UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
WASHINGTON, D.C. 20460

MAY 10 1996

OFFICE OF
SOLID WASTE AND EMERGENCY
RESPONSE

MEMORANDUM

SUBJECT: Enhancing State Role for the Superfund Program

FROM: Timothy Fields, Jr.
Deputy Assistant Administrator

TO: Addressees

Purpose

This memorandum has two purposes. First, it is to inform you that the Office of Emergency and Remedial Response (OERR) is beginning a process to prepare for enhancing the State/Tribal role in the Superfund program. Second, it is to invite you to participate in this process.

Background

Both the 1993-1994 and current reauthorization debates have shown us that the role of the States/Tribes in the Superfund program will be changing dramatically. The States/Tribes will have a larger role than their current one in implementing Superfund under any reauthorization scenario. Additionally, the Superfund program has started heading in this direction as seen by a number of Superfund Reforms which are in furtherance of enhancing the State/Tribal role (e.g., State Deferral, Block Funding, Voluntary Cleanups). However, unlike these reforms, the upcoming effort will plan for the broadly enhanced State/Tribal roles in a reauthorized Superfund Program.

Process and Conceptual Plan

Process

We have decided to use a structured facilitation process called Business Process Redesign to manage the work. Basically, this entails a four step process: 1) Defining the scope (includes: developing a vision, project scope, management plan, communication strategy); 2) Assessing current practices; 3) Redesign (includes developing and evaluating options); and 4) Planning implementation.

Conceptual Plan

The conceptual plan (Attachment 1) consists of a "Senior Management Council," a "Leadership Integration Team," and approximately four workgroups. Each workgroup is headed by a member of the "Leadership Integration Team" and is responsible for analyzing options and developing recommendations related to its issue area. The Senior Management Council will be a small group of senior-level decision makers who provide the overall vision and direction for the process of enhancing State role. This council will make decisions based on the information and recommendations that the "Leadership Integration Team" brings to its attention.

Currently, we see the issue areas (not necessarily mutually exclusive, no particular order) as:

1. Enhanced Tribal Role (e.g., focus on unique issues associated with Tribes)
2. State Readiness (e.g., interest and capabilities linked with successful program implementation)
3. Assistance to States (e.g., technical and financial assistance)
4. EPA/State Partnerships (e.g., EPA-State agreements, review and approval process, performance-based reporting requirements)

Next Steps

We feel that the Senior Management Council needs to have balanced representation from the Regions, States, and Headquarters. The Council will first meet or conference together in the Summer. By that time, the issue area workgroups should be formed and some activities will be underway. The initial meeting will provide up-front executive direction to this process. Serving on the Management Council will require availability for periodic meetings, and should not be time intensive.

I have asked Steve Luftig, Director of OERR, to be OSWER's representative. In addition, we have discussed having the Regional representatives be drawn from the group who drafted the program strategy discussed at the February Dallas Policy Meeting. Please inform either Dave Evans (703-603-8844) or Sharon Frey (703-603-8817) by May 20,1996, of your ability to participate on the Management Council.

Attachment

Addressees: Jerry Clifford, OSRE
Larry Starfield, OGC
Shelley Metzenbaum, OROSLR
Mark Giesfeldt, ASTSWMO
Beth Craig, CO
Kathryn Schmoll, CO
Tom Curtis, NGA
Terry Williams, American Indian Environmental Office

CC: Fred Hansen, AO
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Kris Hoellen, ASTSWMO
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Jim Woolford, FFRRO
Linda Garczynski, OSWER
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Sandra Connors, OSRE
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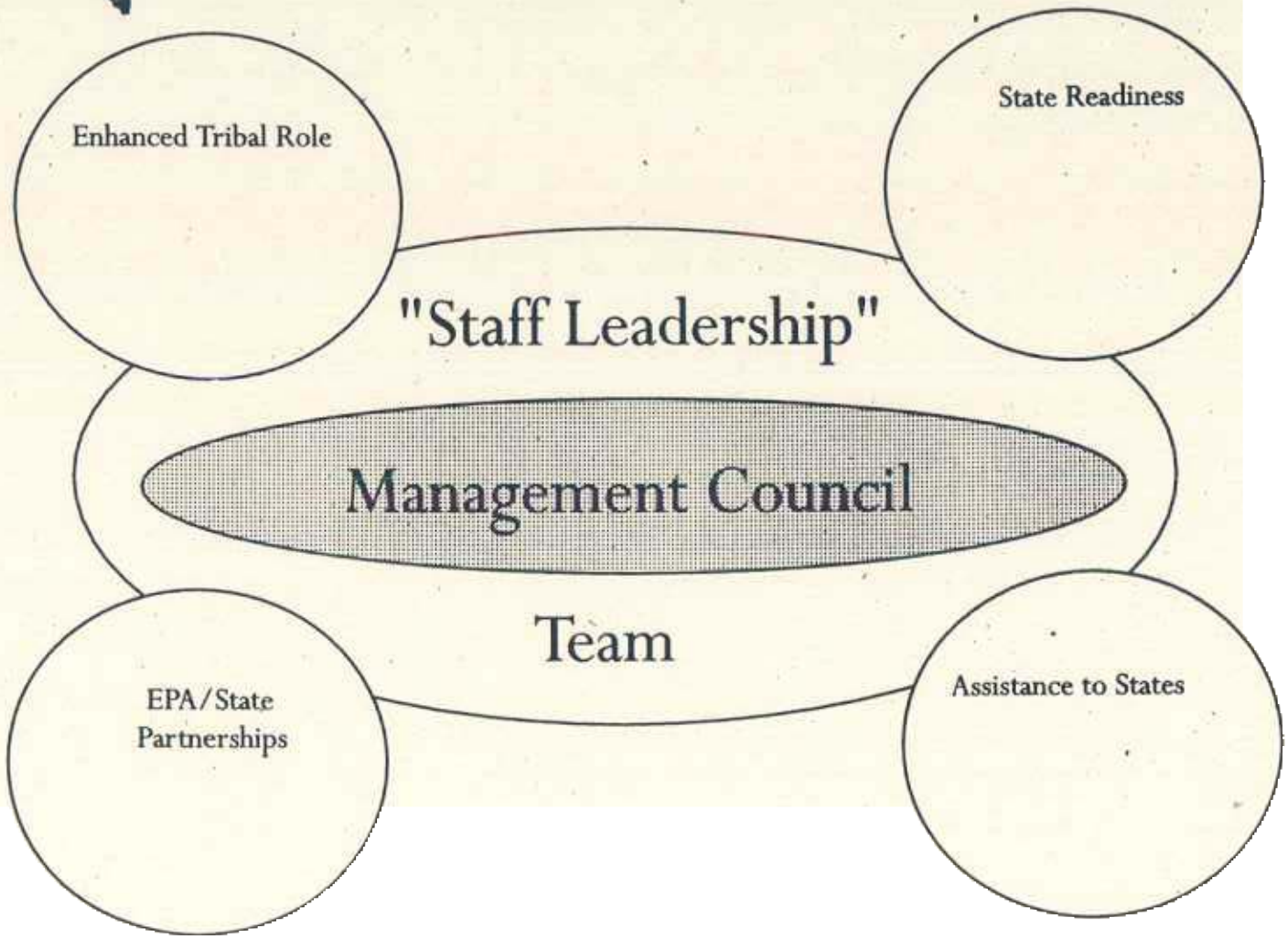
Conceptual Plan