

ACCOMPLISHMENTS & GOALS

FY - 1980



PLANNING AND MANAGEMENT DIVISION

REGION 2

U.S. ENVIRONMENTAL PROTECTION AGENCY

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UNITED STATES ENVIRONMENTAL PROTECTION AGENCY

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SUBJECT FY-80 Accomplishments and FY-81 Goals

FROM Herbert Barrack *H. Barrack*
Assistant Regional Administrator for Planning and Management

TO Charles S. Warren
Regional Administrator

Chuck, this is the first opportunity I have had to prepare for you my annual review of the Planning & Management Division's (P&M) accomplishments. I believe this report provides you with a perspective on the initiatives the Division will be undertaking in FY-81 as well as a recap of the highlights of our FY-80 activity.

Several key areas have characterized P&M's most recent accomplishments and to a large degree define the efforts we will be involved in during the current fiscal year.

Protection of the Public from Hazardous Materials

The Resource Conservation and Recovery Act (RCRA) generated significant activity in the Regional Office and P&M has been involved as a key participant on a number of fronts:

- Grants Administration Branch (GRA) has become the Region's point of responsibility and expertise on financial assurance requirements to be associated with the closure and post closure activity as hazardous waste disposal sites.
- GRA was also instrumental in the development of cooperative arrangements under RCRA Subtitle C with New York, New Jersey and Puerto Rico.
- The Permits Administration and Information Systems Branches worked extremely closely with the contractor's staff in processing over 9,000 notifications from handlers of hazardous material, identifying 4,000 potential illegal non-notifiers and issuing warning letters and 20 Notices of Violation and responding to more than 2,000 telephone inquiries from industry on applicability of RCRA regulations.

With the expected and ultimately passed "Superfund" legislation P&M Division had begun working in several areas which will be important to our Region's success in implementing a Superfund program.

- ° Planning & Evaluation and Personnel and Organization began working with the Region's Superfund Coordinator to identify resource and organizational needs, both short and longer term.
- ° The Facilities and Administrative Management (FAM) Branch in conjunction with the Surveillance and Analysis Division prepared an extensive Repair and Improvement Budget Request for FY-82 which included a variety of essential and costly laboratory improvements:
 - toxic chemical handling and preparation laboratory
 - GC/MS Laboratory Enlargement
 - biotoxicity laboratory
 - tissue culture laboratory
 - Clean Room for Metals analysis
 - Clean Room for Sample Preparation

These improvements will be needed to insure the safety of EPA staff and the public as well as the integrity of EPA sample collection and analysis.

- ° FAM has also focused on expanding in house contracting capabilities with the expectation of an increased role in conjunction with Superfund remedial actions. We have already been approached by Contracts Management Division in Headquarters regarding the development of a pilot delegation to the Region of contracting authority associated with Superfund.

Continued Implementation of Personnel Management Reforms

- ° In September and early October 1980 the Region conducted its first performance appraisal against the performance standards which were developed on a pilot basis in 1979 and refined in FY-80. Personnel and Organization (PO) took the lead role in assuring that these appraisals were done in accordance with Headquarters and Office of Personnel Management (OPM) guidelines.

- ° Preparation for our first Merit Pay distribution was a significant workload for PO, Financial Management and Information Systems. With limited and untested guidance from Headquarters and OPM we managed to achieve an equitable incentive pay distribution for designated GS 13 through 15 staff.
- ° PO also received delegation of new recruitment and personnel authorities, such as, examining authority for GS-9 through 15 positions formerly filled under Mid and Senior Level announcements; direct hire authority for permanent part time positions of environmental protection specialist, life scientist and environmental scientist; temporary appointments not to exceed one year for GS-1 through GS-7, et al.
- ° PO coordinated the Region's participation, in a long term study of the effectiveness of the Civil Service Reform Act conducted by the Office of Personnel Management's consultants from Case Western Reserve University.

Improved Resources Management

Several efforts were undertaken in FY-80 which will continue throughout or come to fruition in FY-81 which were designed to achieve resource efficiencies either through cost effective use of contractors or improved fund controls.

- ° Facilities & Administrative Management Branch staff reductions and functional realignments were effected through the auspices of the Javits Amendment to the Wagner-O'Day Act for on-site performance of a variety of administrative services including mail processing, motor pool maintenance, duplicating, et al.
- ° Grants Administration and Financial Management initiated a program grant review to develop internal monitoring and reporting procedures to assure the timely receipt and processing of financial status reports (FSRs) from grantees, final grant audits and settlement of cash advances; past due FSRs were solicited and deobligation actions taken. This assisted in reducing the number of outstanding audits for resolution and enabled us to take advantage of available balances for future obligations.

- With the acquisition and installation of the Region's new PDP-11/70 minicomputer the Financial Management and Information Systems Branches are collaborating on design and programming for a new direct data entry accounting and financial control systems. These systems will allow FIN to continue to achieve its outstanding record of accuracy and control in Regional accounting in spite of substantially increasing workload without additional staff. These systems improvements provide particularly critical capability in terms of monitoring and controlling decreasing budget allocations in order to assure top management timely and accurate data on which to base decisions on funding priorities.

Streamlining Regulatory Actions

Several P&M branches were heavily involved in the Region's efforts at permit consolidation. Program and Toxic Integration, Information Systems and Permits Administration worked closely with Regional program and state counterparts on initiatives to carry out the objectives of EPA's permit consolidation regulations. A final report will be issued during FY-81.

The Permits Administration Branch has worked as the Region's focal point for coordination and review of industry inquiries and application of EPA's Bubble Policy designed to enhance the economic feasibility of achieving required air emission controls. Information sessions for states and industry were held, and seven bubble application have been coordinated and approved.

Assessing our Regulatory Effectiveness

- During FY-80 the Regional Management Analytic Center initiated several major projects including an assessment of the Role of Ambient Monitoring in Regional Decision Making. This project defines where and why ambient monitoring data are not systematically used in making program decisions, examines the need for stronger ambient monitoring and data management in Region II and recommends mechanisms for factoring ambient data into decision making. Analyses for this project were completed in FY-80 and a draft report will be issued shortly. An action point which has already emerged from the project is preparation of an environmental status report for each state which will be a foundation for the development of the State/EPA Agreements in FY-82.

In addition, the Planning and Evaluation Branch coordinated the Region's data to a National Environmental Profile designed to focus Agency and public attention on the evaluation of environmental improvement as a primary indicator of program success. A Region specific profile is now under development.

* * * * *

As you have probably noted, our accomplishments covered all areas of responsibility of the Planning and Management Division and required close cooperation among P&M branches as well as with our program divisions. I am particularly pleased by this. It continues to reaffirm for me that the responsibilities of this Division are undertaken with managerial and environmental goals in tandem. I offer this report as the product of our FY-80 efforts and an indicator of our direction in FY-81 and will be glad to discuss any aspect of it with you.

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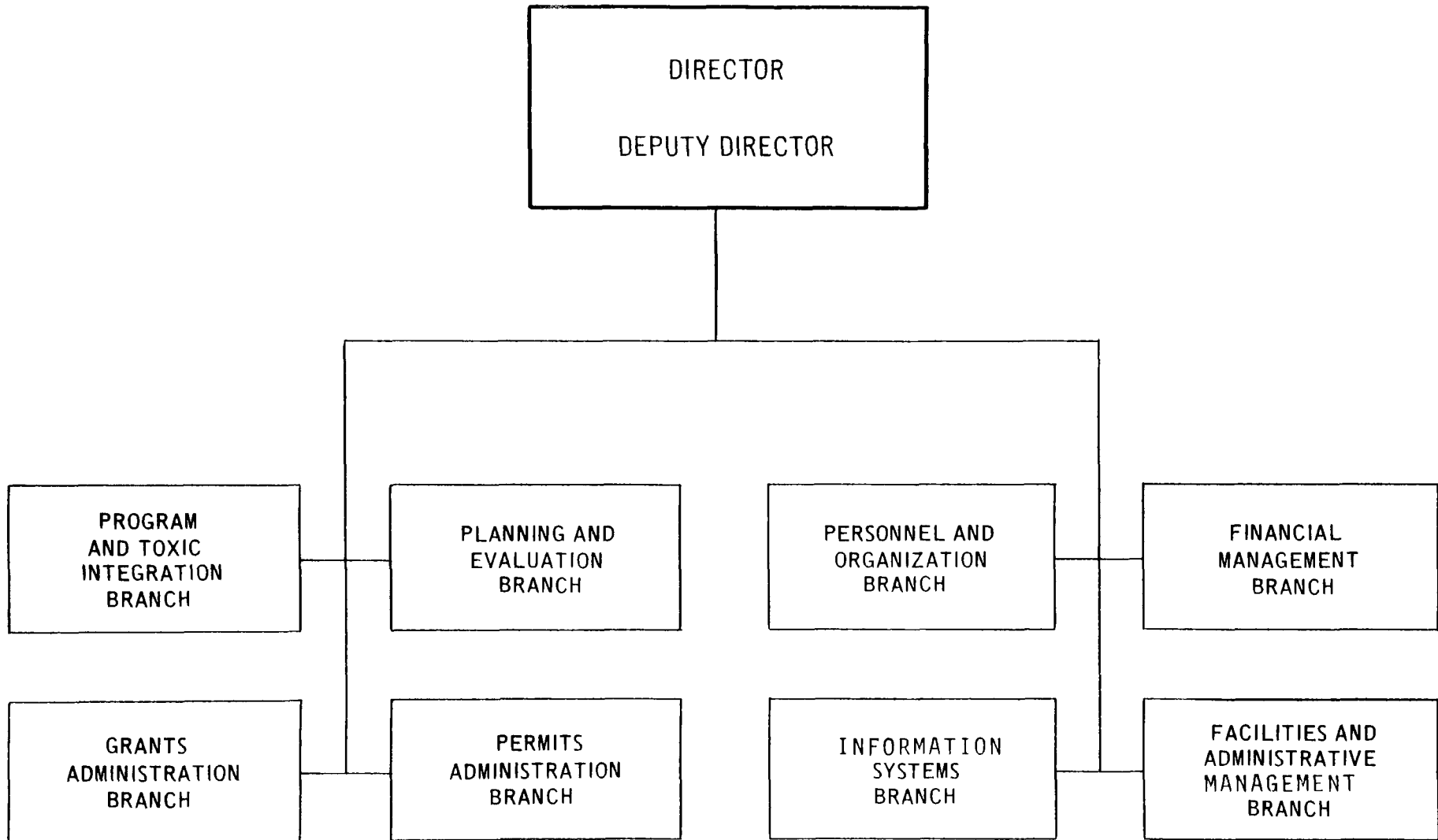
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PLANNING AND MANAGEMENT DIVISION



PROGRAM AND TOXIC INTEGRATION BRANCH

REGIONAL MANAGEMENT ANALYTIC CENTER

The Program and Toxic Integration Branch (PTIB) was formed in January 1979 with the objective of developing the Region's analytical skills, strengthening program grants management, and insuring program integration across all divisions. The "Region II Management Analytic Center" (RMAC) is a major part of PTIB, serving as the central source of advice and counsel on emerging policy issues.

During FY-80 PTIB focused its efforts on:

- The development office analytic projects designed to improve the Region's management of environmental programs;
- The development of State/EPA Agreements in each state designed to serve as useful program integration tools;
- The improved coordination of EPA program grants;
- The integration of the region's toxics programs;
- The management of TSCA cooperative agreements;
- The provision of assistance to industry in implementing the Toxic Substances Control Act;
- The expansion of the regional role in the implementation of TSCA;
- The provision of timely and accurate health effects information;
- The continuation of the "People and Toxics" program in New York and New Jersey; and
- The continued efficient management of correspondence through the Regional Administrator's office.

The FY-80 accomplishments and FY-81 goals in each of these areas are summarized below.

ANALYTIC PROJECTS

Regional Administrators have traditionally spent most of their time dealing with the "political bombs" which they have found each day in their in-baskets. In an effort to allow them to become more active than reactive, the Agency has taken a number of management initiatives, including the creation of analytic centers in the regions. The job of each of these analytic centers is to carry out a planned agenda of projects to meet the analytic needs of the Regional Administrator as he attempts to foster increasing levels of environmental protection without placing an excessive burden on the economy. In FY-80 the RMAC pursued a number of significant projects:

- Role of Ambient Monitoring in Regional Decision Making - This project identifies the reasons why ambient monitoring

data are not now systematically used in making program decisions, examines the need for stronger ambient monitoring and data management in Region II, and recommends mechanisms for factoring ambient data into decision making. All analyses were completed in FY-80; a draft report will be issued in the second quarter of FY-81.

- ° Permits Consolidation - This project recommends permit administration and information management initiatives at both the federal and state levels designed to carry out the objectives of EPA's permit consolidation regulations. Subcommittee reports were completed in FY-80; a final report will be issued in FY-81.
- ° Water Quality Management Needs Assessment - This project provides a synthesis of the Water Quality Management Needs Assessment responses of the state and interstate agencies in Region II and a statistical summary of the water quality management program needs over the next five years. All analyses were completed in FY-80; a final report providing insights into state priorities will be prepared early in the third quarter of FY-81. The report is intended to be of use to the Regional Administrator and the Water Division Director as they carry out their program overview responsibilities.
- ° Section 105 Grants Calendar - Summarizes the Region II air program grant process, delineating the sequence of events, responsible parties and time-frames involved in the award of 105 grants and the tracking of 105 grantees' accomplishments. All analyses have been completed. The calendar will be used as a mechanism for synchronizing the air grants process with the State/EPA Agreements process, and will appear as a component of an FY-81 RMAC project on upgrading the SEA process in Region II. Instrumental in developing this project was a Presidential Management Intern on a rotational assignment to Region II for several months from EPA Headquarters.
- ° Reorganization of the Economic Dislocation Early Warning System and the Economic Assistance Program (EAP) in Region II - This project establishes a formal mechanism for achieving the program goals of 1) permitting continuous monitoring of the economic impact of environmental regulation on industry to allow for improved policy and procedures

guidance, and 2) providing timely input of information into the EAP of EPA, as well as other federal and state aid programs. The project establishes a formal network of information contacts having regular interaction with potentially threatened business enterprises.

STATE/EPA AGREEMENTS

State/EPA Agreements (SEAs) are intended to be management tools in which the Regional Administrator and a state environmental commissioner agree on how best to deploy limited available resources to solve a state's environmental problems. The SEA process is relatively new and evolving; although SEA's in Region II have generated many program integration benefits, they are additional potential benefits to explore.

Overall responsibility for coordinating the SEA process in Region II rests with the Program and Toxic Integration Branch; lead responsibility for negotiating the FY-81 Agreements was divided by state, with PTIB taking the lead in New York.

- ° New York - On October 31, 1979 the Regional Administrator and the Commissioner of the Department of Environmental Conservation signed the FY-80 SEA for New York. Shortly thereafter, work began on the development of the FY-81 Agreement. In FY-80 the major advance was the incorporation of the State's Continuous Executive Program Plan as the one-year work plan in the Agreement; the major advance for FY-81 was the development of a separate air SEA to complement the water SEA. As the fiscal year drew to a close, both the air and water Agreements were in the final stages of negotiation, the signing of both Agreements is expected by January of 1981.
- ° New Jersey - The FY-81 SEA for New Jersey marks the first update of the original water SEA developed for FY-80; signing is expected by January of 1981.
- ° The Caribbean - The FY-81 SEA's for both Puerto Rico and the Virgin Islands have already been signed. All involved agree that improved management of the process has resulted from EPA's assignment of lead negotiating responsibility to personnel located in the Caribbean Field Office.

PROGRAM GRANTS

As project officer on four states and five local Section 105 air pollution control grants, and four state and one interstate Section 106 water pollution control grants, PTIB recommended the award of fourteen FY-80 program grants as well as a number of supplemental grants. Once the awards were made, PTIB coordinated the tracking of program accomplishments, conducting formal mid-year reviews of all state 106 grants.

As the fiscal year proceeded, PTIB worked with state, interstate and local agencies to assist them in developing approvable FY-81 work plans and work plan applications; one major focus was on insuring the development of approvable 106 work plans as an integral part of the State/EPA Agreements. As a result of this effort, we are in a relatively good position to award the FY-81 program grants.

As the fiscal year drew to a close, a major grants management issue arose in New York State: the state requested that 37 percent in indirect costs be included in its program grants for the first time. PTIB coordinated a regional review of the programmatic impacts of including indirect costs in the grants, briefed the Regional Administrator, and prepared a letter to DEC Commissioner Flacke. The letter stated the Regional Administrator's position that state funding of environmental programs should not decline and that state funds freed up by the application of federal funds to indirect costs should be reprogrammed within DEC for direct support of environmental programs. The ability of PTIB to produce a timely, high quality analysis on an issue affecting all environmental programs clearly demonstrated the efficacy of having a "program integration" capability in the Planning and Management Division.

TSCA SECTION 28 COOPERATIVE AGREEMENTS

There are three rounds of TSCA Cooperative Agreements:

- Round 1 consisted of grants totaling \$1.7 million which were awarded in FY-79.
- Round 2 consisted of grants totaling \$1.4 million which were awarded in FY-80.
- Round 3 consists of \$1.25 million available for grants which will be awarded in FY-81.

Region II has received 58% of the total national allotments from the first two rounds. In preparation for the third round of funding, PTIB's assistance was requested by N.Y. and P.R. in drafting their proposals. In both situations our advice was to break single, overly ambitious projects into several smaller projects having improved chances of funding.

Active Projects

New Jersey

- ° The Toxic Substances Investigation and Inspection Unit (1979-82)
For \$281,563 in federal funds, N.J. is identifying and locating toxics problems and investigating the health effects associated with these problems. The project is progressing relatively close to schedule.
- ° Broad Spectrum Analysis of Volatile Organics in Air (1979-82)
For \$171,384 in federal funds, N.J. proposed to expand a small volatile organics in air monitoring program. After the TSCA grant was awarded New Jersey, DEC proposed to modify the means for implementing this proposal to allow for the purchase of a mobile monitoring unit equipped with a GC/MS. An advantage to this approach is the continuing capability provided to the State. EPA has approved this modification.
- ° Movement, Distribution & Uptake of In-Place Mercury (1980-82)
For \$69,317 in federal funds, N.J. proposes to study the environmental movement and distribution of mercury as well as clean-up methods. The work plan has been approved.
- ° Emissions Monitoring for Selected Toxic Substances (1981-83)
For \$205,679 in federal funds, N.J. will establish a program to monitor emissions and effluents to determine the effectiveness of its programs. The work plan has been approved.
- ° Assessment of Ecological Effects of Contaminants in the Waters of New Jersey (1980-83)
For \$226,867 in federal funds, N.J. will conduct intensive follow-up analyses in areas identified as contaminated in a well survey. The work plan has been approved.
- ° Toxic Substances Information Resource Center (1980-82)
For \$109,108 in federal funds, N.J. will set up a data base of their own library materials. The work plan has been approved.

- ° Field Applications of In-Vitro Mutagenesis (1981-83)
For \$183,082 in federal funds, N.J. proposes to conduct an experiment to test the effectiveness of the Ames bioassay as a field instrument. The work plan has been approved.

New York (1979-82)

- ° For \$348,000 in federal funds, N.Y. has been evaluating simple techniques for evaluating mutagenic effects and determining the presence of total organic halogens. They are also developing procedures for locating past and current sources of toxic substances contamination of the environment in two counties; one highly industrialized and one rural.

Puerto Rico (1979-83)

- ° For \$258,394 in federal funds, P.R. is developing and implementing a toxics integration strategy which will include; inventory development, monitoring, regulatory program development, enforcement and public participation.

PTIB staff conduct periodic reviews of all the cooperative agreements.

INDUSTRY ASSISTANCE

During this past year the Program and Toxic Integration Branch has received over 500 calls from private industry, concerned citizens and other government agencies requesting information on TSCA and toxic substances problems. One of the most frequent concerns of private citizens has been the possible carcinogenic effects associated with the use of certain photocopying machines (IBM, Xerox and AB Dick). The submission of this testing information was required under section 8e of TSCA.

PTIB staff have also had numerous personal meetings with representatives of industry, particularly importing firms, concerned with regulations under TSCA. These same individuals have often returned for assistance in reporting for the TSCA inventory and Premanufacturing Notifications. In April 1980, PTIB sponsored a seminar designed to give representatives of industry an opportunity to question key headquarters' representatives from the Office of Pesticides and Toxic Substances on issues important to the future of their businesses and to provide them with an update on proposed and existing regulations.

OTHER TSCA-RELATED ACTIVITIES

PTIB's two most clearly defined TSCA related functions are industry assistance and the management of TSCA Cooperative Agreements. However, beyond these two functions the potential exists to creatively develop an expanded regional role in the implementation of TSCA. For example, PTIB has encouraged increased usage of the TSCA inventory of chemicals in commerce:

- The Toxic Substances Section met with representatives from U.S. Customs several times over the past year. They were particularly interested in the purpose and authorities of TSCA, how the inventory was gathered, and what information they could use in their agency. We will probably be even more involved with Customs as a result of the December 1, 1980 proposed regulations for implementing TSCA's authority in dealing with imports. Customs will be responsible for enforcing the TSCA regulations pertaining to the importing of chemicals and will require guidance on the TSCA regulations pertaining to the importing of chemicals and will require guidance on the TSCA Inventory and the regulations.
- OSHA is using the inventory to schedule inspections of facilities which may be in violation of their carcinogens regulations.
- The interfaces which the inventory should have with other EPA programs have been explained to the various divisions within our region for possible use in their programs (e.g., it has been used by the Solid Waste Branch to locate potential non-filers under RCRA).
- Information on facilities controlling chemicals listed in the inventory has been incorporated into the FINDS data system.

HEALTH EFFECTS

PTIB's primary health effects function during FY-80 was to provide timely and accurate responses to requests for health effects information from the Water, Air, Enforcement and Surveillance and Analysis Divisions and from the Office of External Programs. For example:

- The Enforcement Division required health effects information on various organic chemicals and heavy metals to substantiate their claim of imminent and

substantial endangerment in a law suit filed against the owner of the LiPari Landfill.

- ° In a similar situation at Bridgeport Rental and Oil Service, contaminants leaching from a waste oil lagoon were found in the neighborhood's water system. Health effects information was requested for use in pending litigation.

Furthermore, there has been a growing awareness and concern by private citizens of the dangers of toxic substances in the air, in drinking water, in home insulation and in almost every aspect of our highly industrialized society. As a result, there has been a growing number of inquiries concerning the health effects of contaminants in food, water, and air, in addition to finished commercial and consumer products. The Toxic Substances Section (TSS) of PTIB has been handling these requests for information from private citizens as well as from local governments and private firms which must respond to inquiries or conform to new regulations.

PTIB has acquired access to the Lockheed Dialog System which has substantially increased our health effects data base and has allowed us to provide a more thorough and rapid response to health effects inquiries.

PEOPLE AND TOXICS PROGRAM

The second phase of the "People and Toxics" program in Region II began in March 1980 after a careful evaluation of the progress made during FY-79.

New Jersey

FY-80 grants were awarded as follows:

- ° Association of New Jersey Environmental Commissions - (\$37,000) -- Continued coordination and support of task forces in Bergen, Hudson, Middlesex and Morris Counties, plus regional task forces along the coast (Monmouth, Ocean and Atlantic Counties), and in the rural part of the State (Hunterdon, Warren and Sussex Counties). PTIB guided these task forces in expanding on their earlier work to include actual demonstration of outreach and involvement strategies.

- ° Rutgers Journalism Resources Institute - (\$7,900) -- Prepared and conducted workshops in New York and New Jersey on media/information skills, featuring participants from the People and Toxics program, print and broadcast media, and State and Federal government.

New York

The following organizations were awarded grants to follow through on the work started in the first year:

- ° Center for the Hudson River Valley, Inc. (now Scenic Hudson) - (\$38,000) -- Provided financial support for the continuation of the People and Toxics program in New York through subcontracts to 15 environmental and public interest organizations in New York for a variety of projects. These groups represent over 500,000 New York citizens. In addition, CHRV conducted a study of clearing-house alternatives for toxics information, prepared four articles on toxics issues in the Hudson Valley for local newspapers and managed the Mid-Hudson Toxics Task Force.
- ° Health Systems Agency of New York City - (\$2,000) -- Completed a final draft of a toxics guide for health care practitioners; had the pamphlet designed and typeset as camera-ready copy. The guide has now been printed and distributed to 96,000 health care professionals in the New York metropolitan area. A second printing is now under consideration.

Overall, the "People and Toxics" program in Region II has been a success. With relatively small amounts of seed money, the region has developed a constituency for toxics control programs; the challenge will be to ensure the continuation of this constituency in the absence of continued TSCA funding.

TOXICS INTEGRATION

- ° PTIB's primary toxics integration accomplishment during FY-80 was the refinement of toxics chapters in the New York, New Jersey, and Puerto Rico SEAs.

EXECUTIVE CORRESPONDENCE

- ° During FY-79, PTIB was charged with the responsibility for managing the flow of correspondence through the Regional Administrator's office. This reassignment

resulted in a significant improvement in the Region II record of responses to EPA Administrator correspondence ("AX's"); this record of improvement has been continued in FY-80.

FY-81 GOALS AND OBJECTIVES

Analytic Projects

- ° During FY-81, the Region II Management Analytic Center will issue final reports on the five analytic projects developed in FY-80:
 - The Role of Ambient Monitoring in Regional Decision-Making,
 - Permits Consolidation,
 - Water Quality Management Needs Assessment,
 - Section 105 Grants Calendar (through SEA Upgrading Project)
 - Reorganization of the EDEWS/EAP Systems in Region II.
 - ° Two additional major analytic projects have been initiated and will be completed in FY-81:
 - Upgrading the Region II State/EPA Agreement Process and
 - Developing a Regional Integrated Toxics Strategy.
 - ° During the second quarter of FY-81 the RMAC will work with the Division Directors, the Deputy Regional Administrator, and the Regional Administrator to develop a planned agenda of additional analytic projects which will be undertaken during the remainder of FY-81. Two specific proposals will be presented for top management review:
 - Expediting Electric Utility Coal Conversions; and
 - The Trading of Rights to Discharge Water Pollutants.
- Suggestions will be solicited from top management for additional projects which meet their analytic needs.
- ° In consultation with SEA media managers, the Program and Toxic Integration Branch has identified a number of improvements which can make the Region II SEA process more responsive to State and EPA needs:

Key SEA objectives:

- The need for clear environmental problem focus;
- The need for early involvement of the Regional

- Administrator and the State Commissioners as decision makers;
- The need for a truly bi-lateral Agreement in which EPA makes commitments to the same extent that the State does;
- The need for a comprehensive Agreement covering all environmental programs;
- The need for a less cumbersome, more workable document.

In a major effort to overcome these deficiencies and to allow SEAs to reach their full potential as management tools, the Regional Management Analytic Center is undertaking an analytic effort aimed at recommending improvements in the SEA process and format. This effort will involve a high level of consultation with the states, with SEA media and program managers and with the public, and will result in:

- ° the preparation of state-by-state environmental assessments which serve as the bases for the Regional Administrator and the State Commissioner to agree on environmental priorities at the beginning of the SEA process; and
- ° the development of state specific recommended improvements in SEA format and in the process through which the SEA's are developed.

Subsequent to the development of SEA format and process recommendations, PTIB will coordinate the development of FY-82 SEAs striving to ensure that the RMAC study recommendations are implemented.

Program Grants

- ° Award nine CAA Section 105 and five CWA Section 106 program grants.
- ° Continue to seek a satisfactory resolution of the DEC indirect cost issue.
- ° develop expertise in state planning and management processes to serve as the basis for recommendations on integrating state and EPA planning and management processes.
- ° Insure that FY-82 SEAs include the work plans for all 105 and 106 grants.
- ° Conduct SEA mid-year reviews covering all environmental programs.

Toxics Integration

The primary toxics integration goals during FY-81 will be the development of national and regional integrated toxics strategies.

On the regional level PTIB will work closely with EPA's program managers to ensure that toxics issues are adequately addressed in each of the FY-82 SEAs.

- ° Each SEA will begin with an environmental assessment; these assessments will serve as the basis for summarizing the nature and extent of the toxics problem in Region II.
- ° The five year strategies and one year work plans in the SEAs will summarize how EPA and the state currently use available programs and authorities to deal with the toxics problem in the region; gaps and overlaps in the overall toxics program, which are identified as the strategies and work plans are constructed, will serve as targets of opportunity for improved toxics program integration.

As the various components of the Region's FY-82 SEAs are developed, PTIB staff will draft the analogous components of a "Regional Integrated Toxics Strategy."

On the national level, Headquarters intends to establish a number of working groups to provide input into the development of a national integrated toxics strategy; PTIB has indicated its desire to participate on at least one of these working groups. It is anticipated that unlike the regional strategy, the national strategy will be developed chemical-by-chemical for approximately 20 high priority chemicals. Through active participation in the development of a national integrated toxics strategy PTIB expects to:

- ° Ensure that Region II influences the development of national policy; and
- ° Ensure that the Regional Integrated Toxics Strategy is compatible with national policy.

TSCA Section 28 Cooperative Agreements

- ° PTIB will continue to monitor grantee performance and will take corrective actions as necessary to ensure that products are generated which contribute to the Regional toxics control effort.
- ° PTIB staff will assist any state receiving an award in the third round in formulating an approvable work plan.

- ° The Puerto Rico integrated toxics strategy will provide key inputs to the regional strategy such as an environmental assesment of the toxics problem and program strategies for each medium.

Industry Assistance

- ° Continue to provide timely and accurate responses to inquiries from industry on TSCA implementation.
- ° Actively seek to improve the lines of communication between government and industry by sponsoring useful seminars.

Health Effects

During FY-81 PTIB plans:

- ° to assess the total regional (federal, state, local, private) health effects capabilities in the Region, recommending implementable steps to improve existing capabilities in support of EPA programs.
- ° to continue the efforts to develop a system to obtain the expert health effects testimony required to support EPA enforcement actions in a timely manner.
- ° to provide accurate and timely responses to requests for health effects information.
- ° to acquire access capability to the NLM Medlar data system.

In addition to familiarizing ourselves with our own newly acquired computer services, PTIB will assist state and local government representatives to understand the capabilities of these systems. For example, orientation seminars on Chemical Information Resources have already been held. These sessions, conducted in the Regional Office on November 5 and 6, were led by representatives of KOBA Associates, Inc., and were sponsored by EPA-HQ. As part of a contract managed by OPTS, KOBA scheduled sessions in 25 cities (including Albany where as a result of enthusiastic support, an additional session was held). Through the combined efforts of KOBA, OPTS and Region II-TSS (which coordinated and managed the logistics for New York) our sessions were informative, interesting and well-attended.

People and Toxics

- ° During FY-81, PTIB will issue a final report on the "People and Toxics" program; this report will describe the components of the program worthy of continuation

and will describe a viable strategy for ensuring the continuation of those components.

Other TSCA Related Activity

- ° By the end of the second quarter of FY-81, PTIB will complete an analysis comparing/contrasting EPA headquarters and EPA Region II roles in the implementation of TSCA. This analysis will identify targets of opportunity for increased regional use of TSCA programs and authorities to solve the region's toxics problems.

Executive Correspondence

- ° Develop and distribute formal regional guidance on the handling of executive correspondence.
- ° Develop a system for using executive correspondence as a basis for the development of the agenda of analytic projects for the Region II RMAC.

PERSONNEL AND ORGANIZATION BRANCH

During FY-80, the Personnel and Organization Branch (PO) continued to stress the improvement and expansion of its services in the areas of position management, management advisory services, internal equal employment opportunity, training and employee relations. A major emphasis in the Branch's activities last year was the establishment of the new Performance Management System and the transition to Merit Pay. Specific activities and accomplishments of the Branch for FY-80 are discussed below.

CROSS-CUTTING BRANCH INITIATIVES

The following activities involved several Branch functions and required an exceptional degree of interbranch coordination and cooperation within Planning and Management to effectively implement.

Civil Service Reform Act (CSRA)

- ° Implementation of the Civil Service Reform Act (CSRA) continues to be a major priority to the Branch. During FY-80, PO concentrated on three main aspects of CSRA implementation:
 1. Performance Standards
 2. Merit Pay
 3. Expanded Personnel Authorities

Besides these CSRA implementation programs, we were also involved in a special follow-up study of the impact of CSRA on selected Government agencies. All of these CSRA-related activities are described below.

Performance Standards

- ° All Regional staff were under performance standards for FY-80. As a result of our early developmental work on performance standards as the pilot region for EPA's Performance Management System, we had a head start on this key CSRA requirement. We, therefore, requested and were granted permission for an early conversion to a rating system based on the new performance standards. This was done in the fall of 1980, when Region II conducted its first full-scale performance appraisals utilizing the new performance agreements. The results of this FY-80 rating were used as the basis for allocating incentive awards. This streamlined the process of making incentive awards for supervisors and helped emphasize for Regional Staff the importance and relevance of the new performance management system.

Merit Pay

- ° One of the Branch's major activities during FY-80 was preparing for the Region's full-scale conversion to merit pay in October 1980. As one of three pilot regions who had been selected by the Agency to implement merit pay one year earlier than mandated in the Civil Service Reform Act, we had a very ambitious task. The process was novel and the difficulties associated with this were compounded by delays in the finalizing of further and Office of Personnel Management guidance for the pilot conversion. This necessitated extremely careful planning and analysis of options for the implementation effort.

Personnel and Organization participated in a task group with the Financial Management Branch and the Information Systems Branch to develop a comprehensive implementation plan for merit pay. This activity required in-depth attention to the project by PO staff over an extensive period. Memoranda explaining the various steps in the implementation process had to be composed, forms developed, and charts and graphs describing key indices prepared. As a follow-up to the implementation process, the Branch also documented all its activities in a narrative report to benefit Agency components switching over to merit pay in FY-82.

The general Regional response to our implementation was quite favorable. A number of employees and managers complimented the Branch on the smoothness of the transition to merit pay, the clarity of the instruction package developed, and the informative computer reports which were utilized to display the results.

Expanded Personnel Authorities

- ° As one of the key initiatives of the CSRA, many of recruitment and personnel authorities previously exercised directly by the former Civil Service Commission were decentralized to Government agencies through delegations of authority. These new personnel authorities represent both the possibility of faster, more responsive service to the Region and a significant workload increment for Personnel and Organization. We have aggressively sought out these new authorities as they have become available. So far, P&O has secured delegations which include:

- ° examining authority for GS-9 through 15 positions formerly filled under Mid and Senior Level Announcements from the Office of Personnel Management.
- ° As part of an experimental approach, EPA and the Office of Personnel Management entered into an agreement at the national level for a pilot program of delegations for direct hiring authority which could be redelegated at the regional level, in line with this pilot program we received direct hire authority for permanent part-time positions GS-5 through 13 for Environmental Protection Specialist, Life Scientist, and Environmental Scientist positions with stipulation could not convert.
- ° temporary appointments lasting up to a year for grades GS-1 through 7.
- ° extensions of details beyond 120 days and one month special need appointment extensions.

We expect to receive a number of additional authorities during FY-81, including examining authority for engineering and scientific positions formerly processed by the Office of Personnel Management.

OPM Study of Impact of CSRA

- ° During FY-80 Region II was selected to participate in an assessment of the effectiveness of the CSRA. This study was initiated by the Office of Personnel Management and is projected to last five years. The study is being conducted on a contract basis by three university research groups to determine if the CSRA achieves the goals set for it and whether these goals are desirable for Federal employees affected. The Personnel and Organization Branch has worked closely with consultants from Case Western University who are performing this study in EPA. The Branch has served as a Regional contact point for this on-going study, setting up interviews, arranging for briefings and answering questions about EPA for the research team. This liaison effort was particularly intensive with the start-up of the study in FY-80, but will continue on an intermittent basis throughout the term of the study.

IPA Program

- ° During FY-80 the Branch prepared 26 IPA agreements. The majority of these IPA assignments were part of the Group IPA initiative consisting of large scale support to New York and New Jersey in the establishment of their construction grant programs. P&O served as the coordinator of the program and continues to provide personnel services to IPA participants currently on assignment. This innovative program was the first of its type and involved the Branch in working out complex questions dealing with conflict of interest, return rights, participation by other regions, etc. One of the more significant problems associated with the implementation effort required a clarification of previous legal guidance regarding conflict-of-interest on the part of Federal employees representing a state while on an IPA assignment. This investigation surfaced significant underlying questions which went to the core of state/federal cooperative endeavors. The issue had to be submitted by our Headquarters office to the Department of Justice (DOJ) for resolution. Congressional interest was sparked and discussions were held on the subject at very high levels of the government (Senator Muskie, Congressman Rodino, Attorney General Civiletti, etc.). The final decision memo on the question from the DOJ vindicated the Region II position and made new legal precedent. The DOJ subsequently requested EPA permission to publish the decision because of its importance and broad applicability to other situations involving intimate state/federal cooperation.

OPM Audit

- ° The Office of Personnel Management (OPM) conducted a series of audits during FY-80 in most EPA installations across the country. Our audit was performed by staff of the local OPM regional office assisted by a technical expert from EPA Region I. The audit encompassed the interrelationship between EPA's program accomplishment and the personnel component which makes these accomplishments possible. The audit team held interviews with all division directors and most supervisors to determine possible problem areas and ways to remedy them. During the several weeks that interviews were being held in the Region, P&O provided logistic support to the effort by scheduling interviews and supplying background information. A review of official personnel folders was also conducted.

by the audit team to verify compliance with personnel management rules and regulations. This audit resulted in a favorable evaluation by OPM of the personnel program being conducted in the Region and found no significant problem in the quality of personnel services being delivered by the Branch.

Transit Strike

- ° The PO Branch took a lead role in coordinating Regional efforts to get EPA employees into the office during the major transit strike which gripped New York City for eleven days in April, 1980. The strike management effort succeeded in setting up 47 car pools in seven days covering approximately 98% of Regional employees who would otherwise have been without transportation. Despite significant logistic problems involved in securing and deploying these vehicles, lining up volunteer drivers and allocating Regional staff to geographically clustered car pools, the transit strike coordination effort worked smoothly and efficiently. It was a major factor in insuring that Regional operations were maintained at near normal levels for the duration of the strike. The Federal Executive Board later reported that our attendance figures were among the highest of any agency in New York during the strike.

Reorganizations

- ° PO reviewed a number of reorganization proposals during FY-80 affecting S&A, Enforcement, Water and Planning & Management Divisions. PO was also responsible for implementing these reorganizations once approved. The reorganizations, involving the closing of the Rochester Field Office and the consolidation of technical permit functions in Enforcement, in particular, required extensive Branch planning and implementation work.

Compressed Work Schedules Study

- ° Region II was selected by the Office of Personnel Management for a special study of the energy and transportation impact of our compressed work schedules program. This study involved several visits to the Region of OPM staff from Washington, special briefings to employees on the study, the administration of questionnaires to employees at regular intervals, and continuing liaison with OPM staff. The results of this Region II study will be incorporated in a report to Congress.

RECRUITMENT AND STAFFING

PO's principal emphasis during FY-80 was the expeditious filling of Regional vacancies. This was significantly complicated by the hiring freeze initiated on February 29, 1980. Some key areas of Branch activity in the staffing area are discussed below.

Record Number of Personnel Actions

- ° Last year the Branch effected 235 appointments and 413 position changes (Promotions, reassignments etc.). These totals included 80 merit promotion actions and 91 Office of Personnel Management certificate requests, an all time high for the Region.

Model Staffing Plan

- ° As mentioned previously PO has moved aggressively to secure examining authority for numerous categories of positions once processed by OPM. In securing these new authorities, we have also had to assume the rigorous documentation and job analysis requirements specified by OPM for filling these positions. The requirements of OPM's Model Staffing Plan involve extensive narrative evaluation for each position advertised, and this has imposed a significant additional workload factor on Branch staffing activities.

ENGINEER - IN - TRAINING PROGRAM

- ° The Branch developed a special intern program to supply well-rounded engineering talent for the numerous technical activities in the Regions. This Engineer-in-Training program involved the entry level hiring of a pool of engineers and the development of a rotational training plan in all principal media areas. During FY-80 this program resulted in the hiring of 6 engineers, two of whom are women. Over the long term it should help the Region provide quality staff to fill current as well as future staffing needs.

POSITION CLASSIFICATION

Implementation of the Factor Evaluation System (FES)

- ° Conversion to FES continued to present a heavy workload to PO as increasing numbers of classification standards are issued in the FES format. Position descriptions

for Regional clerical positions and for many scientific and engineering positions were rewritten according to FES specifications during FY-80.

FES Supervisory Training

- ° A schedule has been developed for training all Regional supervisors in the new Factor Evaluation System. Last year training was provided to all supervisors in the Surveillance and Analysis Division on the requirements for describing and classifying jobs under FES.

Review of Individual Actions

- ° Position descriptions were reviewed for accuracy and for sound classification and position structure as part of the Branch review of all requests for reassignment, recruitment, promotion, etc. Nearly 300 new or revised position descriptions were classified. Evaluation statements were written to support the classification of high grade positions and any position involving unique responsibilities.

TRAINING AND EMPLOYEE RELATIONS

Implementation of the Civil Service Reform Act and Performance Standards

- ° As discussed above, CSRA implementation and particularly the transition to the new performance management system were extremely high Branch priorities during FY-80. These projects took up a significant percentage of the employee relations specialists time last fiscal year.

Incentive Awards Program

- ° Region II has established a record of leadership in the Agency with the introduction of special Distinguished Achievement Awards for particularly outstanding employees. This innovative approach to incentive awards was continued during FY-80 in the formulation of new awards criteria and the direct application of performance standards to the incentive award process. Although in line with the CSRA and Office of Personnel Management proposals incentive awards are eventually supposed to be intimately tied in to the performance management system, Region II advanced the timetable for this coordination and developed special criteria to streamline the justifications for awards and base them clearly on objective performance measures contained in the new standards.

Training Program

- ° Last fiscal year over 700 individual training requests were processed. This demonstrates our strong commitment to the career development of Regional staff.

INTERNAL EQUAL EMPLOYMENT OPPORTUNITY (EEO) PROGRAM

In FY-80 a significant reorganization affecting the EEO program occurred transferring most EEO responsibilities from the Office of Personnel Management to the Equal Employment Opportunity Commission. This transfer and the promulgation of new EEO rules designed to better identify underrepresented occupation areas required a significant revamping of the Regional internal EEO program.

Federal Equal Opportunity Recruitment Program (FEORP)

- ° One of the principal innovations occurring during FY-80 was the introduction of the standards contained in the Federal Equal Opportunity Recruitment Program (FEORP). This program establishes a formal methodology for identifying underrepresented occupation groups and sets up a targeted continuing recruitment program for positions which are underrepresented. Actions under our revised plan include college recruitment, special job announcement distributions, continuing contacts with women and minority organizations, and establishment of a special EEO recruitment file of applicants for employment consideration.

Minority and Women Recruitment

- ° The FEORP process identified engineers and scientists as underrepresented occupations along with environmental protection specialist positions. These positions were targeted for special recruitment initiatives. The success of our efforts is reflected in the significant number of women and minority employees hired into engineering positions and promotions to mid and senior level positions.

Employment of the Handicapped

- ° Utilizing delegated hiring authority, the Region last year appointed one legally blind environmental protection specialist. We have been successful in placing handicapped individuals in a number of Regional positions where they

have functioned well over the years. We intend to continue our efforts to place qualified handicapped individuals in positions which are not incompatible with their physical limitations.

Federal Womens Program

- ° In the past we have had an active Federal Womens Program conducted on a collateral basis by Regional staff. For FY-80 we established a permanent part-time position for a Federal Womens Program Manager. Under our delegated examining authority we are currently recruiting for this position and are contacting women and minority organizations for applicants.

Development of EPA Hispanic Outreach Program

- ° The Director of the Office of Civil Rights in Headquarters, requested Region II to detail PO's internal EEO specialist, Carmen Negron-Cruz, to Washington to help develop the Agency's Hispanic Outreach Program. Ms. Negron spent a number of weeks in Headquarters working on this program and was successful in formulating an appropriate outreach program for the Agency.

FY-81 GOALS & OBJECTIVES

General

Place Merit Pay and Performance Management System on a Regular Operating Basis

- ° As discussed before, both of these CSRA initiatives were implemented by PO on a pilot basis and without final Agency or OPM guidance having been developed. Those problem areas which arose during the pilot implementation must be addressed and necessary improvements made for FY-81.

Internal Branch Workflow Study

- ° The Branch intends to analyze closely previous methods of operation and functional responsibilities to accomodate the increased workload resulting from the new CSRA delegated authorities.

Recruitment and Staffing

Examining Procedures Development

- ° Streamlined Regional examining procedures have to be developed for the many hiring delegations we now have and for the new authorities which are being added at a rapid rate.

Computerized Application Tracking System

- ° In order for the Branch to function efficiently with the escalating number of outside applications which will be generated by the newly delegated examining authorities, PO will work closely with Information Systems Branch to develop an automated record-keeping system.

Position Classification

FES Supervisory Training

- ° We plan to conduct training sessions similar to the one already completed for Surveillance and Analysis Division which will instruct all supervisors in the requirements of the Factor Evaluation System.

FES Implementation

- ° All Regional Chemist positions will be converted to the FES format, as will others received from OPM in FY-81.

Classification Surveys

- ° Position surveys are scheduled for all Regional organizations. A ten to fifteen percent sample of positions will be audited to verify classification accuracy.

Employee Relations and Training

Supervisory Training

- ° The Branch will develop a series of supervisory mini-courses designed to satisfy OPM training requirements for supervisors.

Development of Supervisory Guides

- ° The Branch plans to develop Regional operating guides for supervisors on cooperative education, job analysis, leave administration and other personnel topics.

Internal Equal Employment Opportunity

Improve Recruitment of Minorities and Women

- ° Consonant with our new responsibilities under FEORP, PO will develop an expanded, carefully planned recruitment program for underrepresented occupations.

Workshops to Improve Employment Opportunities of Women and Minorities

- ° We plan to conduct workshops for our employees dealing with various personnel topics and employment practices which would assist the career advancement of our workforce.

Establishment of a Hispanic Advisory Committee

- ° Patterned after the Federal Women's Program advisory committee, this group will help develop initiatives to enhance the employment and training opportunities of Hispanics in EPA.

Coordination of Planning for National IMAGE Convention

- ° PO's internal EEO specialist will play a key role in planning for the national convention of the Hispanic development organization IMAGE, which will be held in New York City in 1982. This organization is an important component of the Region's and EPA's Hispanic outreach program.

INFORMATION SYSTEMS BRANCH

During FY-80 the Information Systems Branch (ISB) continued its efforts in managing information as an EPA/State resource and in providing ADP support to every major program area in the Region. The Branch was active on the state, Regional and national levels in developing new techniques for managing information to support program integration and permit consolidation. In addition, the Branch continued to operate over 40 Regional and national information systems supporting the various program areas while developing new systems and expanding existing systems to meet emerging programmatic needs. The accomplishments of the Branch in information management focus on improving the cross-media usage and quality of automated information maintained by EPA and the states and in ADP management on the technology utilized to process, store, analyze and retrieve this information. The Branch's accomplishments for FY-80 in both these categories are discussed in detail below.

INFORMATION MANAGEMENT

Information is a valuable resource to both EPA and the state environmental agencies. ISB has endeavored to break down the programmatic boundaries which have frequently influenced data collection and use to assure that different numbering and coding conventions and uncoordinated systems designs will not prevent information sharing between the various programs. In addition, EPA and the states collect enormous amounts of data which can overwhelm program managers; they need to find better ways of consolidating and displaying these data if they are to achieve maximum return on information resource investments.

During FY-80, the Branch directed or participated in seven major information management initiatives. These initiatives were:

Region II, NJDEP and NYSDEC Permit Consolidation Task Force

- ° This EPA/State Task Force focused on permit administration and information management issues relative to consolidation of Federal and state environmental permit programs. The Branch played a lead role in the Information Management Committee of the Task Force.

This committee produced a comprehensive report which included a number of recommendations to be incorporated in the EPA/State Agreements. The Branch is now actively working with its state counterparts to implement these recommendations.

EPA Consolidated Permit System

- ° The Branch worked closely with the EPA Headquarters Offices of Drinking Water, Solid Waste, Water Enforcement and Management and Agency Services in preparing a feasibility study and system design for the System for Consolidated Permitting and Enforcement (SCOPE). This system will enable the regions and the states to integrate NPDES, RCRA and UIC permit data in a common information system.

Information Service Center

- ° The Branch implemented a contract initiative, an Information Service Center, to improve upon the Region's use of automated systems as management tools. This Center is an ongoing, contractor-operated group of data specialists working in the Regional Office. The contract task order to operate the Center is now administered by the Permits Administration Branch. The Center supports the NPDES, stationary air source and RCRA programs, maintains the Regional NPDES and map files and supports the Facilities Index System. This concept has Agencywide application and has generated significant interest and funding from the EPA Headquarters system managers.

Facilities Index System (FINDS) Support of RCRA

- ° All the environmental program areas either operate or are developing information systems containing facility information. The term "facility" is used here in a broad sense to include: industrial plants, municipal wastewater or water treatment plants, wells, surface water intakes, disposal sites, landfills, surface impoundments, etc. Unfortunately, these various information systems are not integrated. One basic obstacle to integrating the systems is that each system uses a different number to identify a facility. To overcome such obstacles and to encourage increased coordination and integration between both EPA and State programs, the Branch developed the FINDS system. This system contains basic facility information such as name, address, ownership,

operational status, SIC code, the various identification numbers assigned to the facility by the environmental program areas and information as to which regulatory programs impact the facility.

- ° During FY-80 the primary use of the FINDS system was in support of RCRA. The Branch utilized FINDS to consolidate many EPA and state inventories containing potential hazardous waste generators, transporters, and storage, treatment and disposal facilities. This consolidated inventory was then utilized to mail RCRA notification packages and to conduct follow-up actions on non-notifiers. The FINDS system is now being utilized to plan multimedia RCRA inspections by Regional and state NPDES and air inspectors; thereby, increasing the effectiveness of the limited RCRA inspection resources.
- ° The FINDS project has drawn Agencywide attention and has impacted the development of many new National Systems. To share its FINDS experiences, the Branch made many presentations during FY-80 on FINDS and the Environmental Mapping System (MAPS).

Environmental Mapping System (MAPS)

- ° As an outgrowth of the FINDS project, the Branch in coordination with the Water Division developed the Environmental Mapping System (MAPS) to produce computer generated map overlays. The system utilizes information from several data systems to identify drinking water sources, air and water pollution dischargers, surface impoundments, ambient monitoring stations, wetlands and other environmentally sensitive areas. These map overlays provide program managers with an excellent tool in program integration efforts and will display readily information critical to effective emergency response, e.g., water supplies in vicinity of spill. The overlays can be produced for base maps of different scales and projection techniques. For example, an overlay can be produced for a 7 1/2 minute USGS topographic map covering a six by eight mile area or for a map covering an entire state.

- ° During FY-80 the Branch produced complete sets of 172 overlays for the New Jersey USGS topographic base maps and the 17 New Jersey Atlas sheets. These overlays were primarily utilized to assess the impacts of hazardous waste disposal sites and NPDES discharges on water supplies. As a result of experience gained from producing these initial overlays, the Branch improved the MAPS system and acquired a more reliable and higher throughput plotter. The Branch also collected additional data for New York and Puerto Rico to produce overlays for these areas in FY-81.

Intergovernmental Agreements

- ° The Branch developed Intergovernmental Agreements with the New Jersey Department of Environmental Protection (NJDEP) and the New York State Department of Environmental Conservation (NYSDEC) for use of EPA ADP Systems. These agreements reflect an increasing use of EPA information systems by the state agencies. Both the Region and states gain through use of common information systems. In the future an Agreement will be developed with the Puerto Rico Environmental Quality Board.

Ambient Monitoring Data

- ° The Branch participated in the development of the 1979 National Environmental Profiles. Ambient air and water quality data was retrieved and analyzed through use of Agency ADP systems to support this effort.
- ° The Branch assisted the Regional Management Analytical Center (RMAC) in developing an inventory of past and current Regional ambient monitoring programs and in conducting an in-depth study of the existing and potential usage of ambient data by program managers.
- ° The Branch developed a computer graphics capability for the Surveillance and Analysis Division to analyze and display shoreline and New York Bight monitoring data.
- ° The Branch succeeded in securing from NYSDEC and in processing into STORET ambient water quality monitoring data for 1977 through 1979.

ADP MANAGEMENT

During FY-80 the Branch has met the demand for increased computer support through a variety of initiatives. A brief summary of the major projects during FY-80 is as follows:

Minicomputer Implementation

- ° A PDP 11/70 minicomputer was installed in the June-July time period. This was preceded by 1 1/2 years of frustrating planning and coordination with GSA and four months of site preparations by a GSA contractor. The site preparations included the installation of an independent air conditioning system, additional electric power and insulated glass windows. By August the Branch was utilizing the minicomputer to process jobs to the Agency's remote computer installations. The Branch is now improving upon the standard system software and is about to implement the Time & Attendance Data Entry System.

Computer Center Facilities Management Contract

- ° The Branch completed another successful year of utilizing contract services to operate the Regional Computer Center. All keypunching was performed on-site by the contractor which resulted in cost savings and improved turnaround times. The computer operations performed well while experiencing an increased workload over the previous year.

FTE and Position Management System

- ° The Branch developed a new system to improve the Region's position management program. The system enables the Planning and Evaluation Branch to closely track and project Full Time Equivalent (FTE) utilization rates for the purpose of maximizing use of the Region's FTE ceiling and managing the allocation of positions.

Merit Pay System

- ° The Branch developed a computer system to support the Region's implementation of the Merit Pay Program. The system was utilized as both a projection model to simulate various point distribution scenarios and as a tool to calculate merit pay, to analyze the data and to report and document the results.

Financial Data Entry System

- ° The Branch commenced the design and programming of a minicomputer based, interactive Financial Data Entry System (FDES). This system will significantly streamline the processing of financial data. The system will also maintain vendor register information and produce Treasury Schedules in computer readable format.

MVS and COMNET Conversions

- ° During the first half of FY-80, the Branch was impacted by a major upgrade of the EPA IBM computer center (i.e., COMNET) to the MVS operating system. Currently, the Branch is preparing for a major move of the EPA IBM systems from the EPA contractor, COMNET, to the EPA installation at Research Triangle Park, N.C. (NCC-IBM).

Laboratory Data Management System

- ° The Branch operates the Region II Laboratory Data Management System (LDMS) to support the Region's Surveillance & Analysis Division laboratory in Edison, New Jersey. This system was the first major interactive data entry system developed by the Region. The system now operates on the central EPA IBM computer facility but will eventually move to the Region's minicomputer. The system is designed to process data from the point of receipt of samples in the laboratory for analysis to input of data to the STORET and Region II Water Enforcement System. The Branch performed considerable reprogramming of the system during FY-80, so that it would operate on the MVS operating system. Currently, the Branch is conducting a parallel test of this system on the new NCC-IBM computer.

Hazardous Waste Facilities Inventory System (FIS)

- ° The Branch assisted EPA Headquarters in the development and implementation of a major information system to support the RCRA Hazardous Waste Program. This assistance included participating in a National Hazardous Waste Task Force, assisting the Office of Solid Waste in developing a contract task order to process RCRA Notification data and piloting the ADP training program.
- ° The Branch implemented Regional use of this system in July of 1980 and continues to support increasing Regional, state and Freedom of Information Act usage of the system. In addition, the Branch provided overall RCRA data management coordination for the Permits Administration, Solid Waste, Water Permits and General Enforcement Branches and the contract RCRA Notification staff. This coordination involved planning and executing the consolidation of state RCRA related inventories and the subsequent additional RCRA notification mailings and 3007 letter follow-up actions.

EXISTING SYSTEMS ACTIVITIES

- ° Financial Management Systems

The Branch continued to operate a comprehensive Regional financial management system (R2FMS), implemented a number of new reports and enhancements, accommodated 13th month processing and overhauled one of the older subsystems, Cash Reconciliation.

- ° Personnel Management System

The Branch continued to support the national personnel and payroll system (DIPS), and to implement the new EPA Personnel Management Information System (PMIS).

- ° Construction Grants Systems

The Branch continued to support the national Grants Information Control System (GICS) and the Contracts Management System (CMS). The Branch developed a consolidated Region/State GICS input procedure and implemented the Construction Grants ZBB workload model. The Branch also assisted NYSDEC with the implementation of the information management subagreement of the EPA/NYSDEC Delegation Agreement.

° Water Enforcement System

- The Branch continued to operate the Region II Water Enforcement Regional System (WERS) which supports the NPDES program. During FY-80 the Branch completely overhauled the system to improve system feasibility and maintenance and developed a new Quarterly Non-Compliance Report.
- The Branch also participated in the Audit of the NYSDEC SPDES program, in the Water Division's assessment of the Region's NPDES program, in the Enforcement Division's revision of the EMS manual and in resolving problems with NYSDEC automated SPDES self-monitoring report data.

° Water Supply Systems

The Branch supported the processing of state annual reporting data into the Federal Reporting Data System (FRDS). The Branch also assisted NJDEP in implementing the compliance subsystem of the Model State Implementation System (MSIS).

° Air Systems

The Branch continued to support the Compliance Data System (CDS) which is utilized by the Stationary Air Enforcement Program, the SAROAD system which maintains ambient monitoring data reported to EPA by the states and the National Emissions Data System (NEDS). The Branch also provided assistance in operating mathematical air quality models and computer statistical analysis packages.

FY-81 GOALS AND OBJECTIVES

General Branch Goals

- ° convert IBM based systems from EPA COMNET computer center to new IBM computer at EPA Research Triangle Park computer center.
- ° operate, troubleshoot and maintain over 30 existing systems and provide related ADP planning, budgeting, cost accounting and system evaluation support.

Administrative Systems Goals

- ° administer Region II computer center facilities management contract and initiate necessary equipment, software and contract services

procurement requests. Institute quality control review procedures through monthly meetings with primary Regional systems users and development of a monthly evaluation report.

- ° complete system level documentation for the Region II Financial Management System, revise documentation for the Region II Water Enforcement System and complete basic documentation for the Region II Merit Pay System.
- ° produce computer reports, microfiche and graphical displays to fulfill information requests from Regional personnel and requests received under the Freedom of Information Act.

Operation of Minicomputer

- ° complete implementation of enhanced system software to streamline computer operations and to adapt to Region II operating procedures.
- ° complete installation and shakedown of hardware plus connect Calcomp and Zeta plotters to the minicomputer.
- ° implement the time & attendance and DIPS (PMIS) data entry software.
- ° transfer and install Data 100 for the Surveillance & Analysis Division in Edison, NJ.

Implement Financial Data Entry System (FDES)

- ° design, program, test and implement a mini-computer based financial data entry system including Vendor Register and automated Treasury Schedule functions.
- ° document system to EPA Software Exchange Documentation Standards.

RCRA & Uncontrolled Sites Programs Support

- ° direct the processing of RCRA permit application and annual report data into the national system (FIS) and develop and produce reports containing these data together with RCRA notification information
- ° coordinate state usage of FIS
- ° implement direct Regional usage of the Site Tracking System (STS) and assist with STS data cleanup.

Produce and Manage Map Overlays

- ° establish Regional Information Managers Council (RIMC) to guide production of map overlays, management of map rooms and quality control of data displayed on map overlays.
- ° on a phased schedule to be established in coordination with RIMC, produce sets with multiple copies of map overlays for large area base maps (e.g., 1:250,000, 500,000 and 750,000 scales), and 1":mile and 7 1/2 minute USGS topographic base maps for New York, New Jersey and Puerto Rico. These overlays will display pollution sources, water supplies, ambient monitoring stations and environmentally sensitive areas for which latitude/longitude or Universal Transverse Mercator coordinate data are available in EPA and state ADP systems.
- ° implement map room with map overlays for Surveillance & Analysis Division in Edison, NJ; transfer maintenance of map room in Regional Office (N.Y.C.) to Permits Administration Branch; advertise availability of map rooms to Regional personnel; and distribute map overlays to NJDEP, NYSDEC, NYDH and PREQB.
- ° complete modifications to version 2 of the Environmental Mapping System and update Users Guide and Program Documentation.

Complete Implementation of the Facilities Index System (FINDS) Phase I

- ° complete contract task order with Dun & Bradstreet for matching various EPA and state inventories and process matches via CSC contract staff into FINDS.
- ° finalize and implement policy and procedures for Regional, NJDEP, NYSDEC and PREQB management of common facility identification numbers. Also provide necessary computer reports microfiche etc. to Regional and state offices for assignment and management of these numbers.

- ° implement and document additional uses for FINDS using Phase I data base and existing retrieval package.
- ° conduct on-going quality control analysis of FINDS data base and direct contractor and in-house data cleanup efforts.
- ° complete implementation and program documentation of the essential FINDS conversion, edit, update, subroutine and utility programs now under development and update FINDS system documentation.
- ° complete FINDS/MAPS Source File Data Element Dictionary.
- ° implement routine transfer of data from key source files to FINDS and coordinate source file data clean-up efforts.

Personnel Systems Support

- ° complete transfer of the production of all routine personnel reports from DIPS to PMIS.

State Assistance-Construction Grants Program

- ° assist with Grants Information Control System (GICS) training for NJDEP in accordance with EPA/NJDEP Construction Grants Delegation Agreement.
- ° provide assistance to NYSDEC in converting Narrative File into expanded GICS record and modify approximately 100 Regional report programs and documentation.

Support Air Modelling

- ° modify mathematical modelling programs and assist Air Branch in utilizing model to analyze impact of oil to coal conversion of power plants in New York area.

Computer Graphics

- ° develop graphical displays to support Surveillance & Analysis Division water quality monitoring program.

RCRA Program Support

- develop system to track compliance inspections and enforcement actions.

Water Supply Program Support

- assist Puerto Rico with implementing scaled down version of the Model State Implementation System.

NPDES Program Support

- assist NJDEP and PREQB to utilize the Water Enforcement Regional System (WERS) in support of program delegation.
- assist and overview NJDEP's and NYSDEC's data collection and system development efforts in support of their EPA funded Pretreatment and Residuals Management Programs.
- develop WERS minicomputer based data entry system with priority given to DMR data.

Minicomputer Implementation

- implement available data entry software packages for such systems as CDS and STORET.
- plan transfer of LDMS to minicomputer.

PLANNING AND EVALUATION BRANCH

During FY-80 Planning and Evaluation Branch (PE) continued its role as a focal point in the Agency planning and budgeting process, improved the management of Regional resources and undertook several new initiatives. Specifically, the Branch:

- developed the Region's FY-81 Operating Plan in conjunction with the Financial Management Branch,
- provided staff support to regional managers involved in the FY-82 ZBB process,
- reviewed and revised internal resource management capabilities,
- expanded Regional program accountability systems,
- participated in the development of the national environmental profiles,
- structured the Region's regulation development role, and
- reviewed Regional reorganization proposals and associated program requirements.

PLANNING AND BUDGETING

Guidance Development

- The development of the operating year guidance is a critical Agency process in which the Region is involved on an annual basis. However, during FY-80 the Agency moved away from a detailed, comprehensive operating year guidance to a more streamlined, policy oriented statement from the Administrator and Assistant Administrators. As a result, the regional role in development of the guidance has changed, the focus now on issues and policy priorities, and the time allotted by EPA for guidance development has decreased significantly.
- It should be noted, however, that the EPA activities formerly described through the Agency Operating Guidance are now largely a component of the workload models and workload analyses, an area in which PE has become significantly more active.

- ° PE has been involved in the review of all the Region's workload analyses. We have assisted Region II divisions and Headquarters' program offices in developing and reviewing these analyses, providing data on resource needs and priority activities. In addition, PE has played a critical role in several key workload analyses which were particularly far reaching in terms of their impact on regional resources, e.g., the operating Resource Impact Analysis (ORIA) for the Hazardous Waste Programs under Subtitle C of RCRA.
- ° During FY-80 PE also coordinated Regional input to the EPA FY-82 Budget Guidance. We met with the RA and division representatives and fleshed our Regional ideas regarding the budget year for inclusion in Administrator Costle's guidance.

Regional Participation in the Budget Process

This year in addition to coordinating Region II comments on the FY-80/81 Operating Guidance drafts, the Administrator's Policy statement and the various iterations of regional workload distribution models, PE supported the areas for which Region II provided representatives to the media task groups in the FY-82 budget development process (ZBB). Three Region II representatives participated on these groups:

- Dick Dewling on the water quality media task group,
- Herb Barrack on the management media task group, and
- Harry Smith/Jeff Zelikson on the water supply media task group.
- Planning and Evaluation provided extensive staff support to the DRA, attending all media group meetings and ranking sessions, preparing briefing materials, and reviewing analytic agenda papers. In addition, PE drafted sections of the final water quality media task group report to the Agency Ranking Committee (ARC). PE also developed briefing materials for the other task group members and provided analyses of the decision unit packages, workload models, analytic agenda papers, etc.
- ° PE coordinated an internal Regional priority setting meeting for the Regional Administrator and Deputy with division directors at which they ranked priorities for FY-82; subsequently, PE also prepared briefing papers on key FY-82 Budget issues and Regional positions for use of the Deputy Regional Administrator at the national ZBB regional ranking session.

Decision Unit Group Meetings

- ° During FY-80 Planning and Evaluation expanded the role of the ZBB decision unit groups. The decision unit groups are composed of Regional program managers and initially were identified to enable direct involvement and response by concerned managers to the process of resource distribution between Regional organizations. In the early part of this fiscal year, Planning and Evaluation used the forum of the decision unit group as an ongoing program integration tool. This was done by having the managers of each group review branch workplans common to the decision unit to insure consistency among all the various groups participating in that lines of communication between the branches. Specifically, problems common to a decision unit group were identified and subjected to further review by the members of the group. Also, PPA commitments for the upcoming fiscal year were reviewed for their accuracy (since operating plans are finalized four months prior to the beginning of the fiscal year) and cross cutting impacts.
- ° PE continued to use the decision unit group meeting format to provide a basis for distribution of permanent full-time resources prior to the development of the Regional Operating Plan. The groups served a valuable role in reviewing workload models and providing detailed information to PE to assist in the recommendations to the Regional Administrator on position distribution. Once again the concept of all the managers involved in a single program convening to discuss program needs and resource constraints was valuable. In addition to providing one of the bases for PE's resource recommendations, organizational problems and issues also surfaced at the meetings; problems which were addressed during the FY-81 planning process and through the remainder of FY-80.
- ° In addition to information gathered in the decision unit group meetings, the Agency Operating Guidance, workload models and the Regional Administrator's priorities are considered in developing the recommendations which the Assistant Regional Administrator for Planning and Management will forward to the RA. Division directors were satisfied with the openness of the process and clear bases for the Planning and Management recommendations and were afforded ample opportunity to present opposing view points. However, it is worth noting that the Regional Administrator and Deputy concurred with the P&M recommendation in all but a limited number of cases.

Operating Plan Development

Once the position distribution was finalized by the RA, PE, with Financial Management Branch, coordinated development of the Regional FY-81 Operating Plan. The operating plan consisted of budgetary data, planned program accomplishments, and a highlight statement for activities planned for all media.

- ° This year PE evaluated the operating plan input as developed by several branches against the workload analyses and compared resources allocated for a specific function with those actually utilized by the Region for that function. Where significant discrepancies between the models and Regional resources were identified, an assessment was made as to the reasons for this and differences were either justified or revisions required.

RESOURCES MANAGEMENT

Resources Management Project

- ° During FY-80 Planning and Evaluation undertook, in conjunction with the Personnel and Organization and Financial Management Branches, a Resources Management Project aimed at assessing internal position and resource management procedures, streamlining recruitment activities and developing systems to track FTE use allocation. A number of products of this effort are already in use on a routine basis, including an automated data system to track Region II FTE use by decision unit and by division. This report allowed us to manage resources to the extent that we were able to utilize 97.5% of our full-time equivalent ceiling in FY-80. The system provides accurate timely projections of work year use.
- ° Another product of the Resources Management Project is the Status of Vacancy report to the divisions. This report is a subset of the biweekly staffing report to the Planning and Management Division Director and will consist of a report to each division on the status of each of their position vacancies: whether an SF-52 has been submitted recruiting for the position, and what the status of recruitment activity is. Its purpose is to assure that the program divisions have the control mechanisms in place to adequately perform their key roles in the recruitment process.

- ° In the planning stage at this time is the development of a divisional Resource Management Book for each division which PE will coordinate and will include: 1) a list of on-board staff, 2) the status of vacancies report (to be periodically updated), 3) position allocation sheets showing permanent full-time and other than permanent full-time position allocations, 4) travel and training budgets for the division for the fiscal year, and 5) the planned program accomplishment commitment levels for the fiscal year. These should serve each division with a good working tool for resources management.

HIRING FREEZE

- ° Planning and Evaluation is also extensively involved in the administration of the Presidential hiring freeze. P&E will continue to closely monitor the staffing level of the divisions, allocate temporary workyears where appropriate to provide a minimal level of support to essential programs and, if the need arises, recommend position transfers or reprogramming among the divisions in order to maintain minimal staff levels.
- ° During FY-1980 we have, with Personnel and Organization Branch, maintained strict Regional adherence to the rules of the freeze and have kept Headquarters apprised of Regional staffing activities through a monthly freeze report which outlines separations and accessions.

ACCOUNTABILITY SYSTEMS

- ° During FY-80 the Agency revitalized its system for planning and quantitative reporting. Headquarters required the Region to report on all FY-80 planned program accomplishments (PPAs), some annually and some semi-annually. At the same time, PE revamped the internal Region II quarterly accomplishment reporting system. PE provided third quarter and end-of-year reports to the Regional Administrator on the degree of accomplishment of Regional programs relative to commitments, highlighting those programmatic areas where planned goals were not achieved. Reasons for lack of accomplishment were researched and identified ranging from lack of regional resources, revised Regional priorities, to the need for regulation issuance or Headquarters policy, et al.

- ° In addition, during this fiscal year, the Senior Management Report to the Administrator and Deputy Administrator increased in significance. Region II program managers have taken this report seriously and have used it to identify major Regional and national issues. Headquarters has given substantial attention and follow-up to those issues raised by Region II in the Senior Management Report.

REORGANIZATION

- ° Several regional organizational issues arose during FY-80 requiring programmatic review by PE. Specifically, Planning and Evaluation analyzed program requirements in light of Agency regulations, available positions cross-cutting program impacts and coordination, and Agency and Regional priorities relating to the development of the Marine and Wetlands Protection Branch, the creation of the Hazardous Waste Site Investigation Unit, closing of the Rochester Program Support Branch, the opening of the Erie Niagara Field Office and a realignment of enforcement responsibilities within the Region.

Planning and Evaluation worked closely with the Personnel and Organization Branch in developing programmatic and organizational option papers for the Regional Administrator and Deputy Regional Administrator on matters of reorganization and were involved in the staffing questions surrounding formation of the new branches and units.

REGULATION DEVELOPMENT

- ° The number of regulations received by the Region for review, be it Red Border, pre-Red Border, or Steering Committee draft continues to grow significantly. We estimate that during FY-80 the Region handled close to 500 such regulations or regulation related pieces of information. This, of necessity, limited the actual participation by both PE and the program staffs in the review of the regulations and limited our opportunity for effective comment. However, late in FY-80 Headquarters, in an attempt to revise the regulation development process, developed a system which allowed the Region to highlight those regulations of particular local interest. This process appears to be headed toward success and will cut down on the number of regulations requiring intensive

regional review, allowing stronger regional comments and increased participation by PE program analysts in the review process.

- ° As part of our efforts to improve the regulation development process, we have also identified key staff persons within the Region associated with each important developing regulation. Thus far, our increased attention to regulation development has paid dividends in the form of expanded Regional comments on several major regulations, such as those developed under Subtitle C of the Resource Conservation and Recovery Act.

SPECIAL STUDIES/INITIATIVES

As mentioned previously, PE has been involved in FY-80 in a number of special studies. A discussion of these follows.

- ° National Environmental Profiles: PE coordinated and developed the Region II input to the National Environmental Quality Profiles. These profiles encompass all of the Region II states and graphically display environmental quality trends and status in all media, concentrating especially on air quality and water quality. While all of the operating divisions participated in the development of the data required for these profiles, PE was responsible for reviewing the data, disseminating guidance, serving as liaison with Headquarters' and the states and insuring that the data were properly presented for the national profiles. During this time PE also started to lay the ground work for a Region II environmental profile.
- ° Uncontrolled Site Program Resource Analysis: PE staff were also involved in the development of a workload analysis or workload model for the uncontrolled hazardous waste site program i.e., the precursor of the "Superfund" program. Much effort was expended in developing a model that would accurately represent the activities and resources for this program. The analysis developed by PE was not only reviewed by Region II staff, but was also sent to Headquarters and was used by the pre-Superfund group in Headquarters as input to a workload model submitted to OMB with EPA's request for resources to implement Superfund.

- ° At the direction of the Regional Administrator and as a result of the Headquarters' Office of Enforcement review of our pesticides enforcement program, the PE Branch undertook a review of the pesticides program in Region II. This was done to provide the Regional Administrator with a historical perspective review of the pesticides program in Region II and identification of the effect of recent resource decreases on the program. Further efforts in this area will include an attempt to modify the workload analyses to limit the effect of non delegation of the pesticides program in some states on the regional resource allocation, hopefully resulting in increased resources for Region II.
- ° During FY-80 PE, working closely with the Personnel and Organization Branch, implemented an engineer-in-training program. In this program, engineers recently graduated from college will be rotated throughout the Regional Office in a variety of programs over the course of 18 months to two years. Currently, ten positions are allocated for this effort which spans a wide range of Regional programs including Construction Grants, Solid Waste, Water Supply, Superfund, Stationary Source Enforcement, and NPDES activities.
- ° A major organizational and resource question which arose during FY-80 involved the allocation of resources to the new effort concerning hazardous waste permitting activities under RCRA. The allocation of RCRA positions within the Regional organization, and the organizational and functional questions driving the allocation decision involved a major effort by PE staff. While the decision process was similar to that utilized prior to the development of the operating plan for position distribution, it was much expanded and much more sophisticated due to the need to project new activities in an emerging program.

FY-81 GOALS AND OBJECTIVES

- ° Expand Regional accountability systems and the subsequent linking of State/EPA Agreement and national PPA commitment tracking.
- ° Develop a Region II Environmental Profile and work closely with the Regional Management Analytic Center in its efforts to develop statewide environmental status reports.

- Prepare and implement an agenda of program evaluations including an assessment of state drinking water primary enforcement efforts, Great Lakes program and pesticide enforcement resource requirements, and workload model development efforts. Also develop Regional planning papers such as an analysis of a future Superfund implementation program in Region II.
- Maintain required controls under the federal employment freeze and as necessary reassess position allocations and propose intra-Regional personnel shifts.
- Develop FY-82 position allocation recommendations, participate in the preparation of the Region II FY-82 Operating Plan and an FY-83 budget priorities ranking table.
- Maintain overview of Region II participation in the regulation development process and improve timeliness of Regional comments on proposed Agency rulemakings.
- Complete implementation of position reductions identified in the annual planning and budgeting processes.

PERMITS ADMINISTRATION BRANCH

The Permits Administration Branch (PAB) marked FY-80 with continued expansion into new programs. PAB now has responsibilities in varying degrees under four legislative areas, the Clean Water Act, Clean Air Act, Resource Conservation and Recovery Act and Toxic Substances Control Act, covered by six ZBB Decision Units. Its focus has remained administrative management/compliance tracking surrounding reissuance of National Pollution Discharge Elimination System (NPDES) permits, prevention of significant deterioration permits and New Source Review, but now, in addition, also includes a similar role in the Hazardous Waste Management Program and Consolidated Permit Program. Its function continues to be that of administrative and basic technical/legal support for major Regional programs and its staff takes active and important roles in program planning as well as conceiving, designing and implementing systems and procedures for program management. The Branch is divided into three sections - the Processing Section, Air and Environmental Applications Section and Water Compliance Section. Some of the FY-80 achievements by the Branch are described below.

AIR PROGRAMS

Prevention of Significant Deterioration (PSD)

- ° The Air and Environmental Applications Section (AEAS) has been deeply involved in virtually every phase of the PSD program. AEAS chaired approximately 80 meetings with the industrial community to advise these potential sources of PSD requirements. The complexity of these requirements was compounded by the issuance of revised regulations in the latter part of FY-80 in response to judicial action in the Alabama Power vs. Costle (No. 78 1006, D.C. Cir.). The Administrator of EPA issued an administrative order on January 30, 1980, which basically stated that new sources or modifications would be PSD affected only if they were found to be subject under both the existing PSD regulation (June 19, 1978) and the PSD regulations proposed on September 5, 1979. Pursuant to this order, Region II re-reviewed approximately 90 cases. Final regulations were promulgated on August 7, 1980. Approximately 60 sources were re-reviewed under these new regulations.

Bubble Policy

- ° During FY-80 EPA devised a policy which allows the consideration of a group of emission points as though they were one and includes consideration of economic factors. This is known as the Bubble Policy. AEAS became the focal point for promoting this new policy within Region II and has participated in a number of meetings/workshops with states and industry. To date seven industry bubble proposals have been coordinated and approved through AEAS leadship; these applications include: 1 can manufacturer, 3 paper/film coating, 2 utilities and 1 chemical plant. The chemical plant estimates \$12 million savings. There are no estimates for the other six sources.

Tracking of Compliance Status for Stationary Sources

- ° The Compliance Data System (CDS) is the repository of information pertaining to the status of air emission source compliance nationally. AEAS is the focal point for Region II CDS. Early in FY-80 a Division of Stationary Source Enforcement (DSSE) audit listed several areas in which improvements in the Regional CDS were requested. AEAS coordinated a Regional program to accomplish these goals. Among improvements are:
 - the training and utilization of contractor personnel for routing data input and retrieval,
 - the revision and improvement of coding forms and retrieval schedules,
 - the formulation of standard retrieval packages to assist enforcement and management programs and the development of a contract to enter PSD information into CDS.

Priority Energy Projects (PEP) Tracking

- ° The AEAS is the Regional Energy Contact and is responsible for assuring expedited action and providing Headquarters with status updates on key energy-related facilities awaiting permitting actions. AEAS began the development of a tracking system to accomplish this. Thus far five facilities have been selected for tracking including two coal-fired power plants, one resource recovery plant, one petroleum refinery and one co-generation power plant.

New Source Focal Point

- ° The AEAS serves as the single point of contact for industries which request EPA permits for new construction. The AEAS has led the coordination of these permitting activities for about twelve facilities requiring multi-program reviews (e.g., power plants, sludge incinerators, refineries). Both the public and industry benefits from AEAS' coordination of multimedia permit public noticing and public participation activities.

WATER PROGRAMS AND CONSOLIDATED PERMITS

New Responsibilities Under the Clean Water Act

- ° As anticipated, the enactment of the Clean Water Act of 1977 (CWA) continued to require certain procedural changes from those of the Amendments of 1972. To meet these new requirements, the Water Compliance Section (WCS) of PAB succeeded in:
 - revising the Regional Quarterly Non-Compliance Report (QNCR) to include effluent violators and meeting the modified format required by Headquarters;
 - establishing the procedures whereby notice of the need for a formal Administrative Record is provided by PAB sufficiently in advance of formal hearings to assure adherence to regulatory requirements;
 - initiating the use of the new Consolidated Permit application forms for NPDES (and other) facilities;
 - planning a new file system designed to include not only NPDES but all facility-related information in one location;
 - assisting in the implementation of the newly required Quality Assurance requirements in NPDES permits;
 - assisting in the development of the Regional Municipal Management System (MMS) required by Headquarters and adding Pretreatment modifications to certain NPDES permits;
 - acting as the Regional Coordinator for the Consolidated Permit Program and initiating the use of facility Dun and Bradstreet numbers to identify facilities.

NPDES Program Management

- ° Utilizing our Local Effluent Data System (LEDS) as a model, Headquarters has implemented a similar system for major dischargers in the other nine Regions. They anticipate the system will be fully operational in early 1981.
- ° New York State has been delegated the NPDES for five years. PAB, in concert with several other branches, participates in the oversight of this delegation through periodic audits and reports. These have recently surfaced problems regarding the State's capability to provide automated monitoring of compliance data for effluents. PAB is working closely with New York and Regional program managers to assure adequate monitoring and has developed a program designed to assist New York in overcoming their difficulties. This program will be offered to NYSDEC early in 1981.
- ° PAB reviewed 7605 discharge monitoring reports and detected 3508 having one or more effluent violations. In addition, almost 400 schedule violations were detected by PAB. Responses to these violations vary as to originator and type; PAB itself generates almost 2600 responses including letters, Administrative Orders, Notices of Violation and referrals to the Water Enforcement Executive Committee (WEEC) and/or NYSDEC for further legal action.

Hazardous Waste Management Program

- ° FY-80 witnessed the promulgation of a number of new regulations implementing aspects of the Resource Conservation and Recovery Act (RCRA). PAB coordinated Regional efforts requiring cooperation from the General Enforcement Branch, Solid Waste Branch, Information Systems Branch and the Information Service Center (contractor support). These efforts resulted in:
 - processing more than 9000 notifications from handlers of hazardous materials;
 - identifying and issuing over 4000 warning letters and 20 initial Notices of Violation to potential illegal non-notifiers;
 - responding to more than 2000 telephone calls from industry requesting information on applicability of regulations to their operations;

- planning and initiating steps necessary to process Part A and B permit applications for treaters, storers and disposers of hazardous waste;
- participating in planning and overviewing Cooperative Arrangements under RCRA Subtitle C and with states aiming toward program delegation under Interim Authorization regulations.

OTHER ACTIVITIES

Facilities Index System (FINDS)

- ° PAB continues to contribute to the development of the Facilities Index System (FINDS) which is designed to link each facility in the Region with each of the regulatory environmental programs under EPA and the states to which it is subject. Enhanced by the inventory and responses to the Hazardous Waste notification process, FINDS is now the most complete single file of Regional facilities subject to one or more of each environmental program including air, water, toxics, hazardous waste and others. Organized based upon the Dun and Bradstreet identification numbers, the FIND System will become the foundation of the Consolidated Permit Program File as it gets underway and has been the basis for development of maps which Regional program managers use to identify various effluent discharges, emission sources, water supplies, acquifers, landfills to enable more coordinated emergency responses and program priority setting.

Citizen Complaints and FOIA

- ° The number of complaints from citizens and environmental groups particularly for water pollution, noted for FY-79 continued in FY-80. This was compounded by over 100 Freedom of Information Act (FOIA) requests directed to PAB alone. Responses to all FOIA requests were made within regulatory timeframes. PAB responded to all complaints within its immediate purview and referred those of a highly specialized nature to the appropriate Regional unit for response (i.e., a spill). Approximately 35 out of over 200 remain in an investigatory status.

Administrative and Procedural Matters

- ° PAB continued to maintain official records pertaining to oil spill Findings of Violation and Ocean Dumping Permits.

- ° Toward the end of FY-80, PAB began transferring many of its documents onto microfiche. The first phase will include so called "dead" files, i.e., those which will not continue to grow, such as, non-filer Affidavits of Exemption and expired permits. Original documents will be retained but stored off site in a government warehouse.
- ° Industry Assistance with respect to advice and guidance on eligibility for Rapid Tax Amortization (RTA) and Small Business Administration (SBA) sponsored loans for the purpose of achieving environmental controls and continues to be a small but important Branch activity. We anticipate this activity may increase in FY-80 following the issuance of second round permits for water and RCRA permits for hazardous waste treatment.
- ° Enforcement Management System - Revision and expansion of the original Regional Water Enforcement Management System guide to meet the needs of Headquarters began in late FY-80. Using the original guide as a frame, major addition from all Branches involved in the NPDES program (Water Permits, Water Enforcement, Information Systems and Surveillance and Monitoring) will produce a new guide early in FY-81. This new version will specify time frames and employees responsibilities from clerk/typist through Division Directors for each activity necessitated by the complex NPDES enforcement program.
- ° TSCA Confidentially Clearances - PAB is the Regional focal point for all employee clearance necessary for access to TSCA confidential material and is the contact with HQ on all material confidential information.

FY-81 GOALS AND OBJECTIVES

Air Programs

- ° Dates for delegation of the PSD program remain uncertain, although some discussion has taken place. PAB still plans to work closely with state counterparts when delegation becomes imminent to assure a smooth transition consistent with regulatory requirements. To this end, PAB will organize and conduct seminars for state personnel to assure their complete familiarity with the newly revised regulations.
- ° PAB anticipates increasing interest and further favorable reaction to the EPA Bubble Policy (BP) and expects industry will submit a significant number of proposals in FY-81.

To meet this heightened interest PAB plans to continue its support of the BP by meeting with industry officials, participating in general meetings and seminars and actively proposing the policy to potential users.

- ° PAB is committed to rectifying those CDS shortcomings identified in FY-80 by the second quarter of FY-81. It is further committed to extending improvements beyond the minimum necessary so that the CDS will become an integral and major part of the multi-media/purpose Regional FINDS.
- ° PAB will complete the development of its system for the tracking of the status of Priority Energy Projects (PEP) according to requirements set forth by Headquarters.
- ° PAB will complete the development of its role as New Source Review Focal Point. Particular emphasis will be placed upon coordination of review of multi-media applications for projected new facilities.

WATER PROGRAMS

- ° The long delayed delegation of the NPDES program to New Jersey is expected to occur by the end of FY-81 or early FY-82. PAB will aid the planning and transition process by contributing advice and guidance to state counterparts, preparing all necessary documents for transfer and planning its own state-overview function. Of particular importance will be the instruction and guidance of state personnel in use of our ADP systems for program management support. Subsequent to delegation, PAB will participate in over-viewing New Jersey program.
- ° PAB will cooperate with NYSDEC to help modify NPDES procedures so that the state will be able to meet their NPDES delegated commitments for timely and effective enforcement action particularly the handling of Discharge Monitoring Reports.
- ° PAB plans to modify and improve its ADP for NPDES to include Headquarters' recently revised majors list and to add Interstate Sanitation Commission (ISC) and state sampling inspection data to the Local Effluent Data System (LEDS). The LEDS will then contain all historical effluent data measured for each facility under EPA authority or overview in the Region as well as indicate all violations specifically.

Hazardous Waste Program

- ° PAB plans to participate and advise in the development of ADP systems to support the activities of the Hazardous Waste Management Program in the Region. Since the development of the Headquarters System is lagging and the reporting requirements are currently placed upon us, we must implement their system on our own or devise one on an interim basis at least.
- ° PAB will continue to take an active role in the development and subsequent implementation of a Regional enforcement strategy for Hazardous Waste.

Drawing on experience gained from the NPDES program, PAB is in a unique position to provide a number of services to track performance, identify violations and advise the program areas of manifest discrepancies, manifest exceptions and permit violations.

- ° RCRA regulations will require the issuance of a Quarterly Non-Compliance Report similar to that currently required for NPDES permittees. Again, drawing upon its experience, PAB will develop procedures to produce this report in keeping with regulatory requirements.
- ° The administrative procedures to be employed in the effective processing of RCRA permits must be defined. Drawing upon its experience with the administrative coordination of permitting activities in various program areas, the PAB is optimistic that an efficient RCRA permitting system can be on line by late FY-81.

GRANTS ADMINISTRATION BRANCH

The Grants Administration Branch (GRA) provides centralized administrative support to all Regional grant programs, including the review and processing of all grant actions from application through closeout and resolution of audits. The Branch also provides cost analysis services for grants and regional contracts, reviews selected grantee and consultant financial assurance requirements for hazardous waste permits. Highlights of our activities during the past year are described in the following sections.

REORGANIZATION

During the past year, GRA planned and received approval for a major reorganization of the Branch. Under the reorganization, two grants administration sections are being established with each section responsible for construction grants and 208 grants on a geographic basis (N.Y./V.I. and N.J./P.R.) and other grants on a program basis. This is in contrast to the former organizational structure which consisted of one section for construction grants, and the second section for all state and local assistance grants, cost analysis, and financial reviews. A new Cost Analysis Section is being established with financial expertise to focus upon audit resolution, cost analysis of contracts under grants and direct procurement, and determining applicant compliance with financial requirements of the hazardous waste permit program. The benefits to be attained from the reorganization are as follows:

- More effective training, guidance, and oversight of state delegations.
- Providing better support to project officers on all grant programs.
- Expanded capability in administering the increasing number of state and local assistance grants with existing staff.
- Significant reduction in audit backlog.
- Better focus for new responsibility on financial assurance aspects of the hazardous waste permit program.

Although achieving these objectives will take time, the reorganization has been an essential part of management improvement in the Branch.

CONSTRUCTION GRANTS

- ° The most resource intensive grant activity for the past year was devoted to administration of a record number of construction grant awards before October 1, 1979. Four hundred and fifty six construction grant actions were awarded during the year and no funds were lost to the Region through reallocation. All of the steps in processing the 240 construction grant actions in the last few weeks of September were completed in a timely manner. State agencies in New York and New Jersey rendered invaluable assistance to the end of the year effort by assigning State staff to work full time in the Regional office for several weeks. Improvements in planning logistics, staffing, and coordination of this major end of year effort resulted in a smoother operation.
- ° The Branch achieved its payment output commitment on a monthly as well as an annual basis. This commitment is monitored closely by Headquarters and Office of Management and Budget.

DELEGATION OF THE CONSTRUCTION GRANTS PROGRAM

The primary goal for the construction grants program in this Region is to assist states in assuming total delegation as quickly as they are able to do so. During the past year, considerable progress toward that goal was achieved with New York State. The first phase of delegation to the Puerto Rico Environmental Quality Board was initiated. Also, a major effort to staff New Jersey's construction grants program with EPA employees under the terms of the Intergovernmental Personnel Act (IPA) was finally completed. Highlights of delegation activities over the past year are as follows:

- ° An entire delegation agreement package was developed and negotiated with Puerto Rico including program management and staffing plan, specific delegation subagreements, and oversight activities.
- ° This past year, all of the construction grant review functions performed by GRA (except audit review) were delegated, either formally or informally, to the New York State Department of Environmental Conservation (NYSDEC). However, due to problems in staffing and other issues, full performance of responsibilities by the State is still mixed.

- ° Activities to support NYSDEC delegation included providing training and workshop sessions for State program administrative staff, developing procedures with the State, updating specific delegation subagreements, and responding to requests for guidance and assistance.
- ° Formal program and fiscal evaluations were performed in January and August of this past year. Reviews focused upon the State's use of resources in accordance with the 205(g) grant and the State's overall program management strenghts and weaknesses. A Headquarters report on regional oversight of state delegations commended the Region II approach to program evaluation as one of the best in the country.

PROGRAM GRANTS

GRA's long term objectives for program grants in the Region are (1) to achieve better integration of program grants with the State/EPA Agreement schedule and process, and (2) to improve program grant cash management.

Work began this past year with an initial effort to establish a grants calendar for the air program which attempted to integrate milestones and dates for the grants cycle and the State/EPA Agreement process. Many problems surfaced through this initial study, but the effort demonstrated potential for streamlining, reducing paperwork, improving Federal/State relations, and a more meaningful State/EPA Agreement process.

A review of prior year grants revealed a significant number of overdue Financial Status Reports and balances of grant dollars remaining in prior year accounts. In order to ensure a proper accounting of prior year grant funds and make the best use of any remaining balances, we completed the following actions:

- improved monitoring and tracking of overdue FSR's and available balances.
- a substantial reduction in overdue FSR's and closeout of prior year accounts.
- the issuance of improved FSR guidance package to grantees.

STAFFING

- ° The position of financial analyst was authorized for the Branch to assist states in determining applicant's compliance with financial requirements of the hazardous waste permit program. Recruiting for this position will bring a new area of expertise to the Region which we plan to use to full potential. Unfortunately, recruiting has been delayed due to the hiring freeze.
- ° An employee of the Puerto Rico Aqueduct Sewer Authority (PRASA) spent one year working in the Branch on an IPA assignment. During the assignment, she performed administrative and financial reviews of construction grants from application through final audit. Her work benefited the Branch and should assist PRASA in improving its grants management capability.
- ° A Branch staff member was on IPA assignment with the Environmental Quality Board (EQB) in Puerto Rico for six months. During the assignment, he assisted EQB in their financial management improvement program and provided valuable training and assistance in grants administration.

AUDIT MANAGEMENT

In response to criticism from GAO, Congress, and the Inspector General (IG) concerning the volume of unresolved audits, the Agency placed a high priority upon audit resolution during this past year. With a continuing Regional backlog of approximately 125 audits and the recognition that audit resolution is a resource intensive activity, we embarked upon a crash program which resulted in:

- ° Updating information in our computerized tracking system for all audits received in the Region. Comparisons with the Office of Inspector General's (OIG) data base confirms that our data is more current, reliable, and useful to us.
- ° Prescreening of all audits in the Region to summarize key audit finding in each report. This activity was essential for us to determine what regional office should resolve the audit and what audit priorities should be. Through prescreening, it became clear that the majority of issues raised in the audit reports addressed administrative and financial compliance issues which should be resolved by GRA.

- ° Revising Regional audit resolution policies and procedures in order to:
 - Centralize more authority and responsibility for audit determinations in GRA;
 - Develop a more understandable, consistent format for audit resolution letters which clearly sets forth the Region's determinations concerning each audit finding and any amount to be recovered;
 - Develop procedures for using bills for collection as part of audit resolution.
- ° Resolving approximately 40 audits covering construction and program grants.
- ° Coordinating procedures with the Puerto Rico Aqueduct Sewerage Authority whereby a CPA firm under contract to the Authority will perform the preaward audits of selected engineering firms, and the audit findings will be used in PRASA's negotiating a final contract price.

Despite these efforts, the backlog of unresolved audits grew during the year. With grant activity increasing heavily in May through September, and State delegations proceeding slowly, a significant reduction in the backlog must be deferred until Fiscal Year 1981. However, the accomplishments of Fiscal Year 1980 have provided us with a framework to manage the activity and focus resources to achieve better productivity.

FY-81 GOALS AND OBJECTIVES

Reorganization

The primary goal for the Branch as a whole will be to complete its reorganization. Key activities to be accomplished include:

- ° Selecting and assigning staff to new positions.
- ° Conducting orientation and training.
- ° Developing new procedures.
- ° Establishing good communication between staff in new positions and their counterparts in the Region, states and local governments.
- ° Incorporating the goals of the reorganization into objectives and performance standards.

Audit Management

Key objectives in this area for Fiscal Year 1981 will be to achieve a significant reduction in the Region's audit backlog and to establish procedures to avoid a reoccurrence of such a backlog. The following will be undertaken to achieve these objectives:

- Assigning one grants management specialist with full-time responsibility for audit monitoring, coordination and resolution.
- Establishing targets for audit resolution and monitoring progress in achievement targets.
- Negotiating the delegation of audit resolution activities to NYSDEC.
- Updating Regional procedures for audit management.
- Continuing close liaison and coordination with the Office of Inspector General.
- Maintaining data base for audit tracking and providing management reports on the status of audits.

Hazardous Waste Permit Program

With the addition of a financial analyst in the Cost Analysis Section, the Branch will be working closely with Regional and state counterparts to develop the ability to deal with the financial assurance requirements specified in the RCRA law and EPA regulations for the hazardous waste permit program. Activities during this next year will focus upon:

- Meeting with state and regional offices to develop a program strategy and tasks to be undertaken.
- Conducting workshop sessions with the regulated community and financial institutions.
- Developing procedures and information packages.
- Performing selected reviews of compliance.

Program Grants

Through its reorganization plan, GRA will be realigning program grant responsibilities between two grant sections. This will enable the Branch to service the increasing number of program grants from application through closeout. In addition, special attention will be placed upon:

- ° Undertaking on-site visits to grantees.
- ° Improved monitoring and reporting of cash management under grants (payments, advances, letters of credit, Financial Status Reports).
- ° Eliminating the backlog of Financial Status Reports.

This year, the Branch plans to participate actively with an effort being undertaken by the Program and Toxic Integration Branch to achieve better integration between grants and the State/EPA Agreement. As one output, we hope to establish a grants calendar to coordinate scheduling requirements of both grants and SEAs, define and assign responsibilities for each milestone in the calendar, and provide for more meaningful program grant evaluation. This will take more than one year to actually achieve, but we hope to have the calendar designed for use with the FY-1983 SEA process.

Construction Grants

The primary goal for the Branch in the construction grants program is to participate in developing and implementing a Regional strategy for effective management and oversight of a program in which day-to-day activities will be performed by delegated states. This effort will build upon the considerable amount of work which has already been done at the local, state, Regional and Headquarters level to develop a 1990 Construction Grants Strategy.

As part of the strategy, we will be working with states to define roles and responsibilities of each level of government under full delegation, measures of performance, and program support needs. This is a long term objective that will be initiated this year and will parallel developments in Headquarters.

Construction grant activities of the Branch during this year will also focus upon these immediate needs:

- ° Ensuring full and successful delegation of grants administration functions in New York and New Jersey. This will involve completing the update of both delegation agreements now two years old or more, and final negotiation of all subagreements, providing training and policy guidance, continued coordination of actions among states, corporations, grantees and the Region, etc.
- ° Monitoring delegation performance through formal program and fiscal evaluations and other monitoring techniques. In New York, we will build upon the formal mid and end of year reviews performed last year and will continue to stress overall State performance, management systems, procedures and capabilities. An important new element will be to attempt to define measures of performance to evaluate state performance in meeting administrative program objectives.
- ° Performing direct administrative functions for New Jersey and Puerto Rico until these States are fully responsible for program performance. This represents a significant workload which impacts accomplishments in other areas.
- ° Participation in some innovative approaches to address existing weaknesses in the program, be including:
 - Third party management for small communities;
 - Certification of large grantees;
 - Improving financial options and financial management capabilities of grantees; and
 - Adapting management information systems to meet needs of delegations.

GRA has already begun to work closely with a consultant on a special project to develop financial management guidance and training material for grantees. Material is being designed to meet local government needs in managing grants and in ensuring financial self-sufficiency when POTW's are operational.

FACILITIES AND ADMINISTRATIVE MANAGEMENT BRANCH

During FY-80 the Facilities and Administrative Management (FAM) Branch concentrated on expanding activities to meet growing needs. A major accomplishment was the reorganization of the Branch into three sections-Facilities Management, Administrative Management, and Contracts Management--to effectively streamline activities within the Branch. The Contracts Management Section highlights a function within the Regional Office to address EPA's growing emphasis on contracting, of particular importance in view of the recently passed Superfund legislation. This reorganization is a basic example of the trend of growing capabilities which have been developed in the Branch. Presented below are the significant activities which were accomplished during the fiscal year which also help to demonstrate an enhanced capability.

FACILITIES MANAGEMENT

Region II holds title and has accountability for the third largest EPA-operated facility in the nation consisting of six buildings on 15 acres of land in Edison, New Jersey. The buildings and grounds provide operations space for the activities of the Surveillance and Analysis Division, two R&D components of ERC-Cincinnati-the Oil and Hazardous Materials Spills Branch and Storm and Combined Sewer Section of the Municipal Environmental Research Laboratory and the Headquarters Environmental Response Team. Expertise of the highest level in the fields of macro and micro-biology, physical and bacterial chemistry, and special instrumentation capability is available at this facility. The Facilities Management Section's aim is to furnish the operating programs with functional work space and those auxilliary administrative services required to facilitate their efforts.

FACILITY OPERATIONS

° Contractual Services

Maintenance, operation, and support services for the Edison Facility were continued this year by the Bendix Corporation at a very satisfactory level. This service has been so satisfactory that both management and program staffs have recommended and requested substantial increases in the scope and complexity of the contract. These changes are under study and will be included in the next Request for Proposals due to be issued in mid-mid-1981.

As a front runner in this type of action, Region II provided advice and information on the contract, not only to other EPA installations, but also to the Department of Agriculture headquarters staff and its field stations at Ames, Iowa, and Plum Island, New York.

° Architect/Engineer Selection Board

Because of our numerous and diverse activities in buildings and facilities programs, the Planning and Management Division participated in the Headquarters based A/E selection process. Over 35 proposals were studied, reviewed and evaluated in completing the selection process.

° Training

Space, utilities and services were provided for the National Environmental Response Team and the Particulate Emissions Program training programs. Both involved not only such in-house services as close circuit television and audio-visual presentations, but also negotiations with GSA for use of their buildings and grounds on a continuing basis.

REPAIR AND IMPROVEMENT PROGRAM

° Master Plan Implementation

Several major steps were taken this year towards the goal of making the Edison Facility a prime EPA operation. The first was the initiation and completion of work on both phases of a new sanitary sewer system. Our system is now complete and fully operational with many years of safe, efficient service anticipated. The second and third steps were the beginning of the design work for a new heating plant and basic electrical entrance service for the EPA enclave. Current planning calls for construction of the projects during Fiscal Year 1982.

° Other Project Activities

Efforts in this past year also concentrated on the following specific activities:

- Completion of space renovations in the basement of Building 10 to house the National Environmental Response Team
- Completion of the Gas Chromatograph/Mass Spectrometer Laboratory construction
- Design and bid of the Electron Microscope Darkroom
- Design and bid of the HVAC cooling tower replacement
- Preliminary determination of depth and scope of the major roof repair and resurfacing of Bay F, Building 209
- Preparation of specifications for the reactivation of Building 5 and the remainder of the basement of Building 10 to house expanding activities.

° Building and Facilities Budget Process

In conjunction with the Surveillance and Analysis Division, the Facilities and Administrative Management Branch initiated for the first time, a FY-1982 Repair and Improvement budget submission that included construction and renovation projects dictated by program requirements for more highly technological laboratory and field activities, along with traditional physical plant and facility projects. A combined budget of \$2,670,250 was formulated.

Significant projects in this budget which will be required to carry out EPA's growth in the handling of hazardous wastes are as follows:

- Toxic Chemical Handling & Preparation Laboratory
- GC/MS Laboratory Enlargement
- Special Labware Preparation
- Biotoxicity Laboratory
- Tissue Culture Laboratory
- Clean Room-Metals Analysis
- Clean Room-Metal Sample Preparation

REAL PROPERTY

The Edison Facility was the subject of an in-depth GSA property utilization survey during the fiscal year. The results showed that EPA, with its on-going and developing programs and Master Plan activity, is fully justified in maintaining possession of its property.

With the results of this survey in hand, it is now appropriate to proceed with a request to (GSA) for additional property to satisfy our need for a safe helicopter operations area and a large vehicle staging area to cover ORD's existing need which is now met by utilization of GSA property.

CONTRACTS MANAGEMENT

During this fiscal year, the Facilities and Administrative Management Branch continued to develop a capability in the area of contracts management. Regional needs were effectively met through a growing assumption of responsibility in the handling of all Regional contract activity. Although operating under a delegation of authority of \$100,000, the Region handled all actions as Contract Negotiator, regardless of dollar amount. Illustrations of this activity are as follows:

- ° The award of numerous contracts to support activities in conjunction with the Hudson River Power Case hearings. This included the award of a contract for steno-graphic services and the award of a contract for expert technical services to Temple, Barker, and Sloane, Inc. In addition, several smaller contracts were let for expert witness services.

- ° An award of a competitively bid contract to the renowned Mt. Sinai School of Medicine's Environmental Sciences Laboratory under the direction of Dr. Irving Selikoff for the development and continuation of a Medical Monitoring Program for regional employees exposed to hazardous and toxic substances.
- ° The award of a minority Section 8(a) procurement to Uniworld Group, Inc., for the publication of legal notices.
- ° The award of a contract under the auspices of the Javits Amendment to the Wagner O'Day Act for on-site Administrative Support Services.
- ° The award of a contract for 201 Public Participation training to Barry Lawson Associates.
- ° A technical support contract for advice on matters relating to the implementation of the Region's flood-plain/wetland/urban impact policy as it pertains to New Jersey's Hackensack Meadowlands.
- ° The takeover of issuance of Directives of Work for Environmental Impact Statements and assessments for Region II under a previously awarded Headquarters contract with Wapora, Inc.
- ° The preparation of a Request for Proposal for a non-competitive procurement with Lockheed Missile and Space Co., Inc., for the further development of technology involving the micro-wave plasma detoxification of pesticides.

Branch Resources Become Dedicated to Procurement Activity

- ° The wide variety of activity illustrated above and the expectation of large-scale contracting under Superfund legislation led to a complete analysis of staffing needs in the area of procurement. The growth in this area called for the involvement of a professional at the Section Chief level who have the expertise to handle complex, environmentally related contracts. Thus, the Contracts Management Section, mentioned above, was created as a means to address increasingly complex procurement problems. Recruitment at the GS-13 level was begun late in the fiscal year and has been successfully completed.

OCCUPATIONAL HEALTH AND SAFETY

° Employee Medical Monitoring Program

In conjunction with the Surveillance and Analysis Division, the Facilities and Administrative Management Branch concentrated efforts on developing a Medical Monitoring program for employees who may be exposed to many hazardous and toxic substances. After competitive bidding, an award was made to Mt. Sinai School of Medicine in New York City.

Actual performance of the contract is being carried out by doctors and scientists of Mt. Sinai's Environmental Sciences Laboratory which is under the directorship of Irving J. Selikoff, M.D., who is nationally renowned in the field of Occupational and Environmental Health. The Environmental Sciences Laboratory has long been involved in all phases of scientific and medical problems that are posed by environmental and occupational exposure to toxic agents. The Laboratory is involved in environmental and occupation disease research. It maintains the capability for analysis of both environmental and biologic samples in terms of the concentrations in animal tissues.

Along this line, Mt. Sinai is particularly interested in the area of exposures to multiple toxic agents, unique among our EPA employees.

The Scope of Work of this contract was based on our review of EPA guidelines with Regional modification which we felt would enhance a Medical Monitoring program. The Scope includes review of employee's medical and toxic exposure history, physical examinations, laboratory tests, review of tests and reports, follow-up consultations, and determinations as to whether or not any abnormal conditions which may be discovered are occupationally related. An important distinction between this program and others we have reviewed with EPA is that the contract with Mt. Sinai addresses the long range chronic effects of EPA occupational hazards, rather than merely the acute effects addressed by others.

Our program has been so successful that the Headquarters Environmental Response Team, which is located at Edison, has already been included under this program. It is also anticipated that the R&D components located at Edison will join us.

GC/MS NOISE SURVEY

An area of activity to be noted here is a question which arose regarding possible hazardous noise levels in the new GC/MS laboratory. This problem arose as a result of the Region's comprehensive employee medical monitoring program. It was found, after a professional analysis by Bolt, Baranek, and Newman, Inc., that harmful noise levels are not present in the Laboratory, but did show that certain design changes could be made in future labs that would contribute to employee comfort and productivity. An annual noise survey is planned for this laboratory to ensure that as the equipment ages, noise levels do not increase to harmful levels.

DECONTAMINATION OF THE PESTICIDES LABORATORY AND DISPOSAL OF HAZARDOUS WASTES

With the closing of the Pesticides Laboratory at 201 Varick Street, New York City, Region II was faced with the problem of disposing of a large quantity of hazardous wastes and decontamination of the laboratory to make it safe for other uses. In conjunction with the Surveillance and Analysis Division, the Facilities and Administrative Management Branch ensured proper disposal and decontamination under an ORD contract with Rockwell International, Inc. An analysis of pesticides residues was conducted by our Regional Laboratory which showed that the laboratory is essentially free of pesticides. These results enabled us to return this space to GSA in a hazard-free condition.

ADMINISTRATIVE MANAGEMENT

In the late fall of 1979, EPA faced difficult resource constraints, particularly in the area of administrative services and expanding contracting requirements in the Regional Office. Since FAM staff were familiar with OMB Circular A-76, which encourages contracting out commercial functions in the private sector, and had noted the emphasis EPA placed on contracting out, the Branch developed a Scope of Work for various administrative support services, including mail operations and messenger service, motor vehicle management, maintenance and operation of a duplicating system, and miscellaneous labor services.

Using a rather untried concept applying the legislative authority contained in the Javits Amendment to the Wagner O'Day Act (Public Law 92-98, as amended), the FAM Branch sought to apply the provisions of this Public Law, the goal of which is to provide jobs for severely handicapped people and promote their placement in industry. The efforts which began in December resulted in the issuance of a Request for Proposal to the Federation of the Handicapped, a local non-profit agency, on June 3, 1980. Actual contract performance began on September 1, 1980. The contract serves as a training and job experience for seven handicapped individuals.

It should be noted that under the auspices of the Javits Amendment to the Wagner O'Day Act, government agencies are authorized to negotiate directly with local nonprofit agencies for the handicapped. Under the Act the President appoints members to a Committee for Purchase from the Blind and Other Severely Handicapped, which has designated the National Industries for the Severely Handicapped (NISH), a central non-profit agency as the coordinator for this program. NISH facilitates the establishment of Government contracts with local handicapped agencies. Since it is non-competitive in nature, a contract under this Act can be renegotiated each year with the same nonprofit agency.

This resulted in these "first's" for EPA:

- 1) the first contract award under the authority of the Javits-Wagner-O'Day Act,

- 2) the first demonstration project in a government agency for administrative support services that may soon become a model for joint government/rehabilitation facility cooperation for the mutual benefit of the entire handicapped community and government agencies.

WORD PROCESSING SURVEY

During the summer of 1980, the Facilities and Administrative Management Branch conducted a word processing survey to ascertain the nature of our requirements Regionwide so that a word processing system could be designed to service the needs of the Region as a whole. The results indicated a critical need for eleven additional word processors with varying capabilities which were placed Regionwide. The choice of equipment was based on the specific needs of each division/branch and the necessity for the Region to communicate with Headquarters through their new Lexitron word processing systems. The installation of two models of Lexitron equipment has greatly enhanced the capabilities of the Region in text editing and word processing areas.

COPIER SURVEY

During the summer of 1980 a survey was also conducted to determine photocopying requirements in the Region. Equipment which was leased from GSA had proven to be obsolete, inefficient, and costly. In September, new Xerox equipment was installed on all floors occupied by EPA with automatic feed, collating, stapling, and reduction capabilities. It is anticipated that the new equipment will result in \$5,000 a month in direct cost savings, with the added benefit of quicker and better reproduction.

SPACE MANAGEMENT

A FY-1980 goal was to complete all space moves which were related to the major Regional reorganization which had taken place during the previous year. A continuing plan of renovation, turnaround moves, and final relocations resulted in completion in September. This goal was realized after two years of effort from conception of design to final construction. These moves have helped to ease previously poorly designed and cramped quarters and have provided better working conditions

for Region II staff. Additional space was also acquired from GSA on the 4th and 7th floors to provide continued expansion for EPA programs, in particular, RCRA and Uncontrolled Hazardous Waste Site activities.

LIBRARY SERVICES

During this year the library continued to pursue an active out-reach program to the public, in addition to providing research assistance to Region II staff. A highlight of the year was a highly successful Toxics Information Seminar which included presentations by national and regional EPA staff, industry and public interest groups, and the National Technical Information Service. An audience of approximately 115 people attended.

In addition, the Regional Library provided advisory/consultative services to the environmental programs of Melbourne, Australia; India; Venice, Italy; and Greece.

FY-81 GOALS AND OBJECTIVES

FACILITIES MANAGEMENT

- ° Development of an enhanced Scope of Work for the Operations Contract which will include the initiation of activities to provide Laboratory and Field Auxiliary Services functions, such as, "bench-ready" glass-ware supplies, maintenance of gas chromatograph/mass spectrometer equipment, provision of safety operational services, and servicing and staging of self-contained breathing apparatus (SCBA).
- ° Real property acquisition to enable the establishment of airborne support activities and development and staging of the Office of Research and Development hazardous materials mobile support vehicles.
- ° Continuing implementation of the Master Plan via the Repair and Improvement Program (Phase II of the Sanitary Sewer System, completion of heating plant and electrical distribution design.)
- ° Completion of construction on the Electron Microscope Darkroom and HVAC Cooling Tower.

- ° Completion of the resurfacing of the roof for Bay F, Building #209.
- ° Increasing delegation of project authority for Repair and Improvement functions from Headquarters Facilities and Support Services Division in line with increasing Regional capabilities.
- ° Cooperative Work-Training Program activities were renewed this year with the New Jersey Institute of Technology in an effort to supplement our engineering staff capability. It is hoped that by early 1981 we will have an active on-going program in the areas of mechanical, electrical, and civil engineering.

CONTRACTS MANAGEMENT

- ° Obtaining an extended delegation of authority from Headquarters Procurement and Contracts Management Division.
- ° Participating in the EPA program for Regional contracting related to Superfund activity.
- ° Providing further training to Region II Project Officers on contracting procedures.
- ° Developing a Contracts Management Guide outlining Regional responsibilities and procedures.
- ° Developing emergency contract procedures to provide immediate support in life threatening situations.

OCCUPATIONAL HEALTH AND SAFETY

- ° Expansion of the Medical Monitoring Program to include employees at 26 Federal Plaza and those in R&D components.
- ° Changing the Medical Monitoring Program to provide on-site examinations at Edison, New Jersey.
- ° Establishment of an employee preventive health program and health facility at Edison, New Jersey.

- Development of a contract for continuing, safe disposal of hazardous laboratory wastes.
- An analysis of the Region's methods of handling of toxic materials and development of Regional procedures in this area.

ADMINISTRATIVE MANAGEMENT

- Expansion of space for the Permits Administration and Information Systems Branches of the Planning and Management Division.
- Consolidation and expansion of space for the Enforcement Division.
- Support activities relating to the establishment of a field office in Buffalo, New York.
- Obtaining additional space from GSA to meet growing needs.
- Further development of procedures under the Administrative Support Services Contract to expand services provided.
- A telephone usage analysis to determine equipment requirements with a view towards updating and reducing costs.
- A review of property functions for increased control and utilization.
- Development of standard programs for use with the Lexitron Records Management System for basic record-keeping functions such as driver license control, key control, procurement tracking, motor vehicle reports, and furniture inventory.
- Public seminars conducted by the Regional Library featuring information resources in areas such as radiation, noise, and water supply.

FINANCIAL MANAGEMENT BRANCH

During FY 80 the Financial Management Branch (FIN) placed special emphasis on several key activities including cash management, zero based budgeting and workload analysis, and internal review and analysis of grant accounting and disbursement functions. In addition, FIN realized significant accomplishments in maintaining a high level of accounting productivity and accuracy, systems refinements and budgetary reviews.

FIN's specific accomplishment and goals are presented below:

BUDGET AND REPORTING

Status of Allowances

- ° The summary below presents the status of operating funds at the end of FY 80. From the total operating funds available to the Region for obligation and commitment without specific Agency or legislative stricture .05% remained unused on September 30, 1980. Achieving this obligation level required extensive and precise monitoring and analysis of our budget status.

FY 80 Operating Allowance	\$52,809,400
Obligated	52,328,015
Committed	206,100
Balance Available	275,285
Funds with Program Restrictions	247,531
BALANCE OF UNUSED FUNDS	27,754
	(.05%)
FY 79	(.2%)

Construction Grant Funds

- ° For construction grants the total allowance available for obligation was \$1,302,767,679 of which \$740,948,746 was obligated. The remaining \$561,818,933 remains available for further obligation.

Budget Submission

- ° The FY 81 budget was prepared in accordance with the Agency's Planning and Budgeting Manual. The submission was prepared in two segments. The June submission consisted of a highlight statement,

resource allocation summary, individual program element plans without quarterly projections, change requests and projected program accomplishments. The August submission consisted of individual program element plans by quarter, based on revised targets and change request forms.

- ° This fiscal year, we were requested by the Deputy Assistant Administrator for Management and Agency Services, to perform a special analysis of two major decision units: R551 Support Services and R557 Administrative Management to determine our FY 81 requirements. The result of our review indicated we were short \$1,611,100 under Decision Unit R551 and \$41,400 under Decision Unit R557. In our presentation, we prioritized all funding items for which we requested additional funds and provided documentation to support our request. We received \$925,000 under decision unit R551 Support Services.
- ° The FY 81 Presidential targets were insufficient to meet our fixed operating costs. As a result, it was necessary to submit in October overtarget requests for payroll, contracts, interagency agreements and equipment as follows:

- Fixed Payroll Costs	\$1,171,100
- Contracts and Interagency Agreements	1,018,100
- Equipment	676,900
- Funding for initiative supported by Headquarters' program office	<u>1,242,100</u>

Total overtarget requests \$4,108,200

Appropriation Structure

Starting in FY 80 Congress approved several changes to the EPA appropriation structure. In prior fiscal years, we operated under four major operating appropriations. This fiscal year Congress authorized only two appropriations as follows:

- ° Salaries and Expenses

The Salaries and Expense appropriation was established to fund in-house requirements which were included under the four major operating appropriations. This includes payroll compensation and benefits, travel, training, equipment, regional support funds and ADP contracts.

- Abatement Control and Compliance

This appropriation includes extramural requirements - primarily contracts, grants and interagency agreements which were previously included under the Enforcement and Abatement Control Appropriation.

In addition, the Budget Operations Division established a crosswalk within each appropriation to provide guidance as to which Financial Management System (FMS) object class code could be charged against a particular RMIS code. (Resource Management Information System). This has been very helpful to insure that obligations are appropriately charged to the correct object class and program element based on the planned budget.

Policy and Procedure Memorandums issued on the Control of Allowances and Resources placed the following restrictions on our FY 80 operating appropriation:

- Funds could not be transferred between appropriations without approval by the Budget Operations Division at any amount.
- The level of central control within each appropriation is the media level.
- The House and Senate Appropriation's Subcommittee limited the transfer of resources between appropriation or the transfer between program (media) to no more than \$250,000. Any transfer of resources in excess of \$250,000 must be reported to the Congress prior to the implementation of such transfer.
- Allowance holders had the flexibility to transfer resources within media except where there were stipulations prohibiting these transfers.

Control Planning

In accordance with Policy and Procedure Memorandum #17 for Extramural Procurement Plan Development and Implementation, we developed and submitted our first FY 80 Annual Extramural Procurement Plan for the Region. The plan was prepared in two parts as follows:

- Part I represents Headquarters contract actions which will be submitted to the Procurement and Contracts Management Division (PCMD) for contract administration, review and processing

- ° Part II represents those interagency agreements and contract actions which will be administered in the Region II by Facilities and Administrative Support Branch

The purpose of this plan is to assure an efficient procurement process and serve as the basis for effectively controlling FY 80 commitments and obligations.

Program Grant Review

- ° A joint effort had been undertaken by GRA and FIN to develop internal monitoring and reporting procedures to assure the timely receipt and processing of financial status reports (FSRs), final grant audits and settlements of cash advances. In conjunction with this review the Budget and Reporting section undertook an internal review to determine which program grants were currently fiscally active and those which had no unpaid balances at the end of FY 79 and were pending fiscal audit review.
- ° Our review included the following considerations:
 - verification of unpaid balances
 - correction of grant documents numbers
 - ensuring uniformity of grant names
 - establishment of separate files for active and inactive grants and confirmation of receipt of Financial Status Reports (FRS) for those grants whose budget period had expired.
- ° In those areas where we were missing FSRs or a deobligation action was required as a result of final cost reports, we requested GRA to take the necessary action to close out the grants. In the future we will review the status of all program grants on a quarterly basis and take advantage of any available balance under the grant for future obligations.

ACCOUNTING OPERATIONS

Productivity

FY 80 Accounting Section productivity statistics for our key activity indicators are as follows:

- ° Invoice Volume - 10,450 invoices were processed requiring 1,250 U.S. Treasury Schedules amounting to net disbursements of \$668,969.176.93.

- Travel Vouchers processed exceeded 260 per month or approximately 3 100 for the fiscal year.
- Obligations processed exceeded 260 per month or approximately 3,100 for the fiscal year.
- Obligations processed exceeded 12,500 and amounted to approximately \$766,336,928.63.
- Transaction Volume exceeded 40,000 line items of input to the EPA Commitment Accounting System, or a monthly average in excess of 3,300 transactions.

Quality Control

Throughout the year Headquarter's Financial Management Division monitored the reliability, timeliness and integrity of data generated by the financial management system and issued quarterly reports on quality control and internal review. In the final September 1980 report, Region II ranked exceptionally high as indicated below:

- Transaction Accuracy Rate - Region II achieved the Agency's highest accuracy rate of 99.8%. The Agency's average accuracy rate was 95.9% with a low of 84.6%.

Region II's total transaction volume for FY 1980 exceeded 40,000 records with only 80 rejected transactions.

- Accounts Receivable - Headquarter's review of accounts receivable balances in the Agency's general ledger and subsidiary ledgers indicated vast discrepancies for most regional offices. Region II however, was one of three regional offices for which no discrepancies were reflected.
- Prepaid Expense Account - Balances in this account represent differences between payments reported to the U.S. Treasury on the SF 224, Statement of Transactions, and payments posted into the accounting system. We are pleased to report that Region II is the only office with a zero balance in this account. Other offices reflected an average balance of more than \$1 million with an Agency high balance of \$12 million.

Cash Management

During FY 80 FIN made significant achievements in the area of cash management, and we would like to highlight the following accomplishments:

° Accounts Receivable

With continued emphasis being placed on strong cash management practices special efforts were devoted to our accounts receivable activity. Billings and collections for FY 80 far exceeded FY 79 levels in both number of billings issued and total dollar volume. An analysis of FY 79/80 accounts receivable activity is as follows:

	<u>FY 79</u>	<u>FY 80</u>
Beginning Balance	\$ 33,405.27	\$ 15,711.53
Billings	108,907.14	1,159,161.64
Collections	(129,600.88)	(561,796.85)
Outstanding Balance	\$ 12,711.53	\$ 610,076.29

During FY 80 FIN issued 119 bills for collection in comparison to 42 bills for collection issued during FY 79. This substantial increase is attributed to accounts receivable activity in the areas of Reimbursable Billings, IPA Payroll Costs, and Construction Grant Audit Exceptions. An analysis of the FY 80 outstanding balances is summarized below by general ledger account:

<u>General Ledger</u>	<u>Description</u>	<u>Amount</u>
<u>Account</u>		
110.1	Reimbursement, Federal ¹	\$256,882.40
111.1	Reimbursement, Non-Federal	35,715.00
110.9	Reimbursements, Unbilled	6,688.23
110.2	Refunds, Federal	5,548.72
111.2	Refunds, Non-Federal ²	305,241.94
		<u>\$610,076.29</u>

- 1) Includes Federal Emergency Management Assistance and Coast Guard reimbursement
- 2) general adjustments for overpayments to vendors, disallowed costs for grantees as defined through audits, et al

° Program Grant Financing

- ° Cash Advances - A review of outstanding program grant advances was undertaken to determine their validity and liquidate or reduce excess advance balances where possible. During the third quarter of the fiscal year alone, outstanding advances to grantees were reduced by more than \$300,000.
- ° Letter of Credit - during FY 1980 we continued efforts to effectively monitor grantee letter of credit practices. FIN participated in a U.S. Treasury survey which required the completion of Status of Federal Funds Reports for Letter of Credit Nos. 68-13-0200, New Jersey Department of Environmental Protection and 68-13-0202, Virgin Islands Department of Conservation and Cultural Affairs. These reports are an invaluable tool of the U.S. Treasury in monitoring grantee drawdown and disbursement practices.

We were also visited by Mr. Miguel Farrington of the Virgin Islands Department of Conservation and Cultural Affairs. The main purpose of Mr. Farrington's visit was to discuss their responsibilities as a grantee on letter of credit and to ensure their recordkeeping and reporting practices promoted effective control and monitoring over their letter of credit activities. To assist the Virgin Islands, we provided them with copies of the letter of credit history record and summary forms utilized by our office.

° Travel Advances

Each fiscal year end FIN issues procedures for the recoupment of outstanding travel advances held under the authority of blanket travel orders.

At the end of August 1980, outstanding travel advances exceeded \$70,000. During the month of September however, approximately \$40,000 was collected representing a recoupment of more than 55% of the August 1980 balance.

An analysis of FY 80 travel advance activity as of September 30, 1980 is as follows:

Total Advances Issued		\$321,258.22
Less: Recoupments	\$234,379.93	
Repayments	<u>41,442.06</u>	<u>275,821.99</u>
Total Outstanding Advances		<u>\$ 45,436.23</u>

° Imprest Fund Closeout

As a result of closing the Rochester Field Office, FIN took immediate action to cancel the Rochester Imprest Fund. This entailed securing a final no-check reimbursement voucher from the Rochester Office which was forwarded through FIN to the HQ's Policies and Procedures Branch for follow-up action with U.S. Treasury. The Rochester Field Office maintained an imprest fund of \$100.

ANALYSES AND REVIEWS

Construction Grants

- ° In the past, FIN continually received 50% to 75% of a single month's construction grant payment requests within a few days prior to the month end payment cutoff. Following an analysis of the pattern of receipt of construction grant payment requests and a review of existing procedures, FIN developed a series of guidelines and suggestions for streamlining the processing of these payments. These guidelines were discussed with personnel from the Grants Administration Branch and resulted in improved and more timely processing of construction grant payment requests.
- ° A detailed outlay history report on selected construction grants was prepared by FIN to assist the Office of Management and Budget in evaluating the impact of grant amendments on construction grant outlay patterns. This report included ten grants with an initial award exceeding \$1,000,000. Outlays were reported by fiscal year, from FY 73 thru FY 80.

Program Grants

- ° During FY 80 a considerable amount of effort was devoted to reviewing current practices in accounting for program grant activity as a result of researching various discrepancies that were detected in our program grant files.

After meeting with GRA staff specific procedures were developed to effectively and accurately account for and monitor our program grant activity. Specific areas requiring attention included the following:

- ° Receipt and follow-up of Financial Status Reports (FSR).
- ° Accounting for unliquidated or unpaid obligations.
- ° Timing of amendments for deobligation and/or carryover of unobligated balances.
- ° Accounting for grants with multiple programs and/or multiple budget periods.
- ° Reporting and drawdown requirements for grantees on an advance payment basis.

Letter of Credit

- ° A review of our letter of credit files was performed to ensure that complete and accurate letter of credit history data was maintained for each letter of credit grantee. This included revising existing letter of credit history records to include cumulative information on total amounts authorized, total drawdowns and balances available.

In addition, detailed records were established for individual grants within a single letter of credit and a letter of credit summary form was developed to reflect detailed and cumulative information on all letter of credit amendments issued.

Specific Purchase Orders

- ° A review of open specific purchase orders was undertaken in an effort to expedite payment on all prior year accounts. After extensive research and examination of obligating documents, receiving reports and invoices from FY 73 to FY 79 we were able to process over 200 prior year invoices for payment. As a result of this review, FIN met with Facilities and Administrative Management Branch personnel established more effective procedures to assure timely and accurate processing of open specific purchase orders, undelivered items and outstanding receiving reports.

Disbursement Activity

- ° In an attempt to resolve some of the problems encountered with disbursing activity at month end, FIN developed a process whereby current month Treasury schedules would be prepared immediately after the prior month's payment cutoff

date. This method provided us with an additional 7 to 8 days for processing payment schedules in lieu of postponing schedule processing until the first workday of the current month.

ACCOUNTING SYSTEMS

The following is a summary of systems accomplishments during FY 80:

- ° In March 1980, for the first time in FIN history, all month end closeout activity was completed by the 1st workday of the succeeding month. In addition, all Headquarter's month end reports were accessed and received by the 3rd workday of the month. Special acknowledgement was received from Marcus Pugh, Director, Headquarter's Financial Management Division, for FIN's outstanding efforts in mid-year closing.
- ° Additional reports were developed which facilitated the permit application fee suspense account reclassification process. These reports consisted of one report for original and second round permits that have been issued and a second report listing non-issued permits. In the past the reclassification process was extremely time consuming and tedious and involved the review of the Status of Permit Development Report containing more than 12,500 permit records dating back to FY 71.
- ° The SF-224 Appropriation Master File update program was modified to allow for file updating when the cumulative SF-224 report is requested. In addition, this program automatically generates the Cash Reconciliation and General Ledger Reconciliation Reports eliminating the need for separate report requests.
- ° The SF-224 Appropriation Master File and the Construction and Program Grant Master Files have been modified to include processed dates for all transactions input. This change allows for proper reporting of prior month actions or adjustments that are processed in the current month.
- ° The Document Control Edit which numbers, identifiers, for all accounting documents, was modified to edit batch control data. This includes a listing of all batches input and associated errors detected in the total card count or dollar amount for each batch.

- ° Effective pay period No. 16, ending May 3, 1980, Region II began producing employee payroll statements locally for all designated agents whose time and attendance cards are processed by our office.
- ° A new computer program was developed to automatically generate construction grant accounts payable records and reversal entries. This operation eliminated the manual coding and reversal of approximately 150 transactions each month.
- ° The program grants unpaid report was modified to list grant detail by project number in lieu of program activity. This format facilitates data research and provides for an easy cross-reference to Headquarter's unpaid reports.

FY 81 GOALS AND OBJECTIVES

Budget & Reporting

- ° Develop new program grant reports in conjunction with GRA on Status of Program Grant Funds for funding allocations, commitments, obligations and payments.
- ° Train New York State and New Jersey State employees on the procedures to be followed in the area of commitments, obligations, allocation of funds, payments and reconciliations of State records to EPA Region II FIN accounting records in the administration of the EPA/State Delegation Agreement under 205(g).
- ° Conduct indepth periodic financial reviews to insure that funds are being obligated in accordance with our budget forecasts in the following areas:
 - ° payroll and overtime
 - ° travel
 - ° extramural funding for contracts and interagency agreements
 - ° Regional support fund

Accounting

- ° Increased activity in Cash Management practices in include:
 - ° more timely billings, collections and deposits,
 - ° payment of invoices when due,

- ° taking advantage of all discounts and accounting for discounts lost,
 - ° more efficient monitoring of cash advances to grantees, and
 - ° analysis of program grants in line with new Letter of Credit eligibility requirements.
- ° Continue comprehensive training programs in the areas of payroll, travel and timekeeping for both supervisors and staff employees and perform selected audits and field office visits to improve procedures and insure that they are properly implemented.

An indepth review of the designated agent functions within the Region will also be conducted.

- ° Achieve further streamlining of our payment procedures, document posting and coding techniques through the use of a PDP 11/70 mini-computer and related CRT devices.

Certain applications will include the elimination of payment transaction coding and document posting to the vendor registers, and automated payment scheduling.

- ° Continuation of our cost reduction program for major cost categories in conjunction with the Facilities & Administrative Support Branch.
- ° Increase efforts in records management to complete review of FIN's payment voucher files for FY 79 and prior fiscal years to ensure proper accounting of all records and subsequent retirement at the Federal Records Center.
- ° Continue efforts with the Facilities & Administrative Management branch to review Regional contract procedures and participate in the issuance of a Regional Contracts Management Manual.

Systems

- ° Work with the Information Systems Branch to provide support background needed to finalize accounting and systems specifications for the direct data entry system now that the PDP 11/70 mini-computer and related CRT devices are available and operational. (Includes vendors register, treasury payment schedules, data input and editing, etc.)

- Implementation of a new travel obligation monitoring system which will be extremely helpful in monitoring Regional travel activity and will offer program managers complete information on all travel obligations incurred by individual staff members.
- Complete overhaul of the financial management card edit program to ensure that a high level of data accuracy is maintained.
- Expansion of the General Ledger Master File to include all general ledger accounts necessary for the development of a regional General Ledger Trial Balance Report.