



## FY 2018-2019 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

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## 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).

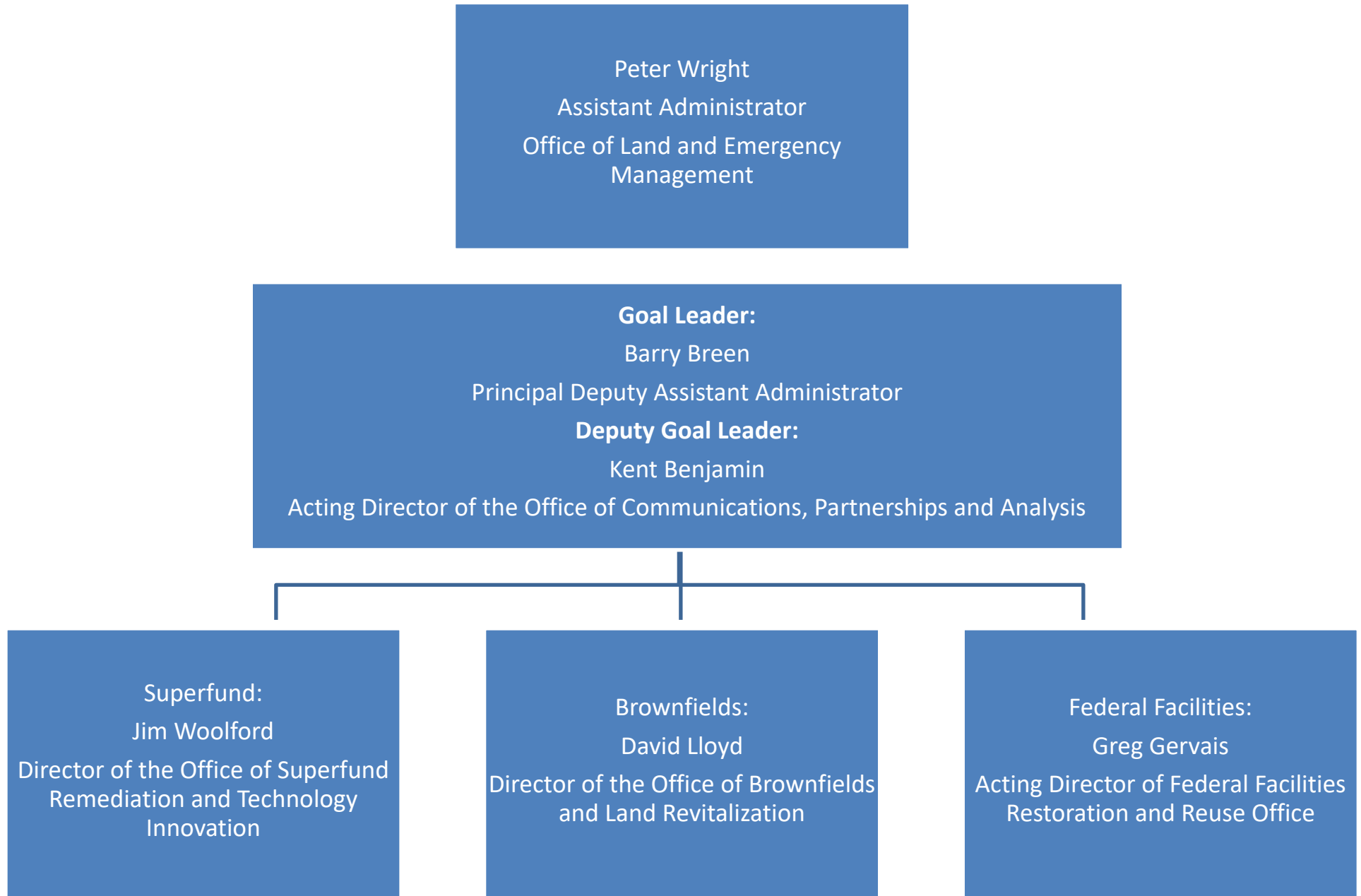
## Challenge

- 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) 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.
- Many Federal Facility Superfund sites are megasites with complex cleanups that create challenges in achieving site-wide RAU (SWRAU).
- 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 cleanup 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 to identify lessons learned, efficiencies and opportunities to advance site cleanup.

# Leadership Structure



# Goal Structure and Strategies

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## 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.
- As part of the Agency's APG, the Superfund program aims to increase the number of future SWRAU accomplishments. Specific actions to achieve this goal include: implementing key Superfund Task Force (SFTF) recommendations, holding a Lean event, forming a national SWRAU workgroup, continuing the annual SWRAU audit, and creating tools and resources for regions (e.g., best management practices, webinars).
- Additionally, the SF program uses OLEM business review meetings to discuss monthly SWRAU accomplishments and effectiveness of strategies working toward the goal.
- Superfund Task Force (SFTF) implementation of recommendations continue to expedite cleanup, promote community revitalization, and engage partners and stakeholders. 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/100001942.pdf>. Specific to SWRAU, "Recommendation 34" calls for updating, on an annual basis, information about SWRAU early in the remedial process. "Recommendation 42" calls for the use a federal advisory committee to work with a broad array of stakeholders to identify barriers and opportunities related to cleanup and reuse. "Recommendation 40" will support institutional controls with improved risk communication at sites w/ Long-Term Stewardship (LTS) Requirements. "Recommendation 41" calls on EPA to collaborate with Other Federal Agencies (OFAs) to solicit their views on how EPA can better engage Federal Agencies during cleanup at federal facility sites.
- As part of the SFTF, the Office of Brownfields and Land Revitalization (OBLR) conducted redevelopment training for all regions (w/ SF, BF and legal staff) and provides technical assistance with redevelopment plans for BF communities.

# Goal Structure and Strategies (continued)

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## **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

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## **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.
- Identified issues with open work packages in ACRES and eliminated empty work packages in ACRES

# Summary of Progress – FY 2018 Q2

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## **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); held a SWRAU webinar for RPMs on March 28 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.
- Established a baseline work package backlog of approximately 2,000 work packages open more than 90 days
- Drafted national work package clean up SOP for Regional review.
- Set initial program goal of reducing the work package backlog to fewer than 1000 work packages open more than 90 days by December 31, 2018, and a one-year goal of fewer than 500 work packages open more than 90 days.

# Summary of Progress – FY 2018 Q3

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## **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).
- EPA headquarters 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 standard operating procedure.
- Prepared template for monthly tracking report of regional open work packages; formal tracking towards December 2018 work package goal to begin July 2018.
- Revised project officer and grantee trainings; delivered revised training in Addison, TX.



# Summary of Progress – FY 2018 Q4

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## **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 Five-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).
- Continued to use Lean techniques to reduce backlog of open work packages in Assessment, Cleanup and Redevelopment Exchange System (ACRES) database.
- Initiated formal monthly tracking report of regional open work package status; presented regional status on monthly update calls.
- Continued work package reduction towards initial goal of fewer than 1,000 work packages open more than 90 days by December 31, 2018.

# Summary of Progress – FY 2019 Q1 and Q2

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## Superfund (SF) Highlights

- SFTF work on “Recommendation 34” is complete and EPA has incorporated the resulting outcomes into routine program implementation such as: published information regarding sites that achieved the SWRAU performance measure in Q1 of FY 2019, including associated acreage and reuse status; continued developing reuse fact sheets and case studies highlighting successful public/private interactions; and regional staff fielded over 30 redevelopment-related, prospective purchaser inquiries, including requests related to site reuse opportunities.
- OLEM has initiated work on SFTF “Recommendation 42” by completing charge document and delivered to National Environmental Justice Advisory Council (NEJAC) at public meeting and forming a NEJAC Working Group.
- OLEM initiated a Lean Kaizen project to improve the clarity and efficiency of moving sites through the deletion process, which is critical to reaching SWRAU.
- Worked on the added task under “Recommendation 40” to support institutional controls with improved risk communication at SF sites w/long-term stewardship (LTS) Requirements which is critical to maintaining SWRAU. Specifically, OLEM developed partner/stakeholder engagement strategy for risk communication in Q2 of FY 2019.

## Brownfields Highlights

- Met the initial program goal of reducing the work package backlog to fewer than 1000 work packages open more than 90 days by December 31, 2018.
- Continued progress towards the one-year goal of fewer than 500 work packages open more than 90 days by June 30, 2019.
- Since the project’s initiation, the number of work packages open more than 90 days has declined from approximately 2000 in March 2018 to 798 in February 2019.

# Summary of Progress – FY 2019 Q3

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## Superfund (SF) Highlights

- After returning to work following the shutdown, OLEM successfully implemented strategies that (1) coordinated with OECA to provide Regions with site-specific support to make up for the shutdown, as well as issues related to institutional controls (which remains one of the biggest barriers to SWRAU); (2) address new contaminants (i.e. PFAS); and (3) worked with the other federal agencies to re-prioritize the workload to get Federal Facilities work back on track.
- OLEM continued work on SFTF “Recommendation 42” working with the National Environmental Justice Advisory Council (NEJAC) on the current charge “Superfund Remediation and Redevelopment for EJ Communities.”
- As a part of a Lean Kaizen project, OLEM has developed new Visual Management tools to improve the clarity and efficiency of moving sites through the deletion process.
- Under “Recommendation 40,” OLEM continues to implement the partner/stakeholder engagement strategy for risk communication.
- OLEM’s work on “Recommendation 41” is complete. After soliciting the views of Other Federal Agencies (OFAs) on how EPA can better engage Federal Agencies during cleanup at federal facility sites, EPA incorporated the resulting outcomes into routine program implementation.

## Brownfields Highlights

- Missed the stretch program goal of reducing the work package backlog to 500 work packages open more than 90 days by June 30, 2019. The program reduced the work package backlog to 690 from approximately 2000 in March 2018 – a 65% reduction.
- For the next phase of the project, the Brownfields Program will establish a Standard Operating Procedure to contact closed grant recipients and update accomplishment data accordingly.

# Summary of Progress – FY 2019 Q4

## Superfund (SF)

- The FY 2019 APG target of 51 SF sites site-wide ready for anticipated use (SWRAU) was not met: EPA reached 48 SWRAU at the end of FY 2019 Q4. The target was missed due to three SWRAU retractions related to PFAS discovery (one site) and discovery of new/different exposure routes (two sites); also the government lapse in funding delayed work at sites. For FY 2020, EPA is conducting a review of the universe of sites to improve target development for the fiscal year, focusing on developing Institutional Controls in cooperation and coordination with local governments and PRPs, and implementing Superfund Task Force (Task Force) recommendations critical for SWRAU.
- The Task Force released its [final report in September 2019](#). Recommendations 34, 40, 41 and 42 in the report were specifically designed to advance SWRAU. Those recommendations include:
  - Ensuring that Sitewide Ready for Anticipated Use performance measure information is up-to-date and readily accessible on the Superfund Redevelopment Initiative website and expanded the list of confirmed SWRAU sites to include site reuse status (Rec 34).
  - Improving risk communication with communities and stakeholders at Superfund sites, particularly at locations where waste has been left in place and the site requires long-term operation and maintenance and institutional controls (Rec 40).
  - Enhancing engagement about cleanup actions at Federal Facilities by improving regularly-scheduled meetings with other federal agencies and states in terms of focus, purpose and construction (Rec 41).
  - Engaging [the National Environmental Justice Advisory Council](#) (NEJAC), under which a working group developed a series of draft recommendations to identify barriers and opportunities related to cleanup and reuse of superfund sites (Rec 42).
- To ensure the integration of the work completed under the Task Force into the Superfund program, EPA identified [15 performance metrics](#) to impose accountability on the Agency in implementing lessons learned during Task Force efforts.

## Brownfields

- Exceeded the FY 2019 APG target of 684 BF properties RAU (reached 910 BF properties RAU). Improving timely reporting of RAU by reducing the work package backlog helped EPA to exceed the target. Reduced the work package backlog by approximately 65% to 700. EPA continues to work to reduce the backlog.
- Using the ELMS deployment process, established visual management and a Standard Operating Procedure to contact closed grant recipients and update accomplishment data accordingly. EPA will begin work on this project in Q1 of FY 2020.

# Key Indicators

## Milestone Summary

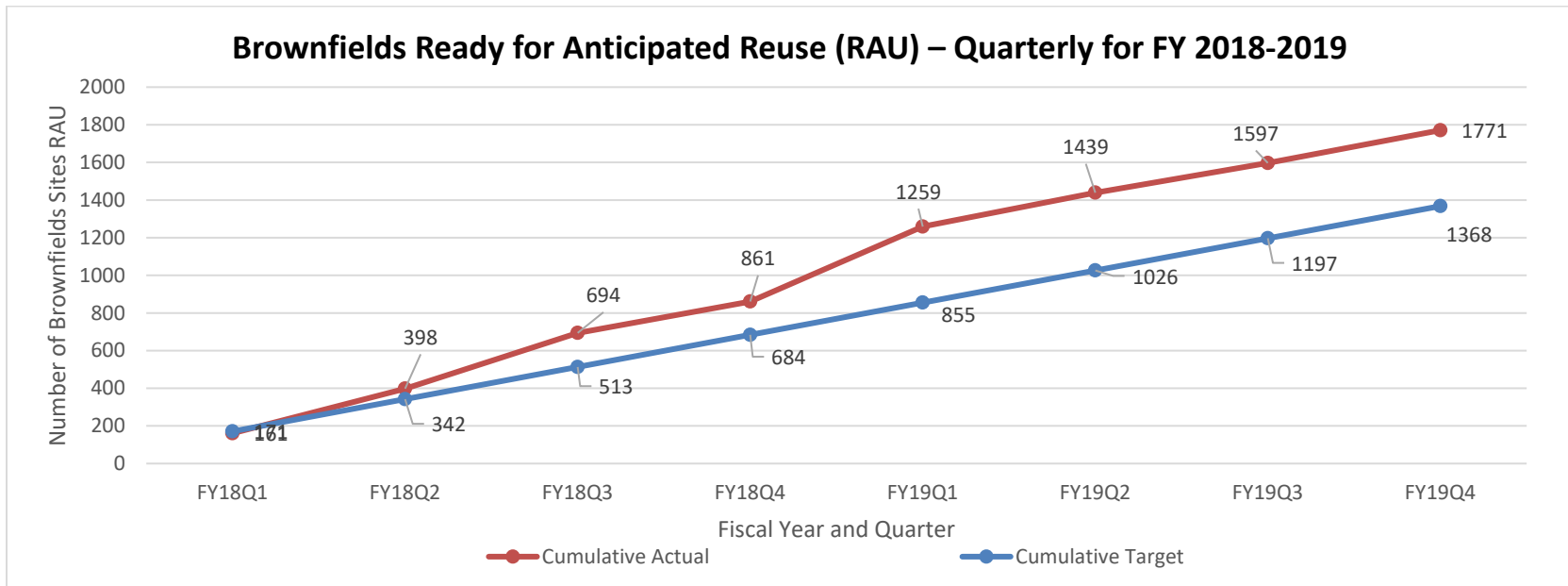
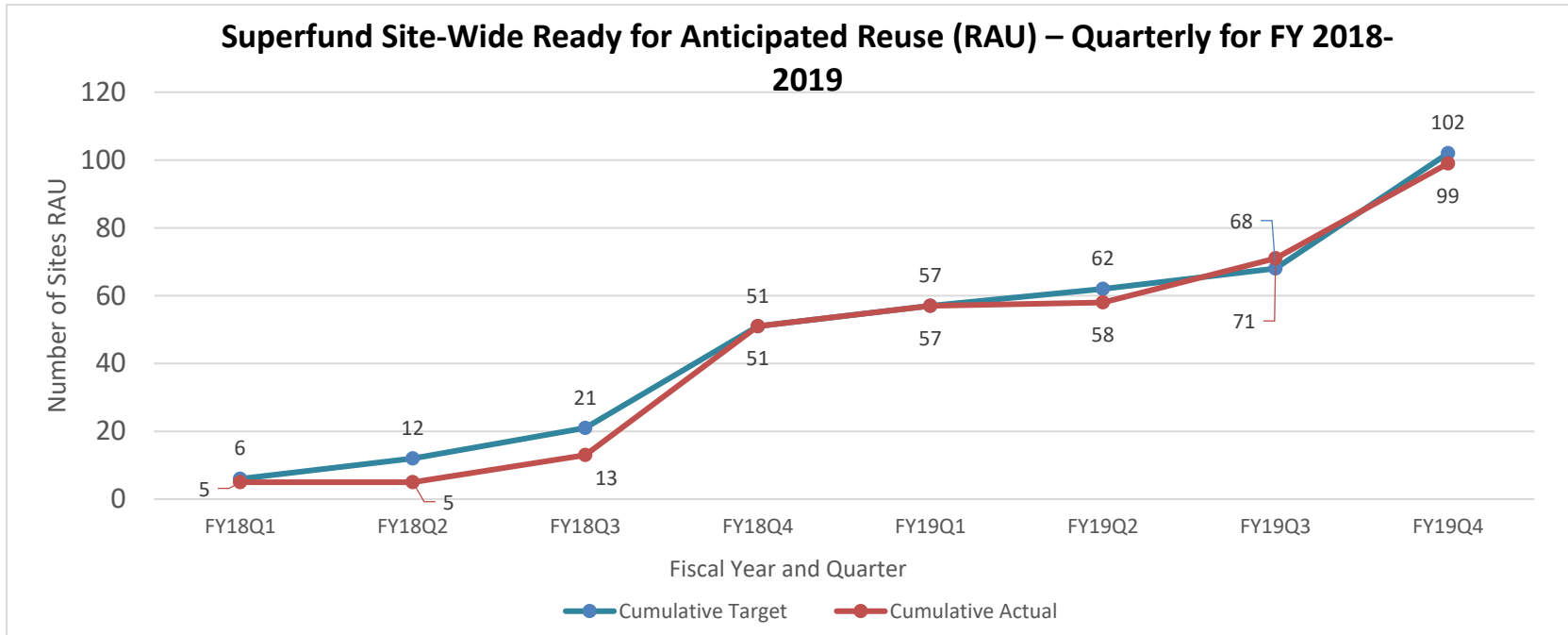
Key Milestones (quarterly results)	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Comments (cumulative result as of end of quarter as percentage of annual target)
Number of SF site-wide RAU - 6	Q1/FY 2018	Target met	NA	Jim Woolford	11.8% of FY 2018 target of 51
Number of BF properties RAU - 161	Q1/FY 2018	Target met	NA	David Lloyd	23.5% of FY 2018 target of 684
Number of SF site-wide RAU - 6	Q2/FY 2018	Target met	No change	Jim Woolford	23.5% of FY 2018 target of 51
Number of BF properties RAU - 237	Q2/FY 2018	Target met	No change	David Lloyd	58.2% of FY 2018 target of 684
Number of SF site-wide RAU - 9	Q3/FY 2018	Target met	No change	Jim Woolford	41.2% of FY 2018 target of 51
Number of BF properties RAU - 296	Q3/FY 2018	Target met	No change	David Lloyd	101.5% of FY 2018 target of 684
Number of SF site-wide RAU - 30	Q4/FY 2018	Target met	No change	Jim Woolford	100% of FY 2018 target of 51
Number of BF properties RAU - 167	Q4/FY 2018	Target met	No change	David Lloyd	125.9% of FY 2018 target of 684
Number of SF site-wide RAU - 6	Q1/FY 2019	Target met	No change	Jim Woolford	11.8% of FY 2019 target of 51
Number of BF properties RAU - 398	Q1/FY 2019	Target met	No change	David Lloyd	58.2% of FY 2019 target of 684
Number of SF site-wide RAU - 1	Q2/FY 2019	Below target	Change	Jim Woolford	13.7 % of FY 2019 target of 51
Number of BF properties RAU - 180	Q2/FY 2019	Target met	No change	David Lloyd	84.5% of FY 2019 target of 684
Number of SF site-wide RAU - 13	Q3/FY 2019	Target met	Change	Jim Woolford	39.2 % of FY 2019 target of 51
Number of BF properties RAU - 158	Q3/FY 2019	Target met	No change	David Lloyd	107.6% of FY 2019 target of 684
Number of SF site-wide RAU - 28	Q4/FY 2019	Below Target	Change	Jim Woolford	94.1% of FY 2019 target of 51
Number of BF properties RAU - 174	Q4/FY 2019	Target met	Change	David Lloyd	133% of FY 2019 target of 684

## QUARTERLY TARGET (\*cumulative result/cumulative target)

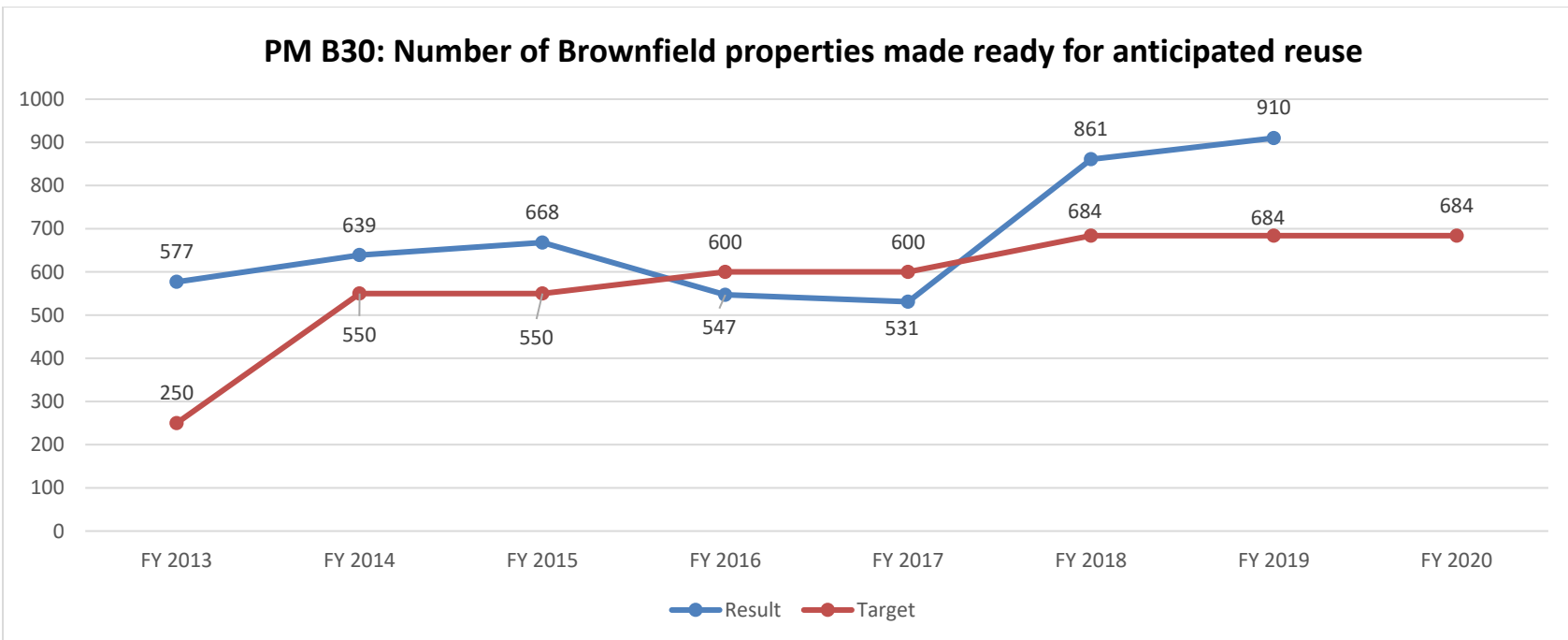
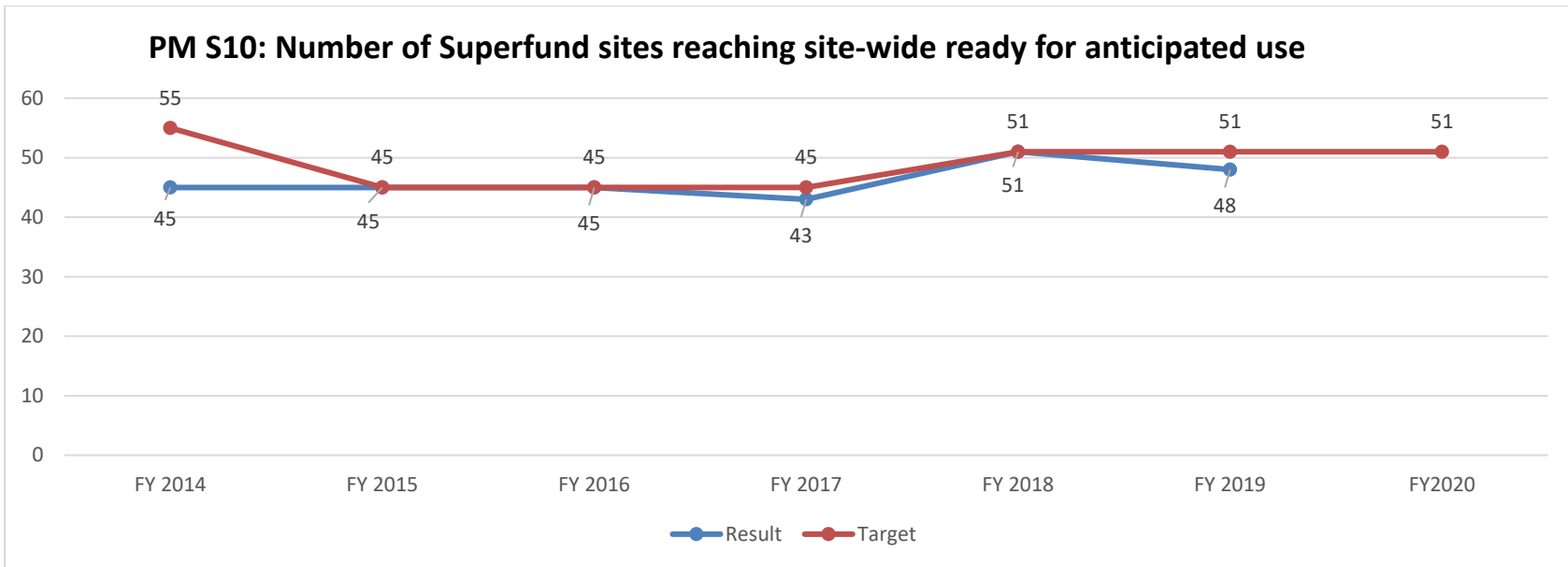
SUPERFUND Site-Wide RAU	
EOY 2018 SF TARGET = 51	FY 2018-19 SF TARGET = 102
SF Q1 = 5 (*6/5)	SF Q1 = 6 (*57/57)
SF Q2 = 0 (*12/5)	SF Q2 = 5 (*58/62)
SF Q3 = 8 (*21/13)	SF Q3 = 6 (*71/68)
SF Q4 = 38 (*51/51)	SF Q4 = 34 (*99 /102)

BROWNFIELDS PROPERTIES RAU	
EOY 2018 BF TARGET = 684	FY 2018-19 BF TARGET = 1,368
BF Q1 = 171 (*161/171)	BF Q1 = 171 (*1,259/855)
BF Q2 = 171 (*398/342)	BF Q2 = 171 (*1,439/1,026)
BF Q3 = 171 (*694/513)	BF Q3 = 171 (*1,597/1,197)
BF Q4 = 171 (*861/684)	BF Q4 = 171 (*1,771 /1,368)

# Key Indicators: Quarterly for FY 2018 – FY 2019



# Key Indicators: Annual Performance (FY 2013 – FY 2020)



# Data Accuracy and Reliability

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## 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

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## 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.