Agency Priority Goal Action Plan

Accelerate the Pace of Cleanups and Return Sites to Beneficial Use in Their Communities

Goal Leader:

Barry Breen, Principal Deputy Assistant Administrator (PDAA)

Deputy Goal Leader:

Kent Benjamin, Acting Director, Office of Communications, Partnerships, and Analysis, Office of Land and Emergency Management (OLEM)

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Overview

Goal Statement

o **Accelerate the pace of cleanups and return sites to beneficial use in their communities.** By September 30, 2019, EPA will make an additional 102 Superfund (SF) sites and 1,368 Brownfields (BF) sites ready for anticipated use (RAU). For more information, please see slide 10.
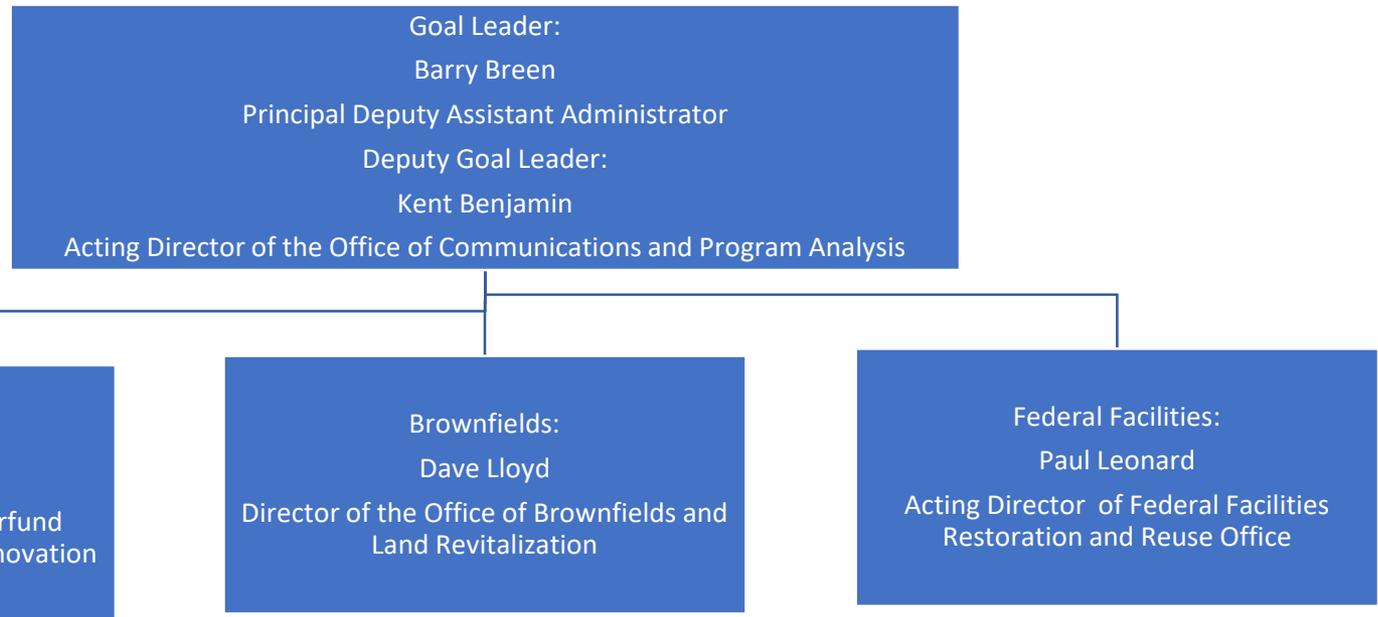
Challenge

o Complex environmental problems, such as the presence or perceived presence of hazardous substances in soil, sediment, and groundwater, persist at many contaminated properties, and can threaten the health of American families and hamper economic redevelopment. The Office of Land and Emergency Management (OLEM) tracks more than 532,000 sites, representing about 20 million acres of land.

o Implementation of Institutional Controls (ICs) is critical to ensuring the protectiveness of Superfund remedies. Implementing ICs remains a major barrier to achieving SWRAU at Superfund sites because EPA must rely on external parties, such as state, local and tribal governments. ICs require those entities outside of EPA to perform tasks and consent to actions that are outside of EPA's control for implementation to occur. States, local governments, and tribes may lack the resources to implement programs that can enable ICs to be put in place, even if there is a willingness to do so.

o Reduced program resources both hamper states' and tribes' ability to oversee brownfields cleanup work and reduce the amount of support brownfields project officers can provide grantees, delaying RAU designations.

o Reported Brownfield properties made RAU rely on grantee-reported data, which are often difficult to obtain for a variety of factors.

Opportunity

o EPA's Superfund and Brownfields programs reduce risks to human health and the environment by assessing and cleaning up contaminated sites to enhance the livability and economic vitality of neighborhoods. The RAU Priority Goal offers an opportunity for EPA cleanup programs to identify lessons learned, efficiencies and opportunities to advance site cleanup.

Leadership

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│                      Goal Leader:                           │
│                      Barry Breen                            │
│         Principal Deputy Assistant Administrator            │
│                  Deputy Goal Leader:                        │
│                    Kent Benjamin                            │
│  Acting Director of the Office of Communications and        │
│                  Program Analysis                           │
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Superfund:

Jim Woolford

Director of the Office of Superfund Remediation and Technology Innovation

Brownfields:

Dave Lloyd

Director of the Office of Brownfields and Land Revitalization

Federal Facilities:

Paul Leonard

Acting Director of Federal Facilities Restoration and Reuse Office

Goal Structure & Strategies

Strategy

- Program managers at EPA headquarters coordinate the development of these goals with their regional counterparts and reach out to state and tribal co-implementers for their input. OLEM holds regional planning meetings and regularly scheduled monthly conference calls with regional management to assess performance. The outcomes of these conversations are incorporated into the reporting for the milestones.

- In addition, OLEM is moving forward on numerous recommendations in the Superfund Task Force (SFTF) to expedite cleanup, promote community revitalization, and engage partners and stakeholders. These efforts will help drive performance. We expect to utilize Task Force deliverables and apply lessons learned.

- There are 42 recommendations in the task force report. EPA has five goal groups working to refine those recommendations and to develop implementation plans for acting on the recommendations. We have created a public SFTF web page and quarterly report that show the implementation status of each recommendation. https://semspub.epa.gov/work/HQ/100000869.pdf

- Task Force Recommendation 34 calls for updating information about Superfund sites achieving SWRAU early in the process and update on an annual basis. As part of the Agency's APG, the Superfund program aims to increase the number of SWRAU accomplishments in the future. Specific actions to achieve this goal include holding a Kaizen Lean event, forming a national SWRAU workgroup, continuing the annual SWRAU audit, and creating tools and resources for regions (e.g., BMPs, webinars). Additionally, the program discusses monthly SWRAU accomplishments at Business Review meetings.

- As part of the SFTF, OBLR has committed to conducting additional redevelopment training for all regions (w/ SF, BF and legal staff) and providing technical assistance with redevelopment plans for brownfields communities.

Goal Structure & Strategies, continued

EPA Lean Management System (ELMS)

- EPA continues using the deployment of a new EPA Lean Management System (ELMS) to achieve the results set forth in the Strategic Plan. As part of ELMS, EPA will be conducting multi-day process improvement events to make significant progress in specific priority areas, which include permitting, identified in the Strategic Plan.

- Visual management will then be used to ensure that improvements from the events are achieved and sustained over time. Poster boards with regularly updated performance data will serve as visual management for monitoring progress towards meeting the targets set forth in the Strategic Plan, while additional poster boards will be used to track the flow of the work that needs to be performed to achieve the targets. Managers and staff will have weekly stand-up huddle meetings in front of their visual management boards to discuss the performance and flow of the process.

- In addition, National Programs and Regional Offices will hold monthly business reviews to go over both the strategic measures tracked on scorecards, and the implementation plans that track progress on Strategic Plan and priority area projects identified for EPA under President Trump's Executive Order on a Comprehensive Plan for Reorganizing the Executive Branch. The Administrator will hold quarterly reviews to monitor overall progress on the agency's Strategic Plan and priority area projects.

- ELMS is designed to make sure that EPA is regularly monitoring progress towards meeting the targets set forth in the Strategic Plan, and taking immediate action if expected performance is off track.

Summary of Progress – FY 2018 Q1

Superfund Highlights:

- Two tools, the site-wide ready for anticipated use (SWRAU) decision tree and a Regional Best Management Practices document, were finalized and distributed at the end of FY 2017.
    - These tools will help the Regions identify site eligible for the measure and provide the Regions with strategies for meeting SWRAU targets in FY 2018.
- The SWRAU checklist form was updated to reflect the two Human Exposure Under Control indicators appropriate for achieving SWRAU to ensure that all sites meet one of the two when achieving SWRAU.
- Headquarters and Regions have been working to review information collected during the FY 2017 national SWRAU audit to set appropriate targets and regional bids and identify sites that could achieve SWRAU in FY 2018.

Brownfields Highlights:

- Provided training to communities, states, and tribes on the Assessment, Cleanup and Redevelopment Exchange System (ACRES) database.
- Analyzed data reported in ACRES to identify key data gap issues preventing RAU reporting
- Analyzed average time for grantees to report each accomplishment level from Assessment through RAU

Summary of Progress – FY 2018 Q2

Superfund Highlights:

- As a result of a Lean event held in March 2018, the Superfund program is working to update the Regional Best Management Practices document developed at the end of FY 2017.

- Headquarters and Regions are still working to review information collected during the FY 2017 national SWRAU audit to set appropriate targets and regional bids and identify sites that could achieve SWRAU in FY 2018.

- Additionally, the program is currently conducting another audit of SWRAU candidates.

- Specific actions to achieve SWRAU goals include holding a Kaizen Lean event, forming a national SWRAU workgroup, continuing the annual SWRAU audit, and creating tools and resources for regions (e.g., BMPs, webinars). Additionally, the program discusses monthly SWRAU accomplishments at Business Review meetings.

Brownfields Highlights:

- Provided training to communities, states, and tribes on the Assessment, Cleanup and Redevelopment Exchange System (ACRES) database.

- Analyzed the ACRES work package backlog; worked with contractors to delete empty work packages

- Established work package backlog baseline for each Region to create improvement targets

- Drafted national work package clean up SOP for Regional review

Summary of Progress – FY 2018 Q3

Superfund Highlights:

- Formed a National SWRAU Workgroup and held the first meeting to discuss tools available to the Regions as well as challenges they are facing. The second meeting is slated for July 24th.

- Completed a 2018 SWRAU Audit which looked at all sites that have achieved Construction Complete (CC) but are not yet SWRAU. Also, regions reported the barriers to achieving SWRAU.

- Coordinated with OCI to set up problem solving processes on barriers to achieving SWRAU (e.g. institutional controls).

- HQ continues to meet with regions frequently to track target progress and provide assistance in order to meet the FY18 target of 51.

- In general Superfund site cleanups increase in number towards the end of the Fiscal Year (FY).

Brownfields Highlights:

- Provided training to communities, states, and tribes on the Assessment, Cleanup and Redevelopment Exchange System (ACRES) database. The average attendance is 30-40 people.

- Finalized national work package cleanup SOP

- Prepared for monthly tracking of regional open work package levels; formal tracking will begin at the end of July.

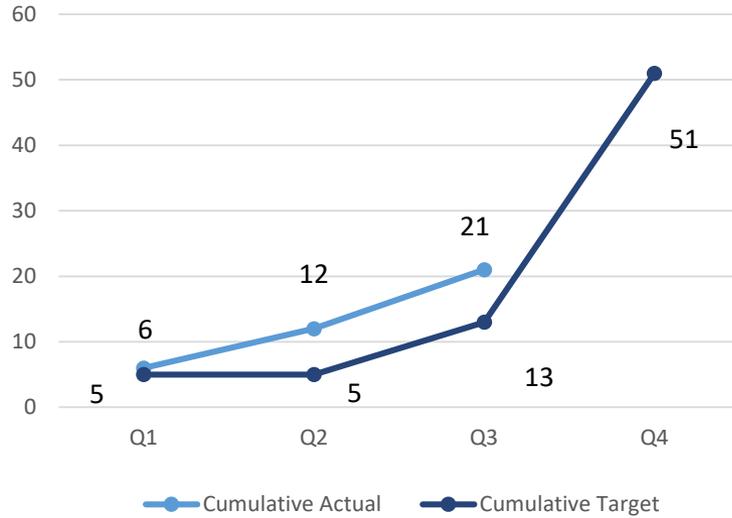- Updated new project officer and grantee trainings; delivered first training in Addison, TX.

Key Milestones

Milestone Summary					
Key Milestone (quarterly results)	**Milestone Due Date**	**Milestone Status**	**Change from last quarter**	**Owner**	**Comments (cumulative result as of end of quarter as percentage of annual target)**
Number of Superfund sites RAU - 6 comp.	Q1/FY18	On-track	NA	Jim Woolford	11.8% of FY18 target of 51
Number of brownfields sites RAU - 161 comp.	Q1/FY18	On-track	NA	David Lloyd	23.5% of FY18 target of 684
Number of Superfund sites RAU - 12	Q2/2018	On-Track	Positive Change	Jim Woolford	35.3% of FY18 target of 51
Number of brownfields sites RAU - 237	Q2/2018	On-Track	Positive change	Dave Lloyd	58.2% of FY18 target of 684
Number of Superfund sites RAU - 9	Q3/2018	On track	Positive Change	Jim Woolford	52.9% of FY18 target of 51
Number of brownfields sites RAU - 296	Q3/2018	On track	Positive change	David Lloyd	101.5% of FY 18 target of 684
Q4 data reporting: SF & BF RAU	Q4/2018			Jim Woolford	

QUARTERLY TARGET (*cumulative result/cumulative target)

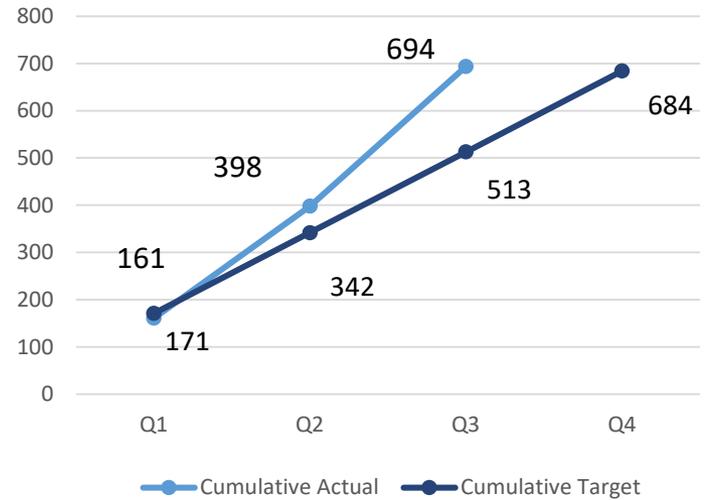| SUPERFUND RAU	BROWNFIELDS RAU
EOY – SF TARGET = 51	EOY – BF TARGET = 684
SF – Q1 = 5 (*6/5)	BF – Q1 = 171 (*161/171)
SF – Q2**= 0 (*12/5)	BF – Q2 = 171 (*398/342)
SF – Q3 = 8 (*21/13)	BF – Q3 = 171 (*694/513)
SF – Q4** = 38	BF – Q4 = 171

**Superfund RAU is expected to rise in Q4, in comparison to Q2, due in part to more favorable weather conditions for construction.
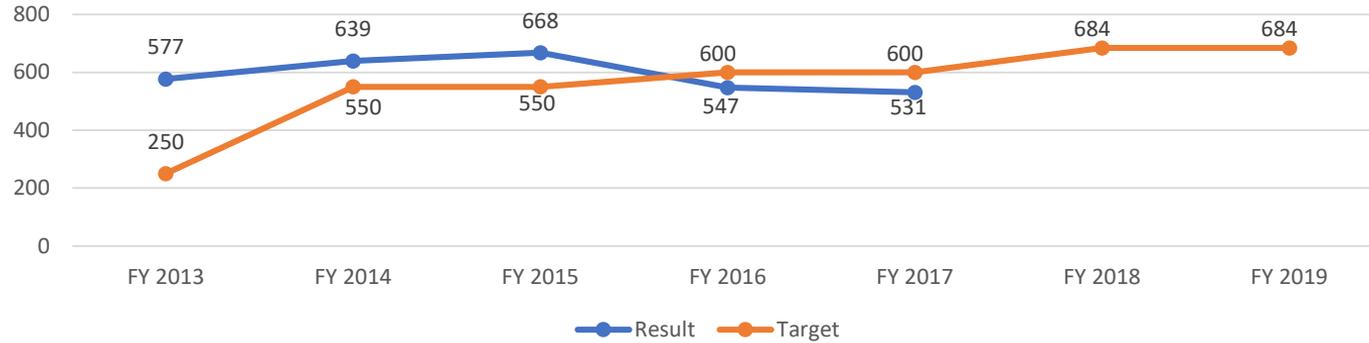
Key Milestones (cont.)

Superfund RAU in FY2018

Cumulative Actual: Q1 6, Q2 12, Q3 21
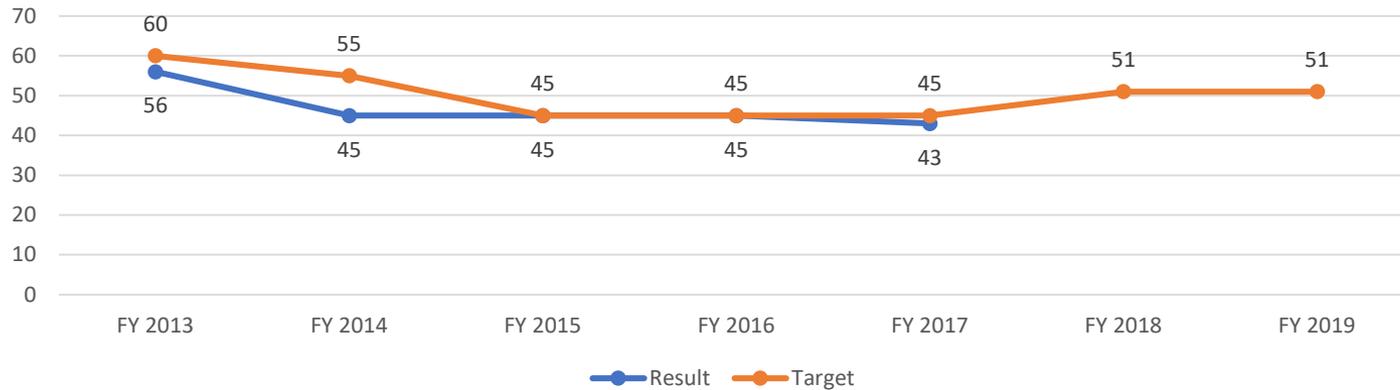Cumulative Target: Q1 5, Q2 5, Q3 13, Q4 51

Brownfields RAU in FY2018

Cumulative Actual: Q1 161, Q2 398, Q3 694
Cumulative Target: Q1 171, Q2 342, Q3 513, Q4 684

Key Indicators

PM B30: Number of Brownfield sites ready for anticipated reuse

Result / Target

FY 2013: Result 577, Target 250
FY 2014: Result 639, Target 550
FY 2015: Result 668, Target 550
FY 2016: Result 547, Target 600
FY 2017: Result 531, Target 600
FY 2018: Target 684
FY 2019: Target 684

PM S10: Number of Superfund sites ready for anticipated use site-wide

Result / Target

FY 2013: Result 56, Target 60
FY 2014: Result 45, Target 55
FY 2015: Result 45, Target 45
FY 2016: Result 45, Target 45
FY 2017: Result 43, Target 45
FY 2018: Target 51
FY 2019: Target 51

<u>Note</u>: Slide10 shows quarterly performance progress. Above graphs show annual progress.

Data Accuracy and Reliability

- Data for the RAU measures are reported to systems administered by the Superfund and the Brownfields programs.

- EPA's authority and control over contaminated sites varies depending on the statutory authority under which the site is being addressed. Brownfields data are self-reported by grantees.

- The Superfund Program provides the following information to the public on the EPA website: FY16 and prior performance measure and program accomplishments webpage, site-specific SWRAU status on the Superfund Site Profile pages, SWRAU Guidance document, and SWRAU checklists.

- Contact information for data coordinators in each region is available on the program website.

- Data Quality Records have been developed for the strategic measures associated with this Agency Priority Goal: https://www.epa.gov/sites/production/files/2018-05/documents/dqr-1-3-superfund-rau.pdf and https://www.epa.gov/sites/production/files/2018-05/documents/dqr-1-3-brownfields-rau.pdf.

Additional Information

Contributing Programs

EPA Organizations:

o The lead office is OLEM. The key official is Barry Breen, the PDAA of OLEM. The SF and the BF programs contribute to this goal. These programs collaborate with EPA's Office of Enforcement and Compliance Assistance to deliver environmental results.

Other Federal Agencies / Stakeholder / Congressional Consultations

o EPA also works in concert with the states, tribes, local governments, and other federal agencies. In some cases, states are authorized to operate cleanup programs, while in others they are partners. Where other federal agencies are designated as the lead for the cleanup actions at their sites, EPA's environmental cleanup goals are subject to, and reliant on, the lead federal agencies' cleanup budgets, execution, and site cleanup performance.

Definition of RAU:

o RAU is an aggregate performance measure and is not a reporting of site-specific risk. The RAU determination by the appropriate entity is based on information when the determination is made and may change if the site's conditions change or if new or additional information is discovered regarding the contamination or conditions at the site.

o The RAU Performance Measure is defined as the number of sites at which: 1) there are no complete pathways for human exposures to unacceptable levels of contamination based on current site conditions; 2) all cleanup goals have been achieved for media that may affect current and reasonably anticipated future land uses of the acres or sites so that there are no unacceptable risks; and 3) all institutional or other controls identified as part of the response action to help ensure long-term protections have been put in place. Review of the data for these prerequisite measures is part of OLEM's evaluation process for determining the potential RAU universe.