



Agency Priority Goal Action Plan

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

Goal Leader:

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Overview

Goal Statement

- **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).

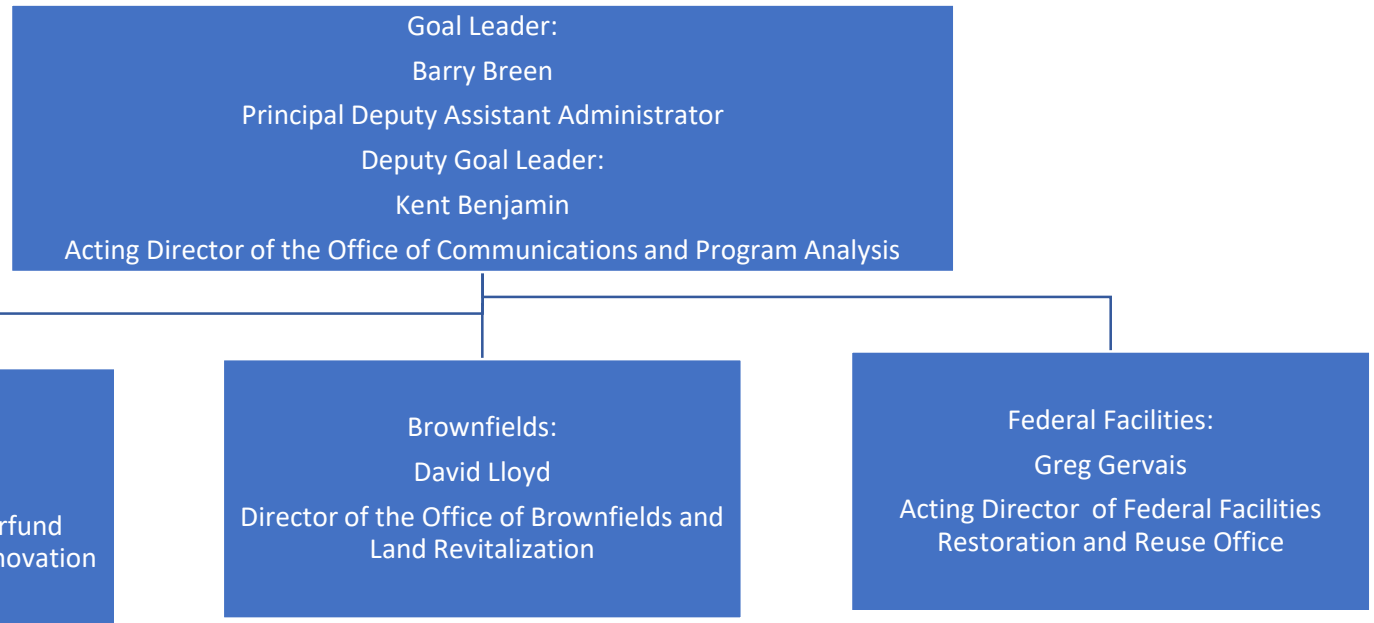
Challenge

- 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. EPA's Office of Land and Emergency Management (OLEM) tracks more than 532,000 sites, representing about 20 million acres of land.
- Implementation of Institutional Controls (ICs) is critical to ensuring the protectiveness of SF remedies. Implementing ICs remains a major barrier to achieving site-wide RAU (SWRAU) at SF 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.
- Reduced program resources both hamper states' and tribes' ability to oversee BF cleanup work and reduce the amount of support BF project officers can provide grantees, delaying RAU designations.
- Reported BF RAU rely on grantee-reported data, which are often difficult to obtain for a variety of factors.

Opportunity

- EPA's SF and BF 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



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. EPA's Office of Land and Emergency Management (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 use SFTF deliverables and apply lessons learned.
- The SFTF report has 42 recommendations. EPA has five goal groups working to refine those recommendations and to develop implementation plans for acting on the recommendations. The SF program has 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>
- "Recommendation 34" calls for updating, on an annual basis, information about SF sites achieving site-wide ready for anticipated use (SWRAU) early in the remedial process. As part of the Agency's APG, the SF program aims to increase the number of future SWRAU accomplishments. 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 SF program discusses monthly SWRAU accomplishments at OLEM Business Review meetings.
- As part of the SFTF, the Office of Brownfields and Land Revitalization (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 BF communities.

Goal Structure & Strategies, continued

EPA Lean Management System (ELMS)

- EPA continues to deploy its new EPA Lean Management System (ELMS) to achieve the results set forth in the FY 2018-2022 EPA Strategic Plan. As part of ELMS, EPA has conducted multi-day process improvement events to make significant progress in specific priority areas, including permitting, identified in the Strategic Plan.
- Visual management is a major aspect of ELMS that is being used to ensure that improvements from the events are achieved and will be sustained over time. Poster boards with regularly updated performance data serve as visual management for monitoring progress towards meeting the targets set forth in the Strategic Plan, while additional poster boards are being used to track the work flow necessary to achieving the targets. Managers and staff 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 hold Monthly Business Review meetings 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 and Chief of Operations hold quarterly performance reviews to monitor overall progress on the agency's Strategic Plan and priority area projects.
- ELMS is designed to ensure that EPA regularly monitors progress toward meeting targets and takes immediate action if expected performance is off track.

Summary of Progress – FY 2018 Q1

Superfund (SF) 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 sites eligible for the measure and provide strategies for meeting SWRAU targets in FY 2018.
- Updated the SWRAU checklist form to reflect the two Human Exposure Under Control indicators appropriate for achieving SWRAU to ensure that all sites meet one of the two required when achieving SWRAU.
- Conducted joint headquarters and regional reviews of 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 (BF) 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 (SF) Highlights:

- Worked to update the Regional Best Management Practices document as result of a Lean event held in March 2018.
- Continued joint headquarters and regional reviews of information collected during the FY 2017 national site-wide ready for anticipated use (SWRAU) audit to set appropriate targets and regional bids and identify sites that could achieve SWRAU in FY 2018.
- Additionally, the SF program is conducting another audit of SWRAU candidates.
- Took specific actions to achieve SWRAU goals including: holding a Kaizen Lean event; forming a national SWRAU workgroup; continuing the annual SWRAU audit; creating tools and resources for regions (e.g., BMPs, webinars); and discussing monthly SWRAU accomplishments at OLEM's Monthly Business Review meetings.

Brownfields (BF) 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 (SF) Highlights:

- Formed a national site-wide ready for anticipated use (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 the Office of Continuous Improvement (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 FY 2018 target of 51.
- Note: SF site cleanups typically increase in number toward the end of the fiscal year due to factors such as seasonal construction.

Brownfields (BF) 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.

Summary of Progress – FY 2018 Q4

Superfund (SF) Highlights:

- Met the FY 2018 SF Agency Priority Goal (APG) target of 51 SF site-wide ready for anticipated use (SWRAU).
- Continued to implement Superfund Task Force (SFTF) recommendations that advance SWRAU, including completing nearly 20 optimization projects and project scoping best management practices to accelerate site cleanup progress and launching a new site mapping tool to support redevelopment.
- Released a memo providing new process insights and recommendations to identify and determine applicable or relevant and appropriate requirements (ARARs) resulting from prior Lean activities. Both regional and state program and legal experts participated in the ARARs Lean effort.
- Used Lean techniques to streamline coordination with regional offices on 5-Year Reviews of Federal Facility National Priorities List sites.

Brownfields Highlights

- Exceeded the FY 2018 BF APG target of 684 BF properties RAU (reached 861 BF properties RAU).
- Used Lean techniques to reduce backlog of open work packages in Assessment, Cleanup and Redevelopment Exchange System (ACRES) database by over 1,700 work packages.
- Drafted a visual tracking tool for Regional Open Work Package status and presented information on monthly calls.
- Initiated a process to develop baselines to help track regional accomplishments from August – December 2018 in order to set monthly targets for each region to decrease their open work packages beginning in January 2019.

Key Milestones

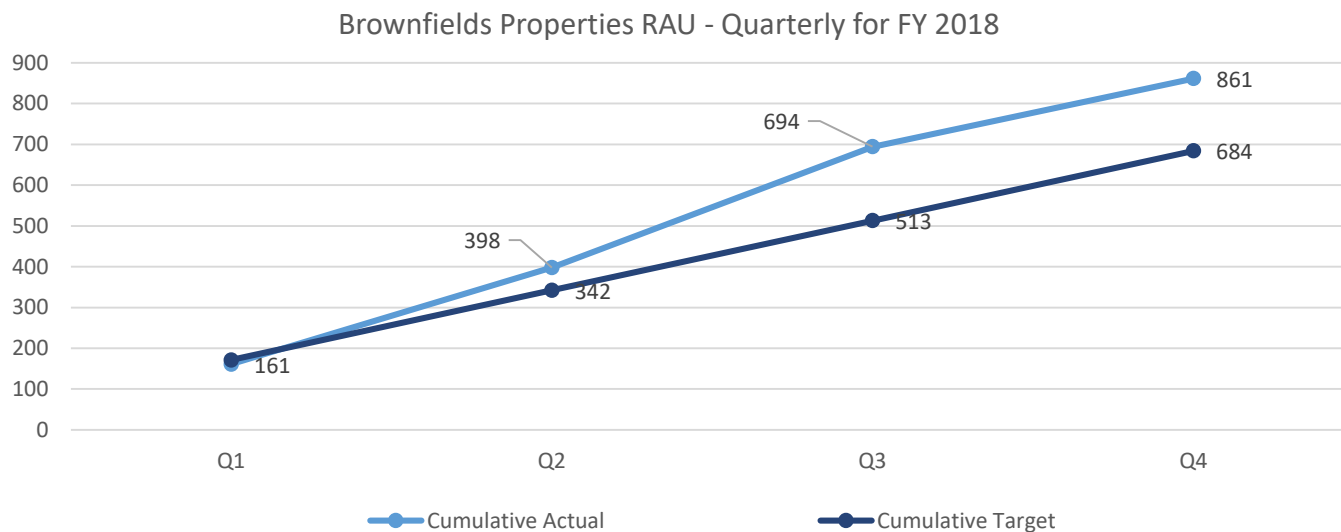
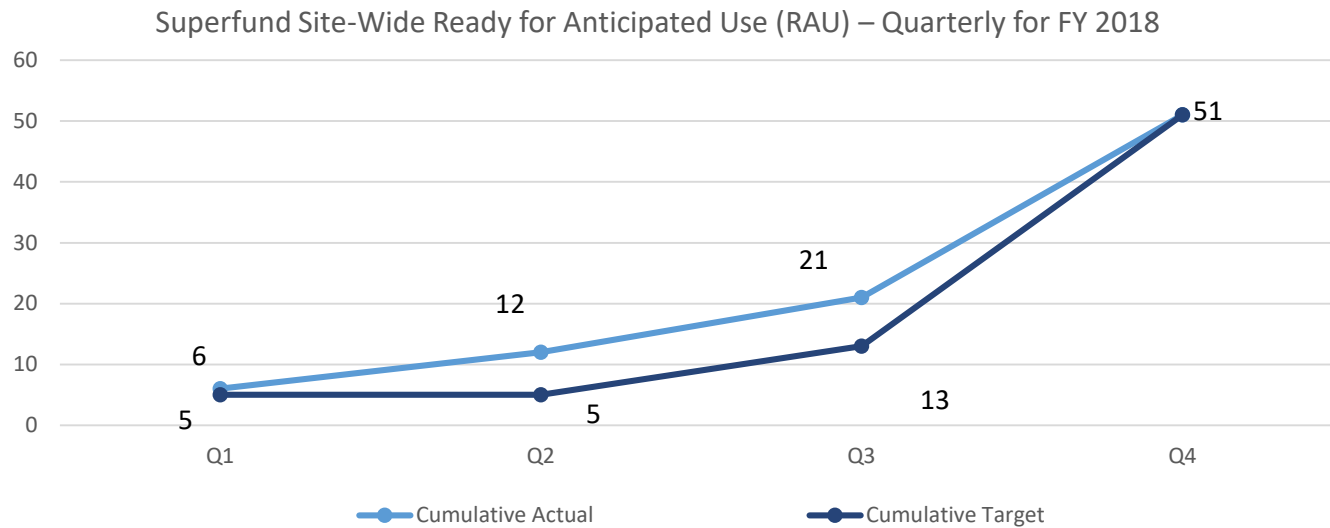
Milestone Summary					
Key Milestone (quarterly results)	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Comments (cumulative result as of end of quarter as percentage of annual target)
Number of SF site-wide RAU - 6	Q1/FY 2018	On-track	NA	Jim Woolford	11.8% of FY 2018 target of 51
Number of BF properties RAU - 161	Q1/FY 2018	On-track	NA	David Lloyd	23.5% of FY 2018 target of 684
Number of SF site-wide RAU - 6	Q2/FY 2018	On-Track	Positive Change	Jim Woolford	35.3% of FY 2018 target of 51
Number of BF properties RAU - 237	Q2/FY 2018	On-Track	Positive change	David Lloyd	58.2% of FY 2018 target of 684
Number of SF site-wide RAU - 9	Q3/FY 2018	On track	Positive Change	Jim Woolford	52.9% of FY 2018 target of 51
Number of BF properties RAU - 296	Q3/FY 2018	On track	Positive change	David Lloyd	101.5% of FY 2018 target of 684
Number of SF site-wide RAU - 30	Q4/FY 2018	On track	Positive Change	Jim Woolford	100% of FY 2018 target of 51
Number of BF properties RAU - 167	Q4/FY 2018	On track	Positive change	David Lloyd	125.9% of FY 2018 target of 684
Q1 data reporting: SF site-wide RAU & BF properties RAU	Q1/FY 2019			Jim Woolford & David Lloyd	FY 2019 target of 51 FY 2019 target of 684

QUARTERLY TARGET (*cumulative result/cumulative target)

SUPERFUND Site-Wide RAU	BROWNFIELDS PROPERTIES 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 (51/51)	BF – Q4 = 171 (*861/684)

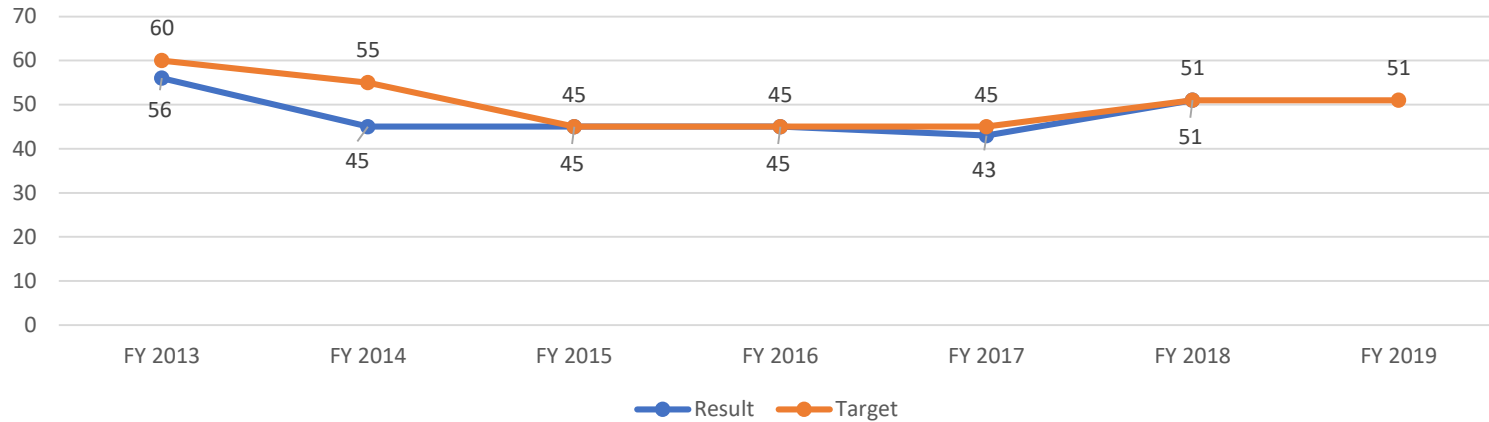
For additional information, refer to Data Accuracy and Reliability and Additional Information slides

Key Indicators – Quarterly for FY 2018

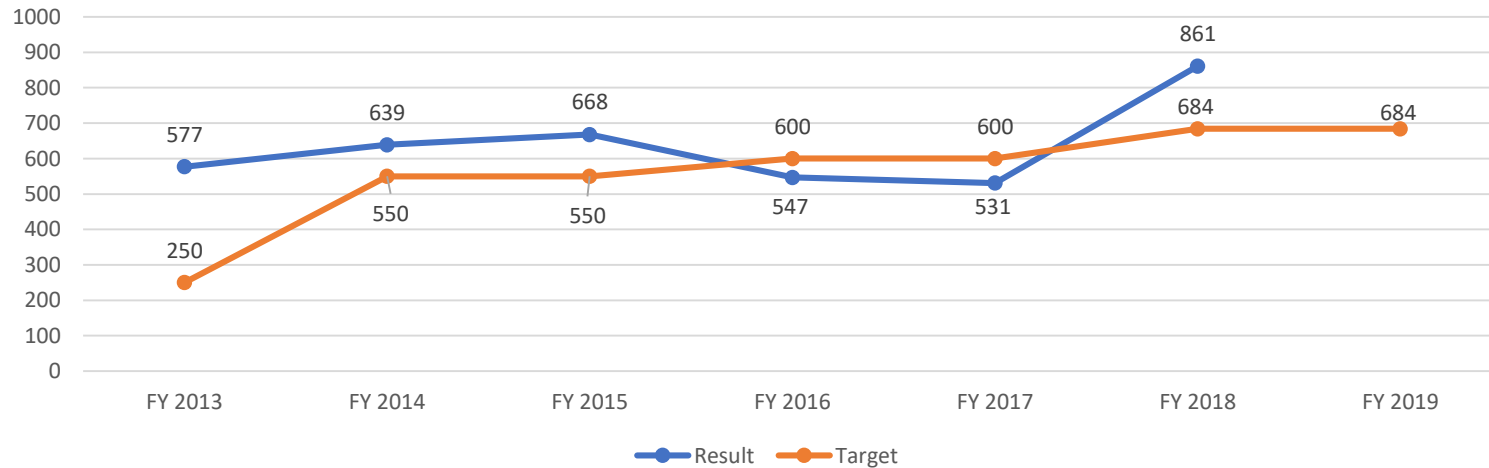


Key Indicators — Annual Performance (FY 2013 - FY 2019)

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



PM B30: Number of Brownfield properties made ready for anticipated reuse



Data Accuracy and Reliability

- Data for the Ready for Anticipated Use (RAU) measures are reported to systems administered by the Superfund (SF) and the Brownfields (BF) programs.
- EPA's authority and control over contaminated sites varies depending on the statutory authority under which the site is being addressed. BF data are self-reported by grantees.
- The SF program provides the following information to the public on the EPA website: FY 2016 and prior performance measure and program accomplishments webpage, site-specific site-wide RAU (SWRAU) status on the SF 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

- The lead office is EPA's Office of Land and Emergency Management (OLEM). The key official is Barry Breen, the Principal Deputy Assistant Administrator (PDAA) of OLEM. The Superfund (SF) and the Brownfields (BF) programs contribute to this goal. These programs collaborate with EPA's Office of Enforcement and Compliance Assurance (OECA) to deliver environmental results.

Other Federal Agencies / Stakeholder / Congressional Consultations

- 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:

- Ready for anticipated use (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.
- 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.