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

JUN 1 9 1999

OFFICE OF
SOLID WASTE AND EMERGENCY
RESPONSE

Memorandum

SUBJECT: RCRA Corrective Action Workshop on Results-Based Project Management

FROM: *Elizabeth A. Cotsworth*
Elizabeth A. Cotsworth, Acting Director
Office of Solid Waste

TO: Workshop Participants

Welcome to the RCRA Corrective Action Workshop on Results-Based Project Management. Based on the feedback I've heard from previous deliveries of the workshop, I believe you're going to have very informative, interactive, and fun three days. I'm also confident that the next three days will provide you with a clear picture of an enhanced RCRA Corrective Action program which fosters creative approaches capable of producing faster, better results.

The driving force behind today's RCRA Corrective Action program is our commitment, made in response to the Government Performance and Results Act (GPRA), to achieve two specific environmental indicators at our high-priority facilities by the year 2005. The two indicators are designed to measure the state-of-the-environment with respect to protection of human health and our nation's valuable groundwater resources. These indicators make sense environmentally, are achievable, and represent an opportunity to improve public confidence in the quality of the environment near facilities subject to RCRA Corrective Action as well as in the overseeing regulatory agencies responsible for ensuring a safe environment.

I sincerely believe that if we apply in our day-to-day work the following formula for success, upon which the Workshop is based, we will achieve our commitments.

- Experience**
 - + **Focus on results**
 - + **Effective, open and frequent communication**
 - + **Risk as well as uncertainty management**
 - + **Administrative flexibility**
 - + **Creativity**
 - **Unnecessary process steps, reports, and plans**
- = ACHIEVING ENVIRONMENTAL INDICATORS**

Thank you for taking the time to attend this workshop, being open to new ideas, sharing approaches you've found to be successful, and ultimately, using all possible means to improve the pace of Corrective Action and fulfill our commitments.