



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY  
WASHINGTON DC 20460

Environmental Cleanup Office

APR 09 1992

RECEIVED

JAN 10 1992

OSWER Directive #9242.2-01

MEMORANDUM

**SUBJECT:** Implementation of the Alternative Remedial Contracting Strategy (ARCS) Task Force Recommendations: Establishment of ARCS Regional Management Teams

**FROM:** Richard J. Guimond  
Assistant Surgeon General, USPHS  
Deputy Assistant Administrator (OS-100)

Edward J. Hanley  
Deputy Assistant Administrator  
Office of Administration and Resources Management  
(PM-208)

**TO:** Addressees

PURPOSE

To establish ARCS Regional Management Teams, under the auspices of the ARCS Task Force Report, and to ensure successful management of the ARCS contracts.

BACKGROUND

On October 2, 1991, Administrator Reilly announced the findings and recommendations of both the Superfund 30-Day Study and his Task Force on Implementation of the Superfund ARCS. Subsequent to these studies, the General Accounting Office (GAO) issued its report "Superfund: EPA Has Not Corrected Long-Standing Contract Management Problems." Both the ARCS Task Force and GAO reports were critical of aspects of the Superfund contracting program and offered numerous recommendations to correct the weaknesses.

The Task Force report recommended the establishment of a Superfund Acquisition Manager, an ARCS Council, and ARCS Regional Management Teams to evaluate and recommend improvements to the ARCS management process. The establishment of the ARCS Regional Management Teams was one of the report's time critical recommendations. These teams were tasked to evaluate and rep

within 120 days, recommendations to streamline the award fee process. Additionally, under the implementation plan for the Task Force report, the ARCS Regional Management Teams are the focal point for all Regional-lead activities.

#### OBJECTIVE

To provide guidance on establishing ARCS Regional Management Teams.

#### IMPLEMENTATION

Each Region or ARCS Zone should establish an ARCS Regional Management Team as part of their implementation of the ARCS Task Force recommendations. The Teams should consist of mid-level managers representing both the program and contracting elements of Regional operations and be chaired by a Branch Chief. It is recommended that the size of the Teams be limited to five or six persons with additional staff support tapped as needed.

The Teams should focus their initial efforts on implementing the recommendations of the ARCS Task Force Report. The foremost of these recommendations is to evaluate and report, by February 3, 1992, Regional recommendations to streamline the ARCS award fee process. As part of this evaluation, the Teams should examine the feasibility of utilizing the Performance Index Score as a method of allocating future work. The long-term focus for Regional Management Teams will not be limited to the award fee process but will encompass all activities which promote improved ARCS contract practices.

Regions II and III, the lead Superfund and Administrative Regions, will be the Regional focal points for establishing ARCS Regional Management Teams. They have also agreed to consolidate all award fee recommendations from the ARCS Regional Management Teams and present the findings to the Superfund Acquisition Manager and ARCS Council. The point of contact in Region II is Shaheer Alvi, FTS 264-6193 and in Region III, Whitson, FTS 597-3603.

Following these initial reviews, the Teams should continue work within the Regional framework to ensure successful contract management. The Teams should report all progress and any recommendations for increased efficiencies to the Superfund Acquisition Manager and the ARCS Council.

Any questions on the formation or role of the ARCS Regional Management Teams should be addressed to either of the lead contacts, Kenneth Ayers, FTS 678-3000, or William Topping, 260-9184, at Headquarters.