



FINAL Management Action Process (MAP) Resource Guide

*Office of Environmental Restoration
EM-40*

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SECTION 1 Introduction

1.1 Why the Management Action Process (MAP)?

Sites that implement the Management Action Process (“Process”) will be able to better build, execute, justify, and defend their environmental restoration project at the field and Headquarters levels.

All Department of Energy (“Department”) sites are in various stages of planning and executing environmental restoration activities in response to contamination from past operations. Individualized plans and regulatory agreements have evolved and now govern the scope of multiple investigations and associated decision-making at a site. As a consequence, the Department is faced with integrating ongoing diverse plans, multiple players, and associated activities into a comprehensive project at each site to ensure that all contamination is addressed in an optimal manner. Implementation of the Process within the Environmental Restoration (EM-40) Program will promote needed integration and will facilitate the justification and defense of your site’s environmental restoration project during this time of uncertainty and increased scrutiny.

The Process being implemented within EM-40 is critical and offers tangible benefits. It improves internal and external relationships. It improves the quality of project management activities by providing a common understanding of where the environmental restoration project has been, where it is now, where it is going, and how it will get there. It ensures that a collaborative and thorough review of environmental restoration activities takes place at each site. It produces a living Management Action Process Document (“Document”) -- an integrated and consolidated source of information on site status, strategies, schedules, costs, and key issues for resolution. It enhances communication and coordination within and outside your installation’s environmental restoration project.

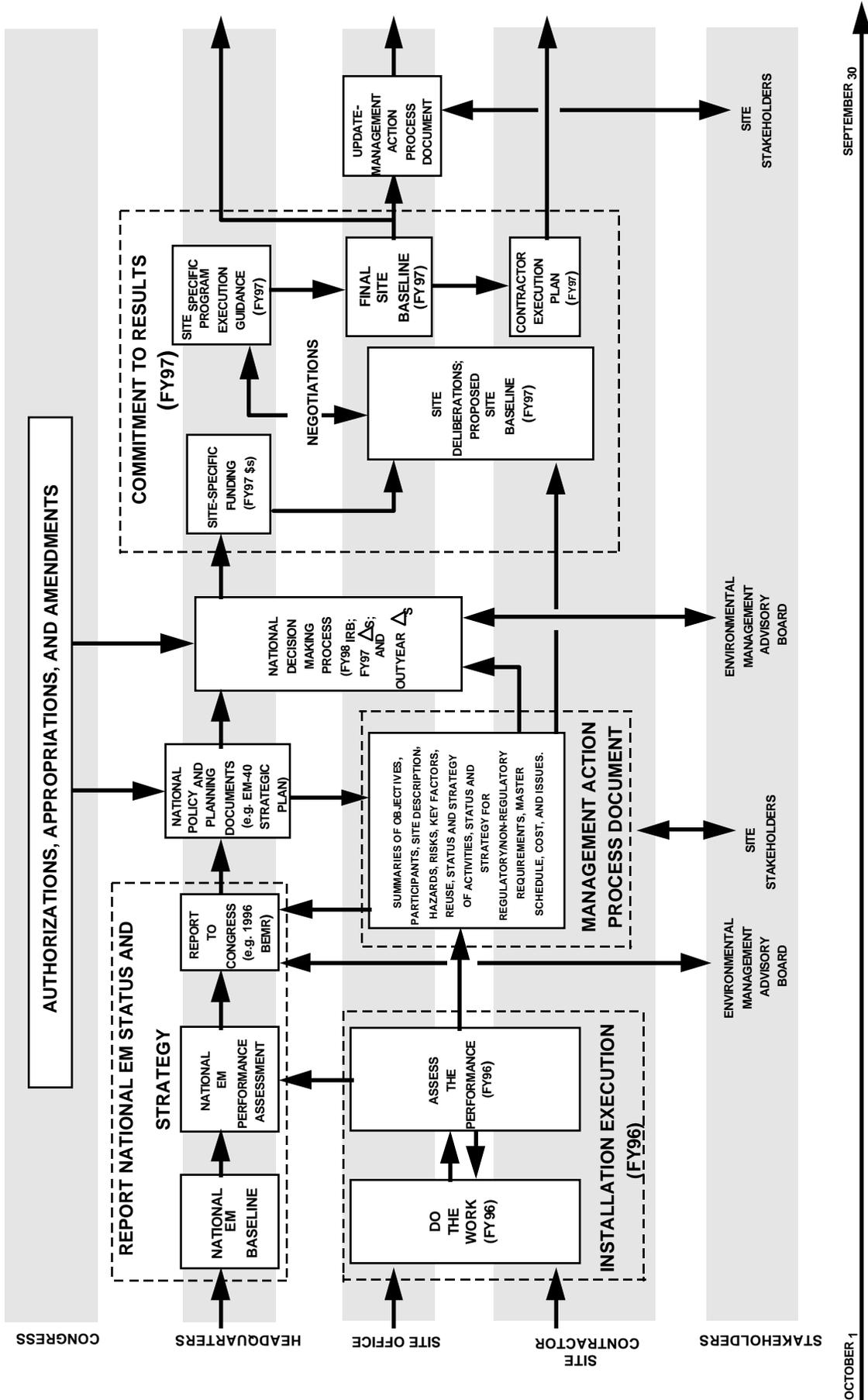
1.2 Where Does the Management Action Process Fit within the Environmental Management Program?

The Process is integral to Environmental Management (EM) decision making. As illustrated in Figure 1-1, the Process, along with your Activity Data Sheets, are your primary inputs to the Internal Review Board, the focal point for National EM budget decisions. Figure 1-2 and Table 1-1 illustrate details of the EM-40 budgeting process, and provide a context for helping understand the decision making processes illustrated in Figure 1-1.

The Process results in a Document that provides a consolidated reference to information on past, present, and future activities, as well as contacts, associated with your installation’s environmental restoration project. The Document serves as a communications tool that provides direct input into Headquarters on your project’s accomplishments, status, strategy, and issues. It provides Headquarters with quick reference to project information across all sites on a summary level, reducing the frequency of data calls regarding your project. Additionally, the Process and Document directly link Headquarters environmental restoration program strategic goals, objectives, and measures to your project’s goals, objectives, and measures.

At the field level, the Process serves to:

- Understand and record the dynamic relationships of your project to the various programs within your site and to parties having regulatory or other interests in your project’s activities
- Define and document roles and responsibilities of other organizations involved with or having an effect your project
- Promote teamwork
- Identify and develop project strategies, as well as a capability to quickly respond to possible changes in key project assumptions



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Figure 1-1
Role of Management Action Process in EM Decision Making

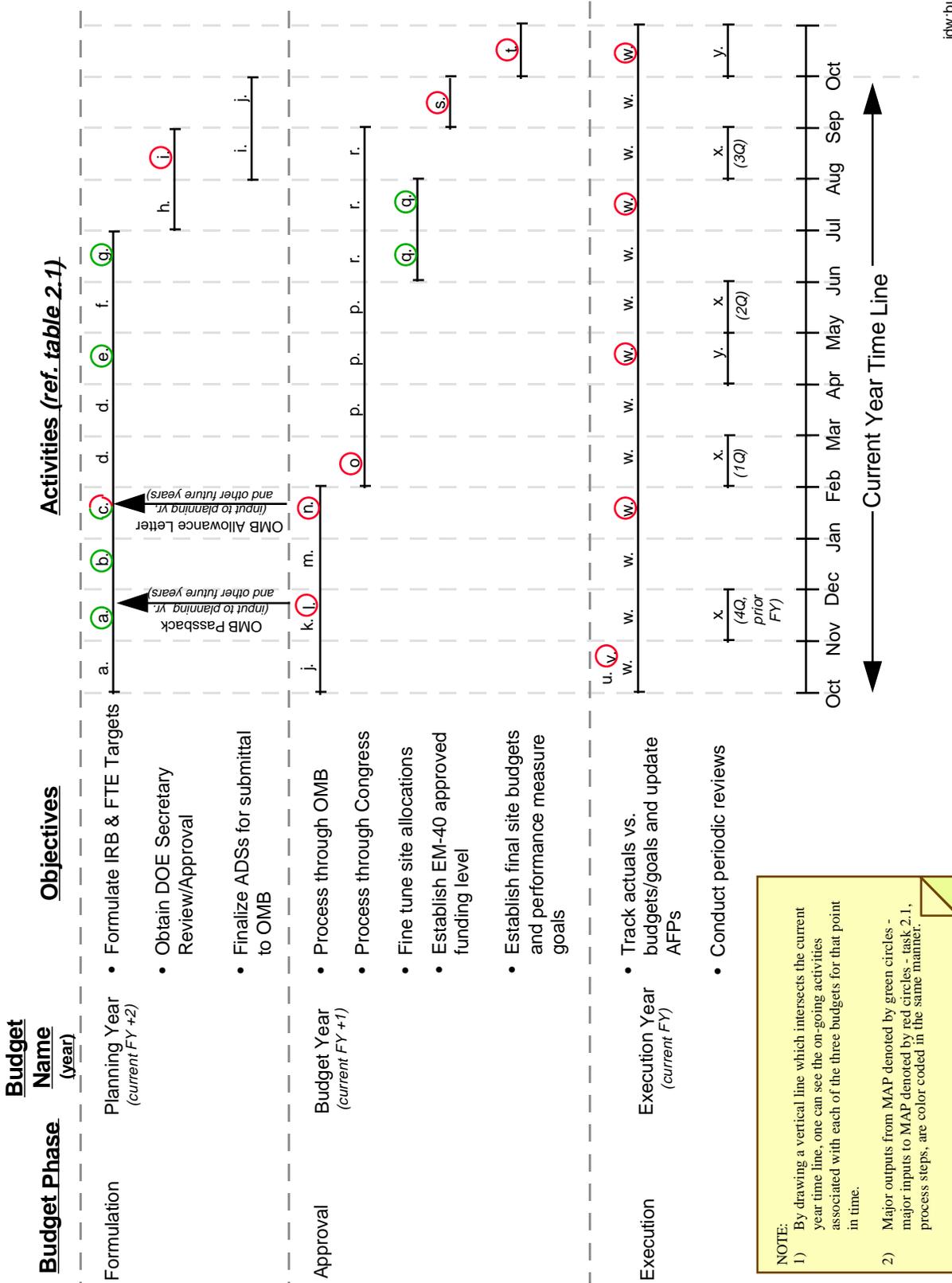


Figure 1-2 EM-40 Budgeting Process (addresses 3 years)

Table 1-1 Budget Process

PLANNING YEAR BUDGET (i.e., for the year "current FY +2")		
Objectives: Formulate internal review budget (IRB)		
Description of Process Steps		When
a.	<ul style="list-style-type: none"> EM-10 distribute Draft Budget Formulation and ADS Development Guidance to HQ and Field. Operations Offices, in cooperation with HQ, regulators, and stakeholders, begin establishing budget priorities. 	Oct
b.	<ul style="list-style-type: none"> EM-10 distribute Final Budget Formulation and ADS Development Guidance to HQ and Field. Begin budget planning. 	Dec
c.	<ul style="list-style-type: none"> DOE CFO issues Unified Budget Call (Unicall) to the field. DOE CFO distributes programmatic control tables based on OMB Passback (see steps l. & n. below). Operations Offices submit program-specific and integrated priority lists to HQ. Field begins development of ADS's. 	Jan
d.	Field develops preliminary budget estimates.	Feb
e.	<ul style="list-style-type: none"> EM-40 begins preparation of IRB. Operations Offices submit proposed program, ADS's, and other supporting document to HQ (e.g., Project Data Sheets). 	Apr
f.	<ul style="list-style-type: none"> Secretary issues IRB guidance. EM-40 presents IRB briefings to AS/EM. DOE CFO issues IRB call to EM-40. HR issues Staffing Data Call providing FTE targets. Field pricing and budget validations and certifications due to HQ. 	May
g.	<ul style="list-style-type: none"> EM-40 refines budget requests through internal deliberations within EM and DOE. EM submits IRB to DOE CFO. EM submits staffing decisions to HR. 	Jun
h.	<ul style="list-style-type: none"> DOE CFO conducts budget reviews, and HR conducts staffing reviews. DOE Secretary, Deputy Secretary, and Under Secretary hold IRB hearings. 	Jul
I.	<ul style="list-style-type: none"> DOE Secretary makes final budget and FTE decisions. DOE CFO issues OMB call. HQ begins updating ADS's to support OMB budget request. 	Aug
j.	DOE submits initial budget request to OMB.	Oct
k.	OMB develops issues/recommendations.	Nov
l.	OMB issues Passback reflecting final OMB decisions.	Nov-Dec
m.	<ul style="list-style-type: none"> OMB and EM work to resolve disagreements on budget. EM-40 revised ADS's to ensure consistency with OMB/agency decisions, for transmittal to Congress in the President's Budget. HQ works with operations Offices to update summary performance measures. 	Dec
n.	<ul style="list-style-type: none"> OMB sends allowance letter to EM to formally communicate: <ul style="list-style-type: none"> - budget decisions and outyear estimates. - employment ceilings. - management improvement goals. - other significant matters. <p>These issues serve as the starting point for the next four fiscal years' budgets.</p>	Jan

PLANNING YEAR BUDGET (i.e., for the year "current FY +2")		
Objectives: Formulate internal review budget (IRB)		
Description of Process Steps		When
o.	<ul style="list-style-type: none"> • OMB submits President's Budget to Congress. • HQ completes revision of ADS's for public release in support of President's Budget. • EM submits Draft Performance Plan to OMB. 	Feb
p.	<ul style="list-style-type: none"> • Congressional budget committees begin hearings, drafting of budget resolutions, and Congress adopts budget resolution (which establishes appropriate levels of: budget authority; outlays, surplus/deficit, and revenues). 	Mar - May
q.	<ul style="list-style-type: none"> • Concurrent with outyear IRB process, within DOE/EM -- for the President's Budget -- decisions made to reallocate funds among sites (while staying within the anticipated funding authorization ceiling/limit); ref: steps g. & h. above. Done largely in anticipation of expected congressional decisions. 	Jun - Jul
r.	<ul style="list-style-type: none"> • Congress continues developing specific spending and revenue measures, and continued hearings on spending and revenue bills and reconciliation legislation. 	Jun - Aug
s.	<ul style="list-style-type: none"> • Action on Senate annual appropriation bill to be completed by September 30. • Agreement by House and senate yields Conference report. • Congress authorizes/appropriates budget for fiscal year starting October 1, or passes Continuing Resolution (see u. below). • EM submits Performance Plan to OMB. 	Sep
t.	<ul style="list-style-type: none"> • EM issues PEG Guidance. This establishes the following for the execution year at site specific level: (a) Approved Funding Plans, (b) GPRA Performance Measures, (c) EA and PEG milestones, and (d) cross-cutting program initiatives, and what is expected of the sites in support. 	Sep
u.	<ul style="list-style-type: none"> • Congress enacts budget or passes a Continuing Resolution (if budget not enacted in September). • OMB apportions new funding. • DOE CFO finalizes Base Table. 	Oct
v.	<ul style="list-style-type: none"> • EM-40 issues initial Approved Funding Program (AFP) Plan. 	Oct
w.	<ul style="list-style-type: none"> • Sites begin tracking actuals versus budgets, and provide monthly updates to AFP Plan. 	Every Month
x.	<ul style="list-style-type: none"> • EM conducts quarterly management reviews. These are the quarterly reviews conducted by Tom Grumbly, they focus on performance issues, and these issues generally include: (a) Strategic Plan Goals, (b) GPRA Performance Measures, (c) EA and PEG Milestones, (d) Costs and Schedules, (e) Uncosted Balances, (f) productivity improvements, and (g) Safety & Health, and other process measures. 	Feb, May, Aug, Nov
y.	<ul style="list-style-type: none"> • HQ and Sites conduct semi-annual reviews. 	Apr, Oct

At the field level, the Document provides:

- A record of project status, strategy, schedules, costs, and issues as well as evidence of progress
- A consolidated source of information for stakeholders and new project or site management and technical personnel
- Evidence that project controls are in place and requirements are being met, satisfying many program management requirements (e.g., the Document will substitute for the Project Execution Plan)
- Data to defend your budget within the larger EM site budget
- A means of communicating project performance in accordance with indicators in the *Environmental Restoration Strategic Plan*
- A tool to raise significant issues to Headquarters that are impeding your project

1.3 Who Should Implement the Management Action Process?

If your project is identified in Level Four of the Environmental Management Work Breakdown Structure (WBS), you must implement the Process. Figure 1-3 illustrates the Environmental Management WBS and lists sites at Level Four.

The Process should be implemented commensurate with the technical complexity, cost, visibility, and risk factors associated with your project. If your project is considered a large site you will need to fully implement the Process as described in this Resource Guide. If your project is at the opposite end of the spectrum (i.e., considered a small site), you should work with your Headquarters Program Manager to tailor your Process accordingly.

Your project office must submit a straw and updated Document to your Headquarters Program Manager for review and EM-40 endorsement. Your Headquarters Program Manager has committed to work with you during Process implementation and development of your straw and updated Documents to ensure endorsement of your submittals within five working days!

1.4 What If I Have Something Similar or Equivalent?

You probably have conducted most of the steps in the Management Action Process and have most of the information requested in the resulting Document. Many sites have conducted various "project team like" reviews in the past and have captured the results in a variety of plans and documents. For this reason, implementation of the Process is not expected to exceed current resource allocations for Fiscal Year 1996.

Despite environmental restoration progress made by the Department to date, few sites have a consolidated source of information on project accomplishments, status, strategy, schedule, costs, and issues. Additionally, despite extensive public participation efforts, few have been conducted with the vision of creating a comprehensive and integrated strategy for project execution.

Agreement among parties on issues, project end state, and strategy is essential to successful project completion. If you feel that you have something similar or equivalent to the Process and Document described in this Resource Guide, you are encouraged to work with your Headquarters Program Manager to develop a cross-walk that demonstrates equivalency. Deputy Assistant Secretary Owendoff has agreed to accept your current process and document if it (1) is functionally equivalent to the Process and Document described in this Resource Guide; and (2) allows the rollup of national status, strategy, and issues necessary to defend the Environmental Restoration Program.

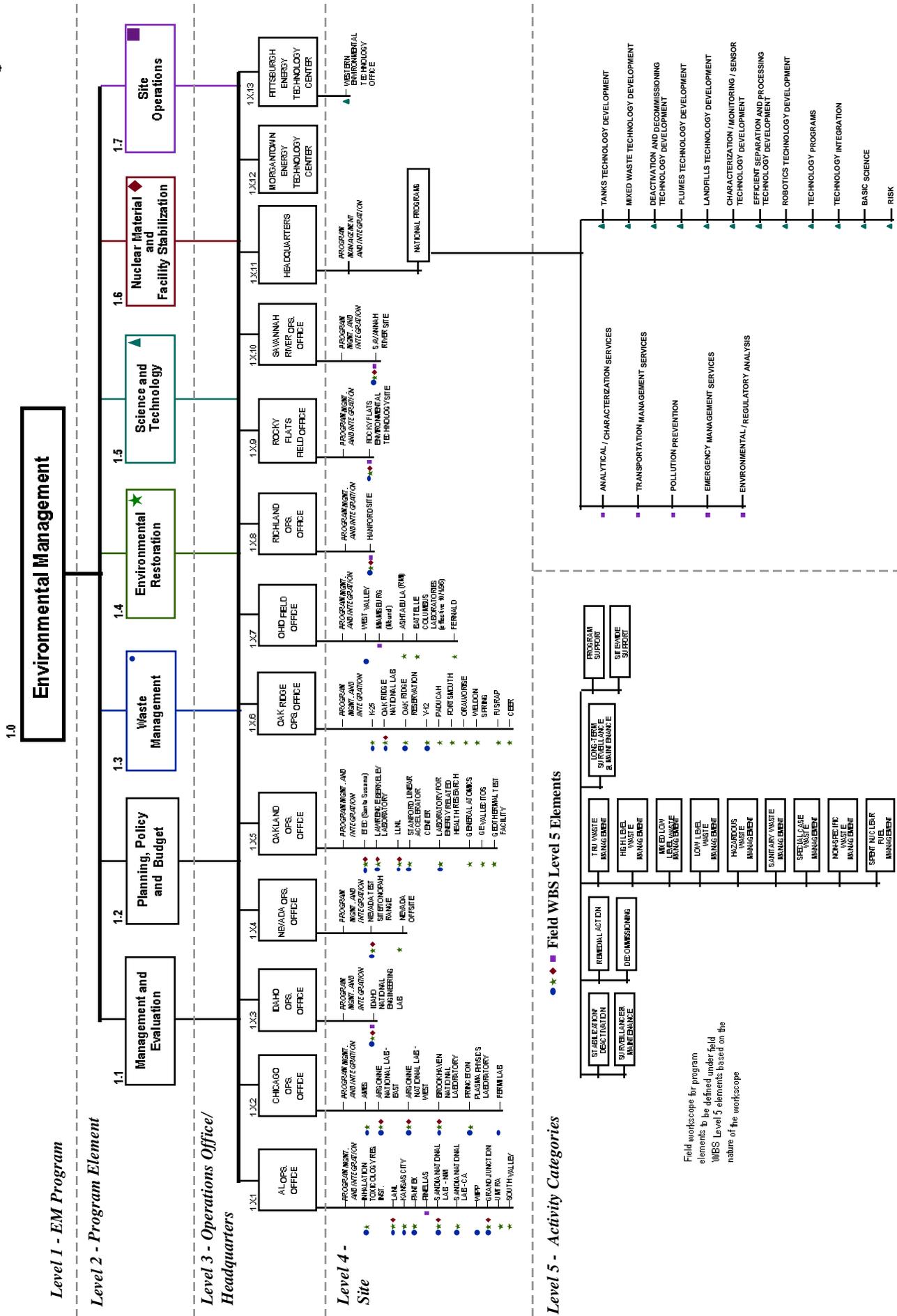


Figure 1-3
Proposed EM Program Summary WBS

1.5 What is the Schedule for Process Implementation?

The schedule for Process implementation requires that:

- You produce an individualized Process implementation plan for your project by the end of the November 1995 Workshops
- You complete a straw Document no later than February 1, 1996
- You start the Process no later than February 6, 1996
- You complete all Process steps no later than April 5, 1996, including submittal of your updated Document to your Headquarters Program Manager

1.6 How is the Resource Guide Organized?

This *Draft Management Action Process Resource Guide* was prepared for use during regional MAP Workshops held in November 1995. It is intended specifically for Department personnel who are responsible for planning and implementing environmental restoration projects. It provides a guide to other resources for implementing the Process and to a variety of information sources that contain information on your project's current accomplishments, status, strategy, costs, and issues.

Section 1 of this Resource Guide describes why the Process is being instituted within the Department's Environmental Restoration Program.

Section 2 summarizes the key steps that comprise the Process and underlines important lessons learned from environmental restoration activities within the Department and from implementation of the Management Action Process within the Department of Defense and the Air Force.

Section 3 specifies minimum requirements for developing and maintaining an EM-40 MAP Document for your site during 1995 and beyond. It introduces the protocol for conducting a Project Review, the most important step of the Process. Specific Project Review Elements ("Elements") are presented in order to provide your Project Team with a consistent approach for reviewing your project and for generating the necessary input for your Document. Elements are presented in a logical sequence along with specific guidelines and references to other resources for use when conducting the Project Review.

Section 4 specifies the format for a MAP Document, along with tips and guidance on its preparation.

SECTION 2 Overview of the Management Action Process

2.1 Management Action Process

The MAP Document is a product of a dynamic Management Action Process comprised of six sequential steps that are illustrated in Figure 2-1 and described below. Completion of each of the following steps is essential:

- **Step 1: Draft Straw MAP Documents** in accordance with minimum requirements specified in sections 3 and 4 of this Resource Guide. Assemble your straw draft Document by capturing information from existing data sources for your site with the objective of consolidating required information into a single integrated EM-40 status and strategy document. The straw draft Document should be assembled by Department personnel and support contractors in order to provide an information base for focusing the Project Review (step 3). Information sources used to develop your straw draft Document should be cataloged. Consult Process resources cited in section 3 of this Resource Guide during the development of your straw Document, particularly the Example MAP Document developed using Fernald information. This Example Document contains a bibliography of data sources relied upon to develop each Chapter.
- **Step 2: Identify Your Project Team** with the objectives of (a) implementing the Project Review (step 3) in a collaborative and thorough manner and (b) revising your site-wide straw Document in steps 4 and 5. It is recommended that your Project Team include, at a minimum, Department, Federal, Tribal, State, and Local government managers; contractor Project Managers; a dedicated Headquarters Program Manager; other Department representatives; and appropriate contract support management and technical personnel. Figure 2-2 illustrates the general makeup of a Project Team at a site. Your Project Team will conduct and oversee steps 3 through 5 of the Process, and will ensure that cooperative efforts are maintained during this period. Additional information on the Project Team is found in section 3.1 of this Resource Guide.
- **Step 3:** It is critical that your site **conduct a Project Review** of all past, ongoing, and future environmental restoration activities. Your review should, at a minimum, address the Project Review Elements in Table 3-1 which have been formulated to assist your Project Team in evaluating your site's environmental restoration activities and strategies, and describing their relationship to other programs within and outside the Department. Additional guidance for this step is found in sections 3.1 through 3.12. ***The importance and usefulness of Step 3 of the Process cannot be overemphasized.*** This step provides Department decision makers, regulators, stakeholders, and other parties with opportunities for collaborative project and activity review, issue definition, and issue resolution. It enhances awareness of Project Team member roles and responsibilities by fostering teamwork and project coordination. ***It is critical that the Project Team itself conduct the Project Review.*** While support contractors can play an important role in this step, it is critical that the site project managers lead the conduct of this step. Note that Workout Sessions can be an important mechanism to accomplish this step.
- **Step 4:** In conjunction with and after completing the Project Review, your Project Team should capture findings from its review and should **compile and adopt recommendations**, where appropriate, for streamlining and/or otherwise optimizing ongoing environmental restoration activities at your site. Wherever possible, findings and recommendations should be made to ensure the adequacy and completeness of information needed for reporting and decision making, and to improve operational aspects of all environmental activities.
- **Step 5:** Under the direction of your Project Team, **assemble and write your MAP Document**, incorporating the recommendations developed during Step 4. Follow the format provided in section 4. Your MAP Document is a concise "snapshot" of your site's environmental restoration status, strategy, rationale, issues, schedule, and costs. It is a resource that can assist EM-40 Headquarters and field personnel with program, site, operable unit, and release site planning, prioritizing, and decision making. The creation of a Document will satisfy information requirements for the Project Execution Plan, the Site Specific Plan, the Site Comprehensive Plan, and the Project Management Plan, thereby eliminating the need for their development.

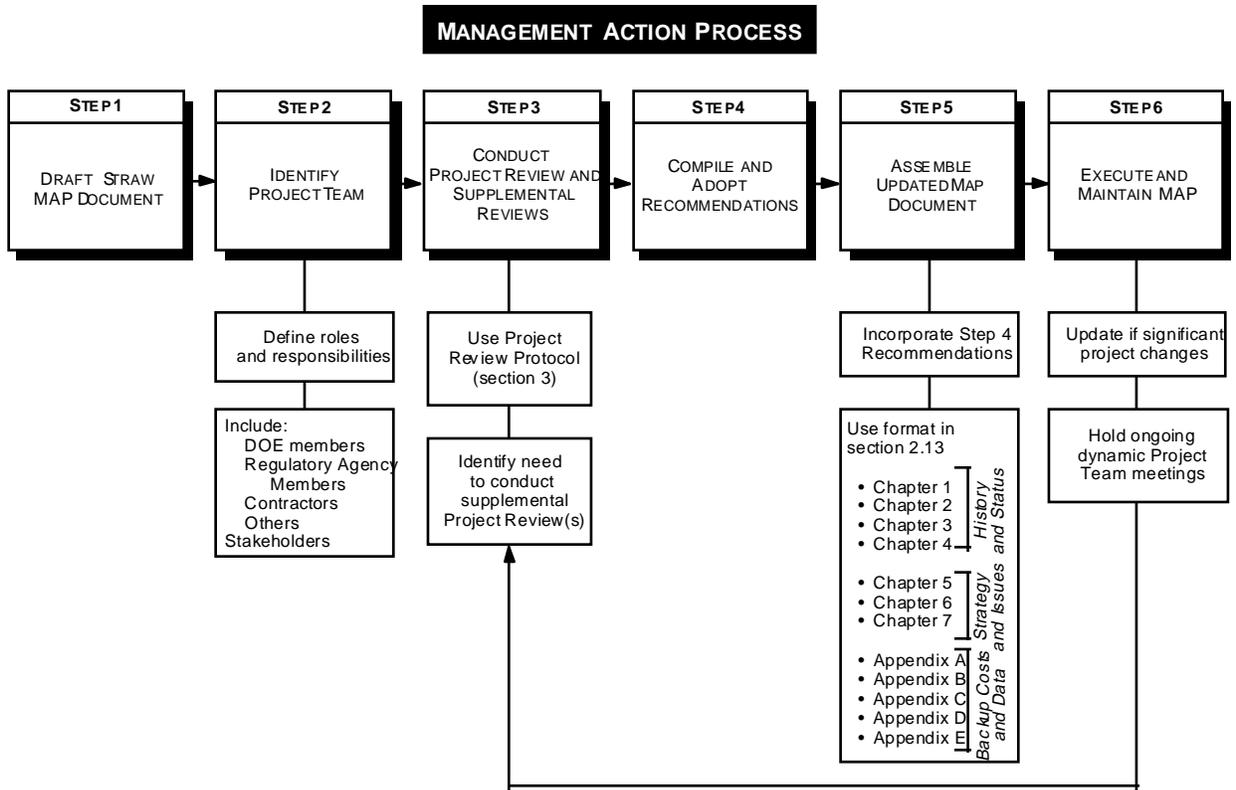


Figure 2-1 Overview of the Management Action Process

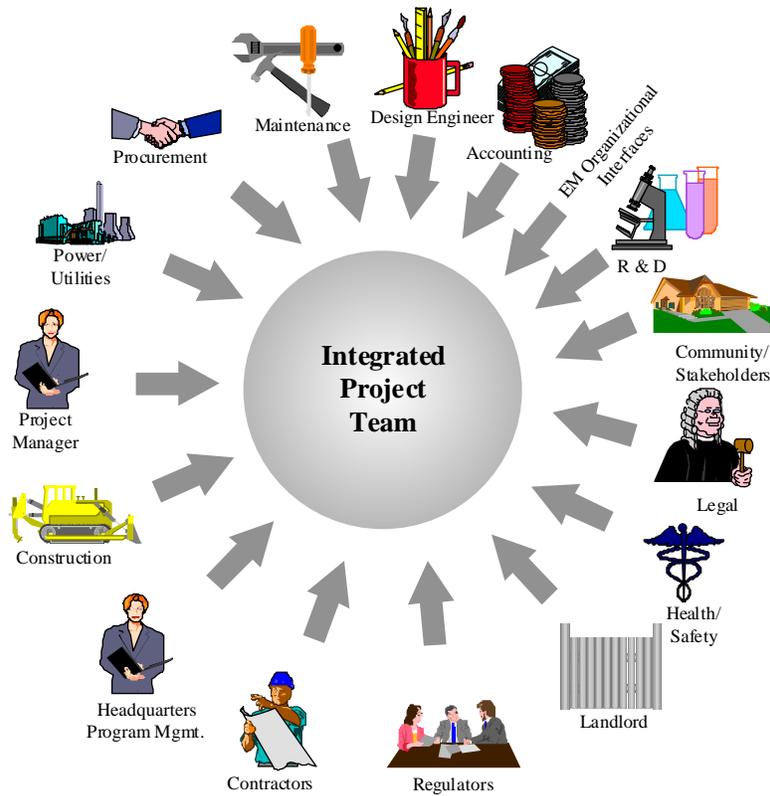


Figure 2-2 Integrated Project Team

- **Step 6:** Once your site's initial MAP Document has been assembled, **execute and maintain your MAP Document** by continuing to implement the Process through ongoing, dynamic Project Team meetings, with participation of all stakeholders, and the public. Formal announcement of the Process and Document should be through your site's public participation activities. Reporting of MAP information to Headquarters should occur when significant project changes occur, and to support data calls for the *Baseline Environmental Management Report*, the Internal Review Board, and Activity Data Sheet submissions. Therefore, information in your Document should be kept as current as possible. Project Team meetings should be held in conjunction with Workout Sessions and other meetings with stakeholders, whenever possible. Project Team meetings should serve as the primary forum for resolving all environmental technical, operational, and administrative issues so that environmental restoration actions can be completed expeditiously.

2.2 Lessons Learned from Five Years of the Environmental Restoration Program

After five years of program implementation, the Department has learned many lessons. As many as possible have been incorporated into the development of the Management Action Process. Some that were included are:

- Too many environmental restoration plans can cause as many problems as having no long-range environmental restoration plan at all. The program currently lacks a single information source (or set of consistent information sources) that describes where each project has been, where it is now, where it is going, and how it is going to get there.
- The choice of performance measures is critical to program results. Initially, the program concentrated on regulatory compliance milestones as the primary measure of performance. This resulted in a program that focused on meeting established milestones at any price, and at the expense of "real" progress towards completing the project.
- Public participation, like any activity, must have a clear set of goals to be effective. Although the program opened the decision making process to the public as never before, the results to date have been mixed. Those projects that established clear goals for public participation (e.g., to help establish future land uses) have made significant progress toward defining a shared vision of the end state.
- Key to defining project scope is risk. If risk is understood by all parties, then an end state can be defined for an environmental restoration project. Once an end state can be defined, planning can be focused, activities optimized, and progress measured.
- Real teamwork is essential if the program is to succeed. The technical, legal, and political complexity of each project requires cooperation and coordination not only at the field level between the Department, contractor(s), regulators, and stakeholders, but between the field and Headquarters as well.

2.3 Lessons Learned from Air Force and Department of Defense

The MAP concept was originally developed in response to cleanup challenges faced by the U.S. Air Force in 1991 and 1992. The Air Force Base Conversion Agency, together with the Air Force Environmental Restoration Directorate, developed and instituted the MAP as a means of optimizing cleanup to meet property transfer and integrating ongoing activities under multiple environmental programs into a comprehensive, expedited, and centralized response effort. This same concept was instituted across all services in the Department of Defense in 1993 for all closing sites.

With the benefit of lessons learned from the Air Force and the Department of Defense, the MAP concept is now being tailored to EM-40 for use throughout the program. Important lessons learned are listed below for informational purposes and for referral during the Program Review step of the Process.

- Some sites did not conduct Step 3 of the Process. The importance and usefulness of Step 3 of the MAP cannot be overemphasized. As a result of this failure to conduct a Bottom Up Program Review, sites lost many of the benefits of the Management Action Process.
- Many Documents failed to identify the key technical, operational or administrative issues that have impeded or may impede the progress of environmental restoration and have failed to tie the resolution of these issues to overall strategies and schedules. As a result, program delays and costs associated with unresolved issues have persisted.

- Many MAP documents failed to discuss a strategy for integrating their various regulatory programs (e.g. state Underground Storage Tank programs with CERCLA at a National Priorities List site) and many MAP documents did not describe restoration-related compliance release sites.
- Action levels used to delineate areas on the environmental condition of property map were not defined, nor were there links to any ongoing discussions of cleanup levels, applicable regulatory requirements or agreements or other criteria for distinguishing between areas above and below action levels.
- Many MAP documents did not describe installation specific approaches to remedy selection; instead most Project Teams apparently relied on the approach taken by the example MAP document provided to the Project Teams.
- Most MAP documents did not include a sufficient level of discussion on what assumptions were made prior to developing the Master Schedule, or a discussion of what alternative schedules were or may have to be considered if certain conditions (e.g., funding requirements, establishment of data quality) are not met.
- The general format for issue subchapters in Chapter 7 should be a brief discussion of the status of an issue or topic, specific action items for the project Team to act upon, and a description of the general strategy and timeframe for resolving the issue. Many MAP documents included language that explained the topic, but lacked language describing if the topic is truly an issue, and if so, what must be done to resolve the issue.

SECTION 3 Guidelines and Resources for the MAP

This section provides a Project Review Outline for Project Team use during steps 3-5 of the Management Action Process (“Process”). Sections 3.1 through 3.7 describe Project Review Elements (“Elements”) for completing Chapters 1 through 7 of your MAP Document (“Document”). Sections 3.8 through 3.12 provide guidance for completing supporting Appendices A through E of your Document. Project Teams should work through the Elements in each of these subsections with stakeholders as appropriate in order to complete step 1 of the Process and as part of implementing steps 3-5.

The Program Review is the most critical step of the Process. It consists of a series of tasks designed to help your Project Team capture information for your Document and evaluate information essential for environmental restoration planning, decision making, and implementation efforts. Supplementary Project Reviews should be conducted periodically in order to maintain the integrity of your site’s environmental restoration program.

Table 3-1, the Project Review Outline, contains a list of 31 Elements for use during the Project Review. *This list of Elements serves as a summary of the protocol to be followed by your Project Team during the required Project Review.* For each Element, the Project Review Outline indicates key resources that can be consulted for guidance on completing each Element. The Project Review Outline also indicates where required information resulting from responses to each Element is to be captured in your Document.

As can be seen from the Project Review Outline, the numbering system of Elements is directly tied to the flow of Document Chapters 1 through 7, and supporting Appendices A through E. Subsections 3.1 through 3.12 describe detailed elements of the protocol. While not exhaustive, these Elements are intended to be indicative of the issues that should be addressed during the Project Review.

In preparation for conducting the Project Review, your Project Team should do the following:

- Read and consider all Elements described in sections 3.1 through 3.12.
- Identify all information resources and individuals (specific Project Team members) needed to conduct the Project Review.
- Consider the most efficient approach for managing your site’s Project Review (It may be desirable to establish working groups with responsibilities for related Elements. Your Project Team should consider conducting the Program Review as part of or in conjunction with on-going Workout Sessions and other similar team-building efforts).
- Compile necessary environmental restoration related reports, plans, and documents, including all relevant statements of work.
- Compile reports, plans, and documents in other programs that substantively reference environmental restoration activities.

Try to compile all of the information you need prior to conducting your Project Review. Your Project Team should then consider each Element in light of the circumstances at your site, using each Element to examine a specific part or parts of the larger picture of environmental programs at your site.

If technical, operational, regulatory, organizational, or other issues in need of resolution arise when addressing Elements for Chapters 1 through 6, consider summarizing them in Chapter 7 of the Document. For each, identify steps and parties needed to achieve issue resolution. Then note instances where Chapter 7 issues might have a direct impact on status, strategy, or schedules presented in Chapters 4 through 6.

Prepare a bibliography of documents referenced in each chapter of your Document and provide a contact person for each. Include appropriate references in your Document at the end of each chapter.

Table 3-1 Project Review Outline

This Outline is for use during the Project Review Step 3 of the Management Action Process. Project Review Elements are listed in the left column and further explained in the Resource Guide. Resources for completing the Project Review are briefly listed in the center columns and further described in the Resource Guide. The right two columns indicate MAP Document Chapters, tables, and figures generated as a result of answering the Project Review Elements.

Project Review Elements See the Section 3 of Resource Guide for Complete Project Review Element Text	Relevant Resources See Section 3 of Resource Guide for Complete List of Resources	Example Document MAP Document Chapter	MAP Document MAP Document Figures and Tables
Introduction			
1 Identify the purpose of your Management Action Process, the organization of your MAP Document, and the objectives, mission, vision, goals, and priorities of your environmental restoration project.	ER Strategic Plan; Site Strategic Plan; BEMR; AF 2.1.1, FAP; SMP; BP; PP	1.1, 1.2, 1.3	
2 Identify core project team members and technical project team members. Include key points of contact for your project. Include Department and contract support management and technical personnel, regulators, and stakeholder groups.	Public Participation Desk Reference Guide; Project Managers Handbook for Improving Project Definition; PP; PMP; SSABs/CROs; CRP; Office of NEPA Stakeholder List; AF 2.1.2	1.4	Table 1-4-1: Project Team
3 Describe the interrelationships of your environmental restoration project to other EM and Department organizations. Describe the interfaces with external entities, such as regulators, Tribal governments, and stakeholder organizations, including the public.	PP; PMP; Site General Council; Regulatory Agreements, permits, and other legal instruments; Federal Advisory Committee Act Charters; SSAB; FFA; FFCA	1.5	Figure 1-5-1: Organizational Interfaces; Table 1-5-1: Organizational Functions
4 Describe the approach for conducting the current Management Action Process and your strategy for future implementation. Discuss planned adjustments to improve the Management Action Process based on past experiences.	MAP Resource Guide; Chronology of MAP activities at installation; MAP Implementation Plan developed at MAP Workshops, FAP; PEP	1.6, 1.7	
Installation Description and Comprehensive Planning			
5 Provide a concise description of operations that may have resulted in contaminant releases.	Regulatory deliverables; historian and/or history divisions at installation; AF; SWMO MAP; Permits; EIS; EID; GIS	2.1	Table 2-1-1: History of Operations
6 Provide a concise description of your site's environmental setting including location, ecosystems, geography and geology.	Regulatory deliverables; NEPA documentation; Natural Resource Damage Assessments; ASER; FUR; Groundwater RFI Report	2.2	Figure 2-1-1: Location of Operations
7 Describe on-site and off-site land uses.	Site Development Plan; Institutional Plan; Zoning documents and long-term plans, FUR, Footprint Reduction Plan; Antiquities Survey Plan, Register of National Historic Sites	2.3	
8 Provide a summary of local community and/or regional social, economic, natural, and cultural factors significantly influencing the strategy and implementation of your environmental restoration project.	NEPA documentation; dose reconstruction surveys; Site Development Plan	2.4	

Table 3-1 Project Review Outline

Project Review Elements See the Section 3 of Resource Guide for Complete Project Review Element Text	Relevant Resources See Section 3 of Resource Guide for Complete List of Resources	Example Document MAP Document Chapter	MAP Document Figures and Tables
9 Describe facilities, equipment, and infrastructure that potentially impact the environmental restoration project.	Technical Site Information Document; FIMS; SFIA; Real Property Inventory	2.5	
Installation Description and Comprehensive Planning (Concluded)			
10 Identify future land use for installation property. Summarize your land, facility, and equipment reuse and disposal plan (if applicable). Include information on property ownership; the site comprehensive plan; the suitability of land, facilities, and equipment to other economic or beneficial use; and disposition or reuse schedules.	Site Development Plan; stakeholder preferred future use options; Comprehensive Plan; SSAB/CRO; BEMR; Future Land Use Reports; Installation Real Estate Office	2.6	Table 2-6-1: Status of Lands
Status of Environmental Restoration Activities			
11 Summarize information on all release sites (e.g., contaminated buildings and contaminated release sites) at your installation; include a map that shows all release sites being addressed.	Release Site Database; ADS; Risk Data Sheets; Regulatory Documents; AF 2.3.2; FAP; Project Baseline; BEMR II	3.1	Table 3-1-1: Release Site Summary Table Figure 3-1-1: Map of Activities
12 Prepare an environmental condition of property map for your installation; describe assumptions and rationale used for designating area types.	Regulatory Documents; ASTM Standard; AF 2.2.2; FUR Maps, SWMU Maps; RCRA/CERCLA Maps; Waste Minimization Reports; NEPA Documents; NOR	3.1	Figure 3-1-2: Environmental Condition of Property Map Figure 3-1-3: Concentrations of Principal Contaminants Map
13 Summarize the status of activities related to regulatory agreements, permits, and other legal drivers in effect at your installation.	Regulatory Agreements, permits, other legal instruments; ADSs	3.2	
14 Summarize those waste management and materials disposition activities directly affecting your environmental restoration project.	PEIS; FFCA documents; BEMR; Annual Waste Minimization Report	3.3	
15 Summarize the status of other significant project support activities that impact the environmental restoration project.	CRP; Public Participation Plan; PP; PMP; Baselines; ADSs; interviews with appropriate personnel; Technical Task Plans; SWQAP	3.4	
Installation Relative Risks			
16 Summarize relative risk and associated factors for your project release sites.	Risk Data Sheets; Regulatory deliverables; Relative Risk Worksheets	4	
Environmental Restoration Strategy			
17 Examine and describe key assumptions for your environmental restoration project strategy.	ER Strategic Plan; Task Force Reports; former Roadmaps; ADSs; baselines; PMP; Site Strategic Plan; FAP; FUR; Fixed Price Proposal Assumptions; Federal Facility	5.1	

Table 3-1 Project Review Outline

Project Review Elements See the Section 3 of Resource Guide for Complete Project Review Element Text	Relevant Resources See Section 3 of Resource Guide for Complete List of Resources	Example Document MAP Document Chapter	MAP Document Figures and Tables
18 Describe your strategy for remedy selection.	Recommendations; AF 2.4.4; Site Specific Risk Documents; Risk Reduction Guide	5.2	
19 Describe your installation-wide release site management strategy, including regulatory activities within the environmental restoration program, descriptions of zones, separable units, or other approaches to managing activities.	Regulatory agreements, permits, other legal instruments; Program Review Process; AF 2.4.1, 2.4.2	5.3	Table 5-3-1: Activity Management Strategy Summary Table Figure 5-3-1: Map of Activity Management Strategy
20 Identify any regulatory activities outside the environmental restoration project that might be impediments to completing the project. Develop and describe strategies for overcoming these impediments.	Project Review; Focus Groups; FFA; FFCA; NESHAPS; Permits; Defense Nuclear Facility Safety Board	5.4	
21 Describe your project support activity strategy including other significant interrelated activities that impact the environmental restoration program.	Project Review	5.5	
22 Describe your performance measures.	ER Strategic Plan; Critical Few; contract performance clauses; Department Order 430.1	5.6	
Master Schedule			
23 Develop or modify your Master Environmental Restoration Schedule and provide it in Gantt-type format.	Baselines; PMP; AF 2.5.1	6.1	Figure 6-1-1: Master Schedule
24 Provide a table of significant compliance milestones.	Baselines; PMP; AF 2.5.2; FFA; FFCA; Compliance Orders	6.2	Table 6-1-1: Milestones
Issues and Initiatives			
25 Describe key issues affecting project performance.	Project Review; former Roadmaps; AF 2.6	7.1 Status/Strategy	
26 Describe initiatives implemented to improve your environmental restoration project.	Project Review; former Roadmaps; AF 2.6	7.2 Status/Strategy	
Appendix A Fiscal Year Funding Requirements/Costs			
27 Prepare a installation cost baseline table in accordance with the prescribed format.	In accordance with EM-40 prescribed format	Appendix A	Table A-1: Installation Cost Baseline
Appendix B Major Installation Environmental Restoration Documents			
28 Prepare a table of major documents developed for your installation's environmental restoration program.	Administrative Record Index; AF 2.8	Appendix B	Table B-1: Major Installation Environmental Restoration Documents

Table 3-1 Project Review Outline

Project Review Elements See the Section 3 of Resource Guide for Complete Project Review Element Text	Relevant Resources See Section 3 of Resource Guide for Complete List of Resources	Example Document MAP Document Chapter	MAP Document Figures and Tables
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Appendix C Decision Document/ROD Summaries

29	Prepare brief summaries of decision documents or results or Records of Decision where remedial action was selected including no further action planned documents.	Records of decision and other decision documents; AF 2.9.1, 2.10.1; Administrative Record	Appendix C	One-page summaries
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Appendix D Conceptual Model Data Summaries

30	Prepare working conceptual model data summaries for sites, zones, or OUs.	Regulatory deliverables; AF 2.11.1	Appendix D	Maps, cross-sections, and tables
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Appendix E Project Controls

31	See Common Program Office Policy on Project Management, October 17, 1995.		Appendix E	
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Other Information

Prepare a bibliography of documents referenced in each chapter of the MAP Document and provide a contact person for each.

Bibliography

ADS = Activity Data Sheet	FUR = Future Use Reports
AF = Air Force Management Action Plan Update, June 1995	GIS = Geographic Information System
ASER = Annual Site Environmental Report	NEPA = National Environmental Policy Act
ASTM = American Society of Testing Materials	NESHAPS = National Environmental Standards for Hazardous Air Pollutants
BEMR = Baseline Environmental Management Report	NOR = Notice of Release
BP = Business Plan	PEIS = Programmatic Environmental Impact Statement
CRO = Community Reuse Organization	PEP = Program Execution Plan
CRP = Community Relations Plan	PMP = Project Management Plan
EID = Environmental Impact Document	PP = Project Plan
EIS = Environmental Impact Statement	SAFER = Streamlined Approach for Environmental Restoration
ER = Environmental Restoration	SFIA = Surplus Inventory and Assessment
FAP = Facility Action Plan	SMP = Site Management Plans
FFA = Federal Facility Agreement	SSAB = Site Specific Advisory Board
FFCA = Federal Facility Compliance Act	SWMU = Solid Waste Management Unit
FIMS = Facility Information Management System	SWQAP = Site-Wide Quality Assurance Plan

Note that Program Review Elements represented in the Program Review Outline (Table 3-1) are presented in *italics* at the beginning of Element descriptions in sections 3.1 through 3.12. More detailed guidelines and resources follow the italicized language.

Guidelines for preparing your Management Action Process Document are provided in section 3.13 along with a description of format requirements.

3.1 Introduction: Elements 1 through 4

This section provides guidelines and resources for Program Review Elements 1 through 4. Information required to address these Elements is captured in Chapter 1 of your Document.

Element 1. Process Purpose, Document Organization, Environmental Restoration Project Objectives.

Identify the purpose of your Management Action Process, the organization of your MAP Document, and the objectives, mission, vision, goals, and priorities of your environmental restoration program.

Include this information in Chapters 1.1, 1.2, and 1.3 of your Document.

In describing the purpose of the Process, consider that the objective of the Process is to provide a method for sites, regulators, and stakeholders to collaboratively, (1) develop a common understanding of project status and strategy, (2) understand and evaluate ever-changing project requirements, (3) identify project improvement or optimization opportunities, (4) set priorities/sequence work activities, and (5) identify and resolve local and strategic issues.

In describing the purpose of the Document, indicate that the Document is an information resource resulting from implementation of the Process at your site. Briefly discuss the utility of the Document at both Headquarters and field levels. Headquarters views the Document as a key information resource in the Approval of Baseline Critical Decision for environmental restoration projects. It provides Headquarters and site stakeholders with a credible representation of the environmental restoration mission, Project Team and organizational interfaces, operational history, environmental setting, hazards and relative risks for each release site, status of activities, and accomplishments. It presents project strategies for assessment and remediation including reuse opportunities for each release site, and summarizes cost, schedule, and technical baselines. Finally, the Document satisfies information requirements for the Project Execution Plan, the Site-Specific Plan, and Site Comprehensive Plan (for EM-40 landlord sites-Weldon Springs and Fernald), Project Plan, Site Development Plan, and Project Management Plan, thereby eliminating the need for their development.

In describing the objectives, mission, vision, goals, and priorities of your environmental restoration program, include a statement regarding the desired end state of the site, and reference other documents that further detail objectives.

Resources for completing this Element include Environmental Restoration Strategic Plan; Site Strategic Plan; Baseline Environmental Management Report; Chapters 1.1, 1.2, and 1.3 of the Example Straw Document; section 2.1.1 of the Air Force MAP Guidebook Update; *Program Office Project Management Policy* for ER, October 1995; Facility Action Plan; Site Management Plan; Business Plan, Project Plans.

Element 2. Project Team

Identify core project team members and technical project team members. Include key points of contact for your program. Include Department and contract support management and technical personnel, regulators, and stakeholder groups.

Summarize this information in table form using the format in Table 1-4-1 (Exhibit 3-1), and supplement with tables or graphics as necessary. Include this information in Chapter 1.4 of your Document.

Your project team will be the primary participants in conducting the project review and in creating the MAP Document. When listing your core Project Team members (those who participate on a regular basis), consider the following individuals: the site environmental restoration Project Manager; other Department project managers; Federal, Tribal, State, and local government project managers; contractor project managers and support personnel; other key staff responsible for environmental restoration project management.

When listing your technical Project Team members, consider including the following individuals: site health and safety specialists; site public participation specialists; Department technical support specialists; Environmental Protection Agency and State oversight contractor(s) point(s) of contact; human health and ecological risk assessors; health physicists; chemists; laboratory or contractor quality assurance/quality control specialists; hydrogeologists; geologists; environmental engineers; site remediation specialists; regulatory specialists; information management specialists; real-property specialists; site land-use planners; contracting officers; legal counsel.

Table 1-4-1 Project Team

Core Project Team Members					
Name	Title	Organization	Role/ Responsibility	Phone	E-Mail Address
Technical Project Team Members					
Subject Area	Name	Title	Organization	Phone	E-Mail Address

Exhibit 3-1 Project Team

Identify any critical deficiencies in the composition of your Project Team (e.g., lack of regulatory, community, technical, or administrative support personnel) and seek to resolve these by making recommendations as part of Step 4 of the Process. If appropriate, include a discussion of this issue in Chapter 7 of your Document. If key Project Team members have not been identified, indicate this in Chapter 1.4 of your Document; explain, and identify steps to resolve this issue.

Resources for completing this Element include: Public Participation Desk Reference Guide; Project Managers Handbook for Improving Project Definition; Project Plan; Project Management Plan; Site Specific Advisory Board/Community Reuse Organization; Office of National Environmental Policy Act Stakeholder List; Chapter 1.4 of the Example Straw Document; section 2.1.2 of the Air Force MAP Guidebook Update; or other.

Element 3. Organizational Interfaces

Describe the interrelationships of your environmental restoration project to other EM and Department organizations. Describe the interfaces with external entities, such as regulators, Tribal governments, and stakeholder organizations, including the public.

Summarize this information in table form using the format in Table 1-5-1 (Exhibit 3-2), and supplement with figures or graphics as necessary. Include this information in Chapter 1.5 of your Document.

Resources for completing this Element include Project Plan; Project Management Plan; Site General Council; Regulatory Agreements, Permits, or other legal instruments; Federal Advisory Committee Act Charters; Site-Specific Advisory Board; Chapter 1.5 of the Example Straw Document; Federal Facility Agreement, Federal Facility Compliance Act; or other.

Table 1-5-1 Organizational Functions

Name of Organization	Role/Responsibility

Exhibit 3-2 Organizational Functions

Element 4. Management Action Process Accomplishments and Strategy

Describe the approach for conducting the current Management Action Process and your strategy for future MAP implementation. Discuss planned adjustments to improve the Management Action Process based on past experiences.

Include this information in Chapter 1.6 of your Document.

When describing MAP progress and accomplishments, indicate the nature and results of Project Team meetings to date, the status or results of Project Review efforts and accomplishments, and provide as summary of any lessons learned during Process execution.

When describing your Process strategy, indicate activities planned over the next year to complete and maintain your Document and ensure stakeholder participation in the Process. Consider using Workout Sessions and other existing interactive mechanisms to complete your Project Review (step 3) and resolve technical, regulatory, and operational issues that arise.

Resources for completing this Element include: this MAP Resource Guide; your chronology of MAP activities at your site; your MAP implementation plan developed at November MAP Workshops; Chapters 1.6 and 1.7 of the Example Straw Document; Facility Action Plan; Program Execution Plan; or other.

**3.2 Site Description and Comprehensive Planning:
Elements 5 through 10**

This section provides guidelines and resources for Project Review Elements 5 through 10. Information required to address these Elements is captured in Chapter 2 of your Document.

Element 5. Operational History

Provide a concise description of operations that may have resulted in contaminant releases.

Summarize this information in Chapter 2.1 of your Document in table form and link this information to a geographical map showing the location of operations over time. To the extent possible, geographical maps produced as part of the project review should be prepared using the same geographic orientation (i.e., north and south) and same scale so that they can be easily compared. Use the format in Table 2-1-1 (Exhibit 3-3) and create an appropriately labeled map consistent with the format illustrated in the Example Straw Document. Your summary should provide a spatial and temporal description of past operations and activities, especially those that have, or may have, resulted in hazardous substance releases and contamination. Areas where no operations and activities were known to have occurred should be similarly recorded. Include this information in Chapter 2.1 of your Document.

Table 2-1-1 History of Operations

Period	Program Office	Type of Operation	Hazardous Substances Activities	MAP Reference

Exhibit 3-3 History of Operations

In addition to the above, briefly summarize the history of property ownership at the site.

Resources for completing this Element include: Regulatory deliverables; Headquarters history division; site historian; Chapter 2.1 of the Example Straw Document; section 2.1.3 of the Air Force MAP Guidebook Update; Solid Waste Management Unit (SWMU) map; Permits; Environmental Impact Statement (EIS); Environmental Impact Document (EID); Geographic Information System (GIS); Preliminary Assessment; Facility Action Plan; or other.

Element 6. Environmental Setting

Provide a concise description of your site’s environmental setting including location, ecosystems, geography and geology.

Include this information in Chapter 2.2 of your Document.

The description of your site’s environmental setting should be brief and should include summaries of the following possible items: demographic setting, common flora and fauna (including endangered or threatened species), wetlands and critical habitats, regional environmental resources (e.g., hardwood forests and agricultural land), predominate weather conditions and prominent surface water bodies, major soil types, and surficial and bedrock geology and hydrogeology. To the extent possible, this information should be illustrated graphically using maps, tables, and/or cross-sections.

Resources for completing this Element include Regulatory deliverables; NEPA documentation; Natural Resource Damage Assessments; Chapter 2.2 of the Example Straw Document; Annual Site Environmental Report; EIS; EID; or other.

Element 7. Current and Adjacent Site Uses

Describe on-site and off-site land uses.

Prepare a description and map of on-site property and associated uses. The map should indicate on-site property uses such as leased agricultural areas, disposal facilities, production areas, and other applicable land-use categories. Descriptions should include type of current use, acreage, location, and other pertinent information.

Prepare a description and map of property adjacent to the site and associated uses. The map should indicate the location of major off-site features and applicable land-use categories.

Include this information in Chapter 2.3 of your Document.

Resources for completing this Element include Site Development Plan; Institutional Plan; Chapter 2.3 of the Example Straw Document; section 2.2.3 of the Air Force MAP Guidebook Update; Groundwater RCRA Facility Investigation (RFI) Report; EIS; Future Use Reports; or other.

Element 8. Influencing Factors

Provide a summary of local community and/or regional social, economic, natural, and cultural factors significantly influencing the strategy and implementation of your environmental restoration project.

Evaluate the key economic factors for the site including location, population changes, employment composition, local development and site economic impact. Limit this discussion to those factors that may influence the strategy and implementation of your environmental restoration project.

Evaluate key social and cultural factors for the site and the surrounding area including community concerns and the existence of natural or cultural resources such as historic and archeological sites. Limit this discussion to those factors that may influence the strategy and implementation of your environmental restoration project.

Include a summary of this information in Chapter 2.4 of your Document.

Resources for completing this Element include: National Environmental Policy Act documentation; dose reconstruction surveys; Site Development Plan; Treaties; Chapter 2.4 of the Example Straw Document and information gathered from census bureau reports, technical site information reports and local economic development resources including zoning and planning from the local jurisdiction; Future Use Plans; Footprint Reduction Plans; Antiquities Survey Plan; Register of National Historical Sites.

Element 9. Facilities, Equipment and Infrastructure

Describe facilities, equipment, and infrastructure that potentially impact the environmental restoration project.

Summarize your inventory of facilities, equipment, and infrastructure. Present this information in table or graphical form as necessary and indicate size or capacity, condition (e.g., whether or not it is contaminated), status (active, inactive, or surplus), and other important information. Describe important site facilities such as buildings (e.g., administration, laboratory, silos and warehouses), above ground structures and below ground structures. Describe equipment and infrastructure such as waste hauling vehicles, tank farms, sewage treatment plants, electrical stations and roads. Include this information in Chapter 2.5 of your Document. Limit this discussion to items that may impact the strategy and implementation of your environmental restoration project.

Resources for completing this Element include: Technical Site Information Document; Facility Information Management System; Surplus Facility Inventory and Assessment; Chapter 2.5 of the Example Straw Document; Real Property Inventories; or other.

Element 10. Future Uses for Land, Facilities and Equipment

Identify future land use for site property. Summarize your land, facility, and equipment reuse and disposal plan (if applicable). Include information on property ownership; the site comprehensive plan; the suitability of land, facilities, and equipment to other economic or beneficial use; and disposition or reuse schedules.

Summarize future land use for site property in a figure. Summarize your land, facility and equipment reuse and disposal plan (if applicable) graphically and in table form using the format in Table 2-6-1 (Exhibit 3-4). Indicate information on anticipated property ownership and key elements of your site's Comprehensive Plan. Limit this discussion to items that may impact the strategy and implementation of your environmental restoration project.

Resources for completing this Element include: Site Development Plan; Stakeholder Preferred Future Use Options; Site Comprehensive Plan; Site Specific Advisory Board/Community Reuse Organization; Baseline Environmental Management Report; Future Land Use Reports for your site; your site real estate office; Chapter 2.6 of the Example Straw Document; or other.

Table 2-6-1 Status of Lands

Fiscal Year	Private Lands		DOE Lands				
	Total to be Addressed (acres)	Total Completed and Released	Total Owned by DOE (acres)	DOE Land to be Retained	Land That Has Been Released	Remediated and Available for Release	Not Ready to Be Released
Pre-FY95							
FY 1995							
FY 1996							
FY 1997							
FY 1998							
FY 1999							
FY 2000							
FY 2001							
FY 2002							
FY 2003							

Exhibit 3-4 Status of Lands

3.3 Status of Environmental Restoration Activities: Elements 11 through 15

This section provides guidelines and resources for Project Review Elements 11 through 15. Information required to address these Elements is captured in Chapter 3 of your Document.

Element 11. Current Environmental Restoration Release Sites

Summarize information on all release sites (e.g., contaminated buildings and contaminated release sites) at your site; include a table and map that shows all release sites being addressed.

Summarize information on site release sites in table form using the format in Table 3-1-1 (Exhibit 3-5), and in map form as illustrated in the Example Straw Document. Include this information in Chapter 3.1 of your Document.

Release sites are defined for each site in the Environmental Restoration release site data base.

As part of this Element, indicate the status of efforts to ensure that all release sites have been identified. If your Project Team suspects that a previously conducted site-wide preliminary assessment or equivalent source discovery effort did not find all potential sources of contamination, determine if there are certain areas that need to be revisited under a supplemental discovery effort. Discuss any additional requirements in Chapter 3.1 of your Document.

Table 3-1-1 Release Site Summary

Activity ¹ Name/ Description	Operable Unit No.	Activity Data Sheet No.	Risk Data Sheet No.	Hazards and Contaminants	Acres, Area, or Volumes	Phase ²	Relative Ranking ³	Cleanup Actions Completed

¹Activity is defined as follows:

FUSRAP = Site/VP

UMTRA = Site/VP

Large Site Decommissioning = Facility

Small Site = Geographic Location

Large Site Remedial Actions = Release Site

²Possible entries include: Study, Cleanup, No Further Action without Remediation, No Further Action with Remediation; also indicates regulatory drivers (e.g., RCRA).

³Categories are high, medium, low or undetermined—Not required for no further action release sites

Exhibit 3-5 Release Site Summary

Summarize the status of your environmental release sites in a summary table in Chapter 3.1 of your Document and maintain the accuracy of this information for the *Annual Report to Congress*. This table must include the following information for all release sites (including no further action sites with exceptions noted below and off-site activities that are part of your site's ongoing environmental restoration program). Note that no further action sites enter this status with the submission of the required documentation to the appropriate regulatory agency. If these no further action sites are awaiting administrative approval, include them in the table, but mark them with an asterisk:

- Current release site descriptor, indicate if located off-site (e.g., Landfill 5)
- Operable Unit number
- Activity Data Sheet number
- Risk Data Sheet number
- Hazards and contaminants
- Acres, areas, or volumes
- Phase (current phase along with regulatory driver), e.g.,
 - No Further Response Action Planned
 - Preliminary Assessment/Site Inspection (PA/SI) under CERCLA
 - Remedial Investigation/Feasibility Study/Proposed Plan (RI/FS/PP) under CERCLA
 - Record of Decision (ROD) under CERCLA
 - Remedial Design/Remedial Action (RD/RA) under CERCLA
 - Long-Term Operations and Long-Term Maintenance (LTO/LTM)
 - Other (including equivalent phases under RCRA, D&D, or other regulatory programs)
- Relative risk rating (e.g., high, medium, and low based on EM-40 Relative Risk Guidance; not required for no further action release sites)
- Description of completed cleanup actions with date(s), e.g.,
 - Free product recovery in 1992-93
 - Drum removal in 1993
 - Alternate water supply in 1990
 - Other

Include a map in Chapter 3.1 of your Document that shows the location of all release sites being addressed by your environmental restoration program. This map should be labeled to indicate release site numbers, defined or anticipated management units, zones, or operable units, and any other pertinent information. Multiple maps are suggested for sites with large numbers of release sites.

Resources for completing this Element include Release Site Database; Activity Data Sheets; Risk Data Sheets; Regulatory Documents; Chapter 3.1 of the Example Straw Document; section 2.3.2 of the Air Force MAP Guidebook Update; Facility Action Plan; Project Baseline; BEMR II; or other.

Element 12. Environmental Condition of Property

Prepare an environmental condition of property map for your site; describe assumptions and rationale used for designating area types.

Summarize this information in a geographical map form as illustrated in the Example Straw Document. Include this information in Chapter 3.1 of your Document.

Prepare or update a geographical map that shows the environmental condition of site property, which incorporates the information derived from characterization and remediation efforts to date. The map should be coded with a distinct pattern or number code to indicate the following seven area types:

- 1) Areas where no storage, release or disposal of hazardous substances, radiological or petroleum products has occurred (including no migration of these substances from adjacent areas)
- 2) Areas where only storage of hazardous substances, radiological or petroleum products has occurred (but no release, disposal, or migration from adjacent areas has occurred)
- 3) Areas where storage, release, disposal, and/or migration of hazardous substances, radiological or petroleum products has occurred, but at concentrations that do not require a removal or remedial action
- 4) Areas where storage, release, disposal, and/or migration of hazardous substances, radiological or petroleum products has occurred, and all remedial actions necessary to protect human health and the environment have been taken
- 5) Areas where storage, release, disposal, and/or migration of hazardous substances, radiological or petroleum products has occurred, removal and/or remedial actions are under way, but all required remedial actions have not yet been taken
- 6) Areas where storage, release, disposal, and/or migration of hazardous substances, radiological or petroleum products has occurred, but required response actions have not yet been initiated
- 7) Areas that are unevaluated or require additional evaluation

Include this map in Chapter 3.1 of your Document. Briefly summarize the information sources used to identify these areas, the rationale for their designation, and any uncertainties regarding them in the same Chapter of your Document.

Also include a separate site-wide map or series of local area maps that show the concentration contours of principal contaminants (i.e., contaminants of major concern) in environmental media. Such contours shall be separately provided for soils and ground water plumes. This map is intended to complement the environmental condition of property map you have previously prepared. Your Project Team should ensure that all information on the two maps is comparable.

Resources for completing this Element include: Regulatory Documents; Chapter 3.1 of the Example Straw Document; section 2.2.2 of the Air Force MAP Guidebook Update; ASTM Standard D 5746-95, *Standard Classification of Environmental Condition of Property Area Types*; Future Land Use Maps; SWMU Maps; RCRA/CERCLA Maps; Waste Minimization Reports; Site-Wide Permits; EIS; EID; Notification of Release (NOR); or other.

Element 13. Regulatory Agreements, Permits, and Other Legal Drivers

Summarize the status of activities related to regulatory agreements, permits, and other legal drivers in effect at your site.

Include an historical overview of site involvement with regulatory agencies and other enforcement organizations pertaining to your environmental restoration projects in Chapter 3.2 of your Document in the form of bullets or a table and supporting text.

Include information on the type of regulatory agreement(s) in effect and date(s) issued to the Department. Types of regulatory agreements, permits, and other legal drivers for purposes of this Element include the following:

- Federal Facility Agreements at National Priority List sites
- Interagency Agreements (2 and 3 party) at non-National Priority List sites
- Resource Conservation and Recovery Act, as amended (RCRA) Permits with corrective action requirements
- RCRA Corrective Action Orders issued by the Environmental Protection Agency, State, or other regulatory body
- Consent Orders under State laws
- Court-ordered requirements
- Consent Decrees and Unilateral Orders where applicable
- Other settlement instruments

Limit discussions to those regulatory agreements, permits, and other legal drivers funded by EM-40 or which directly affect activities in your environmental restoration program. Briefly highlight major requirements for characterization, remediation, and decontamination as specified in these instruments.

Resources for completing this Element include Regulatory agreements, permits, and other legal drivers; Activity Data Sheets; Chapter 3.2 of the Example Straw Document; or other.

Element 14. Waste Management and Material Disposition Activities Impacting the Environmental Restoration Project

Summarize those waste management and materials disposition activities directly affecting your environmental restoration project.

Your environmental restoration project is seldom responsible for management and disposal of wastes, however, timely completion of your project can be jeopardized by unresolved waste management issues. Summarize those waste management activities, including removal of legacy wastes, affecting your project, their schedule for completion, and if there is a schedule conflict. Include this information in Chapter 3.3 of your Document in text or table form. Any schedule conflicts should be addressed as an issue of action in Chapter 7 of your Document.

In particular, include a summary of estimated waste volumes to be generated by your environmental restoration project over the next five years, and describe the capacity of the waste management program to manage or dispose of these wastes. Include estimates of mixed and low-level radiological wastes, and hazardous and solid wastes. The purpose of these estimates is to determine if there are any barriers or obstacles to completing your environmental restoration projects.

While the environmental restoration project is seldom responsible for material disposition, there are many project activities that are affected by completion of these activities. Summarize those material disposition activities affecting your project, their schedule for completion, and any related schedule conflicts with your project that may exist. Include this information in Chapter 3.3 of your Document in text or table form. Any conflicts should be addressed as an issue in Chapter 7 of your Document.

Resources for completing this Element include: Programmatic Environmental Impact Statement; Federal Facility Compliance Act Treatment Documents; the Baseline Environmental Management Report; Chapter 3.3 of the Example Straw Document; FFCA; Annual Waste Minimization Report; or other.

Element 15. Project Support Activities

Summarize the status of other significant project support activities that impact the environmental restoration project.

Include descriptions of the significant project support activities that impact your environmental restoration projects:

- Public participation
- Program management
- Support programs
- Site-wide services
- Landlord
- Technology development interface to meet environmental restoration program needs
- Department Orders
- Environmentally related activities governed by other entities (e.g., Defense Nuclear Facilities Safety Board)

Include this information in Chapter 3.4 of your Document in text or table form.

Resources for completing this Element include your Community Relations Plan; Public Participation Plan; Project Plan; Project Management Plan; Baseline; Activity Data Sheets; interviews with appropriate personnel; Technical Task Plans; Chapter 3.4 of the Example Straw Document; Site-Wide Quality Assurance Plan; or other.

3.4 Site Relative Risk: Element 16

This section provides guidelines and resources for Project Review Element 16. Information required to address this Element is captured in Chapter 4 of your Document.

Element 16. Relative Risk and Associated Factors

Summarize relative risk and associated factors for your project release sites.

Using the information developed for your Risk Data Sheets, Relative Risk Ranking, and regulatory risk assessments, summarize the current status of risk and associated factors. Factors include public, worker, ecosystem, social/economic, mission impact, compliance, and cost savings that impact the environmental restoration project scope and strategy. Include a summary discussion of the significant factors that have resulted in the funding of low or medium relative risk sites.

Resources for completing this Element include: Risk Data Sheets; Regulatory Documents; *EM Guidance for FY98 Budget Formulation*, October 20, 1995, pages 71-97; EM-40 Relative Risk Guidance. Chapter 4.1 of the Example Straw Document; Relative Risk Worksheets; or other.

3.5 Environmental Restoration Strategy: Elements 17 through 22

This section provides guidelines and resources for Project Review Elements 17 through 22. Information required to address these Elements is captured in Chapter 5 of your Document.

Element 17. Key Assumptions

Examine and describe key assumptions for your environmental restoration project strategy.

Describe the major assumptions that have been made in formulating strategies for your environmental restoration project strategy. Assumption categories may include those of a technical nature and pertaining to the availability of funds, cost control, coordination with other Department and EM Office functions, contracting authority, availability of off-site disposal capacity, compliance with regulatory agency requirements, and public and stakeholder involvement. Include this information in Chapter 5.1 of your Document. Examine each assumption and identify those with large uncertainty. **Assumptions that contain a high degree of uncertainty should be identified as issues that need to be addressed.** Each assumption with large uncertainty should be discussed further in your environmental restoration strategy in Chapter 5 of your Document or where necessary as issues in Chapter 7 of your Document. The key assumptions should necessarily include the resolution of any issues identified in Chapter 7 of your Document.

Resources for completing this Element include Environmental Restoration Strategic Plan; Task Force Reports; Activity Data Sheets; Baselines; Project Management Plan; Site Strategic Plan; former Roadmaps; Chapter 5.1 of the Example Straw Document; Facility Action Plan, Fixed Price Proposal Assumptions; Future Use Land Use Plans; or other.

Element 18. Remedy Selection Strategy

Describe your strategy for remedy selection.

Describe key technical and administrative elements of this strategy by considering the range of regulatory opportunities available and Department initiatives under way to streamline the remedy selection process and manage resources in a cost-effective manner. Include this information in Chapter 5.2 of your Document.

In describing the overall strategic approach to remedy selection, consider that the Project Review process provides the Project Team with the opportunity to incorporate streamlining principles and best management practices into its restoration program. Describe the use and approval of streamlining practices including presumptive remedies, focused feasibility studies, and expedited site characterizations, if any. Documentation of these strategy elements in your Document provides EM-40, other EM Office, Department, and external entities such as regulators, Tribal governments, and stakeholders, including the public, with an understanding of the technical and administrative steps being taken to improve remedy selection and better manage the response process so that needed remedies are implemented.

Resources for completing this Element include Streamlined Approach for Environmental Restoration Federal Facility Task Force recommendations; Chapter 5.2 of the Example Straw Document; section 2.4.4 of the Air Force MAP Guidebook Update; Site Specific Risk Documents; Risk Reduction Guidance; or other.

Element 19. Site-Wide Release Site Management Strategy

Describe your site-wide release site management strategy including regulatory activities within the environmental restoration project. Include descriptions of zones, operable units, or other approaches to managing activities.

Include this information in Chapter 5.3 of your Document in text, table, or map form depending on which best communicates the situation at your site.

Examine and describe your strategy for site-wide environmental restoration in keeping with your overall objectives, anticipated program end points or end states, and the eight program priorities on page 6 of the *Environmental Restoration Strategic Plan*. Describe how your Project Team will tactically manage cleanup of the site in order to achieve desired end states. Is work organized by waste area group, by media, by applicable technology, project type, defined zones, operable units, or other frameworks? During your discussions on this Element, consider alternatives to your current release site management strategy. Are there other ways that your activities or release sites could be organized or addressed that could enhance execution of your program? Also, indicate innovative approaches to streamlining and/or optimizing assessment/characterization and design/construction activities.

Operable Units. If used, review the adequacy and sequence of OUs defined for your site. Summarize the composition (e.g., which release sites, media are included) in text, table, or map form and indicate whether it is interim or final in nature. Are there other ways that your activities or release sites could be organized or addressed that could enhance execution of your program? If so, describe.

Zones and Waste Area Groups. If used, review the adequacy of existing investigative zones and/or waste area groups at your site. If zones or waste area groups are being used to organize field efforts, evaluate whether current arrangements are optimal for managing work. If zones are not currently being used, determine if zones should be used to optimize field management efforts and the integration of technical data that are being collected. Summarize any zones and waste area group, the basis on which they were defined, and the activities encompassed by each in Chapter 5.3 of your Document.

Other Approaches. If operable units, zones, or waste area groups are not being used to manage or organize cleanup, summarize alternative management units or approaches developed for your environmental restoration program.

Describe how components of your site-wide release site management strategy can respond to changes in key assumptions for your environmental restoration program.

Resources for completing this Element include: Regulatory agreements, permits, other legal instruments; the Program Review Process described in this Resource Guide; Chapter 5.3 of the Example Straw Document; sections 2.4.1 (Zones) and 2.4.2 (Operable Units) of the Air Force MAP Guidebook Update; or other.

Element 20. Non-Environmental Restoration Regulatory Strategy

Identify any regulatory activities outside the environmental restoration project that might be impediments to completing the project. Develop and describe strategies for overcoming these impediments.

Include this information in Chapter 5.4 of your Document.

Examine activities outside the project that may be barriers or impediments to accomplishing the project's completion such as operations or activities associated with underground storage tanks, above ground storage tanks, active RCRA units, asbestos, radon, point and non-point source discharges, lead-based paint, PCBs, and natural and cultural resources. Identify the responsible organization for managing such operations or activities and develop strategies to overcome impediments. Describe strategies for addressing identified impediments.

Resources for completing this Element include: the Program Review Process described in this Resource Guide; Chapter 5.4 of the Example Straw Document; Federal Facility Agreement (FFA); Federal Facility Compliance Agreement (FFCA); NESHAPS; Permits; DNFSB; or other.

Element 21. Project Support Activity Strategy

Describe your project support activity strategy including other significant interrelated activities that impact the environmental restoration program.

Summarize strategies for the following activities:

- Public participation/Stakeholder involvement
- Program management
- Support programs
- Site-wide services
- Landlord
- Technology development interface to meet environmental restoration program needs
- Department Orders
- Environmentally-related activities governed by other entities (e.g., Defense Nuclear Facilities Safety Board)

Include this information in Chapter 5.5 of your MAP Document.

Resources for completing this Element include: the Program Review Process described in this Resource Guide; Chapter 5.5 of the Example Straw Document; Focus Groups; or other.

Element 22. Performance Measures

Describe your performance measures.

In summarizing your project's specific performance measures, group them into the four strategic measures described in the *Environmental Restoration Strategic Plan*:

- Relative Risk Reduction
- Land and Facility Status
- Resource Distribution
- Program Efficiency

For each strategic measure include the appropriate graphs found on pages 8-10 of the *Environmental Restoration Strategic Plan*.

Resources for completing this Element include: *Environmental Restoration Strategic Plan*; Critical Few; Contract Performance Clauses; Department Order 430.1, *Life-Cycle Asset Management*, 24 August 1995; Chapter 5.6 of the Example Straw Document; or other.

3.6 Master Schedule: Elements 23 and 24

This section provides guidelines and resources for Program Review Elements 23 through 24. Information required to address these Elements is captured in Chapter 6 of your Document.

Element 23. Master Restoration Schedule

Develop or modify your Master Environmental Restoration Schedule and provide it in Gantt-type format.

Develop or modify your site's Master Environmental Restoration Schedule of anticipated actions in your program. This schedule should reflect your Project Team's best estimate. It should also be based on long-range strategic planning, and supported on a more detailed level by optimized critical path and/or network planning documentation. Include your Master Environmental Restoration Schedule (and key assumptions that have been made to support it) in Chapter 6.1 of your Document. A macro-level schedule that indicates removal and remedial response actions is required. A Gantt-type format is appropriate.

Include this information in Chapter 6.1 of your MAP Document.

Resources for completing this Element include: Baselines; Project Management Plan; Chapter 6.1 of the Example Straw Document; section 2.5.1 of the Air Force MAP Guidebook Update; or other.

Element 24. Significant Compliance Milestones

Provide a table of significant compliance milestones.

Include this information in Chapter 6.2 of your Document in table form.

Discuss whether any regulatory agreements or other legal instruments will require modification in order to accommodate the dates proposed in your Master Environmental Restoration Schedule.

Resources for completing this Element include: Baselines; Project Management Plan; Chapter 6.2 of the Example Straw Document; FFAC; FFA, Compliance Order (CO); or other.

3.7 Specific Project Issues and Initiatives: Elements 25 and 26

This section provides guidelines and resources for Program Review Elements 25 through 26. Information required to address these Elements is captured in Chapter 7 of your Document.

Chapter 7 of your Document is reserved for discussions of specific issues that will require additional work to resolve.

Example issues might include future land use, cleanup standards, the preparation of conceptual site models, the existence of significant data gaps, limited waste management capacity, redundant requirements. Keep track of issues as they arise during your program review. If they cannot be resolved during the preparation of your initial Document, add them to Chapter 7 for future resolution during the Process. Make Chapter 7 work for you by highlighting those issues that require further effort by the Project Team. If portions of the Chapter 7 issues require resolution at a national or program level, identify those items and specify the issues to be resolved above the site level.

Element 25. Key Issues Affecting Environmental Restoration Project

Describe key issues affecting program performance.

There are potentially a large number of issues that can affect project performance. Technical issues that affect project performance might include: data quality; data integration management tools employed at a site; the availability and clarity of program guidance at a site; the approach to determining background geochemistry at a site and the type of statistical approach used to evaluate environmental data.

Other issues that affect project performance might include: disagreement among stakeholders concerning appropriate cleanup levels; conflicts concerning appropriate treatment of contaminated soils; unreasonably short cleanup schedules based on regulatory agreements, internal Department conflicts concerning handling and disposal of radioactive and/or hazardous waste and unresolved laboratory quality and timing restrictions. The key issues should be summarized in Chapter 7.1 of your Document. For each issue summarize program impacts; major parties involved in resolution; action planned for resolution and date of next action(s).

Non-technical issues that directly affect program performance might include: conflicting regulatory requirements; organizational conflicts; Project Team composition.

Resources for completing this Element include: the Program Review Process described in the Resource Guide; former Roadmaps; Chapter 7.1 of the Example Straw Document; section 2.6 of the Air Force MAP Guidebook Update; or other.

Element 26. Initiatives Implemented to Improve Project Performance

Describe issues implemented to improve your environmental restoration project.

Describe initiatives that are being implemented to improve the environmental restoration project in the following areas: links planning and budgeting to relative risk; designing flexibility into compliance agreements; communicating project progress; clarifying roles and responsibilities; managing human resources; improving contracting; means of streamlining the administrative process; and technology development and implementing innovative technology.

Resources for completing this Element include: the Program Review Process described in the Resource Guide; former Roadmaps; Chapter 7.1 of the Example Straw Document; section 2.6 of the Air Force MAP Guidebook Update; or other.

3.8 Appendix A: Element 27

This section provides guidelines and resources for Program Review Elements 27. Information required to address these Elements is captured in Appendix A of your Document.

Element 27. ER Cost Baseline

Prepare cost baseline table in accordance with the prescribed format in Table A-1 (Exhibit 3-6).

Resources for completing this Element include: EM-40 prescribed format; *Environmental Restoration Baseline Guidance*; Appendix A of the Example Straw Document; the *Environmental Restoration Strategic Plan*; or other.

3.9 Appendix B: Element 28

This section provides guidelines and resources for Program Review Element 28. Information required to address this Element is captured in Appendix B and Table B-1 (Exhibit 3-7) of your Document.

Element 28. Major Environmental Restoration Documents

Prepare a table of major documents developed for your site's environmental restoration program.

Summarize this information in a chronologically arranged table (list oldest documents first) in accordance with the format in Table B-1. Include only primary documents paid for by your environmental restoration program and include this table in Appendix B of your Document.

Resources for completing this Element include: your Administrative Record Index; Document File Room; Appendix B of the Example Straw Document; section 2.8 of the Air Force MAP Guidebook Update; or other.

Table A-1 Installation Cost Baseline

Activity No. ¹	Phase ²	FY 89-95 (000\$)	FY96 (000\$)	FY97 (000\$)	FY98 (000\$)	FY99 (000\$)	FY2000- Complete (000\$)		
High Relative Risk									
Activity No. 1	Assessment	[REDACTED]					[REDACTED]		
	Remediation								
Activity No. 2	Assessment								
	Remediation								
Subtotal High	Assessment								
	Remediation								
Medium Relative Risk									
Activity No. 3	Assessment		[REDACTED]						[REDACTED]
	Remediation								
Activity No. 4	Assessment								
	Remediation								
Subtotal Medium	Assessment								
	Remediation								
Low Relative Risk									
Activity No. 5	Assessment	[REDACTED]						[REDACTED]	
	Remediation								
Activity No. 6	Assessment								
	Remediation								
Subtotal Low	Assessment								
	Remediation								
Program Management									
Other									
Total									

¹Activity is defined as follows:

FUSRAP = Site/VP

UMTRA = Site/VP

Large Site Decommissioning = Facility

Large Site Remedial Actions = Release Site

Small Site = Geographic Location

²Possible entries include: assessment, remediation, No Further Action without Remediation, No Further Action with Remediation

Exhibit 3-6 Installation Cost Baseline

Table B-1 Major Installation Environmental Restoration Documents

Title	Date	Phase 2	Applicable Release Sites	Point of Contact
Deliverables from 1989 - Present				
Expected Deliverable for Execution Year				

¹Documents are those paid for using environmental restoration funds. Include final documents unless only draft documents exist

²Possible entries include: assessment, remediation, No Further Action without Remediation, No Further Action with Remediation

Exhibit 3-7 Major Installation Environmental Restoration Documents

3.10 Appendix C: Element 29

This section provides guidelines and resources for Program Review Element 29. Information required to address this Element is captured in Appendix C of your Document.

Element 29. Decision Document/ROD Summaries

Prepare brief summaries of decision documents or results or Records of Decision where remedial action was selected including no further action planned documents.

When preparing these summaries for all types of release sites (including RCRA, UMTRA, D&D, State or Tribal programs), you should follow the format used in the *Superfund ROD Annual Report, FY 1991* (EPA, Office of Emergency and Remedial Response, Publication 9355.6-05-1, PB92-963359, April 1992). This element will provide information on decisions and remedies made for specific types of contaminants, and decisions for particular types of sites that will result in information required to support presumptive remedies and trends in remedy selection.

Resources for completing this Element include: Appendix C of the Example Straw Document; section 2.9 and 2.10 of the Air Force MAP Guidebook Update; Administrative Record; or other.

3.11 Appendix D: Element 30

This section provides guidelines and resources for Program Review Element 30. Information required to address this Element is captured in Appendix D of your Document.

Element 30. Conceptual Model Data Summaries

Prepare working conceptual model data summaries for sites, zones, or OUs

A conceptual site model should be developed for **high** relative risk release sites, zones, operable units, or other waste area units. If there are multiple sites in proximity to one another such that it is not possible to determine the individual source or sources of contamination, consider aggregating these into a single conceptual model. A conceptual model should then be developed for the aggregate. The conceptual model should include a narrative and set of maps, figures and tables taken from the data summary to support the narrative.

Resources for completing this Element include: Regulatory deliverables; Appendix D of the Example Straw Document; section 2.11.1 of the Air Force MAP Guidebook Update; ASTM E 1689-95, *Standard Guide for Developing Conceptual Site Models for Contaminated Sites*, or other.

3.12 Appendix E: Element 31

This section provides guidelines and resources for Program Review Element 31. Information required to address this Element is captured in Appendix E of your Document.

Element 31. Project Controls

See Common Program Office Policy on Project Management, October 17, 1995.

SECTION 4 Preparing the MAP Document

Step 1 of the Management Action Process is the creation of your straw draft MAP Document while step 5 of the Process is the creation of your complete MAP Document based upon your Bottom Up Program Review. Your Project Team should carefully consider this section of the Resource Guide prior to writing both your straw draft and completed Document.

Your Project Team will prepare a straw draft of your Document by February 1, 1996 using the format specified in Table 4-1. Your Project Team will then revise this straw draft by April 5, 1996 after completing steps 2-4 of the Process. The same Document format applies.

General information and tips for developing your Document are as follows:

- Your Document is intended to be a living Document that results from regular updates (e.g., margin notes and inserts at the field level) with significant changes forwarded to your Headquarters Program Manger (e.g., change in a key assumption or resolution of a key issue).
- The quality of the contents is more important than the length of your Document. The Document format in Table 4-1 is intended to be conducive to minimal text, summary tables, maps, and Gantt-type charts.
- The Document should be developed commensurate with the technical complexity, cost, visibility, and risk factors associated with your project. If your project is considered a large site you will need to fully implement the approach as described in this Resource Guide. If your project is at the opposite end of the spectrum (i.e., considered a small site), you should work with your Headquarters Program Manager to tailor your Document accordingly.
- Document authors are discouraged from using the Example Straw Document that supplements this Resource Guide as a verbatim “boilerplate” for their site’s Document. Instead, authors should adapt Document contents to the specific activities, strategies, and issues central to their environmental restoration program.

Who do you call for help?

1. The first source of help should be your Headquarters Program Manager.
2. You can also call Lea Ekman at Headquarters at 301/903-3992
3. Thirdly, you can call Kelly Kelkenberg at Headquarters 301/903-3438

Finally, electronic disks will be provided of this Resource Guide at each Workshop.

Table 4-1 Management Action Process Document Format Site

- 1 Introduction***
 - 1.1 Purpose of Management Action Process (MAP)**
 - 1.2 Organization of MAP Document**
 - 1.3 Environmental Restoration Objectives**
 - 1.4 Project Team**
Table 1-4-1: Project Team
 - 1.5 Organizational Interfaces**
Figure 1-5-1: Organizational Interfaces
Table 1-5-1: Organizational Functions
 - 1.6 Status of MAP**
 - 1.7 Strategy for MAP**

- 2 Site Description and Comprehensive Planning***
 - 2.1 Operational History**
Table 2-1-1: History of Operations
Figure 2-1-1: Location of Operations
 - 2.2 Environmental Setting**
 - 2.3 Current and Adjacent Site Uses**
 - 2.4 Influencing Factors**
 - 2.5 Facilities, Equipment, and Infrastructure**
 - 2.6 Future Uses for Land, Facilities, and Equipment**

- 3 Status of Environmental Restoration***
 - 3.1 Current Environmental Restoration Release Sites**
Table 3-1-1: Release Site Summary Table
Figure 3-1-1: Map of Release Sites
Figure 3-1-2: Environmental Condition of Property Map
Figure(s)3-1-3: Concentrations of Principal Contaminants Map
 - 3.2 Regulatory Agreements, Permits and Other Legal Drivers**
 - 3.3 Waste Management and Materials Disposition Activities Impacting Environmental Restoration Project**
 - 3.4 Project Support Activities**

- 4 Installation Relative Risk**

- 5 Environmental Restoration Strategy***
 - 5.1 Key Assumptions**
 - 5.2 Remedy Selection Strategy**
 - 5.3 Site-Wide Release Site Strategy**

* List all resources used to develop MAP Document information at the end of each chapter or appendix. Include Title, Date, and Contact Information.

Table 4-1 Management Action Process Document Format Site

5.4	Non-Environmental Restoration Regulatory Strategy
5.5	Project Support Activity Strategy
5.6	Performance Measures
6	Environmental Restoration Program Master Schedule*
6.1	Master Restoration Schedule
	<i>Figure 6-1-1: Projected Restoration Program Master Schedule</i>
6.2	Significant Compliance Milestones
	<i>Table 6-2-1: Significant Milestones</i>
7	Technical and Other Issues To Be Resolved*
7.1	Key Issues Affecting Environmental Restoration Project
7.2	Initiatives Implemented to Improve Project Performance
Appendix A	Fiscal Year Funding Requirements/Costs*
	<i>Table A-1: Site Cost Baseline (000\$)</i>
Appendix B	Site Environmental Restoration Deliverables
	<i>Table B-1: Site Environmental Restoration Deliverables</i>
Appendix C	Decision Document/ROD Summaries*
Appendix D	Conceptual Model Data Summaries*
Appendix E	Project Controls*
	Sign-Off Page

* List all resources used to develop MAP Document information at the end of each chapter or appendix. Include Title, Date, and Contact Information.