides and Toxic Substances (OPTS) under his/her supervision.

The Assistant Administrator serves as the principal adviser to the Administrator in matters pertaining to assessment and regulation of pesticides and toxic substances and is responsible for managing the Agency's pesticides and toxic substances programs under the Federal Insecticide, Fungicide, and Rodenticide Act (FIFRA); the Federal Food, Drug, and Cosmetic Act (FFDCA); the Toxic Substances Control Act (TSCA); and for promoting coordination of all Agency programs engaged in toxic substances activities.

The Assistant Administrator has responsibility for establishing Agency strategies for implementation and integration of the pesticides and the toxic substances programs under applicable Federal statutes; developing and operating Agency programs and policies for assessment and control of pesticides and toxic substances; developing recommendations for Agency priorities for research, monitoring, regulatory, and information-gathering activities relating to pesticides and toxic substances; developing scientific, technical, economic, and social data bases for the conduct of hazard assessments and evaluations in support of toxic substances and pesticides activities; directing pesticides and toxic substances compliance programs; providing toxic substances and pesticides program guidance to EPA Regional Offices; and monitoring, evaluating, and assessing pesticides and toxic substances program operations in EPA Headquarters and Regional Offices.

a. Science and Policy Analysis Staff. The Special Assistants to the Assistant Administrator are considered members of the Assistant Administrator's personal staff and are the principal staff advisers on program and policy issues. Provides review and coordinates program activities to ensure sound scientific basis for establishing criteria, standards, or regulations to protect human health and well-being; evaluates and recommends science policy options; reviews and evaluates rulemaking from science and policy aspects; and advises on the overall quality of science in the OPTS; provides total program information services for media and serves as liaison with other external interests. Peer review of policy and scientific documents is also the responsibility of the Special Assistants as well as other tasks and assignments the Assistant Administrator deems appropriate.

b. Office of Program Management Operations. The Office of Program Management Operations, under the supervision of a Director, serves as the principal staff to the Assistant Administrator/Deputy Assistant Administrator on matters relating to program management and administrative operations.

Provides management advice and assistance to the AA/DAA and components of the Office of Pesticides and Toxic Substances (OPTS). Within OPTS develops policies and guidance on administration and program management; issues procedures/guidelines for implementation by the program offices; exercises oversight and control of OPTS budget preparation, justification and execution; financial management; contracts and grants administration; personnel management; information management; automatic data processing; and correspondence management. Responsible for operating the management accountability system, for tracking General Accounting Office and Inspector General reports and for monitoring program office performance. Serves as point of liaison and coordination with the Office of Policy, Planning, and Evaluation (OPPE) in the areas of program management and operations. Serves as point of liaison and coordination with the Office of Administration and Resources Management (OARM) in the areas of budget preparation, justification and execution, personnel management, grants and contracts administration, financial management, facilities and support services, automatic data processing, health and safety services, and organization and management services. Also, provides liaison and coordination with other Program Offices, Federal Agencies, such as the Office of Management and Budget, and Congress regarding administrative policy and program management issues. Represents the AA/DAA on Agency and inter-agency task forces and committees regarding OPTS policy, administrative and program management issues and responsibilities. Ensures that Regional resource allocation is integrated with budget preparation. Serves as liaison with the Administrator's staff Offices of Civil Rights and Small and Disadvantaged Business Utilization. Develops data in support of requirements for testimony and other public appearances placed upon the AA and other principals in the Office. Coordinates publication review and outreach programs with appropriate Administrator's staff offices and the AA for External Affairs (OEA). Responsibilities described herein are carried out through two subordinate staffs: Resource Management Staff and the Federal Register Staff.

c. Asbestos Action Program. The Asbestos Action Program, under the management of a Director, is responsible to the Assistant Administrator for Pesticides and Toxic Substances for the direction and implementation of the Agency's non-regulatory asbestos activities and for the management and oversight of this Program's efforts for protecting public health against the risks associated with asbestos exposure. The Program is responsible for: 1) establishing Information and Training Centers to ensure that information on asbestos hazards and abatement are effectively developed and disseminated; 2) developing public information materials which will be coordinated with OTS, OEA and other Agency Programs; 3) establishing a contractor and laboratory certification program that would include contractor training, guidelines for asbestos abatement activities, and worker safety measures; 4) developing, in cooperation with OTS and the Regions, guidelines to assist in identifying when asbestos in buildings presents the most serious risk to health; 5) providing an expanded technical assistance program to citizens, contractors, and other interested parties concerning methods for determining the presence of asbestos, recommended abatement actions, and provision of available data to the public on health effects; 6) implementing the Asbestos School Hazard Abatement Act including establishing criteria for ranking loan/grant applications, and

administering and establishing procedures for review of applications and preparing reports to Congress; 7) providing guidance to local educational agencies and States concerning applications for loans/grants, including criteria for establishing priorities, recordkeeping, and management of the asbestos abatement programs; 8) coordinating and administering EPA's review of loan/grant requests with other AAs and the Department of Education; 9) establishing and augmenting coordination and assistance programs between and among EPA Headquarters, EPA Regions, and the States; 10) serving as the primary coordination point between OPTS' asbestos activities and the Office of Air and Radiation and the Office of Solid Waste activities concerning asbestos disposal and the Office of Administration's program concerning asbestos in EPA facilities; 11) chairing workgroups for regulations in the early stages of conceptual development, after fundamental directions are decided by the AA, the actual regulations will be the responsibility of the Office of Toxic Substances; and 12) directing EPA's coordination efforts with Consumer Product Safety Commission on the issue of asbestos in homes. Chairs the Federal Asbestos Task Force and maintains an active OPTS outreach program with other government agencies, Congress and the public. This Program may also undertake other non-regulatory activities under Sections 6, 7, and 9 of TSCA.

2. OFFICE OF PESTICIDE PROGRAMS. The Office of Pesticide Programs (OPP), under the management of a Director and Deputy Director are responsible to the Assistant Administrator, Office of Pesticides and Toxic Substances, for leadership of the overall pesticide activities of the Agency under the authority of the Federal Insecticide, Fungicide, and Rodenticide Act (FIFRA) and several provisions of the Federal Food, Drug, and Cosmetic Act (FFDCA), including the development of strategic plans for the control of the national environmental pesticide situation. Such plans are implemented by the Office of Pesticide Programs, other EPA components, other Federal agencies, or by State, local, and private sectors. The Office is also responsible for establishment of tolerance levels for pesticide residues which occur in or on food; registration and reregistration of pesticides; special review of pesticides suspected of posing unreasonable risks to human health or the environment; monitoring of pesticide residue levels in food, humans, and nontarget fish and wildlife; preparation of pesticide registration guidelines; development of standards for the registration and reregistration of pesticide products; provision of program policy direction to technical and manpower training activities in the pesticides area; development of research needs and monitoring requirements for the pesticide program and related areas; review of impact statements dealing with pesticides; and carrying out of assigned international activities.

a. Program Management and Support Division. The Program Management and Support Division (PMSD), under the supervision of a Director, serves as the principal OPP staff arm for overall pesticide program management, planning, evaluation, formulation of OPP budgets, administrative management, Farm Safety program coordination, and information resources management and services. Assists the Office Director and the Division Directors in the preparation of program plans and related budget proposals (including coordination of the enforcement and research components of the program in budget preparation) and evaluates costs and effectiveness of discrete and broad program activities, program alternatives, and policy positions. On an individual basis, and through coordinated interdivisional efforts, evaluations are made of performance to determine adequacy of response to plans and policies. Recommends approaches to program improvements based upon such findings. Provides direction, assistance, and guidance to Divisions on administrative and personnel activities; including advice on employee relations problems; and provides centralized fund control and reporting services for OPP. Responsible for the management of pesticide farm safety program activities, and serves as the central focus within OPP for all Federal and State efforts, and coordination of EPA programs already underway, relating to the problem of hazards in the farm setting related to pesticides. Provides overall leadership of OPP's complete information management program. This includes technical information services; management of a very large central collection of company data, assessment of information needs and development of information and records management policies, systems, and procedures; centralized support services for digital computer systems analyses and the design and operation of ADP systems. Serves as the primary point of contact for Freedom of Information Act (FOIA) regarding pesticides; and is responsible for the direction of OPP's confidential business information security program.

b. Benefits and Use Division. The Benefits and Use Division (BUD), under the supervision of a Director, is responsible for pesticide use and benefits analysis and data gathering support for the Office of Pesticide Programs. Retrieves, validates and interprets scientific and technical data, relative to pesticide use and the benefits derived from that use. Conducts economic analyses on the impacts of alternative regulatory decisions and on special or emergency pesticide use application as well as on the plans and policies of individual program actions. Develops scientific data on the potential for exposure to pesticides by determining residues and metabolites through analytical methods development. Provides data on the amount of environmental exposure from pesticides of particular regulatory concern to the Agency, that may trigger regulatory activities. Maintains pesticide laboratory capability to detect pesticide traces in environmental media, and to characterize components of complex chemical formulations. Develops data by special projects on toxic contaminants in products for use in regulatory procedures. Develops comprehensive methods and quality capabilities for pesticides program within the Agency's quality assurance program, and provides accurate chemical standards to support the scientific data needs of OPP and the Regional Offices (States).

c. Hazard Evaluation Division. The Hazard Evaluation Division (HED), under the supervision of a Director, reviews, evaluates, and validates all data submitted on the toxicological and adverse effects on humans, domestic animals, fish and wildlife, and other biological species resulting from the use of pesticides and performs risk assessments on proposed and existing pesticide uses. This assessment of risk involves the examination of scientific data from a wide variety of sources, including registration applications, experimental use permits, emergency exemption requests, State registrations under Section 24(c), tolerance petitions, reregistration actions, RPAR data validations, substitute chemical reviews, special document reviews, general scientific literature, and laboratory and contractor reports. Supports the regulatory programs of the Office, but principally those of the Registration Division; provides scientific expertise on adverse effects of pesticides to other Agency programs and other Federal agencies; and supports Agency collaborative efforts with academia, scientific societies, industry, international organizations, and other countries in hazard assessments, regulatory programs, and standard and tolerance setting.

d. Registration Division. The Registration Division (RD), under the supervision of a Director, manages the registration and reregistration of pesticide products under the authority of Section 3 of the Federal Insecticide, Fungicide, and Rodenticide Act (FIFRA). Establishes tolerances for pesticides residues on food and animal feed under the Federal Food, Drug, and Cosmetic Act. Issues Experimental Use Permits under the authority of Section 5 of FIFRA. Issues emergency exemptions from registration requirements under authority of Section 18 of FIFRA. Provides guidance to State authorities and administers Federal activities relating to State Special Local Need (SLN) activities under the authority of Sections 5 and 24 of FIFRA. Provides advice and technical expertise to the Office of Enforcement and Compliance Monitoring and the Office of Compliance Monitoring (OPTS) regarding FIFRA compliance and enforcement activities. When pesticides or pesticide ingredients are suspected of causing

unreasonable adverse effects to man or the environment, carries out risk/benefit analyses under the authority of Section 3 of FIFRA. Identifies data gaps and performs data call-in functions in order to maintain a systematic approach to the registration process under the authority of Section 3 of FIFRA. Carries out additional responsibilities in the areas of program planning and evaluation, special projects related to the registration or reregistration of pesticides, development of budget information, personnel training and liaison with Agency personnel and administrative services.



3. OFFICE OF TOXIC SUBSTANCES. The Office of Toxic Substances (OTS), under the management of a Director and Deputy Director, is responsible to the Assistant Administrator for those activities of the Agency mandated by the Toxic Substances Control Act (TSCA). The Director is responsible for developing and operating Agency programs and policies for new and existing chemicals. In each of these areas, the Director is responsible for information collection and coordination; data development; health, environmental and economic assessment; and negotiated or regulatory control actions. The Director provides operational guidance to EPA Regional Offices, reviews and evaluates toxic substances activities at EPA Headquarters and Regional Offices; coordinates TSCA activities with other EPA offices and Federal and State agencies; and conducts the export notification required by TSCA and provides information to importers. The Director is responsible for developing policies and procedures for the coordination and integration of Agency and Federal activities concerning toxic substances. The Director is also responsible for coordinating communication with the industrial community, environmental groups, and other interested parties on matters relating to the implementation of TSCA; providing technical support to international activities managed by the Office of International Activities; and managing the joint planning of toxic research and development under the auspices of the Pesticides/Toxic Substances Research Committee.

a. Chemical Coordination Staff. The Chemical Coordination Staff (CCS), under the supervision of a Director, is responsible to the Director, Office of Toxic Substances (OTS), for: ensuring that OTS activities related to pre-regulatory planning and analysis are coordinated with other EPA programs, both at Headquarters and in the Regions, other Federal agencies, and the States; developing and maintaining data bases on Agency toxics-related activities; overseeing the coordination of OTS international chemical activities in support of the Office of International Activities, as well as managing the development of related TSCA technical policies as they pertain to international activities; identifying "high visibility" chemicals for top level strategy development and management; and managing the development, implementation, enhancement, and evaluation of the Chemical Substances Information Network, a data network required under the Toxic Substances Control Act.

b. TSCA Assistance Office. The TSCA Assistance Office (TAO), under the supervision of a Director, is responsible to the Director, Office of Toxic Substances (OTS), for implementation of Sections 12(b) and 26(d) of the Toxic Substances Control Act (TSCA). The Office provides post-regulatory assistance and guidance to industry, environmental groups, trade associations, labor, public interest groups, States, Regional Offices, and other countries on OTS policy and regulatory positions on matters relating to the implementation of TSCA. Maintains liaison with the EPA Office of External Affairs, formally responding to all Congressional inquiries relevant to TSCA, and conducts external notification efforts for new or updated TSCA regulations. The Office provides technical assistance to the chemical industry, including the small business community, through initiatives aimed at meeting TSCA requirements and coordinates OTS response and outreach activities with the Office of Enforcement

and Compliance Monitoring to ensure feedback on impacts of individual regulations. Conducts periodic surveys of industry activities, reporting on EPA actions which may impede or enhance technological innovation and recommending alternate approaches to achieving control of chemical risks. Recommends options on Agency policy and procedures with respect to changing technology and reviews and comments on TSCA regulatory packages, legislative initiatives, policy statements and other documents as requested by the Director, OTS. The Office gathers, develops and disseminates information pertaining to TSCA. It arranges symposia, meetings and conferences to exchange information relevant to TSCA implementation and mediate meetings between Agency officials and representatives of industry, labor, environmental groups, trade associations and other interested parties to gain consensus on regulatory matters. The Office assists Regional Offices in responding to external inquiries to ensure policy consistency and conducts export notification.

c. The Office of Program Management and Evaluation. The Office of Program Management and Evaluation (OPME), under the supervision of the Director, serves as the principal staff office to the Director, Office of Toxic Substances, on matters relating to budgeting, program planning, resource management, administrative operations, and program evaluation. In regard to these matters, OPME recommends and implements administrative policies and procedures Office-wide; prepares official budget submissions to the Agency, OMB, and the Congress; coordinates the development of all planning documents; monitors and audits all resources; evaluates program performance and recommends corrective action; designs and implements administrative management information systems; conducts performance agreement reviews; and provides financial and analytical support. The Office of Program Management and Evaluation provides the Office Director, the Chemical Coordination Staff and TSCA Assistance Office with all administrative, personnel management, and financial management services. Coordinates planning activities necessary to develop recommendations on OTS programs, including the identification of alternative program goals, priorities, objectives and plans; ensures that OTS programs conform to the requirements of the Paperwork Reduction Act; recommends and, as directed, conducts reviews and evaluations of OTS programs to determine effectiveness, efficiency and ability to attain goals and objectives, including the development of appropriate criteria to measure program performance and environmental results; provides inputs to the Agency's Strategic Planning and Management System; and develops and implements OTS-wide systems or processes necessary to provide program evaluation.

d. Chemical Control Division. The Chemical Control Division (CCD), under the supervision of a Director, is responsible for selecting and implementing appropriate regulatory and non-regulatory control measures for existing and new chemicals and new uses of such chemicals found to present or to have the potential for presenting unreasonable risks to human health and/or the environment. CCD is responsible for the oversight and management of the regulatory evaluation and decisionmaking processes for new chemicals subject to manufacturing or processing notices under Section 5; for new or existing chemicals subject to citizens' petitions under Section 21, seeking action under Sections 4, 5, or 6; and for existing chemicals identified as candidates

for control action under Section 6 through the efforts of the Existing Chemical Assessment Division. CCD evaluates alternative remedial control measures under TSCA and makes recommendations concerning the existence of unreasonable risk, appropriate regulatory control measures and the priority for action in implementing such control measures. The Division develops generic and chemical-specific rules for new chemicals under Section 5 and for new and existing chemicals under Sections 6 and 7 of TSCA; holds public hearings on such rules as required, and manages any necessary post-promulgation programs such as review of exemption applications; evaluates the need for and, as appropriate, develops chemical-specific orders and notices pursuant to Sections 5(e), 5(f), 6(a)-(d), and 7, and in cooperation with the Office of General Counsel, supports court actions under Sections 5(e), 5(f), 6(a)-(d), and 7.

e. Existing Chemical Assessment Division. The Existing Chemical Assessment Division (ECAD), under the supervision of a Director, provides program management for the TSCA testing and existing chemicals programs. The Division is responsible for identifying, managing the evaluation of, and implementing non-regulatory remedial control actions for chemical risks posed by existing chemicals to human health and the environment. With the support of the Exposure Evaluation Division, Economics and Technology Division, and the Health and Environmental Review Division, ECAD, evaluates chemicals and categories of chemicals identified for priority attention. ECAD identifies specific sources of exposure and potential effects on human health or the environment for which testing or control regulations may be warranted and evaluates the types of hazards and degrees of risk reflected in the data and petitions submitted to the Agency under TSCA Sections 4, 8, and 21. The Existing Chemical Assessment Division develops and implements significant new use reporting and recordkeeping rules and guidelines for existing chemicals under Sections 5(a)(2) and 8 of the TSCA to ensure the Agency's access to industry data needed to identify and evaluate possible unreasonable risks posed by commercial chemicals. ECAD also develops and implements procedures for systematically screening available information on existing chemicals and uses of chemicals to identify priority chemicals or categories of chemicals for further evaluation as possible sources of unreasonable risk to human health or the environment. The Division manages the assessment of chemical problems being considered for regulatory or non-regulatory action; prepares risk management advisories and significant new use rules for existing chemicals; and responds to Section 21 petitions on existing chemicals not yet subject to control action by TSCA, coordinating such efforts with other EPA offices and other agencies as appropriate. In addition, the Existing Chemical Assessment Division develops and implements procedures for the selection of specific chemicals or categories for testing under Section 4 to include conducting or coordinating the review of relevant data on candidate substances, negotiating industry testing without rulemaking, preparing test rules and conducting public hearings, responding to priority designations of the TSCA Interagency Testing Committee (ITC), and evaluating requests for exemptions from testing. ECAD manages all regulatory and policy activities under Sections 12 and 13 relating to exports and imports into customs territory of the United States.

f. Health and Environmental Review Division. The Health and Environmental Review Division (HERD), under the supervision of a Director, is responsible for the initial review and detailed assessment of harmful effects of new chemicals on human health and the environment (assisting the Chemical Control Division) conducted under Section 5 of TSCA. The Division develops and updates testing guidelines in support of Section 4 implementation; reviews, validates, and evaluates test data submitted by industry and other available information relevant to harmful effects of chemicals on human health and the environment; and performs scientific assessments of toxicity and other chemical hazards to human health and the environment in accordance with approved Agency policies and in support of the risk assessment activities in OTS. In addition, HERD provides technical support to the Existing Chemical Assessment Division in implementing the TSCA testing and existing chemicals programs and to the Chemical Control Division in rule development for existing chemicals under Section 6. HERD also identifies and develops new methods and techniques for laboratory testing and evaluation of chemical hazards to human health and the environment through intramural efforts, extramural studies, and collaboration with the Office of Research and Development and academic and international organizations.

g. Exposure Evaluation Division. The Exposure Evaluation Division (EED), under the supervision of a Director, is responsible for the integrated assessment of human and environmental exposure to chemical substances in support of OTS risk assessment activities. EED provides standards, guidance, and rule development support to the Chemical Control Division and the Existing Chemical Assessment Division for chemical, physical, and persistence properties testing, analytical methods, field sampling, and other exposure-related data and studies, under Sections 4, 5, and 6 of TSCA. It reviews, evaluates, and validates data submitted by industry and other available information relevant to chemical exposure to humans and the environment, and evaluates human epidemiological data and develops guidelines for epidemiological studies. In addition, this Division performs scientific assessments of human and environmental exposure to chemical substances in support of the risk assessment activities of OTS and performs risk estimation and statistical support to such activities; identifies and develops new methods and techniques for laboratory testing, field study, and integrated evaluation of human and environmental exposure to chemicals through intramural efforts, extramural studies, and collaboration with the Office of Research and Development and other Federal and international organizations; designs, oversees, conducts, and evaluates monitoring and field studies in support of OTS exposure assessment and risk assessment activities; and also provides modeling support for these activities. It is also responsible for carrying out the OTS quality assurance program. EED is responsible for managing and implementing Section 6(e) of TSCA and regulations promulgated thereunder that address the manufacture, processing, distribution in commerce, use, marking and disposal of polychlorinated biphenyls. The Exposure Evaluation Division is also responsible for processing all applications for exemptions from the requirements of Section 6(e)(3)(A).

h. Information Management Division. The Information Management Division (IMD), under the supervision of a Director, is responsible for all information and security services in support of TSCA and is the focal point of toxic chemical information in EPA Headquarters. The Division is responsible for the development

of ADP systems to support analyses of TSCA chemicals, for maintaining the computer network, and for the collection and dissemination of data submitted to the Agency and to other Federal departments and agencies, as required by Section 10(b); serves as the focal point for the receipt and control of all documents received as a result of TSCA rulemaking activity, including the security of such documents; provides guidance to OTS as to what security measures are required; maintains the TSCA chemical inventory and provides search support for all OTS programs; operates the chemical information library which serves as the primary chemical collection for the entire Agency, interacts with the international chemical information community to exchange data; develops chemical information policy; develops long-range chemical information strategies; and performs information integration planning for OTS to relate information systems to each other and to other OTS sources of information. In addition, the Division establishes and manages the OTS Data Management Centers which include Confidential Business Information (CBI) and non-CBI information clearinghouses and provides support services for multiple user data sources. Services include data collection, data extraction, data coding, data retrieval, and accurate and timely updates.

i. Economics and Technology Division. The Economics and Technology Division (ETD), under the supervision of a Director, is responsible for economic, industrial chemistry, and engineering analyses in support of Office of Toxic Substances' program activities. Supports the Chemical Control Division and Exposure Evaluation Division by supplying any economic, industrial chemistry, and engineering support needed for Sections 5, 6, and 7 rulemaking. Supports the Existing Chemical Assessment Division by supplying any economic, industrial chemistry, and engineering support needed for Sections 4 and 8 rulemaking and for Section 6 assessment activities. Provides technological input into major risk assessments conducted by OTS; participates in the development of regulations within OTS, ensuring that economic and technical feasibility issues are fully considered; provides engineering, industrial chemistry, and economic analyses as part of the initial and detailed followup reviews of premanufacture notices and conducts assessments of the overall economic, engineering, and industrial chemistry impacts of TSCA regulatory actions and OTS non-regulatory actions.

4. OFFICE OF COMPLIANCE MONITORING. The Office of Compliance Monitoring (OCM), under the supervision of a Director, plans, directs, and coordinates the pesticides and toxic substances compliance programs of the Agency. More specifically, the Office provides a national pesticides and toxic substances compliance overview and program policy direction to the Regional Offices and the States, prepares guidance and policy on compliance issues, establishes compliance priorities, provides technical support for litigation activity, concurs on enforcement actions, maintains liaison with the National Enforcement Investigations Center, develops annual fiscal budgets for the national programs, and manages fiscal and personnel resources for the Headquarters programs. The Office directs and manages the Office of Pesticides and Toxic Substances' laboratory data integrity program which conducts laboratory inspections and audits of testing data. The Office issues civil administrative complaints and other administrative orders in cases of first impression, overriding national significance, or violations by any entity located in more than one Region. The Office coordinates with the Office of General Counsel and the Office of Enforcement and Compliance Monitoring in an attorney-client relationship, with those Offices providing legal support for informal and formal administrative resolutions of violations; for conducting litigation; for interpreting statutes, regulations and other legal precedents covering EPA's activities; and for advising program managers on the legal implications of alternative courses of action.

The Office of Compliance Monitoring coordinates with the Office of Pesticide Programs (OPP) in the conduct of pesticide enforcement compliance and registration programs under the Federal Insecticide, Fungicide, and Rodenticide Act (FIFRA) and participates in decisions involving the cancellation or suspension of registration. The Office establishes policy and operating procedures for pesticide compliance activities including sampling programs, export certification, monitoring programs to assure compliance with experimental use permits, pesticide use restrictions, and recordkeeping requirements, and determines when and whether compliance actions are appropriate. The Office establishes policy and guidance for the State cooperative enforcement agreement program and the applicator training and certification program.

The Office of Compliance Monitoring also coordinates with the Office of Toxic Substances (OTS) in the conduct of regulatory and compliance programs under the Toxic Substances Control Act (TSCA) and participates in regulation development for TSCA. The Office participates in the control of imminent hazards under TSCA, inspects facilities subject to TSCA regulation as a part of investigations which are national in scope or which require specialized expertise, and samples and analyzes chemicals to determine compliance with TSCA. The Office coordinates and provides guidance to other TSCA compliance activities, including the State cooperative enforcement agreement program and the preparation of administrative suits.

a. Policy and Grants Division. The Policy and Grants Division, under the supervision of a Director, is responsible for developing overall compliance monitoring policies and strategies, proposed legislation, and guidance to the

States and the Regions. The Division also develops and revises policy and procedures for the FIFRA and TSCA State cooperative enforcement agreement programs; makes revisions to policy, guidance, priorities, strategies, and operating plans following program evaluations made by other Divisions within the Office; conceives new programs; assists the Regions in implementing and managing State cooperative enforcement agreement programs; plans, implements and manages a national pesticide applicator certification and training program; reviews and evaluates State certification plans for consistency with the regulatory requirements of FIFRA; monitors disbursement of EPA funds to the USDA/Extension Service for private and commercial applicator training; provides data to other Divisions, other EPA offices, the Regions, States, and other Federal agencies; and develops and operates ADP systems.

b. Compliance Division. The Compliance Division, under the supervision of a Director, is responsible for developing procedures for controlling imminent hazards involving pesticides and toxic substances; develops national compliance monitoring procedures in support of TSCA and FIFRA; performs Regional coordination functions for the purpose of compliance monitoring; provides liaison with the National Enforcement Investigations Center (NEIC); provides inspector training programs for the Regions and the States; promulgates guidelines or administrative rules for case preparation procedures for enforcement cases; provides case development support for Headquarters and Regional enforcement cases; coordinates intra- and inter-agency case development efforts; provides scientific and technical support to Headquarters, the Regions and the States for case development purposes; and provides Headquarters concurrence on enforcement cases and evaluates Headquarters, Regional and State case development efforts. Other functions of the Division include management of contracts for inspectional support and sample analysis, development or revision of reference manuals, and publication of Notices of Judgment under FIFRA.

OFFICE OF PESTICIDES AND TOXIC SUBSTANCES

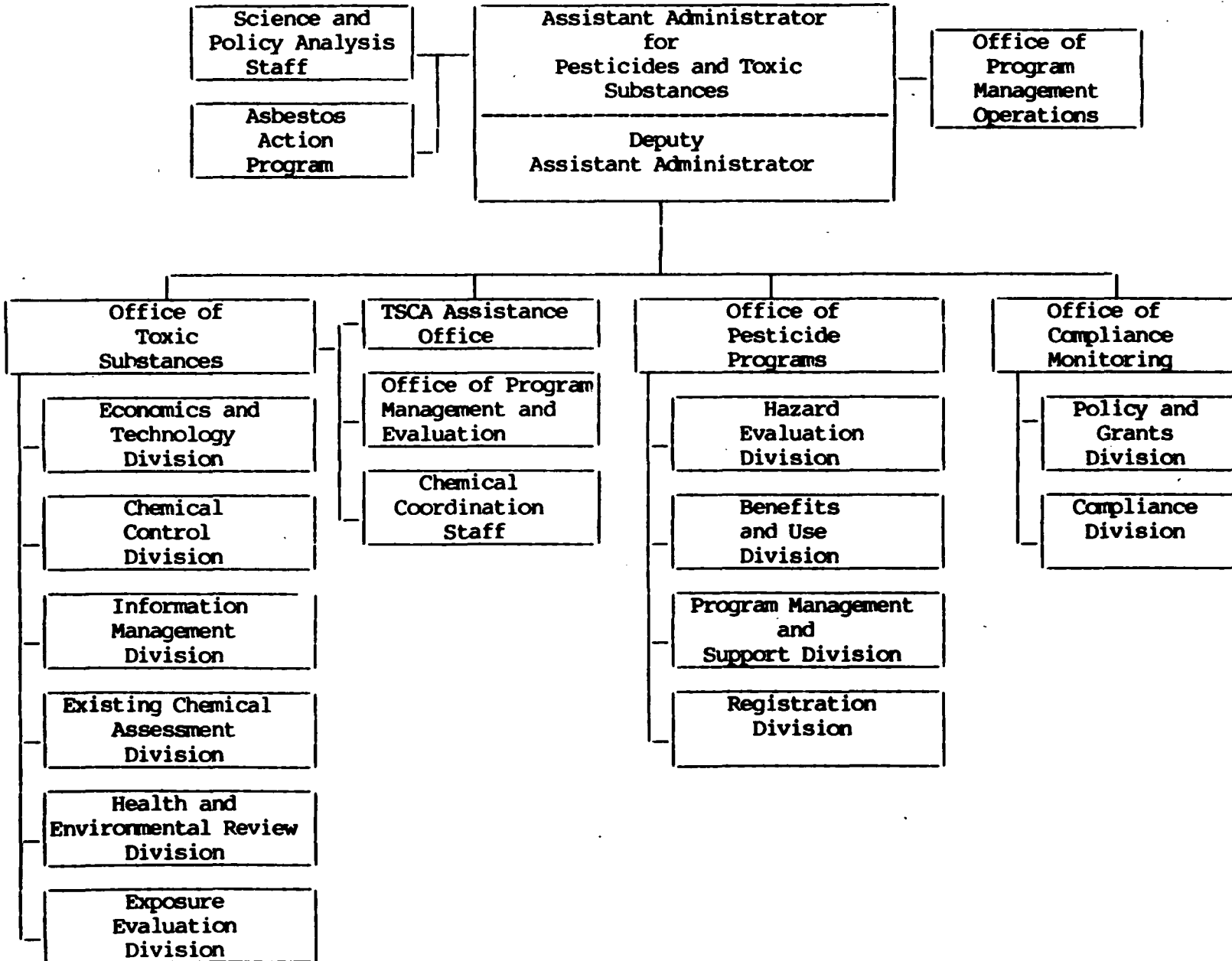


Figure 13-1



CHAPTER 14 - REGIONAL OFFICES

1. GENERAL PROVISIONS. There are ten Regional Offices of the Agency with Regional boundaries and Headquarters locations as provided below:

REGION AND AREA

- |   |   |
|---|---|
| I <u>Headquarters - Boston, MA</u><br>Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont                       | VI <u>Headquarters - Dallas, TX</u><br>Arkansas, Louisiana, New Mexico, Oklahoma, Texas   |
| II <u>Headquarters - New York, NY</u><br>New Jersey, New York, Puerto Rico, Virgin Islands  | VII <u>Headquarters - Kansas City, KS</u><br>Iowa, Kansas, Missouri, Nebraska   |
| III <u>Headquarters - Philadelphia, PA</u><br>Delaware, Maryland, Pennsylvania, Virginia, West Virginia, District of Columbia       | VIII <u>Headquarters - Denver, CO</u><br>Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming   |
| IV <u>Headquarters - Atlanta, GA</u><br>Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee | IX <u>Headquarters - San Francisco, CA</u><br>Arizona, California, Hawaii, Nevada, American Samoa, Guam Trust Territories of Pacific Islands, Wake Island |
| V <u>Headquarters - Chicago, IL</u><br>Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin                                      | X <u>Headquarters - Seattle, WA</u><br>Alaska, Idaho, Oregon, Washington  |

**2. TYPICAL AUTHORIZED STRUCTURE AND GENERIC FUNCTIONAL STATEMENTS.**

a. Regional Administrator. The Regional Administrators are responsible to the Administrator, within the boundaries of their respective Regions, for the execution of the Regional programs of the Agency and such other responsibilities as may be assigned. They serve as the Administrator's principal representatives in their Regions in contacts and relationships with Federal, State, interstate and local agencies, industry, academic institutions, and other public and private groups. Regional Administrators are responsible for: (1) Accomplishing national program objectives within their Regions as established by the Administrator, Deputy Administrator, Assistant Administrators, Associate Administrators, and Heads of Headquarters Staff Offices; (2) Developing, proposing, and implementing approved Regional programs for comprehensive and integrated environmental protection activities; (3) Total resource management in their Regions within guidelines provided by Headquarters; (4) Conducting effective Regional enforcement and compliance programs; (5) Translating technical program direction and evaluation provided by the various Assistant Administrators, Associate Administrators and Heads of Headquarters Staff Offices into effective operating programs at the Regional level, and assuring that such programs are executed efficiently; (6) Exercising approval authority for proposed State standards and implementation plans; and (7) Providing for overall and specific evaluations of Regional programs, both internal Agency and State activities.

b. Deputy Regional Administrator. Deputy Regional Administrators assist the Regional Administrators in the discharge of their duties and responsibilities and serve as Acting Regional Administrator in the absence of their Regional Administrator.

c. Regional Counsels. The Regional Counsels serve as attorney-advisers to the Regional Administrators and their program and administrative staffs. The Regional Counsels may also provide legal services to Agency activities located within the Region, but not reporting to a Regional Administrator. To the extent necessary, Regional Counsels consult with and coordinate their activities with the Headquarters Office of General Counsel and the Office of Enforcement and Compliance Monitoring. The Regional Counsels report to the Regional Administrators on day-to-day activities while reporting to the Headquarters General Counsel on matters involving national consistency and the management of Regional Counsel personnel. In addition, the Regional Counsels are responsible for the specific activities outlined below.

(1) The Regional Counsels provide client program offices with support in the conduct of litigation, for interpreting statutes, regulations and other legal precedents covering EPA's activities, and for advising program managers on the legal implications of alternative courses of action.

(2) Regional Counsels provide legal advice and assistance to the Region's construction grants programs and handle bid protests, grant appeals and other matters as they arise.

(3) They assist the Regional program managers in drafting the terms and conditions of items such as permits, notices of violation, administrative orders or administrative complaints (particularly where novel or complex matters are involved) so as to ensure the enforceability and defensibility of those terms and conditions.

(4) The Office of Regional Counsel is available to consult with the Regional program managers regarding delegations of Agency programs to State agencies and approval of state pollution control programs (such as State Implementation Plans under the Clean Air Act), including review of the legal sufficiency of State remedies and other legal aspects.

(5) The Regional Counsels manage the Agency's legal participation in hearings and administrative appeals of actions originating in the Regions, including proceedings relating to permits and administrative civil penalty.

(6) They provide assistance in negotiating enforcement matters and should be present whenever outside parties are represented by counsel in those negotiations.

(7) The Regional Counsels prepare documents needed for the referral package based upon technical information and support from the Regional program offices, and will concur on each request for judicial action prior to its referral to the Assistant Administrator for Enforcement and Compliance Monitoring.

(8) Following the referral of a case to the Department of Justice, the Regional Counsel will be responsible for fulfilling all requests for supplemental information from the Department or by the U.S. Attorney's Office.

(9) Regional Counsels manage the conduct of the Agency's participation in defensive litigation and assist the Department of Justice or the U.S. Attorney in the litigation.

d. Assistant Regional Administrator for Policy and Management. The Office of the Assistant Regional Administrator for Policy and Management, provides policy planning, evaluation, and management advice; and administrative management support to the Regional Administrator and Deputy Regional Administrator, and all the components of the Regional Office. The functions of the Office shall include the development of program strategies, such as EPA/State Agreements; program evaluations; analytic studies; personnel management (including equal employment opportunity); organization and management analysis; financial management; environmental assessment (EIS); Regional program planning; automatic data processing; safety and security; library services; facilities and space management; general services; and centralized grants administration. Program activities shall be in conformance with national strategy and policy guidelines.

[Please note that an alternative Management Division organizational structure exists in some Regional Offices. This alternative organizational unit focuses primarily on management support services.]

e. Air Management Division. The Air Management Division, under the supervision of a Director, recommends to the Regional Administrator goals, priorities, and objectives for the Regional Air, Radiation, Pesticides and Toxic Substances programs and is responsible for the development, coordination, implementation, evaluation, and permits issuance and related compliance monitoring of these programs, including enforcement litigation referrals. Program recommendations and activities shall be in conformance with national strategy and policy guidelines. Assists the States in developing comprehensive air programs, including State implementation plans and transportation control programs plans. In coordination with the Environmental Services Division, provides or arranges for technical assistance to State and local agencies in developing and implementing plans, monitoring systems, instrumentation, and data collection and analysis systems. [Please note some Regional organizational structures may include the Toxic Substances and Pesticide or Radiation functions in the Air Management Division, Waste Management Division, or Environmental Services Division.]

f. Waste Management Division. The Waste Management Division, under the supervision of a Director, recommends to the Regional Administrator, goals, priorities, and objectives for the Regional Administrator. This Division is responsible for the management of programs for hazardous waste as required by the Resource Conservation and Recovery Act (RCRA) and the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA). The Division selects strategies and techniques for achieving compliance and develops and recommends appropriate enforcement action in the stated program areas. [Please note that certain activities related to the emergency response function may be included in either the Waste Management Division or the Environmental Services Division.]

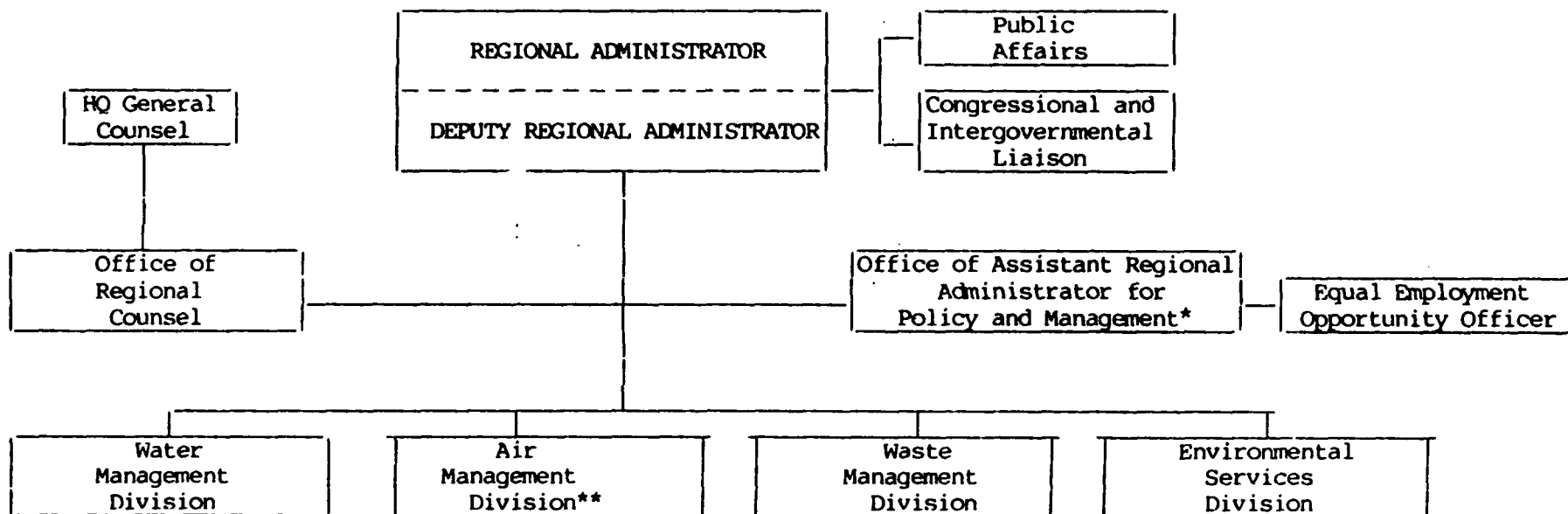
g. Environmental Services Division. The Environmental Services Division, under the supervision of a Director, collects, analyzes, and evaluates environmental quality data, including toxic substances and pesticide sampling, in support of Regional and national monitoring requirements. Directs and coordinates surveillance, pollution source inventory, and monitoring activities within the Region, and provides necessary analytical laboratory support services. Directs the operation of subregional laboratory elements. Provides advice and assistance to State and local agencies concerning techniques, methodology, quality assurance and control, as well as laboratory support when required, to assure effective monitoring systems. Conducts special studies, investigations, analyses, and surveys to acquire the necessary data to support program offices within EPA. Implements Regional monitoring programs to meet Regional and national objectives not met by Headquarters programs. Conducts, as necessary, CERCLA and CWA Section 311 emergency response activities.

h. Water Management Division. The Water Division, under the supervision of a Director, recommends to the Regional Administrator goals, priorities, and objectives for the Regional Water Programs; and is responsible for the development, coordination, implementation, evaluation and compliance monitoring of these programs, including enforcement litigation referrals. Program recommendations and activities shall be in conformance with national strategy and policy guidelines. Assists the States in developing comprehensive programs, including implementation plans for the achievement of water quality standards. Operates a municipal waste water systems program, including reviews of facility plans and specifications. Monitors the construction program, including the external civil rights compliance and minority business enterprise functions. Coordinates areawide planning and other water quality planning activities. Operates permit issuance and related compliance monitoring programs. Develops control strategies for nonpoint source dischargers and ocean dumping. Operates a drinking water, groundwater and underground injection control program. In coordination with the Environmental Services Division, provides or arranges for technical assistance to State and local agencies in developing and implementing these programs.

3. STAFF FUNCTIONS. This Chapter does not provide for formal structuring of staff elements reporting to the Regional Administrator. Such functions include: Civil Rights, Congressional and Intergovernmental Relations, Federal Regional Council Activities, Federal Facilities, and Public Affairs. These activities shall be represented in the Regional Office by an appropriate professional staff capacity.

4. REGIONAL INSPECTOR GENERAL ACTIVITIES. Audit and inspection personnel located in the Regional Office are under the supervision of the Inspector General, as provided in Chapter 8 of this Manual.

AUTHORIZED EPA REGIONAL ORGANIZATION



\* Alternative Regional organization may reflect Management Division concept.

\*\* Alternative Regional organization may reflect a single Division including Air and Waste Management functions.

Figure 14-1