REGION 1
ACCOMPLISHMENT PLANS
FY84

U.S. ENVIRONMENTAL PROTECTION AGENCY
NEW ENGLAND

to EPA Employees

We regard these Accomplishment Plans as an important experiment. We've never before tried to define our objectives and plan our activities in quite this way. Our intention is that these individual Plans, when viewed together, can function as a helpful map that indicates where the Region wants to go and how we expect to get there.

Because this 'Plan' charts a course for the whole Region, we would like everyone in the organization to take time to read this document. Each of us has an significant role to play in achieving the Region's goals.

These Accomplishment Plans will provide the basis for our mid-year and 3/4's year reviews of the Region's activities (and ultimately, the progress we've made toward the goals we've set for ourselves). As part of the review process, we will make any mid-course corrections in the Plans that may be called for.

As you will note, we have decided to go ahead now with the Plans in draft form rather than ask that 'final' Plans be prepared. We feel it doesn't make sense to devote more time to developing the Plans, since we're ready halfway through this fiscal year. It is more important now to gain some practical experience with them through actual applications than devoting more time trying to perfect them.

Because we have to begin to plan our activities for fiscal year 1985 in only a few months, we need to assess the effectiveness and utility of the Plans soon. When the activity reviews are being done, we will ask the Division and Office Directors how they feel about the Accomplishment Plans as a way to plan our activities for the upcoming year. Therefore, if you have any comments (good or bad) or any suggestions about the Accomplishment Plans (their content, utility, format, etc.), please let your Division or Office Director know soon. It will be important to have the Region's reactions to the Accomplishment Plan concept before we commit to it or another planning process for 1985.

Thank you for your helpful participation in this year's 'Plan' for the Region.

Mike Deland

Paul Keough

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Air

FY84 ACCOMPLISHMENT PLAN - REGION I

AIR MANAGEMENT DIVISION

FY84 will be a transition year for the Air Management Division. We will continue to implement and oversee the traditional Clean Air Act, TSCA, and FIFRA requirements while also devoting an increasing share of our resources to emerging problems, especially those concerning toxics. In accordance with national and regional guidance, we will be increasing our enforcement efforts, maintaining effective State-EPA relationships, and improving our ability to manage for environmental results. Our specific objectives include the following new or reemphasized program areas:

- Assist and Oversee State Programs - Respond to state requests for technical assistance, with emphasis on modeling and toxics. Conduct comprehensive audits of state air programs and involve state personnel and the public. Develop air grant conditions cooperatively with state agencies.

- Continue Progress on Complicance Enforcement - Increase the number of state and EPA inspections. Take aggressive enforcement action against violating sources. Improve mobile source enforcement efforts.

- Support an Integrated Toxics Program - Oversee the Toxics Coordinating Committee. Develop the air toxics program and hire a toxicologist. Coordinate asbestos actions between the TSCA and NESHAPS programs and with OSHA.

- Improve Our Evalutation of Air Program Data - Improve the air program's regulatory data bases and evaluate relationships among emissions, ambient concentrations, and violations.

- Continue Regulatory Reform Efforts - Maintain the region's national leadership role in developing the bubble policy.

These and other objectives are discussed in more detail in the following pages.

	SEA	EMR	AMAS	Program Guidance
Goal #1 Improve Agency credibility and restore public trust In Region I				
• Public communication Respond to congressional, public and state inquiries concerning air, radiation, pesticides, and toxics problems. Conduct required public hearings. Conduct public educational meetings as part of state oversight process.	X	X		X
• Special projects Publish AMD annual report. Complete special reports on topics such as open burning, the 1983 ozone season, and other issues.		X		
Goal #2 Delegate authority from HQ to Regions and from the Region to the States				
• Grants management Issue program guidance to states and NESCAUM on §105 grants. Participate in NESCAUM task force to simplify grant process and make it more relevant to state needs. Negotiate grant outputs with states. Develop grant packages and award grants. Conduct semi-annual oversights.				X
• NSPS/NESHAPs delegations Delegate applicable NSPS/NESHAPs standards to states within 6 months of EPA promulgation. Provide states assistance and incentives for accepting delegation.			X	X
• General modeling guidance (UNIVAC tie-in and workshops) In support of delegated PSD programs and SIP related work, increase state air quality modeling capability through Interagency Agreements to use EPA computers, modeling workshops, and direct EPA assistance.				X

	SEA	EMR	AMAS	Program Guidance
• State oversight Participate in national oversight audits (grants; compliance, NSR and SIP planning). Issue guidelines to states, conduct audits and write report of findings.			X	X
• Conduct Technical and policy workshops for states				X
• FIFRA Delegations Encourage all states to upgrade their performance on delegated programs.				X
• TSCA Delegations Continue to support the pilot delegation of PCB inspection authority in CT.				X
Goal #3 Increase our enforcement capability				
• Compliance monitoring Conduct case development and state oversight inspections. Issue Section 114 information inquiries as appropriate.		X	X	X
• Initial case development (administrative and litigative) Prepare and issue notices of violation as appropariate. Schedule conferences with violating sources.		X	X	X
• Compliance Data System (CDS) Assure all states submit quarterly compliance data and enforcement statistics to EPA. Establish system for quality assurance of regional CDS data. Report quarterly data to Headquarters and Regional Administrator.			X	X

	SEA	EMR	AMAS	Program Guidance
• Administrative orders Prepare, issue and monitor §113(d) orders to violating sources as appropriate. Monitor compliance with previously issued coal conversion orders.			X	X
• Technical support to civil/criminal actions Develop technical support for DOJ referral cases. Prepare litigation report. Prepare, issue and monitor consent decrees as appropriate. Refer contempt actions to DOJ.			X	X
• Technical support to noncompliance penalty determinations (notice; petition review; prehearing settlement; adjudicatory hearing; judicial review and delegation)				X
• New source review programs Determine applicability, and issue and enforce PSD permits in non-delegated states. Overview §110 permit issuance in all states assuring conformance with both attainment and nonattainment SIP requirements.			X	X
• Mobile source enforcement Study the need for, and assess the feasibility of implementing a Region I mobile source enforcement program.			X	X
• Emergency Response Respond to emergencies as needed under Section 303.				X
• Pesticide Enforcement Increase state enforcement capabilities by funding additional inspectors and helping them focus their resources on high priority projects.				X

	SEA	EMR	AMAS	Program Guidance
• Asbestos Enforcement Continue use of the American Association of Retired Persons contract to increase the number of asbestos inspections and subsequent enforcement actions.		X	X	X
• PCB Enforcement Continue to monitor and enforce compliance with PCB regulations.		X	X	X
Goal #4 Manage for environmental results and meet accountability system objectives				
• Administration and program planning Negotiate workload model allocations, accountability system requirements, and program guidance with Headquarters. Prepare program plans.			X	X
• 1982 SIPs Complete action on state nonattainment plans for CO and O_3.			X	X
• SO_2 relaxations Process state requests for revised SO_2 emission limits within time frames prescribed by Headquarters.			X	X
• Lead SIPs Promulgate state plans for attainment of new lead standard in conformance with time frames prescribed by NRDC law suit.			X	X
• Post 1982 attainment SIPs Using required CAA sanctions as applicable, obtain revised attainment plans for states whose plans were inadequate for meeting 1982 standard attainment.			X	X

	SEA	EMR	AMAS	Program Guidance
• Newly designated nonattainment areas Monitor existing air quality in New England and obtain attainment plans from states for areas which slip back into standards nonattainment after the required attainment date.			X	X
• Section 107 redesignations Assure that states properly designate the attainment status of areas within their jurisdiction.				X
• NSR guidance Assure that EPA NSR regulations resulting from Chemical Manufacturer's Association and Alabama Power lawsuits are implemented in state regulations				X
• SIP Changes Process state requests for SIP amendments within time frames prescribed by Headquarters.			X	
• State modeling guidelines Review and approve state modeling guidelines in conformance with national guidance.				X
• Additional guidance and support (PSD permitting; guidance for emission trading programs; and interstate/international coordination)				X
• Mobile Sources Assess the effectiveness of I/M programs in MA and CT. Work towards establishing Federal Vehicle Fleet compliance with CT and MA I/M program. Assess state feasibility studies of, and negotiate for implementation of anti-tampering/anti-fuel switching programs in NH, ME, CT and RI.		X	X	X

	SEA	EMR	AMAS	Program Guidance
• EIS review Review and comment on Environmental Impact Statements in coordination with Office of Intergovernmental Affairs.				X
• Radiation Represent EPA on the New England Radiological Health Committee and work closely with states to implement EPA radiation guidelines. Assist FEMA in overviewing state and local emergency radiation plans.				X
Goal #5 Improve the quality of our data and science				
• NECRMP model workgroup Coordinate with Headquarters, states and Region II to plan for the modeling of the NY-NJ-CT Ozone plans with a photochemical grid model to examine the adequacy of SIPs for the attainment of ozone standards in CT.				X
• Special report on air quality/emissions Perform a study of the SAROAD (air quality), NEDS (emissions) and CDS (compliance) data systems to develop a system of annual analyses designed to yield new or better insights into air quality/emissions/compliance relationships and trends.				
• NEDS tracking Assist states in solving problems with their emission inventories while assuring compatibility with NEDS. Develop system for tracking of state NEDS submittals through the edit and update cycles.				X
• Radiation Exposure Assessment Develop automated models for predicting radiation exposure.				

Goal #6 Strive to make Region I a pacesetter in environmental protection	SEA	EMR	AMAS	Program Guidance
• Acid rain Provide a focal point for information gathering and exchange on acid rain related activities. Keep abreast of regional and national developments.		X		X
• Assistance in development of new generic emission trading regulations Participate in Headquarters task force. Comment on proposed policy.				X
• Approval of source specific bubbles Educate states and industries on EPA's emission trading policy. Seek approvable source bubbles for incorporation into state plans.				X
• Development of regional modeling policy Maintain an active liason with both state agencies and Headquarters for the development of material and required EPA modeling policies.				X
• Air toxics Establish and head Region I interdivisional task force to establish unified agency position for difficult inter-media toxic cases, and to provide staff with state of the art information. Establish air toxics program in Air Management Division by hiring toxicologist and restructuring of existing programs. Conduct toxics workshops for state and update state data bases.	X	X	X	X

	SEA	EMR	AMAS	Program Guidance
• Asbestos NESHAPs Develop and implement a coherent asbestos inspection program which fulfills all NESHAPs and TSCA requirements. Establish interagency agreements with state agencies and OSHA to help implement program.		X	X	X
• Radiation Represent Region I in the development of non-ionizing radiation criteria, low-level radioactive waste disposal policy, and radionucleides NESHAPS.		X		X

Water

FY84 ACCOMPLISHMENT PLAN - REGION I

WATER MANAGEMENT DIVISION

During FY84 the Water Management Division will direct resources and activities toward the achievement of the key goals of the Agency and of the Regional Administrator. In implementation of the water programs, attention will be focused on achieving the greatest water quality and public health benefits through such vehicles as: (a) effectively managing the limited federal resources to maximize environmental benefits; (b) improving the quality of water-related data and planning to improve decision-making capabilities; (c) improving compliance with water and wastewater statutes and regulations via increased monitoring, technical assistance, and appropriate enforcement actions; and (d) enhancing state/EPA relationships through increased delegation to states with demonstrated environmentally sound programs and the elimination of redundancy in delegation overview. The WMD will take the lead in resolving some of the Region's highest priority water quality problems, including Boston Harbor and South Essex Sewerage District. In addition, the WMD will continue the development of innovative programs that will maintain the Region's position as a pacesetter in groundwater and acid rain. The following accomplishment plan reflects the Water Management Division's activities and directions for FY 1984 which will contribute to the attainment of these goals.

Goal #1 <u>Improve Agency credibility and restore public trust in Region I</u>.

- Continue to participate actively in the NEWPCF, NEIWPCC, AWWA, NEWWA, RWA and other constituency groups to increase awareness of current activities under the CWA and SDWA, including presentations at meetings and participation in training activities.

- Assist the public in resolving questions about federal regulatory authority and respond to public complaints of illegal activity.

- Provide advice and assistance to states and the public in interpreting and implementing drinking water regulations on volatile organics as well as the revised primary standards.

- Conduct meetings with states, environmental groups, and business interests to discuss the National Groundwater Policy.

- Maintain a high level of awareness and visibility in construction projects and other program issues with or likely to have an overriding federal interest.

- Inform the National Acid Deposition research program of the needs and concerns of New England States, public and private interest groups, and research community in the development of a National Acid Rain Policy. In turn, explain National Policy and research program to the New England States and interests.

Goal #2 <u>Delegate authority from HQ to Regions and from the Region to the States</u>.

- Administer Regional water programs in partnership with the New England States by pursuing delegation in states which have demonstrated sound environmental programs and by reducing redundancy in current operations and delegation overview wherever possible. (AMAS)

  - In the NPDES Program, achieve delegation in two states (Massachusetts and Rhode Island); continue negotiations in the remaining two states (Maine and New Hampshire) for delegation next fiscal year.

  - Complete delegation of the UIC Program in the remaining three states (Connectict, Rhode Island, and Vermont).

  - Pursue delegation of the 404 permitting authority from the Corps of Engineers (COE) to the State of Rhode Island.

- Develop and implement a water program state overview strategy which encompasses all water programs. In addition, we expect to:

  - Implement appropriate improvements in overview programs in the two delegated NPDES states (Connecticut and Vermont).

  - Revise the Construction Grants Program 205(g) Delegation Agreements in all six states incorporating the Agency's policy on delegation overview and provisions for additional delegable items such as the I/A and MBE/WBE programs.

- Seek delegation of authority from Headquarters to the Regional Administrator to make decisions on local matters of environmental concern.

  - Under 404(c), based upon a determination of unacceptable impacts, assume authority to veto issuance of COE permits or to predesignate sites as unsuitable for discharge of dredged or fill material.

  - Under Part 6 of NEPA Regulations, acquire authority to approve a segment of a 201 construction grants project during the overall environmental review process.

Goal #3 Increase our enforcement capability.

- Establish a strong but fair enforcement presence in the water community by application of the appropriate enforcement tools in response to compliance violations of environmental laws and regulations. (AMAS)

  - In the NPDES Program, either return to compliance or take an appropriate enforcement action against all permittees out of compliance at the start of the fiscal year.

  - In the PWS Program, reduce the percentage of microbiological and turbidity violations and ensure that appropriate enforcement actions are taken against systems in violation at the start of the fiscal year.

  - Although the Region will strive to attain the goal of achieving compliance with the fixed list of violators identified above, we will assess other sources which violate their standards during the year to determine if they are more serious violators than those remaining on the fixed list. If so, we will either direct our resources or work with the delegated states to address the new violators at the expense of not meeting our predetermined goals.

- Work with all six states to implement the National Municipal Policy. The policy requires the states and EPA to prioritize their municipal enforcement efforts to achieve the highest compliance rates for operational facilities and to develop lists and an enforcement scheme to have all major municipals on schedules to meet the July 1, 1988 date where feasible. (AMAS, OWOGAS, SEA) - The states have all submitted draft State Municipal Policies and have committed to submitting final policies by March, 1984.

- Assist New Hampshire and Vermont in improving compliance with IPDWR by providing technical assistance through sanitary surveys and program guidance on the development of enforcement strategies.

- Provide technical assistance to the Regional Superfund program and RCRA program in the form of geohydrological evaluations and health effect assessments where water supplies are affected by hazardous waste sites.

- Work more actively with the Corps of Engineers to enforce against unauthorized dischargers. Issue administrative orders and/or refer cases to the Department of Justice as appropriate. In particular, the Region will monitor the Cumberland Farms case with the option to commence independent enforcement action or join the Corps as a co-litigant.

Goal #4 - Manage for environmental results and meet accountability objectives.

- Manage limited federal resources to maximize environmental benefits of public investment. Provide technical and administrative review, guidance, and assistance to the states on all water media assistance programs. Monitor awarded grants to assure that milestones are accomplished, time requirements are met, and special conditions are being complied with. These programs include: Section 106 (Water Pollution Control Programs); Section 205(j) (Water Quality Management Planning); Section 205(g) (Construction Grants Management); Section 314 (Clean Lakes Program); Section 104(b) (Training); UIC (Underground Injection Control Program); PWS (Public Water Systems).

- Assure the improvement of state decision-making for pollution control to address the most significant water quality problems. (OWOGAS)

  - Work with states to assure development of high quality planning tools, including Continuing Planning Process, Priority Waterbody List, and Annual Planning Work Program.

  - Provide technical assistance and support to states to conduct TMDL/WLA for conventional and toxic pollutants on priority water bodies. Assure completion of TMDL/WLA needed for priority permits and construction grants.

  - Provide leadership through support of NEIWPCC efforts in toxic pollutants control, water quality standards, and toxicity testing procedures.

- Assure effective implementation of the revised water quality standards regulation. Work with each state to implement the provisions of the water quality standards regulation. Provide assistance to states in water quality criteria for toxic pollutants. Assure incorporation of attainability analyses and antidegradation considerations into water quality standards revisions. (OWOGAS)

- Provide financial and technical assistance to Clean Lakes projects for the restoration and/or protection that will maximize public benefits. Integrate Clean Lakes projects to the greatest practicable extent with other EPA and other agency programs to maximize the effectiveness of limited resources. (EMR)

- Maintain active wetlands preservation programs to insure protection of critical wetlands and their environmental values.

- Assist in the designation of an acceptable offshore dredge spoil disposal site for southeastern Massachusetts and

Rhode Island by developing the required environmental studies in cooperation with the Corps of Engineers.

- Manage the Division efficiently to meet major program commitments. (AMAS, OWOGAS)

  - In the Construction Grants Program, achieve obligations ($201.6 million) and outlays ($198.0 million) in accordance with quarterly and monthly schedules and complete approximately 50% of the administrative completions backlogged at the start of the fiscal year.

  - Reduce the backlog of expired major municipal and non-municipal permits each by approximately 50%.

  - Reduce the backlog of municipalities needing approval of their pretreatment program at the start of the fiscal year by approximately 50%.

  - Issue general NPDES permits for controlling the discharge of non-contact cooling waters.

  - Administer 301(h) waiver program to insure all decisions are completed in a timely manner, are scientifically sound, and provide complete protection of the environment.

Goal #5 - Improve the quality of data and science.

- Improve the effectiveness of monitoring activities to support water quality control decisions and to evaluate progress in meeting water quality objectives. (OWOGAS)

  - Provide guidance and assistance to states in the preparation of high quality 305(b) water qality assessment reports.

  - Assure effective utilization of 305(b) information in water quality planning and in developing water quality management priorities and decisions.

  - Improve capabilities to assess the impact of non point sources of pollution (urban runoff, agricultural runoff, etc.) on attaining designated uses.

- Continue to improve quality in the Construction Grants and Permits/Compliance data management systems, GICS and PCS. (OWOGAS)

- Follow-up on problem areas identified in data verification studies to improve accuracy of PWS compliance data.

- Enhance data management capability/reliability through expanded use of existing (and future) computer systems in such areas as diagnostic evaluation of wastewater treatment plants.

Goal #6 <u>Strive to make Region I a pacesetter in environmental protection</u>

- Coordinate and accelerate efforts directed toward implementing the Boston Harbor clean-up to insure the upgrading of the MDC treatment facilities and the MDC and member municipalities' sewer system infrastructure. (SEA,EMR)

  - Coordinate state/federal efforts through the SEA process with Massachusetts EOEA.

  - Complete the draft EIS on siting wastewater treatment facilities in Boston Harbor. Coordinate the development and completion of supplementary environmental studies required for a decision and initiation of design of sludge disposal facilities for the MDC.

  - Maintain an active involvement in priority construction grants projects for the MDC/Boston Harbor.

- Coordinate and accelerate efforts that will correct the pollution problems in Salem Harbor caused by the discharge of sludge by South Essex Sewerage District (SESD). (SEA,EMR)

  - Coordinate state/federal efforts through the SEA process with the Massachusetts EOEA.

  - Work with DOJ, MDEQE, and SESD to insure that SESD will achieve compliance with its permit.

  - Maintain an active involvement in priority construction grants projects for SESD.

- Serve as regional focal point for ground water program activities to enhance overall ground water protection. Provide regional input and direction into the National Ground Water Strategy by actively soliciting and compiling regional, state and public comments, including a state/EPA meeting to discuss the Strategy and participation in state ground water management conferences. Assure the Regional Ground Water Steering Committee is effective in coordinating existing EPA programs and identifying and addressing emerging issues.

- Take a lead role in identifying ground water contamination problem, and work toward resolving these problems. (EMR)

- Continue identification of extent of leaking underground storage tanks by updating the Regional Status Report. Coordinate control efforts with all New England States.

- Participate with Headquarters in completing an underground storage tank UST statistical survey to better define the extent of ground water contamination from leaking underground storage tanks.

° Provide leadership in developing and implementing programs to control toxic substances in water and sediments. (EMR)

- Implement the procedures for establishing effluent limitations for toxic pollutant discharges to small streams based on toxicity testing.

- Complete planning with the Commonwealth of Massachusetts to set up field work on the Ten Mile River for this fiscal year needed to obtain data necessary to establish toxics wasteload allocations for a complex multiple discharge situation. Implement a similar effort for the Pawtuxet River in Rhode Island.

° Provide leadership in developing National acid rain policy, strategies and research priorities. Work with Northeast Task Force on Acid Deposition.

° Provide leadership to Headquarters, the states, other federal agencies, and interest groups in developing effective strategies and approaches to control nonpoint sources of pollution. (EMR,OWOGAS)

- Assist states in refining NPS assessments and providing status of NPS control activities.

- Assist in the further development of strategies to control NPS and to involve the diverse agencies and interest groups which are the key to implementation.

- Provide input on regional priorities and needs to Headquarters to influence national policy development. Give special attention to urban runoff.

° Enhance state/federal partnership by providing technical training to assist States to perform delegable functions.

- Assist and instruct grantees in proper management and administration of construction grants by providing training through project management conferences, guidance manuals, and workshops/seminars in such areas as Prevention/Resolution of contractor claims, environmental review under 205(g) and technology transfer.

- Set up NPDES permitting and compliance workshops for the states to improve their capabilities in such areas as writing BPT permits, biomonitoring, pretreatment, compliance sampling and diagnostic audit inspections, and quality assurance.

° Develop model for annual pretreatment status report to be submitted by all municipalities and adopted by Headquarters for national use.

Waste

FY84 ACCOMPLISHMENT PLAN - REGION I

WASTE MANAGEMENT DIVISION

The Waste Management Division is responsible for implementation of a coherent, overall program for the management of solid and hazardous waste; coordination of planned removal and remedial response; as well as the management of PCB releases to the environment. These activities are performed under the authority of the Resource Conservation & Recovery Act (RCRA); the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA); and the Toxic Substances Control Act (TSCA).

The major initiatives for the Division in FY84 are:

- Maintain on-going progress in cleaning up hazardous waste sites with major emphasis on National Priority List sites,
- Foster private party cleanup through use of enforcement mechanisms, and
- Ensure implementation of the RCRA program in all Region I states with emphasis on state authorization, compliance monitoring, enforcement, and permitting.

Goal #1 <u>Improve Agency credibility and restore public trust in Region I</u>

- Maximize public understanding of the Superfund cleanup process by developing and implementing community relations programs for all active NPL sites. (HQ guidance memo)
- Maximize public understanding of the RCRA program by responding to public inquiries and Freedom of Information Act requests in a timely manner and, as requested, meet with all constituency groups.
- Initiate an EPA enforcement presence, where necessary, in each RCRA authorized state.

Goal #2 <u>Delegate authority from HQ to Regions and from the Region to the States</u>

- Develop an effective partnership with the states through management of 3012 grants, site cooperative agreement development, and technical support for field investigation and laboratory analysis. (OSWER Operating Guidance)

Goal #2 (Continued)

- RCRA Delegation Process (AA Guidance)
  - Make 6 Phase II Authorization decisions
  - Receive 6 Final Authorization applications

- RCRA Overview Program (AA Guidance)
  - Actively participate in the development of the national RCRA overview policy
  - Develop interim Region I oversight policy guidance
  - Conduct quarterly file reviews, mid-year (SEA) and end-of-year reviews where necessary in conformance with the emerging national overview policy
  - Implement HQ/Region I audit recommendations
  - Encourage voluntary state enforcement referrals to EPA for recalcitrant sources

- State Training/Technical Assistance
  - Provide state on-site staff technical assistance where necessary to achieve AMAS commitments utilizing details, IPA's, short term agreements, etc.
  - Conduct training workshops for the states in Permits Development, Negotiation Skills, Incineration Trial Burn Reviews, and Financial Evaluations
  - Carry out authorized state permit assistance agreements as negotiated in each Authorization MOA
  - Provide contractual support where necessary, i.e.
    - assist Massachusetts to develop a list of financial violator referrals
    - perform financial reviews in support of the Maine hazardous waste program

- State/EPA Strategy Development
  - At least annually continue to meet with State Directors jointly to develop mutual strategies to implement RCRA and to resolve major policy issues

Goal #3 <u>Increase our enforcement capability</u>

- Maximize conservation of the trust fund by encouraging voluntary private party cleanup and conducting an effective enforcement program consisting of: (AMAS, RAP, REAP)
  - Complete 7 Responsible Party Searches
  - Undertake 4 Responsible Party Negotiations
  - Issue 4 Administrative Enforcement Actions
  - Develop and refer to HQ 1 Judicial Enforcement Action
  - Monitor 5 Active Enforcement Cases
  - Develop and refer to HQ 5 Cost Recovery Actions
  - Initiate 2 New Enforcement Remedial Investigation/ Feasibility Studies

Goal #3 (Continued)

- Reorganization
  - Centralize all RCRA responsibilities in one Branch, establishing a new Compliance Monitoring and Enforcement Section
  - Initiate monthly enforcement staff meeting to insure all cases are brought to resolution
  - Develop and implement a Regional enforcement policy in authorized states

- Overview Program (AA Guidance)
  - Receive, evaluate and track all state HWDMS reports
  - Conduct joint inspections to enhance state inspector capability and evaluate individual performance
  - Conduct overview inspections to evaluate state program performance
  - Refer cases for enforcement followup to the authorized states where necessary, in accordance with the MOA, and track state progress to insure "timely and effective" enforcement
  - Institute administrative and civil federal enforcement, where necessary, in conformance with the MOA

Goal #4 <u>Manage for environmental results and meet accountability system objectives</u>

- Maintain and expand the database on the Regional inventory of over 800 potential uncontrolled sites. Conduct over 125 preliminary assessments and over 50 site inspections by EPA or through oversight of state RCRA 3012 grants. (AMAS)

- Rank all sites submitted by states for inclusion on the National Priority List "NPL". (HQ Program Guidance)

- Maximize response to current 45 NPL sites in Region. Oversee: (RAP, EMR)
  - 21 ongoing Remedial Investigation Feasibility Studies (RI/FS)
  - 5 new remedial RI/FS
  - 8 private party RI/FS
  - seek supplemental funds for an additional RI/FS
  - 4 Remedial Designs
  - 4 Remedial Constructions
  - 1 Initial Remedial Action

- Meet state and EPA schedules for decisions on RCRA Final Authorization (AMAS)

- Meet annual RCRA permit commitments (AMAS)

- Meet quarterly EPA and authorized state quarterly inspection targets (AMAS)

Goal #5 Improve the quality of our data and science

- Effectively manage the Remedial Planning/Field Investigation (REM/FIT) contracts to insure cost-effectiveness and high quality technical data development and innovative remedial option selection. (HQ Program Guidance)

- Coordinate through interagency agreement with Corps of Engineers for supervision of federal lead design and construction and with Center for Disease Control for conduct of health studies and health advisories. (Interagency MOA's, IAG's, HQ Program Guidance, EMR)

- In conjunction with HQ, develop a computerized system that can receive state monthly reports and produce management reports for the states and EPA. (AA Guidance)

- Continue to encourage the development of the New England Manifest ADP System compliance tool.

Goal #6 Strive to make Region I a pacesetter in environmental protection

- Improve the scientific data by effective coordination with the regional sample control center. Selectively prioritize the most critical data such as that used for enforcement case support of determination of public health impacts. (HQ Program Guidance, EMR)

- Continue to impact national regulation and policy development by actively participating in the development of national hazardous waste tank regulations and national RCRA overview policy.

Regional Counsel

FY84 ACCOMPLISHMENT PLAN - REGION I

OFFICE OF REGIONAL COUNSEL

During FY84, the Office of Regional Counsel will place great emphasis on working closely with program offices to develop new enforcement initiatives, to pursue administrative, civil and criminal enforcement actions, and to help initiate CERCLA cleanup actions. This Office will also work closely with the Department of Justice to insure vigorous prosecution of on-going court actions. Finally, this Office will give increased attention and priority to state applications for delegations of environmental programs, while also continuing our legal advice functions.

The following plan sets forth the specific items which this Office expects to accomplish. It should be noted, however, that the Office is dependent to a significant degree on the work of other offices. In addition, it should be noted that it is impossible to determine with precision what resources will have to be expended on particular enforcement matters. As a result, the ability of the Office to accomplish the items set forth in the plan cannot be determined with certainty at this time.

Goal #1 <u>Improve agency credibility and restore public trust in Region I</u>

- Work with program offices in developing and implementing enforcement strategies which tackle the Region's major environmental violations.
- Vigorously prosecute existing court actions.
- Participate in public hearings prior to issuance of RCRA hazardous waste permits and respond to public comments.
- Provide the public with an opportunity to review and comment on proposed settlements of judicial actions in hazardous waste enforcement cases. Where possible, solicit public input prior to settlement of administrative actions in such cases.
- Respond to inquiries from the public in as complete and timely a manner as possible.
- Render legal advice which adheres to the principles and purposes articulated by the environmental statutes and which is supported by other relevant legal principles.

Goal #2 <u>Delegate authority from HQ to the Region and from the Region to the States</u>

- Give priority to legal reviews of state applications for delegations of environmental programs and work closely with the states and program offices in order to expedite these delegations. Specific programs planned to be delegated by the program offices include:

  - NPDES program to Massachusetts and Rhode Island,

  - UIC program to Connecticut, Rhode Island and Vermont,

  - 404 program to Rhode Island,

  - Further NSPS and NESHAPs categories for the six Region I states, and

  - RCRA Phase II interim authorizations for Massachusetts and Rhode Island and final authorizations for the six Region I states.

- Review of cooperative agreements and contracts for state conduct of CERCLA remedial actions.

- Seek increased delegation of authority for enforcement activities from HQ to the Region in order to maximize enforcement and minimize paperwork.

- Provide legal advice to the Water Management Division in connection with its revision to the Construction Grants Program 205(g) Delegation Agreements in each of the six Region I states.

- Participate with the program offices in providing assistance to states with delegated programs and in conducting overviews of state programs.

Goal #3 <u>Increase our enforcement capability</u>

- Work closely with program offices to develop quality enforcement actions, including actions that will help ameliorate the most significant environmental problems. In particular, emphasis will be placed on developing enforcement actions

  - to insure that NPDES sources, not in compliance at the start of the fiscal year, will be brought into compliance,

  - under RCRA, subtitle C,

  - for cost recovery under CERCLA,

- against all sources on the list of significant violators under the Clean Air Act,
- to protect wetlands, and
- in the pretreatment area.

- Provide proper support to and coordinate actively with the Department of Justice in handling Region I litigation in order to insure vigorous prosecution of court cases. (A's Guid.)

- Work with Department of Justice, FBI and EPA criminal investigators to develop quality criminal cases, particularly cases under RCRA and CERCLA.

- Assist program offices in working closely with Region I states to implement appropriate enforcement strategies. Where necessary to meet compliance objectives, work with program offices to assume the lead in enforcement cases.

- Assist in implementing the National Municipal Policy so as to require municipalities and other public entitities to adhere to the statutory requirements.

Goal #4 <u>Manage for environmental results and meet accountability system objectives</u>

- Assist program offices by giving prompt attention to requests for legal opinions and providing timely reviews of items requiring legal concurrence or attention. In particular,
  - continue and expand our NPDES permits advisor role in order to help the Water Management Division reduce the backlog of expired major municipal and non-municipal permits.
  - give increased priority to the legal review of pretreatment programs in order to assist the Water Management Division in reducing the backlog of such programs requiring approval.
  - assist the Air Management Division in completing action on state non-attainment plans for CO and O_3.
  - assist the Air Management Division in promulgating state plans for attainment of the lead standard in conformance with the schedule dictated by the <u>NRDC</u> settlement.
  - assist the Air Management Division in processing state requests for revised SO_2 emission limits.
  - provide legal advice and opinions on grant issues, including bid protests, grant appeals, and issues relating specifically to the Construction Grants Program (including those arising under the 205(g) Delegation Agreements).

- Provide timely legal support to program offices when necessary to the smooth functioning of program operations. For example, arrange for program personnel to have site access to conduct inspections and CERCLA and CWA cleanup operations.

Goal #5 Improve the quality of our data and science

- Assist the program offices in collecting reliable evidence for specific enforcement actions.

- Assist program staff in gaining an understanding of the types and thoroughness of evidence necessary to support enforcement actions.

Goal #6 Strive to make Region I a pacesetter in environmental protection

- Work with program offices in developing creative enforcement responses to priority pollution problems such as cases involving:

  - air toxics,

  - asbestos NESHAPs requirements, and

  - pretreatment.

- Continue our vigorous enforcement efforts to bring the South Essex Sewerage District into compliance with applicable legal requirements and work to resolve major municipal enforcement questions relating to this effort.

- Continue our enforcement and defensive litigation efforts relating to the cleanup of Boston Harbor, and provide legal advice regarding the major environmental impact decisions to be made for the harbor in 1984 and 1985.

- Participate in the regional groundwater task force and the regional underground storage tank work group.

- Serve as lead region contact on RCRA state program authorization issues and as assistant lead region contact on municipal enforcement.

- Provide advice on the legal aspects of technical training that the Water Management Division provides to states in connection with the performance of states' delegable functions under the Construction Grants Program.

- Participate in various national workgroups such as those on

  - the RCRA penalty policy, and

  - community relations.

Environmental Services

FY84 ACCOMPLISHMENT PLAN - REGION I

ENVIRONMENTAL SERVICES DIVISION

While many major initiatives for the Environmental Services Division in FY84 reflect a continuation of past efforts, we will increase our efforts in certain target areas. They are emergency response and removal actions, compliance monitoring, scientific input to enforcement activities, toxics monitoring and assessment and procedures to upgrade the quality of contractor generated data. We shall also provide technical assistance and training for State agencies to promote successful delegation of additional program activities. Finally, we shall strive to improve EPA science and data quality through further dissemination of method development and implementation of Agency quality assurance requirements.

Goal #1 - Improve Agency Credibility to Restore Public Trust in Region I

- Continue to inform, consult and coordinate our emergency response activities with municipal officials, community action groups and others. Procedures to implement these activities have been included in the OSC's operation manual.

- Institute outreach programs to schools and professional groups using this facility for training/tours, and by making speakers available.

- Provide skilled personnel and resources to other agencies to help them with difficult environmental problems. Environmental Services Division's assistance to the State of Vermont at Williamstown, Vermont and the expertise we provided the FBI in Connecticut are good examples.

- Continue to provide expert witnesses not only to the enforcement efforts of the region's line programs, but with the approval of the Regional Counsel to enforcement efforts of other levels of government.

- Since most of the personnel of this division deal directly with the regulated community and since credibility ultimately turns on the professional calibre and integrity of our personnel, we will:

    1. Continue an aggressive training program (all personnel will take some formal training each year).

    2. Revise our Division employees' manual before the end of January 1984.

3. Continue a very aggressive safety program using the Division Safety Committee and personnel training. We must keep the risk accidents to a minimum especially, when we are in the public eye as we clean up a site.

Goal #2 - Delegate Authority from Headquarters to Regions and from the Region to the States

- Work with States and Headquarters in identifying areas which may be in violation of the soon to be proposed primary National Ambient Air Quality Standard for Particulate Matter commonly referred to as PM10. As only a very small data base of PM10 exists, surrogate statistical methods will be used to manipulate the present total particulate standard (TSP) data base to identify areas of possible PM10 violations. As there are virtually no PM10 monitors in the Region, we intend to first help the States attain the necessary number of PM10 monitors, train them in their use, and assist them in locating proper monitor-locations to allow operation of these networks within one year of promulgation of the PM10 standard.

- To continue to improved the capabilities of State laboratories, particularly in organic chemistry by means of technical assistance, consultation and training, to meet current and emerging program support requirements.

- Provide technical assistance, training, test organism cultures and Quality Assurance laboratory audits to those States which have begun a toxicity testing program in the NPDES process. (Connecticut and Maine). New Hampshire is developing an organism culturing capability for future testing; Massachusetts has a program conducted through agreement with the University of Massachusetts, Amherst.

- Implement toxicity testing strategy through the NPDES permit reissuance program with the concurrence and cooperation of the States including cooperative studies to further develop States' capabilities in toxicity reduction programs.

Goal #3 - Increase our Enforcement Capability

- Provide timely and adequate support to EPA Enforcement personnel in evaluating continuous emissions monitors and associated excess emissions reports to increase the probability of continuous compliance. This includes review of reports, auditing instruments, providing workshops for State and Regional personnel, etc.

- Provide timely and adequate support to the Water Compliance Section by providing sampling and analytical assistance in developing technical data, especially for case referrals, and yet maintain our output of approximately 100 compliance inspections a year.

- Provide expertise and sufficient documentation to Superfund recovery/enforcement actions.

- Provide expert witnesses and scientific documentation to assist enforcement actions directed to abate toxics contamination of all media (Also mentioned under Goal #1).

Goal #4 - Manage for Environmental Results and Meet Accountability System Objectives

- Continue to publish "Annual Report on Air Quality in New England" which provides valuable information to all levels of the public and private sectors, as well as much of the air-related information in the Regional Administrator's and Air Management Division's annual reports.

- Work with the State Air Agencies to ensure that air monitoring data is reported within 90 days of the end of the quarter to the Agency.

    1. Percentage of NAMS data from continuous analyzers.

    2. Percentage of NAMS data from 24-hour integrated hi-volume samplers.

    3. Percentage of reporting organizations for which the required precision and accuracy data have been submitted.

- To establish and operate a Regional Sample Control Center in accordance with HQ directives to manage and control

  requests for CERCLA and RCRA laboratory support in the most timely and advantageous fashion.

- Conduct up to 12 immediate removal actions under CERCLA at both NPL and non-NPL sites and at unanticipated emergency events.

Goal #5 - Improve the Quality of our Data and Science

- In accordance with the regulatory requirements, provide technical guidance and review of Quality Assurance Program Plans and QA Project Plans for State assistance programs governing grants and cooperative agreements.

- Implement the QA/QC requirements for extramural projects performed for EPA for contracts over $10,000.

- Participate in the national EPA Performance Evaluation Studies for Water Supply and Pollution Control parameters to maintain analytical exellence.

- Document standard operating procedures for field and analytical services concerned with environmental sample collection, analysis, and data processing.

- Conduct training for field and laboratory staff both within Regional EPA and State agencies. Such training may range from "hands on" laboratory bench analyses in comprehensive as trend analysis to the preparation of QA/QC plans.

- Document the precision and accuracy of all environmental data as required by the Agency mandatory Quality Assurance Program.

- Promote the development and use of new and supplemental methods to support a balanced approach to environmental monitoring that will support program decisions.

- Institute procedures that will allow this division to evaluate the quality of all data generated by contractor owned laboratories.

Goal #6 - <u>Strive to make Region I a Pacesetter In Environmental Protection</u>

- Provide adequate support and coordination to the National Dioxin Study (tiers 3-7). Keep the States and other federal agencies informed and enlist their aid and assistance in selecting sampling locations and possible sampling assistance. Complete all the fish tissue sampling under tier 7 for background stations in FY 84.

- Participate on Regional acid rain task force and disseminate the expertise developed by ORD to answer all questions relating to wet and dry depostion monitoring.

- Maintain toxics air monitoring expertise and continue to assist the States with setting up programs, training, and technical assistance.

- Work with Headquarters to set up a toxics air monitoring station in the Boston area, and ensure that the needs of both the States and Headquarters are met.

Administrative Services

FY84 ACCOMPLISHMENT PLAN - REGION I

ADMINISTRATIVE SERVICES DIVISION

The major FY84 initiatives of the Administrative Services Division are to improve the communication of our major responsibilities, policies and goals to all Region I employees; to provide better rationale for our policies that reflect a concern for equity between programs and cost effective decisions; to provide information to management that is helpful in decision-making; to inform our clients of how we carry out our activities and what they can do to work with us to obtain good service; to provide more responsive and courteous service to our clients and to operate our programs in a manner that can withstand scrutiny by the Inspector General's office (within the resource constraints imposed on the Division).

Goal #1 Improve Agency credibility and restore public trust in Region I

Recognize the extremely negative publicity generated by such specific reports and public forums as the "Grace Commission Report" and the public pronouncement of Peter Grace that the Federal government is grossly mismanaged, and recognize the importance of operating a credible administrative operation to manage public resources. To properly manage public resources, do the following:

- Develop personnel policies for hiring, promoting, awarding and training employees and tracking actions against these policies for budget and other management purposes.

- Help all segments of the regional office expeditiously hire well-qualified people and put them into appropriate jobs commensurate with their salaries and be mindful of EEO commitments. Provide an orientation program for new employees, stressing among other things general Federal employment responsibilities and opportunities, and unique opportunities in EPA, Region I.

- Develop relevant, understandable, standards of job performance for SES and Merit Pay employees that allow for discrimination between superior, average, and poor performance that can be communicated between supervisors and subordinate. Counsel managers and supervisors and track implementation of this performance management system for conformance with the requirements for pay and award determinations.

- Provide managers assistance in dealing with a wide range of issues including a new labor contract when it is finally negotiated, the improvement of our health and

safety program, and how to work with problem employees (rare as they are in EPA, Region I).

- Maintain the directives system which provides clear guidance on assignment of responsibilities to minimize duplication of work.

- Manage the regional planning process to direct resources and efforts toward key environmental problems and to prepare the region's annual operating plan and regional accomplishment plans.

- Improve the resource allocation process in the region by a more careful review of the use of existing resources.

- Coordinate the accountability systems in Region I to track program accomplishments against program commitments. Prepare and conduct quarterly briefing sessions for DRA, Division and Office Directors on regional progress in meeting commitments and the status of specific tracking items.

- Support the DRA in agency budget planning activities.

- Maintain the operation of the audit coordination process in support of the audit action official to ensure timely actions and responses; and to ensure resolutions consistent with EPA laws, regulations and with standards acceptable to the Inspector General to the extent practical. Effective audit coordination, resolution and to follow-up is an integral part of sound federal financial management.

- Administer the annual regional budget so that regional managers know the resources available to them including any special appropriation act requirements; receive reports on their actual and planned usage and adjust the budget allocations as needed to meet special needs during the year. Hold budget briefings and meetings for regional senior managers to explain the annual approved budget, budget status at mid-year and fourth quarter status for determining priority resource needs before year end. Plan and monitor resource expenditures so that regional allowances don't exceed appropriation limits or HQ allocations.

- Operate procurement of goods and services such that regional office needs are met in a timely and effective manner and to the general satisfaction of the organization while being certain to comply with EPA procurement policies and regulaitons. Endeavor to enhance procurement user satisfaction

by providing information, briefings or training to regional employees on their obligations in requesting items and on the federal procurement system constraints and the reasons for them.

- Perform the major financial management activities of grants, travel, payroll, commercial payments, general ledger maintenance and cash management in accordance with goals and objectives of the Prompt Payment Act, Debt Collection Act, Federal Manager's Financial Integrity Act and Reform 88 EPA initiatives. Endeavor to enhance the activities by training regional employees in their obligations in these areas, with particular attention to monitoring correct cost charging under the Superfund program. Plan for and utilize new automated financial systems for processing to optimize utilization of EPA financial management resources.

- Re-establish a sound system of managing federal supplies and property to support regional needs to do work effectively that includes costing out and planning for acquisition of goods or reviewing acquisition plans of others; receipt of goods; disposition, review of use and establishment of understandable policies for use; and implementing proper procedures for excessing property.

- Prudently manage the short term and interim space moves including providing telephone and electrical service and other essential amenities to meet managers' needs.

- Plan for, cost out and implement a sound security program for the region, including implementing agreed upon security report recommendations.

- Continue to provide cost effective communication support for Region I, running the gammet from mail delivery, library, photocopy, phones to ADP support. Provide the support in a manner that explains to management the reasons for levels of service provided and the cost of the service.

- Introduce and support the Headquarters' supplied office automation computer within the Administrative Services Division. Use of the Headquarters' supplied PRIME COMPUTER SYSTEM will be for internal electronic mail; shared text processing capabilities; interactive data collection, retrieval and graphic facilities for meeting special local needs; financial modeling tools; and connection to some of the Headquarters' budget information on their PRIME computer.

- Test and evaluate the applicability of the Lexitron word processor for some personal computer uses such as handling spreadsheet and list processing needs for general, regional use. A favorable evaluation would then lead to establishing

an in-house user training, application consulting and support capability to insure fullest exploitation of this technology.

- On a pilot basis, install, test and evaluate introduction of general purpose, personal computing in a regional setting. Specifically, use of two IBM Personal Computers supplied by Headquarters will be reviewed from the two perspectives listed below:

  A. From the standpoint of its ability to provide ready, easy to use, enduser access to "breakthrough" computing tools such as integrated database-spreadsheet-graphics and project management packages.

  B. From the perspective of its impact on and requirement for traditional ADP staff consulting and support, and its overall impact on information sharing and management concerns.

Goal #2 <u>Delegate authority from HQ to Regions and from the Region to the States</u>

- Coordinate the State/Federal Roles task force workshop in Region I and support regional efforts to implement the report and/or workshop recommendations.

- Coordinate the presentation of the Maryland Environmental Atlas development process and results to interested New England States. Do this in Rhode Island to enhance SEA issue which seeks to develop a similar atlas.

- Assist in the development of Consolidated Grant Reviews of State programs that are useful to Regional Administrator/Environmental Secretaries in follow-up discussions as part of several SEA's.

- Work with the New England states and regional program managers through the State/EPA Agreements to simplify, expedite and make more efficient the application for and award of financial assistance. This encompasses coordination of EPA activities and requirements, thereby, supporting administratively sound and secure environmental programs.

- Investigate providing direct access to states on the regional minicomputer facility to simplify data collection and reporting burdens and also to provide easy to use inquiry facilities for getting at EPA national database information of interest.

- Coordinate review of Agency draft program guidance to permit the states maximum opportunity to comment.

- Provide assistance to Hazardous Waste program staff and Office of Regional Counsel in reviewing State submission for RCRA delegation in Massachusetts and New Hampshire.

Goal #4 Manage for environmental results and meet accountability system objectives

- Determine the impact that selected EPA regulations will have on industries and municipalities. Report on verifiable specific impacts by name, location, and extent of impact through the Economic Dislocation Early Warning System.

Goal #6 Strive to make Region I a pacesetter in environmental protection

- Increase the effectiveness of the Region's participation in rulemaking by conducting briefings for the RA/DRA, Division and Office Directors and staff who are involved in regulation development and review; institute a regional Regulatory Priority System in Region I.

- Work closely with the Office of Strategic Assessment and Special Studies at Dartmouth College to produce the New England Environmental Assessment. Incorporate the information from this report into the Environmental Management Report.

- Continue to provide policy analytic support in the Region and/or to participate in special studies in cooperation with national, inter-regional and Headquarters/regional analytic efforts.

Public Affairs

FY84 ACCOMPLISHMENT PLAN - REGION I

OFFICE OF PUBLIC AFFAIRS

The Office of Public Affairs will support the Region I efforts to improve the quality of data and science, manage for environmental results, delegate authority to the states and improve the Agency's credibility and restore public trust. OPA expects to play a broader role in community relations now that the Administrator has approved the establishment of an Agencywide Community Relations Program which is to provide for better communications with the public in environmental crises. One aspect of the draft plan already in development is a training program for front line staffers on community relations techniques. Region I OPA is actively involved. OPA will collaborate with the Region I Office of Government Relations and Environmental Review (OGRER) in reaching out to business and environmental groups.

Goal #1 Improve Agency credibility and restore public trust in Region I

- Openness with news media and general public while still maintaining confidentiality where required by law or circumstance.
- Public education via the media on principal environmental problems facing the region including groundwater contamination, acid rain, pesticide residues, asbestos in schools and local environmental issues such as hazardous waste sites.
- Explain to media and general public the statutory and policy aspects of environmental regulation writing, how regulations develop, how the public can affect final regulations.
- Prompt response to FOIA information requests, timely determination of privileged or confidential matter.
- Prompt and thoughtful response to requests for EPA literature, films and slide shows. Careful maintenance of inventories.
- Prompt and thoughtful response to requests for EPA speakers.
- Special publicity focus on enforcement actions.
- Assist in planning and implementing community relations at Superfund sites and other local environmental crises.
- Train and assist front line staff in community relations techniques in collaboration with Headquarters OPA to improve communications and agency credibility at Superfund sites and other scens of environmental crises, real or perceived.

- Work with Headquarters OPA to establish national community relations Clearing House to develop teaching documents and audio-visuals to be used in community relations training and implementation.

- Work with Headquarters OPA on formation of emergency response team to move into environmental crises locations, identifying regional personnel capable of assisting in these situations.

- Collaborate with OGRER Region I on outreach to and consultation with citizen and business groups.

- Collaborate with state environmental agencies, the U.S. Attorneys and other state, federal and local government agencies in media relations.

- Conduct annual environmental awards program, EEEPPP competition and other eduction/award programs

Goal #2 <u>Delegate authority from HQ to the Region and from Region to the States</u>

- Publicity focus on delegation of program authority to the States

- Improve EPA-State partnerships by collaboratling on public information, news releases and press conferences

Goal #4 <u>Manage for environmental results and meet accountability system objectives</u>

- Relate EPA programs to obvservable or measurable environmental results in news releases and other publicity documents

- Collaborate with program offices in redefining REgionl I objectives in terms of environmental results

Goal #5 <u>Improve the quality of data and science</u>

- Report to media and general public on monitoring and analytical techniques employed by EPA, including limits of detection.

- Explain to the media and general public risk analysis and risk management.

Government Relations & Environmental Review

FY 1984 ACCOMPLISHMENT PLAN - REGION I

OFFICE OF GOVERNMENT RELATIONS AND ENVIRONMENTAL REVIEW

This newly created Office will support EPA's goals as it carries out its five substantive functions and its liaison responsibilities with five major client groups. Its five substantive functions are the following:

1. The environmental review of major actions of other federal agencies, under the National Environmental Policy Act and Section 309 of the Clean Air Act.

2. Coordinating compliance of federal facilities with environmental standards, under Executive Order 12088.

3. Managing the annual State-EPA agreement process, in which senior officials identify and move toward resolution of issues which are either major, emerging, multi-media or otherwise worthy of special attention.

4. The Director of the Office serves as senior policy advisor to the Regional Administrator and Deputy Regional Administrator and as acting Regional Administrator in their absence.

5. The Office's liaison responsibility is to promote EPA's overall goals by maintaining or by helping to maintain close and effective working relationships with the following five governmental constituencies in the region:

    - The United States Congress;
    - The Governors;
    - Major state environmental officials;
    - Municipal elected officials;
    - Foreign governments, principally Canada.

In addition to maintaining the currently excellent Congressional relations, principal <u>initiatives</u> during Fiscal Year 1984 will include the following:

1. Further revitalizing the resources and responsibilities of the NEPA/309 environmental review function both nationally and in the region, and developing its links with the environmental policy community in state government and public interest groups.

2. Creating a Federal Facilities Compliance Coordination Program.

3. Developing the role of senior policy advisor to be of maximum assistance to the Regional Administrator, deputy, and senior staff.

4. Re-establishing ties with certain Congressional and gubernatorial offices in which there has been staff turnover.

5. Strengthening the role of the State-EPA agreement as an effective environmental management tool fully supportive of the State-Federal Partnership Task Force Report.

6. Further developing a local government assistance and advocacy program and cooperating with the intergovernmental aspects of the emerging community relations program.

7. Attempting to focus the various functions of the office (information flow, intergovernmental contacts and environmental review and policy advisor tasks) on premier issues to promote their resolution.

Goal #1 <u>Improve Agency credibility and restore public trust in Region I.</u>

- Be open and responsive to governmental inquiries concerning EPA activities and inform principal officials of major EPA actions within their jurisdictions.

- To the extent permitted by resources, re-establish a governmental outreach program that will regularly inform officials of a wide range of EPA activities.

- Develop the links between the 309/NEPA program and the environmental policy staffs of state government and public interest groups.

- Collaborate with the regional Office of Public Affairs in reaching out to business and environmental groups, and in implementing the intergovernmental aspects of the community relations program.

- Focus intergovernmental information outreach on such priority issues as enforcement, Superfund, Boston Harbor, etc.

Goal #2 <u>Delegate authority from HQ to Regions and from the Region to the States</u>.

- Promote and utilize the State-EPA agreement process as an effective management tool

- Advocate within EPA methods of dealing which will reduce misunderstandings and avoidable conflict.

- Ensure that appropriate state officials are told of, and if possible, concur in major EPA actions.

- Continue environmental policy dialogue with state officials.

- Ensure that, through briefing materials, weekly reports or other contacts, that EPA Washington knows where the New England states are coming from on environmental issues.

Goal #3 Increase our enforcement capability

- No direct responsibilities - see "Public Trust" and "Environmental Results".

Goal #4 Manage for environmental results and meet accountability objectives.

- Protect and revitalize the resources and responsibilities of the NEPA/309 environmental review process so that it can fully address emerging environmental issues on a generic as well as project-specific basis.

- Develop a Federal Facilities Compliance Coordinator Program which will highlight serious non-compliance and facilitate resolution.

- Utilize the State-EPA agreement process to manage major environmental issues.

- Under a new diplomatic note, focus the activities of the US-Canadian Committee on the St. John on continued environmental improvement.

Goal #5 - Improve the quality of data and science.

- Ensure that data given to government contacts are accurate.

- Refine Federal Facilities Compliance data base to ensure accuracy.

- Utilize NEPA/309 environmental review process to improve the data presentation in other federal agencies' environmental impact statements.

Goal #6 - Strive to make Region One a pacesetter in environmental protection

- Focus the various functions of the office (information flow, intergovernmental contacts, and environmental review and

policy advisor tasks) on premier issues to promote their resolution.

- Ensure that EPA Washington, through preparation of the Administrator's briefing material and of the Weekly Significant Issues Report, as well as regular contact with senior EPA officials, knows of significant environmental problems and progress in the region.