A photograph of a brown duck with a blue beak standing on a wooden post in a body of water. The duck is the central focus, with its reflection visible in the water below. The background is a blurred natural setting with green foliage.

**Water, Wetlands
& Pesticides
Division
Strategic Plan**

FY 2004 thru 2008

Table of Contents

- **Welcome**
- **Table of Contents**
- **Introduction**
- **WWPD Targets**
- **Reference Documents**
- **Appendices**
 - Appendix A. Regional Plan Development Guidance**
 - Appendix B. National Water Program FY 2005-2008 Management System Matrix**
 - Appendix C. Agency Laws**
 - Appendix D. WWPD Accountability to Region**
 - Appendix E. WWPD Expectations and Philosophies**
 - Appendix F. WWPD Values and Behaviors**
 - Appendix G. WWPD Organization**
 - Appendix H. FY 2004 WWPD Operating Plan**

WELCOME

On Behalf of the Water, Wetlands, and Pesticides Management Team:

We are pleased to announce the completion of the Water, Wetlands, and Pesticides Division's FY 2004-2008 Strategic Plan and the accompanying FY 2004 Operating Plan (Appendix H). The release of these final documents was delayed to ensure they were in agreement with the Goals and Objectives in the Region 7 FY 2003-2008 Strategic Plan. The development of these plans required dedication and hard work on the part of the Division's ST/OP Team, and our state, tribal and Regional Office partners.

Both the Division's Strategic and Operating Plans are available in either electronic or paper formats. We encourage all Division personnel, and all of our partners, to use these plans for day to day environmental protection efforts as well as for your daily and future planning efforts.

Work will begin soon on developing the Division's FY 2005 Operating Plan. All Division employees, along with our state, tribal, and Regional Office partners, will again have the opportunity to participate in the development of this important guidance document.

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March 2004

INTRODUCTION

Background

Protection of the quality of the waters of the United States and wise pesticide management have changed a great deal since the enactment of the Clean Water Act of 1970 and of the Federal Insecticide, Fungicide and Rodenticide Act of 1982. Since that time, the issues facing water quality protection have become increasingly more complex and multi-media focused. Senior managers in Region 7 recognize the value of long-term planning to address these complex and multi-faceted program issues.

Therefore, in the fall of 2001, an eight member ad-hoc group was formed to develop a strategic plan to address these issues. The members of this ad-hoc group represented and continues to represent each facet of the Water, Wetlands, and Pesticides Division (WWPD). The group was tasked to address three elements of the planning process: 1) describe and **prioritize** the major WWPD program activities, 2) refocus the Division's **resources** to address its priority activities, and 3) identify potential activities in which the Division should **address** during the next five years and beyond.

In addition to developing a strategic plan, the ad-hoc group was also tasked to develop an annual operating plan for WWPD. After receiving this task, the group then began to call themselves the "ST/OP" Team for **ST**rategic and **O**perating Plan team.

In March 2002, a new management team was chosen for the WWPD. The new management team tasked the ST/OP team to continue with the WWPD strategic planning process, and to broaden the scope of the Strategic Plan. Management requested that the plan encompass all **Regional** water and pesticide programs, not just those taking place in the Division. In addition, management requested that the planning process and the products embrace a multi-media approach to problem solving.

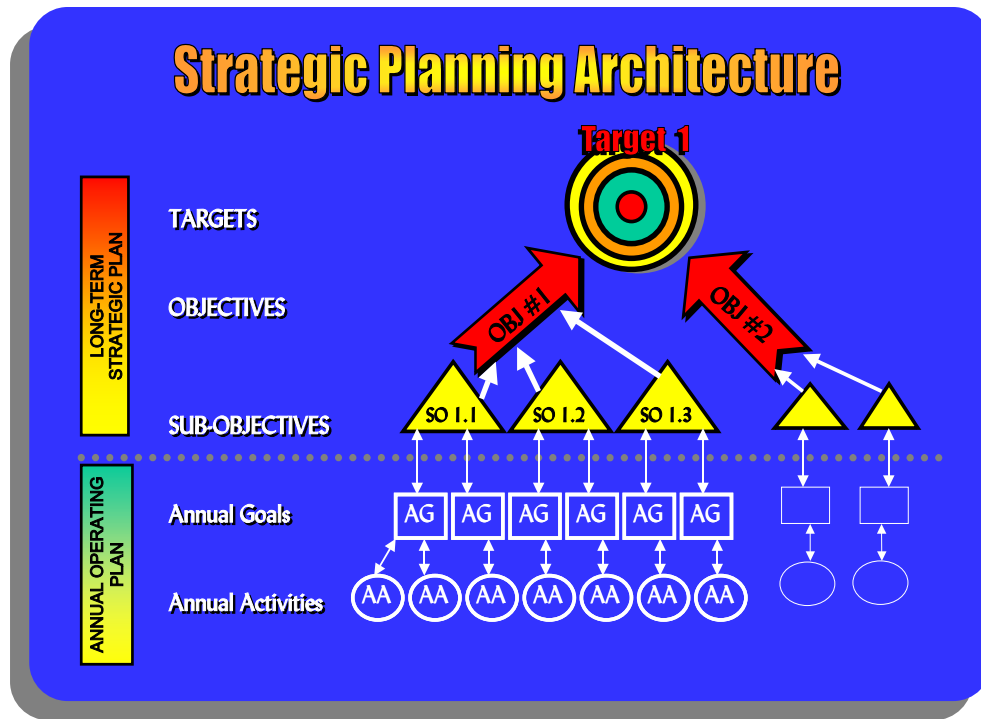
The Strategic Plan is a comprehensive document designed to provide long range direction and guidance to both WWPD management and staff in meeting the Division's environmental and human health protection Targets. The Operating Plan (*Appendix H*) provides specific actions for the Division to accomplish this fiscal year en route to achieving the multi-year Strategic Plan Targets. All WWPD plans are available electronically on WWPD's shared local area network at G:\User\Share\Planning\Strategic Planning.

**For an electronic copy of the WWPD
Strategic or Operating Plans, see:**

G:\User\Share\Planning\Strategic Planning

Plan Development

Developing the Strategic Plan and the Operating Plans required considerable effort over several months. Before either plan began development, the relationship between the plans was defined and depicted, as follows:



“**Targets**” represents WWPD’s aspirations for at least the next five years. The five Targets (identified in Section II, of this document) consider input from States, Tribes, other programs within the Region, and WWPD personnel. The term “Target” is reserved for the WWPD Strategic Plan to distinguish it from the Regional Plan.

“**Objectives**” are specific outcomes to be achieved under each Target within the 5-year time-frame of the WWPD Strategic Plan.

“**Sub-Objectives**” describe shorter-term results that WWPD intends to meet under each Objective from the WWPD Strategic Plan. Sub-Objectives will translate into similar annual performance goals in the annual WWPD Operating Plan.

“**Annual Goals**” are the priorities or emphasis areas for the upcoming planning year. Annual Goals are used in the overall planning process to as a reality check to anchor the course of the Strategic Plan. This term is reserved for the WWPD Operating Plan.

“**Annual Activities and Measurements**” are the day to day tasks conducted by WWPD personnel that result in accomplishing the Annual Goals described in the WWPD Operating Plan.

The **horizontal dotted line** distinguishes the architecture between the WWPD Strategic Plan and WWPD Operating Plan and their inner-relationship.

The first product developed by the ST/OP Team was the WWPD Operating Plan for FY 2002-2003. This plan was distributed in March 2002. The second product is the WWPD FY 2004 Operating Plan which was distributed October 1, 2003. The third product is this WWPD Strategic Plan, distributed in March 2004.

The ST/OP Team utilized National, Regional, and other pertinent guidance, including the Governmental Performance and Results Act (GPRA) directives in developing both the form and content of the Division's plans (*See tab titled, "Reference/Guidance Documents"*). The Division will revise and update its plans according to established plan revision schedules; in response to developing or evolving Agency or Regional mandates, policies, and programs; or in response to available resources or those of partner agencies and tribes.

Once the Strategic and Operating Plans were drafted by the ST/OP Team, everyone in the Division, our state environmental partners, tribes, and other Regional partners were involved in the review process which helped determine the final content of the documents.

Here is a summary of the Targets that this Strategic Plan addresses:

Target 1: Systems and Human Capital - See WWPD Targets, Page 1

WWPD endorses investing in our employees to ensure that the Division continues to successfully meet its environmental mission. All WWPD employees are the primary asset of the Division and are valued and nurtured to ensure success in accomplishing our mission. WWPD places on fostering a creative work environment that encourages innovative thinking, processes improvement. In addition, systems and processes are well thought out to ensure the production of high quality products that meet our customers needs.

Target 2: Clean & Safe Water - See WWPD Targets, Page 5

Ensure drinking water is safe. Protect, sustain or restore and maintain watersheds and accompany aquatic ecosystems to protect human health, support economic and recreational activities, and provide healthy habitat for fish, plants, and wildlife.

Target 3: See WWPD Targets, Page 24

This Target is reserved to align the WWPD Strategic Plan with the Region 7 Strategic Plan Architecture. WWPD does not anticipate developing a Target 3 at this time.

Target 4: Healthy Communities and Ecosystems - See WWPD Targets, Page 24

Safeguard ecosystems and promote the health of natural communities that are integral to the quality of life in Region 7. Protect, sustain, or restore the health of people, communities, and ecosystems using integrated and comprehensive approaches and partnerships. Protect human and community health from pests and disease by ensuring availability and wise use of pesticides: including public health pesticides and antimicrobial products, that meet the latest safety standards. Prevent and reduce chemical and biological risks to humans, communities and ecosystems.

Target 5: Compliance and Environmental Stewardship - See WWPD Targets, Page 41

By 2008, maximize compliance to protect human health and the environment through compliance assistance, compliance incentives, and enforcement by achieving a 3% increase in the pounds of pollution reduced, treated, or eliminated, and achieving a 3% increase in the number of regulated entities making improvements in environmental management practices.

Plan Purpose

The purpose of the WWPD long-term and short-term planning efforts is to enable the Division to achieve its Vision and to accomplish its Mission, which are stated as follows:

WWPD VISION

Improve, preserve, and protect Region 7's environmental resources and human health by achieving and maintaining clean and safe drinking water, swimmable and fishable waters, and the safe use of pesticides for the public.

WWPD MISSION

Effectively and efficiently administer the Nation's laws and the Agency's regulations for which we are responsible.

To achieve our Vision and to accomplish our Mission, WWPD will be a National Leader in environmental and human health protection in all phases of program development, implementation, and enforcement. As a National Leader, we will:

- Incorporate the three Regional Themes of Agriculture, Sensitive Populations, and Critical Ecosystems into our Division's Core Programs, as applicable, while identifying, integrating, and documenting new, emerging, and/or important human health or environmental protective advancements, as appropriate.
- Maintain strong partnerships with states, tribes, and other governmental entities to enhance their capacity, and to support their efforts to address environment and human health issues affecting the Region.
- Maintain consistent outreach efforts to inform and engage the public as we address environmental and human health issues affecting the Region.
- Apply common sense in our decision making processes.
- Measure our successes based on environmental results, as the outcome of compliance with our Agency's enabling statutes and, as appropriate, by vigorous enforcement.
- Address environmental and human health protection efforts, where possible, at the watershed or ecosystem scale; while pursuing environmental justice; and encouraging pollution prevention actions, wherever feasible.
- Maintain a positive work environment which both encourages and provides the opportunity for all employees to contribute their maximum potential to our Mission.

Planning Process

The Strategic Plan provides a five year "road map" for the Division to follow as it fulfills the requirements of our Nation's laws and the Agency's regulations for which it is responsible. The "road map" also guides the Division in establishing the annual WWPD Operating Plan Goals that will help the Division to achieve the longer-range public health and the environment Targets that it has set for itself in the Strategic Plan.

The annual Operating Plans also will allow both WWPD managers and staff to measure the

Division's progress toward achieving the long-range Targets of the Strategic Plan, and to recognize where adjustments are needed to achieve the desired results. Finally, the Strategic Planning process will allow WWPD managers to identify the Division's highest priority environmental and human health issues, and to direct available resources effectively and efficiently to address those concerns. Operating Plans are scheduled to be revised during the fourth quarter of each fiscal year by the ST/OP Team. See Appendix H for a current copy of the WWPD Operating Plan

WWPD Authority

WWPD plays an integral role in the protection and management of the water resources in the Region, including the regulation of and providing information on proper pesticide use. The major environmental laws that WWPD is responsible for administering are the Clean Water Act, the Safe Drinking Water Act, the Federal Insecticide, Fungicide and Rodenticide Act, and the Food Quality Protection Act. EPA implements many environmental programs that derive their authority from these environmental laws.

WWPD is charged with protecting the waters of the United States through oversight of the Public Water Supply Program, the National Pollutant Discharge Elimination System Program, the Pesticide Program, and other resource protection programs, many of which have been delegated to the four states of Region 7. WWPD directly implements the programs on behalf of the nine Tribes in the Region. Appendix C provides details on these and other Agency laws and regulations.

Major Laws Enforced by WWPD

Clean Water Act - 1987

Safe Drinking Water Act - 1986

Food Quality Protection Act - 1996

**Federal Insecticide, Fungicide and
Rodenticide Act - 1982**

Plan Implementation

With the completion of the WWPD Strategic and Operating Plans, including the long-term and short term priority actions identified and the Plans' outputs determined; the Division's plan development process pauses and the plan implementation phase begins. Therefore, it is critical to the Plans' success that everyone in the Division take personal responsibility and be accountable for following the Plans.

**The Region 7
Water, Wetlands, Pesticide Division**

Strategic Plan Targets

for the period

FY 2004 – 2008

Target 1: Systems and Human Capital

WWPD endorses investing in our employees to ensure that the Division continues to successfully meet its environmental mission. All WWPD employees are the primary asset and are valued and nurtured to ensure success in accomplishing our mission. Emphasis is placed on fostering a creative work environment that encourages innovative thinking, process improvement, and streamlining communication techniques. In addition, systems and processes are well thought out to ensure the production of high quality products that meet our customers needs.

Objective 1.1: WWPD Staff Development

Provide professional development opportunities for staff with emphasis on achieving superior customer satisfaction results.

Current Status

WWPD has conducted a resource analysis as well as participated in the pilot National Strategic Workforce Planning System (NSWPS). Both of these efforts were designed to identify future staff development needs. The division also contributes toward the regional staff development strategy.

Current Trends

Many WWPD employees are eligible within the next five years for retirement, which makes the Region vulnerable in many program areas due to a loss of expertise. In anticipation of future retirement and the need to develop existing employees, WWPD will utilize the Region Human Resource opportunities as a result of the Regional Human Capital strategy. This will allow WWPD to: attract and retain a diverse and highly skilled workforce; develop programs to enable their people to perform to their highest potential; encourage WWPD people to be innovative and creative; promote the respect of people and their contributions; promote teamwork and collaboration with internal and external partners; and integrate planning, budgeting, and accountability processes into workforce changes.

Major Challenges

The intense competition for new science and technology graduates is likely to increase, and career expectations of newer generations of EPA employees may be different from those of today's senior employees. With the possibility to increase our resources very unlikely, it is imperative that we continue investing in effective human resources management which includes persistent improvement in retention and recruiting practices.

Activity #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results
Sub-Objective 1.1.1: WWPD Contributes Toward the Regional Human Capital Strategic Plan			
1	WWPD contributes toward the Regional Human Capital Strategic Plan		<ul style="list-style-type: none"> • Achievement of Goals 2, 4, and 5

Objective 1.2: Adequate Systems

Systems will be developed and/or maintained to be utilized as a tool to promote accountability for timely, cost-effective, and quality projects.

Current Status

Some systems exist but clarity is needed

Current Trends

Technology is constantly changing and existing national systems need upgrading. To develop clearer expectations, SOPs are needed as well as effective grants management to achieve the goals of 2, 4, and 5.

Major Challenges

Activity #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results
Sub-Objective 1.2.1: Improved Systems That Achieve Greater Success with Goals 2, 4, and 5.			
1	All database systems will continue to support core programs. (PCS, SDWIS, GRTS, STORET, National TMDL database, National WQS database, National Information Management Systems (NIMS), FTTS, GCAI, IGMS)		<ul style="list-style-type: none"> Quality data to support sound management decisions.
2	WWPD can plan and track performance against goals and capture cost based on sound financial systems and new accountability processes.		<ul style="list-style-type: none"> Accountability system developed that measures performance compared to annual commitments to achieve strategic goal.
3	WWPD utilizes Standard Operating Procedures that sets clear expectations		<ul style="list-style-type: none"> Standard Operating Procedures developed and followed that assist in the achievement of goals 2, 4, and 5. Examples of these SOPs include PPG negotiations, FOIA, back-ups to the immediate office, delegations, etc.
Sub-Objective 1.2.2: Efficient and Effective Grants Management			
1	All grants in WWPD managed to achieve the goals of 2, 4, and 5.		<ul style="list-style-type: none"> Achievement of Goals 2, 4, and 5.

Target 2: Clean & Safe Water

Ensure drinking water is safe. Restore and maintain watersheds and their accompanying aquatic ecosystems to protect human health, support economic and recreational activities, and provide healthy habitat for fish, plants, and wildlife.

Objective 2.1: Protect Human Health

Current Status

In Region 7, there are over 7,000 public water systems that collectively serve more than 13 million people. In Region 7, all four states have primary enforcement responsibility for enforcing public drinking water standards to protect public health. The states are currently developing updated state regulations to maintain primacy for new and revised federal regulations, increasing the level of protection. The Drinking Water State Revolving Fund is used by states to improve compliance with the drinking water standards. To protect water supplies, the four states have completed 100% of their source water assessments to identify potential sources of contamination. In addition, the Underground Injection Control (UIC) program is an integral part of protecting water supplies. Region 7 has three delegated UIC programs and implements the program in Iowa and on tribal lands. To date, we have identified over 32,000 active injection wells in Region 7 that are potential sources of contamination. The Region 7 Tribal program is focusing on capacity building, ensuring environmental management of its programs on tribal reservations. The Drinking Water Tribal Set-Aside (DWTSA) grant program is the vehicle currently used for all tribal water plant infrastructure improvements.

Current Trends

Nationally, populations are increasing and shifting geographically. In Region 7, there is a trend to negative growth in the rural areas and small communities, with large increase in suburban populations. This has resulted in increasing strain on the ability of small public water systems to maintain the revenue base and interest, in maintaining and upgrading infrastructure. In order to meet increased demands from more stringent and complicated regulations, public water systems are required to conduct more monitoring, and provide a higher level of treatment. EPA conducted a Gap Analysis Study which identified a significant funding gap if public water systems maintain current spending and operations practices over the next 20 years. This real rate of growth represents a 3% per year increase over and above the rate of inflation and is consistent with the long-term growth estimates of the economy. This demand supports the need to continue SRF funding for years to come. This rate of growth comes with a decrease in state budgets for the past few years which is expected to continue with the implementation of the new drinking water rules, with additional reporting and tracking requirements, and the need for accurate data, as well as the integration of security into all drinking water programs.

Region 7's approach to protect Human Health is described as follows:

1) Water Safe to Drink - In Region 7, human health protection will focus primarily on implementing new rules to provide water that is safe to drink. Region 7's strategy focuses on five areas:

- participating in the development or revision of drinking water standards;
- supporting states, tribes, and individual water systems in implementing standards;
- promoting sustainable management of drinking water infrastructure;
- protecting sources of drinking water from contamination. These activities will have to be conducted in an environment of reduced resources, conflicting priorities, political challenges, technical challenges, and the impact of socio-economic factors. These issues are most evident in dealing with small community compliance issues; and
- a survey that critical water infrastructure is secure from terrorist and other international acts.

Participation on the development or revision to drinking water standards is critical for the region to maintain its technical expertise to support states tribes and individual water systems. We will focus regional resources on improving drinking water infrastructure and supporting the programs financially. Special emphasis will be placed on under-funded small communities. Protecting existing and future sources of drinking water will be an emphasis for the Source Water Protection Programs as well the UIC Program with a focus toward the regional priority of sensitive populations and agriculture. A challenge will be working with our States, Tribes and local partners to provide training on developing and implementing protection plans.

In the UIC area, Region 7 will commit to closing or permitting 100% of known Class V motor vehicle waste disposal wells, despite not having a national data base to track this data. Region 7 commits to work with our state partners to bring 50% of source water protection strategies in place for community water systems. The national goal is 75%. For those systems that have strategies in place, Region 7 commits 40% of those strategies being implemented. The national goal is 60%.

2) Fish Safe to Eat - To assure fish safe to eat in Region 7, State advisory programs, Total Maximum Daily Loads (TMDLs) for waterbodies listed as impaired for fish consumption, and Effective Combined Sewer Overflow (CSO) programs will be relied upon.

3) Water Safe to Swim - To assure safe water to swim in, Region 7 state programs will be relied upon for swimming advisories and implementation of TMDLs for those water bodies impaired and impacts the use for recreational swimming. The implementation of effective Combined Sewer Overflow (CSO) programs are also a facet in which to assure water is safe for

swimming.

Major Challenges

An analysis of our state programs indicates that budget constraints are limiting their ability to implement existing program requirements, and to make use of the funds that are available. DWTSA Infrastructure Grants are expected to increase dramatically over the next few years, requiring more effort for staff to manage. Innovative approaches and funding are needed to ensure compliance with the new drinking water regulations, which will have a major impact on small water systems in the region. Resource issues both internally and externally to EPA will have an effect on environmental stewardship in Region 7.

Key to Abbreviations in Target 2:	
GPRA - Government Performance Results Act	WQ - Water Quality Standards
DW - Drinking Water Implementation	AG - Agriculture
SE - Smart Enforcement	SP - Sensitive Populations
DA - Strategic Use of Data	EC - Ecosystems
MA - Monitoring and Assessment	

Activity #	Strategic Targets	GPRA Ref. code below the objective level #		Link to National Program Manager Priorities					Link to Regional Strategic Themes		
				DW	SE	DA	MA	WQ	AG	SP	EC
Sub-Objective 2.1.1: Water Safe to Drink				Results							
By 2008, 95% of the population served by community water systems will receive drinking water that meets all applicable health-based drinking water standards through effective treatment and source water protection. (Baseline in 2002 is 93.6% of population; note that year-to year performance is expected to change over time as new standards take affect.)											
1	By 2008, 95% of the population served by community water systems will receive drinking water that meets health-based standards in which systems are required to comply as of December 2001. (2002 Baseline: 93.6% of the population);	4-7	<ul style="list-style-type: none"> By 2008, the Drinking Water State Revolving Fund (DWSRF) will provide a \$1.7 billion Federal return on investment [cumulative dollar amount of assistance disbursements to systems divided by cumulative Federal outlays for projects]. By 2008, the DWSRF fund utilization rate will reach 86% [cumulative loan agreement dollars to the cumulative funds available for projects]. Determine the number of DWSRF projects that have initiated operations as a result of funding, (Cumulative) Determine the percentage of DWSRF loan agreements made annually that result in returning Community Water Systems to compliance. 	X	X	X	X	X		X	X

Activity #	Strategic Targets	GPRA Ref. code below the objective level #	Results	Link to National Program Manager Priorities					Link to Regional Strategic Themes		
				DW	SE	DA	MA	WQ	AG	SP	EC
2	By 2008, 80% of the population served by community water systems will receive drinking water that meets health-based standards with a compliance date of January 2002. (2002 Baseline: xx% of population to be determined January 2004; covered standards include: Stage 1 disinfection by-products/interim enhanced surface water treatment rule/long-term enhanced surface water treatment rule/arsenic; year-to-year performance is expected to change as new standards take effect.)	8 4-7	<ul style="list-style-type: none"> Each year, each State will be in compliance with the requirement to conduct sanitary surveys at community water systems once every three years, as documented by file audits of a random selection of water systems. By 2008, the Drinking Water State Revolving Fund (DWSRF) will provide a \$1.7 billion Federal return on investment [cumulative dollar amount of assistance disbursements to systems divided by cumulative Federal outlays for projects]. By 2008, the DWSRF fund utilization rate [cumulative loan agreement dollars to the cumulative funds available for projects] will reach 86%. Determine the number of DWSRF projects that have initiated operations as a result of funding, (Cumulative) Determine the percentage of DWSRF loan agreements made annually that result in returning Community Water Systems to compliance. 	X	X	X	X			X	X

Activity #	Strategic Targets	GPRA Ref. code below the objective level #	Results	Link to National Program Manager Priorities					Link to Regional Strategic Themes		
				DW	SE	DA	MA	WQ	AG	SP	EC
3	By 2008, 95% of community water systems that provide drinking water will meet health-based standards in which systems need to comply as of December 2001. (2002 Baseline: 91.6% of community water systems)	8 4-7	<ul style="list-style-type: none"> Each year, each State will be in compliance with requirement to conduct sanitary surveys at community water systems once every three years, as documented by file audits of a random selection of water systems. By 2008, the Drinking Water State Revolving Fund (DWSRF) will provide a \$1.7 Federal return on investment [cumulative dollar amount of assistance disbursements to systems divided by cumulative Federal outlays for projects]. By 2008, the DWSRF fund utilization rate [cumulative loan agreement dollars to the cumulative funds available for projects] will reach 86%. Determine the number of DWSRF projects that have initiated operations as a result of funding, (Cumulative) Determine the percentage of DWSRF loan agreements made annually that result in returning Community Water Systems to Compliance. 	X	X	X	X			X	X

Activity #	Strategic Targets	GPRA Ref. code below the objective level #	Results	Link to National Program Manager Priorities					Link to Regional Strategic Themes		
				DW	SE	DA	MA	WQ	AG	SP	EC
4	By 2008, the percentage of community water systems that provide drinking water that meets health-based standards: with a compliance date of January 2002 or later will be 80% (2002 Baseline: xx% of community water systems; to be determined January 2004; covered standards include: Stage 1 disinfection by-products/interim enhanced surface water treatment rule/long-term enhanced surface water treatment rule/arsenic; year-to-year performance is expected to change as new standards take effect.)	8 4-7	<ul style="list-style-type: none"> Each year, each State will be in compliance with requirement to conduct sanitary surveys at community water systems once every three years, as documented by file audits of a random selection of water systems. By 2008, the Drinking Water State Revolving Fund (DWSRF) will provide a \$1.7 billion Federal return on investment [cumulative dollar amount of assistance disbursements to systems divided by cumulative Federal outlays for projects]. By 2008, the DWSRF fund utilization rate [cumulative loan agreement dollars to the cumulative funds available for projects] will reach 86%. Determine the number of DWSRF projects that have initiated operations as a result of funding, (Cumulative) Determine the percentage of DWSRF loan agreements made annually that result in returning Community Water Systems to Compliance. 	X	X	X	X			X	X

Activity #	Strategic Targets	GPRA Ref. code below the objective level #	Results	Link to National Program Manager Priorities					Link to Regional Strategic Themes		
				DW	SE	DA	MA	WQ	AG	SP	EC
5	By 2008, 95% of the population served by community water systems in Indian country will receive drinking water that meets all applicable health-based drinking water standards. (2002 Baseline: 91.1% of population served by systems; year-to-year performance is expected to change as new standards take effect.)	9	<ul style="list-style-type: none"> By 2006, all Tribal water systems will have undergone a sanitary survey. Determine the number of DWIG projects that have been completed as a result of funding. Increase the number of partnerships between other federal and non-federal agencies in support of tribal program. 	X	X	X	X			X	X
6	By 2008, 50% of source water areas (both surface and ground water) for community water systems will achieve minimized risk to public health. (2002 Baseline: estimated to be 5%; “minimized risk” achieved by substantial implementation, as determined by the State, of source water protection actions in a source water protection strategy.)	10 11 14 17 18	<ul style="list-style-type: none"> By 2008, 50% of source water areas for community water systems (CWS) will have source water protection strategies in place. (Cumulative; 75% nationally) By 2008, 40% of source water areas for community water systems will have implemented some aspects of source water protection strategies. (Cumulative; 60% nationally) By 2008, delineated source water areas for 98% of community water systems will be available in a GIS digitized format using agreed upon data management protocols. By 2008, separately for each class of well, 100% of Classes I, II, III, and V wells identified in violation will be addressed by the UIC program. By 2008, 90% of known Class V motor vehicle waste disposal wells will be 	X		X	X	X	X	X	X

Activity #	Strategic Targets	GPRA Ref. code below the objective level #	Results	Link to National Program Manager Priorities					Link to Regional Strategic Themes		
				DW	SE	DA	MA	WQ	AG	SP	EC
		19 20	<ul style="list-style-type: none"> closed or permitted. (100% nationally) By 2008, 50% of ground water-based source water areas for Community Water Systems will have a Class V survey completed. By 2008, the number of inspections conducted for Class II and Class V will increase by 10%. 								
7	By 2015, in coordination with other Federal agencies, reduce by 50% the number of households on tribal lands lacking access to safe drinking water. (2000 Baseline: Indian Health Service data indicating 31,000 homes on Tribal lands lack access to safe drinking water.)	24	<ul style="list-style-type: none"> Increase number of households on Tribal lands having access to safe drinking water. 	X	X	X	X			X	
8	Through 2008, safeguard public health and safety by providing technical support to drinking water and waste water utilities.		<ul style="list-style-type: none"> By 2008, 90% of Drinking Water will have completed vulnerability assessments and Emergency Response plans. 			X	X			X	

Activity #	Strategic Targets	GPRA Ref. code below the objective level #	Link to National Program Manager Priorities					Link to Regional Strategic Themes			
			DW	SE	DA	MA	WQ	AG	SP	EC	
Sub-Objective 2.1.2: Fish & Shellfish Safe to Eat											
Results By 2008, the quality of water and sediments will be improved to allow increased consumption of fish and shellfish as measured by the strategic targets described below.											
1	By 2008, the quality of water and sediments will be improved to allow increased consumption of fish in not less than 3% of the water miles/acres identified by states or tribes as having a fish consumption advisory in 2002. (2002 Baseline: 485,205 river miles and 11,277,276 lake acres were identified by states or tribes in 2002 as having fish with chemical contamination levels resulting in an advisory of potential human health risk from consumption.)	28 30	<ul style="list-style-type: none"> By 2008, fish tissue will be assessed to support waterbody-specific or regional consumption advisories or a determination will be made that no consumption advice is necessary for at least 40% of lake acres and 20% of river miles. By 2008, EPA will assist and support the development of tribal fish advisory programs so that at least 1 tribe will have adopted and applied the national fish advisory guidance to make fish advisory determinations for local waters. 		X	X	X	X	X	X	X

Activity #	Strategic Targets	GPRA Ref. code below the objective level #	Link to National Program Manager Priorities					Link to Regional Strategic Themes			
			DW	SE	DA	MA	WQ	AG	SP	EC	
<p>Sub-Objective 2.1.3: Water Safe for Swimming Results By 2008, restore water quality to allow swimming in not less than 5% of the stream miles and lake acres identified by states in 2000 as having water quality unsafe for swimming. (2000 Baseline: approximately 90,000 stream miles and 2.6 million lake acres reported by states as not meeting a primary contact recreational use in the 2000 reports under section 305(b) of the Clean Water Act.)</p>											
1	By 2008, the quality of recreational waters nationwide will be protected so that the number of waterborne disease outbreaks attributable to swimming in, or other recreational contact with, the ocean, rivers, lakes, or streams will be reduced to not more than 8, measured as a five-year average. (2002 Baseline: an average of 9 recreational contact waterborne disease outbreaks reported per year by the Centers for Disease Control over the years 1994 -1998)	36	<ul style="list-style-type: none"> By 2008, 75% of communities with CSOs will have schedules in place to implement approved Long Term Control Plans (LCTPs) 		X	X	X	X	X	X	X

Objective 2.2: Protect Water Quality

Region 7 embraces EPA's national approach to improving and restoring water quality that focuses on addressing and implementing solutions to problems at the watershed level.

Region 7 and most of the Region 7 states strongly support a community-based approach and are using it to provide comprehensive water quality improvements throughout the Region. Region 7 closely coordinates with its state partner agencies, with other federal and state agencies, as well as with Non-governmental organizations (NGOs) and community groups to identify and prioritize watersheds with water quality issues, and then encourages all parties to direct available resources to those watersheds thereby increasing both the efficiency and effectiveness of comprehensive water quality improvement efforts. Overriding factors such as lawsuits, settlement agreements, and other directives may require states to redirect a portion of their efforts and resources from the comprehensive watershed approach to improving water quality in specific waterbodies or watershed segments.

Current Status

All four Region 7 states implement the National water quality standards (WQSs) program with the Regional Office having the primary role of reviewing and approving/disapproving state-proposed water quality standards revisions. Three of the Region's four states have court-issued settlement agreements that direct both the selection and schedule for determining Total Maximum Daily Load (TMDL) levels for stream segments or watershed in those states. Cumulatively, the four states have prepared, and Region 7 approved, 1143 TMDLs through FY 2003, and anticipate more than 200 additional TMDLs will be prepared and approved during the next fiscal year.

Additionally, all four states in Region 7 have Clean Water State Revolving Fund (CWSRF) loan programs. The EPA awards funds to the states and in turn, the states provide low interest loans to municipalities for wastewater treatment facilities which helps to protect and improve water quality. The first CWSRF grant was awarded in Region 7 beginning in 1989. To date, 998 wastewater projects have been funded. A total of \$1,053,321,351 has been awarded through September 30, 2003 to the four states in our Region.

The NPDES Permit Program is administered by all Region 7 states. More than 6,600 individual permits have been issued for discharges from municipal waste water treatment plants, industrial facilities, and CAFOs. Over 11,000 additional facilities are covered by general permits. The NPDES permit program's goal is that at least 90% of these permits are current and reflect the latest technology and water quality based requirements contained in effluent limitations guidelines, TMDLs, etc.

Region 7 administers the NPDES program in Indian country (about twenty permits).

Limited state budgets have reduced the amount of funding to state environmental agencies that is necessary to maintain adequate water quality monitoring programs. Currently, less than 20 percent of the Region's water resources have been adequately and/or routinely monitored. Non-point pollutant sources remain the Region's dominant pollution problem, both in urban settings and particularly in rural areas where agricultural activities dominate. All four states have revised their Nonpoint Source (NPS) Management Plans during the last three years to aggressively protect and restore their water resources, and have identified both schedules and goals for implementing the non-point control practices identified in their Plans.

Current Trends

More and better quality water monitoring data are becoming available, albeit slowly, to WWPD and the states that will provide better information at the watershed scale to support increased water quality protection and restoration efforts, and allow the establishment of more appropriate water quality standards. Unfortunately, current budget problems are forcing the states to limit or decrease the amount of funds they commit to protecting water quality either in or outside their priority watersheds.

Consequently, more non-governmental advocacy groups are forming with the goal of protecting specific watersheds, critical environmental areas, and/or sensitive population groups, and are collecting high quality monitoring data and using the results to promote or require watershed-focused improvements. These advocacy groups are aware that agricultural-related non-point source pollution is often the primary cause of water quality problems in their adopted watersheds and promote both traditional and innovative methods to reduce the impact of agriculture on the Region's water quality. These advocacy groups are also aware that non-point sources are the remaining major unregulated water quality pollution source and are demanding more action from the political, business, and governmental sectors to coordinate their efforts to improve the Region's water quality and to protect its important environmental areas, thereby protecting the health and welfare all of the Region's residents, especially its sensitive populations.

The Clean Water State Revolving fund is an excellent source for funding non-point source pollution prevention projects. Both regulated and programmatic planning processes are resulting in more efficient, effective, and pro-active efforts by the states in developing TMDLs, in scheduling to meet legal commitments and deadlines, and in seeking and utilizing state-of-the-art technical and administrative tools to implement their TMDL programs. The quality of the state-developed TMDLs being submitted to Region 7 for approval continues to improve; and increasingly the Regional Office is assisting the states

during their development of approvable TMDLs.

The number of NPDES permits has increased substantially in recent years. Phases I and II of the storm water program more than doubled the size of the permit universe. The recently revised CAFO definition will add another 3000 CAFO NPDES permits in Region 7. While some states have made progress in reducing their permit backlog, overall, the additional work of more permits to issue and a reduction of state resources, have made it difficult to achieve the goal of maintaining 90% of the permits current.

Major Challenges

Since many of the water quality programs are delegated to the states, Region 7 has identified areas where the states could utilize their water quality planning and management efforts to ultimately improve water quality in a more efficient and effective manner. For example, the states are not using their Comprehensive Planning Processes (CPP) for water quality management planning, and they are not integrating all of their water quality programs on a watershed basis. In addition, states are decreasing the amount of state funds they commit to monitoring water quality including biological monitoring, probabilistic sampling, rotating basin sampling, etc. This monitoring is essential to gauge the status of water quality protection, improvement, and restoration success efforts. Monitoring of specific contaminants to support TMDL development also continues to be a challenge.

It is becoming more evident that protecting and restoring water quality at the watershed level is more efficient and effective than addressing one waterbody or stream segment at a time. However, only a few Region 7 state, county, local groups, and organizations are currently developing watershed plans. One reason for this is that adequate funding is not being made available at the state and federal level to support watershed advocacy groups. In addition, techniques for analyzing watersheds for TMDL development are becoming more challenging as the pollutants of concern become more difficult to assess.

Revising and implementing the new CAFO permit program requirements, completing the issuance of Phase II storm water permits, assuring that NPDES permits reflect WLAs in TMDLs, and at the same time increasing the pace of NPDES permit re-issuance without increases in resources will be a major challenge for both the States and Region 7.

Region 7 has inadequate Water Quality Standards (WQS) to deal with nutrients. Obtaining guidance and/or policy on long-standing water quality issues such as primary contact recreation, anti-degradation, and high flow releases is an ongoing challenge. There are continuing inter-state/inter-regional WQS discrepancies on waterbodies crossing or adjacent to political

boundaries. These discrepancies substantially increases coordination efforts for TMDLs required on such waterbodies.

There is an existing backlog of disapproved state WQS. The Region continues to work with the states to resolve the outstanding disapprovals and to enhance/improve state WQS development and approval rates.

Activity #	Strategic Targets	GPRA Ref. code below the objective level#	Results	Key to Abbreviations in Target 2: GPRA - Government Performance Results Act DW - Drinking Water Implementation SE - Smart Enforcement DA - Strategic Use of Data MA - Monitoring and Assessment WQ - Water Quality Standards AG - Agriculture SP - Sensitive Populations EC - Ecosystems								
				Link to National Program Manager Priorities					Link to Regional Strategic Themes			
				DW	SE	DA	MA	WQ	AG	SP	EC	
Sub-Objective 2.2.1: Improve Water Quality via Watersheds												
1	Protect and restore water quality at the watershed scale	L	<ul style="list-style-type: none"> By 2005, one (1) additional watershed will meet > 80% attainment of water quality standards. By 2008, four (4) additional watersheds will meet > 80% attainment of water quality standards. 	X		X	X	X	X	X	X	X
		N	<ul style="list-style-type: none"> By 2008, foster a watershed approach to protect and restore water quality in not less than five (5) watersheds of Regional and state priority through grant assistance and technical support. 									

Activity #	Strategic Targets	GPRA Ref. code below the objective level#		Link to National Program Manager Priorities					Link to Regional Strategic Themes		
				DW	SE	DA	MA	WQ	AG	SP	EC
MONITORING				Results							
2	Conduct comprehensive, balanced and technically sound water quality monitoring programs	44	<ul style="list-style-type: none"> By 2005, 75% of Region 7 states have adopted a comprehensive water quality monitoring strategy. 	X	X	X	X	X	X	X	X
		45	<ul style="list-style-type: none"> Starting in 2006, 50% of Region 7 states will provide a comprehensive, integrated, water quality monitoring assessment consistent with CWA Sections 303(d) and 305(b). (Headquarters - 100%) 								
		46	<ul style="list-style-type: none"> By 2008, Region 7 will encourage Tribes to develop and implement comprehensive and balanced water quality monitoring programs. (20 nationally) 								

Activity #	Strategic Targets	GPRA Ref. code below the objective level#		Link to National Program Manager Priorities					Link to Regional Strategic Themes		
				DW	SE	DA	MA	WQ	AG	SP	EC
WATER QUALITY RESTORATION				Results							
3	Develop and implement TMDLs to restore water quality	52 54	<ul style="list-style-type: none"> By 2016, 100% of 303(d) listed waters will have a TMDL developed from the 2002 list. By 2008, improve the effectiveness of pollution control plans by specifically identifying a “trading margin” in not less than 2% of the TMDLs approved by EPA, or watershed plans developed for restorations of waters on the impaired waters list that address nutrient impairments. 	X		X	X	X	X	X	X
4	Develop water quality management plans for the Mississippi and Missouri rivers.		<ul style="list-style-type: none"> Continue EPA/R7 coordination with other federal and state agencies, as well as NGOs, on managing the water quality of both rivers. Continue to mediate with states to achieve consistent water quality protection for both rivers. Support state-developed water quality monitoring and assessment strategies for both rivers. 	X	X	X	X	X	X	X	X

Activity #	Strategic Targets	GPRA Ref. code below the objective level#		Link to National Program Manager Priorities					Link to Regional Strategic Themes		
				DW	SE	DA	MA	WQ	AG	SP	EC
WATER QUALITY STANDARDS				Results							
5	Develop effective water quality standards (WQS) that protect existing high quality waters and achieve fishable and swimmable uses	L 41 40 42 43	<ul style="list-style-type: none"> By 2012, WQS are fully attained in over 25% of miles/acres of waters identified in the year 2000 as not attaining WQS with an interim milestone of restoring 5% of these waters by 2006. By 2008, one (1) state will have adopted into their water quality programs for streams and small rivers, biological criteria designed to support determination of attainment of WQS use designations standards. (Note: biological criteria may include quantitative endpoints or narrative criteria with quantitative implementation procedures or translators) (Nationally 45). By 2008, one(1) State in Region 7 will have adopted into their WQS, and EPA will have approved, nutrient criteria for fresh water (25 nationally). By 2008, increase the number of Tribes that have water quality standards approved by EPA to one (33, nationally) Each year 75% of State/Tribal Water quality Standards submissions are approved/ disapproved by EPA within 90 days. 	X		X	X	X	X	X	X

Activity #	Strategic Targets	GPRA Ref. code below the objective level#		Link to National Program Manager Priorities					Link to Regional Strategic Themes			
				DW	SE	DA	MA	WQ	AG	SP	EC	
			Results									
NON-POINT SOURCES												
6	States implement and update their regulatory and non-regulatory provisions of the NPS program to protect and restore water quality.	49	<ul style="list-style-type: none"> By 2008, at least two (2) watershed based plans, supported under state Nonpoint Source Programs (CWA Section 319) [since the beginning of FY2002] will be substantially implemented. 	X		X	X	X	X	X	X	X
POINT SOURCES												
7	Increase the number of NPDES permits issued and keep all permits current.	59 60 61 62	<ul style="list-style-type: none"> By 2008, 90% of all NPDES permits are considered current. By 2008, each state will have updated regulations and/or statutes where necessary to reflect new CAFO requirements. By 2008, each state will have issued statewide general permits. By 2008, 100% of States/Regions will have issued NPDES permits requiring storm water management programs for Phase II municipalities (MS4S). By 2008, 100% of States/Regions will have issued NPDES general permits requiring storm water pollution prevention plans for Phase II construction. 	X	X	X	X	X	X	X	X	X

Activity #	Strategic Targets	GPRA Ref. code below the objective level#		Link to National Program Manager Priorities					Link to Regional Strategic Themes			
				DW	SE	DA	MA	WQ	AG	SP	EC	
STATE REVOLVING FUND				Results								
8	Increase utilization of SRF dollars to priority systems.	70	<ul style="list-style-type: none"> By 2008, the CWSRF Fund utilization rate will reach 94% [cumulative loan agreement dollars to the cumulative funds available for projects]. By 2008, the return on Federal investment will reach \$2.37 [cumulative dollar amount of assistance disbursements to projects divided by cumulative Federal outlays for projects]. By 2008, two (2) Region 7 states will be using integrated planning and priority systems to make CWSRF funding decisions. (28 nationally) 					X	X	X	X	
		71										
		72										
Sub-Objective 2.2.2: Improve Coastal and Ocean Waters Region 7 does not have a coastal and ocean waters improvement program.												

Target 3

This Target is reserved to align the WWPD Strategic Plan with the Region 7 Strategic Plan Architecture. WWPD does not anticipate developing a Target 3 at this time.

Target 4: Healthy Communities and Ecosystems

Safeguard ecosystems and promote the health of natural communities that are integral to the quality of life in Region 7. Protect, sustain, or restore the health of people, communities, and ecosystems using integrated and comprehensive approaches and partnerships. Protect human health, communities and ecosystems from pests and disease by ensuring availability of pesticides, including public health pesticides and antimicrobial products, that meet the latest safety standards. Prevent and reduce chemical and biological risks to humans, communities and ecosystems.

Objective 4.1: Reduce Risks to Human Health via Exposure to Chemicals, Organisms, and Pesticides

Prevent and reduce pesticide, chemical, and genetically engineered biological organism risks to humans, communities, and ecosystems. Through 2008, protect human health, communities and ecosystems from pesticide use by reducing exposure to the more toxic pesticides.

Current Status

Agriculture is the number one industry in Region 7 with more than 270,000 producers. According to information from the National Agricultural Statistics Service, Region 7 has 22.5% of the nation's crop land within its four states: 36% of the corn sold for grain nationally, approximately 23.4 million pounds of atrazine applied to corn crops, and approximately 3,551 million pounds of nitrogen fertilizer applied on crops. While the strength of agriculture in Region 7 contributes to the economic and social well-being of the area, agriculture brings with it environmental challenges.

The Pesticides Program in Region 7 will utilize programs, tools, approaches, resources and partnerships to prevent and reduce human and ecological risks from exposure to pesticides and genetically modified organisms. The regulatory programs managed by Region 7 include oversight of the production, distribution, use and disposal of pesticides. In 2002, through the funding of Performance Partnership Grants with the four pesticide state lead agencies, 4,181 inspections were conducted and 587 enforcement actions were issued. This region is responsible for regulating 2,100 pesticide producer establishments.

The Pesticides Program will also continue to manage various voluntary programs that promote risk reduction. For example, using grant funds, Region 7 will target projects which promote the use of reduced risk pesticides, the use of Integrated Pesticides Management (IPM) techniques, increasing community awareness and education, as well as addressing environmental justice concerns through education and outreach. The Pesticides Program will support a wide range of activities that will assist the Agency in meeting the national pesticide program goals and objectives and that address region-specific high priority issues. Specifically, Region 7 is strategically focusing resources on promoting pesticide awareness and worker safety through implementation of the Worker Protection Standard, implementing state certification and training programs that promote safe and effective use of pesticides, preventing pesticide misuse and ensuring that canceled pesticides are no longer distributed or used by the public, inspector training, and preventing import of illegal pesticides. Many of these goals will be achieved through enhanced partnerships with the pesticide regulatory and user communities.

For example, the Missouri Department of Agriculture (MDA) and USDA began a program in 2001 to eradicate the boll weevil from Missouri cotton fields. Some beekeepers in Southeast Missouri believed the pesticide spraying portion of the program was detrimental to their honey bees. They complained to MDA and the State solicited guidance from the Region 7 pesticides program. Region 7 participated in many discussions and meetings with affected parties during the winter of 2001/2002 and developed a plan whereby the risk to bees from ultra-low volume malathion sprays would be reduced to a minimum. This is considered a win - win situation. By having pesticide applicators exercise due care in the manner in which pesticides are applied, the eradication of the boll weevil will have long term benefits to the Missouri agricultural community and to the environment by the significant reduction in or the elimination of pesticide use to control this pest. Likewise, the protection of honey bees has been achieved while implementing the eradication program.

Region 7 is also working closely with its four States/ Tribes to keep everyone informed of the atrazine re-registration process since atrazine is a highly used pesticide in Region 7. Iowa and Nebraska are two of the six states, nationally, listed as having the heaviest use per unit area. Iowa and Kansas have been identified as two of the states where intensive atrazine monitoring is going to begin.

All four Region 7 states have delegated programs for the implementation of the Federal Insecticide, Fungicide & Rodenticide Act (FIFRA) and three of the nine tribes are working to develop their own pesticide programs. A strong working relationship has been developed with all of the states. Having project officers located in Iowa, Missouri and Nebraska and being within a one-hour drive of Topeka, Kansas has promoted open communications and facilitated effective oversight of the state programs. The Pesticide Branch has several experienced personnel who have helped establish the Region as a national leader in implementing FIFRA. A strong enforcement program is being maintained in all four states. All four of the states have developed Pesticide Management Plans and two of the tribes have drafted plans. Worker

Protection Standards (WPS) are being implemented in each of the four states. Region 7 facilitates state input into re-registration decisions such as atrazine.

Current Trends

A long-term goal is for Worker Safety Programs (WPS), Certification and Training (C&T), and Health Care Providers Initiative (HCPI) to be combined into a single comprehensive program. Pesticide Management Plan grant activities are expanding to include surface waters. All State WPS assessments will be completed by 2004. WPS will continue to be a high priority. However, since most of the crops grown in the region do not require much hand labor, WPS are not as high of a priority as in other Regions. The Region will continue to facilitate greater state input/participation in registration and re-registration decisions. The Region will also continue to maintain, enhance and promote its role in working through partnerships to assist growers to adopt alternative pest management strategies and aid in the transition away from higher risk pesticides. Examples of these partnerships are the boll weevil eradication program and the re-registration of atrazine.

The success of our Regional pesticide programs are dependent on cooperative and productive relationships with our partners in state lead agencies, tribes, universities and Cooperative Extension. Region 7 will work with these partners to target activities within the various states such as Integrated Pest Management (IPM) and pesticide waste and container disposal which reflect both national and Regional goals and objectives. Targeted goals and objectives, and other Federal parties such as Customs, USDA, BIA, USFWS, etc., will be incorporated into cooperative agreements and grants that are evaluated and adjusted on a continuous basis to ensure that effective use of limited resources.

A priority of the Region 7 Pesticides Program is to continue to focus on the proper use of agricultural pesticides. Region 7 will use a variety of opportunities such as participation on the USDA North Central Sustainable Agriculture Research and Education (SARE) Administrative Council and the North Central Region IPM Center to build on existing relationships and identify areas for future focus.

Major Challenges

Success will depend on our ability to support the state delegated programs and other programs targeted at reducing risks to human health. This support may be difficult to maintain due to the fact that the Pesticide Branch has the potential to lose the majority of its most experienced staff within the next one to two years. This potential personnel loss will create a significant increase in training needed for the new employees, if positions are backfilled. Integrating the WPS, C&T and HCPI into a single, effective comprehensive program will require effective working relationships by all partners. There is a growing concern from producers of non-genetically modified crops that their crops will be polluted by genetically modified crops.

Region 7 will be the OPPTS Lead Region for Fiscal Years 2005-2006. This will involve working closely with Region 8, the current OPPTS Lead Region, as well as the subsequent Lead Region to ensure smooth transitions. Region 7 plans to solicit input from all of the Regions and Headquarters regarding critical Lead Region activities during our tenure.

Key to Abbreviations in Objective 4.1:		
SAI - FQPA/Strategic Agricultural Initiative	SP - Sensitive Populations	AG - Agriculture
WS - Worker Safety	EC - Ecosystems	
WQ - Coordination regarding joint pesticide/water issues		

Activity #	Strategic Targets		Link to National Program Manager Priorities			Link to Regional Strategic Themes		
			SAI	WS	WQ	AG	SP	EC
Sub-Objective 4.1.1: Successfully implement the following programs: FIFRA/FQPA and the Endangered Species Act								
Through 2008, protect human health, communities and ecosystems from pesticide use by reducing exposure to the more toxic pesticides.								
1	Reduce risks to human health and the environment through implementing the following programs: FIFRA, FQPA; and Endangered Species Act.	<ul style="list-style-type: none"> Maintain and build solid partnerships with the Ag community in Region 7. Maintain a FQPA grant portfolio of projects, dependent upon available funding, that conform with the SAI toolbox. Address Ag cross-media considerations with linkages to other EPA programs. Provide regular feedback to EPA HQ on Regional high risk pesticide transition issues. Cooperate with USDA with respect to Regional Pest Management Centers and NRCS Technical Committees. Review 3 significant endangered species related pesticide cases (based on submission during the five year period.) Include a session on endangered species at the 2004 Regional pesticide inspector training session. Develop baseline information on terrestrial/aquatic wildlife mortalities from pesticides. Continue to assist States and Tribes, as appropriate, to identify 	X	X	X	X	X	X
		Results:	X			X		
			X			X		
			X			X		
					X			X
					X			X
					X			X

Activity #	Strategic Targets		Link to National Program Manager Priorities			Link to Regional Strategic Themes		
			SAI	WS	WQ	AG	SP	EC
		<p>common cross border endangered species issues.</p> <ul style="list-style-type: none"> Develop a Regional plan for endangered species bulletin distribution and have periodic discussions with State/Tribal counterparts on endangered species activities. 			X			X
2	<p>Assure protection of both ground and surface water resources from pesticides. Facilitate effective communication among state pesticide lead agencies, OPP, and Region 7 water programs on pesticides and WQ issues. Encourage participation by OPP and Region 7 water programs to discuss issues of mutual concern and current activities.</p>	<p>Results</p> <ul style="list-style-type: none"> Following publication of the final PMP Rule, provide guidance and support SLAs and interested Tribes to develop and implement their Pesticide Management Plans. Host quarterly conference calls with state pesticide lead water quality staff. Share information pertaining to registration /re-registration issues having water quality links with Region 7 water programs & others to facilitate Region 7 water programs ability to provide comment on these issues. As a specific example, PEST will share information on atrazine. Investigate, identify, and encourage opportunities for increased partnership between state pesticide lead agencies and USDA Cooperative Extension water quality programs. Provide input, as requested, into Region 7 water program activities relating to pesticides, e.g., TMDLs, watershed management, etc. Share information and solicit input from Region 7 water quality programs on state pesticide program water quality activities. Current examples include atrazine re-registration and monitoring activities in the Big Blue river Basin, NDA's efforts to deploy immuno-assays for ground water monitoring, etc. 	X		X	X	X	X
			X		X	X	X	X
			X		X	X	X	X
			X		X	X	X	X
			X		X	X	X	X
3	<p>Ensure that all environmental data collected in support of FIFRA programs will meet appropriate quality control standards and enhance data collection and sharing</p>	<ul style="list-style-type: none"> Provide meaningful guidance on QAPPs to State and Tribal pesticide programs. State lead agencies have current and effective QAPPs. 	X	X	X	X	X	X
			X	X	X	X	X	X

Target 4 - Healthy Communities and Ecosystems

Activity #	Strategic Targets		Link to National Program Manager Priorities			Link to Regional Strategic Themes		
			SAI	WS	WQ	AG	SP	EC
4	Promote effective implementation of pesticide program activities by in Indian Country.	<ul style="list-style-type: none"> • Provide a Regional pesticide inspectors workshop on a biennial basis which includes Tribes. • Accountable workplan activities and required reports 	X	X	X	X	X	X
			X	X	X	X	X	X
5	Develop and effective communication network between all Biotechnology partners.	<ul style="list-style-type: none"> • Participate in monthly conference calls to address Biotechnology issues. • Results Participate on a national workgroup to work on making improvements in working with Biotechnology products in the EUP process. 	X		X	X		X
			X		X	X		X
6	Provide quality technical assistance/ outreach to the regulated community regarding pesticide issues.	<ul style="list-style-type: none"> • Participate in activities such as Western Farm Show and Fruit & Vegetable Growers' Conferences to provide information to groups, organizations and individuals. • Coordinate efforts with Regional Ag and National Ag Compliance Assistance Center to provide outreach information to producers within the Region on the status of pesticide re-registration and new safer products that are available. 	X	X	X	X	X	X
			X	X	X	X	X	X

Activity #	Strategic Targets		Link to National Program Manager Priorities			Link to Regional Strategic Themes		
			SAI	WS	WQ	AG	SP	EC
Sub-Objective 4.1.2: Fully Implement Pesticide Health and Safety Standards								
Through ensuring effective pesticide applicator training and certification programs and protection of farm workers from pesticides.								
1	Provide leadership, guidance and oversight of state/tribal worker safety activities, including implementation of worker protection standards and the certification and training programs for pesticide applicators.	<ul style="list-style-type: none"> Annually review new pesticide applicator training manuals to ensure they adequately address required items Participate in national worker safety work groups, conference calls and mtgs Ensure effective Implementation of worker protection standards as well certification, and training programs for pesticide applicators in all four states through appropriate grant management activities. Conduct an appropriate number of state visits and oversight inspections. 	X	X	X	X	X	X
2	Provide regional/field perspective to OPP regarding registration/re-registration decisions.	<ul style="list-style-type: none"> Provide comments to EPA HQ on pesticides of interest to Region 7. OPP will have a better understanding of how their decisions will affect product users due to Region 7's comments. 	X	X	X	X	X	X
3	Serve as liaison between state and OPP regarding Section 18s.	<ul style="list-style-type: none"> Section 18's will be issued timely Maintain good working relations with the states through consultation. Ensure states enforce terms and conditions of approval via state reports, mid-year and end of year reports. 	X	X	X	X	X	X
4	Coordinate and assist states with the collection of antimicrobial samples. When violations are identified, work with companies regarding voluntary recall programs and take appropriate enforcement actions.	<ul style="list-style-type: none"> Complete 100% of HQ assignments and take actions on cases that warrant action. 		X			X	X

Objective 4.2: Community Health

See Objective 2.1

Objective 4.3: Ecosystems

Region 7's ecological resources are as varied as its landscape and climate. Well known major ecological resource areas include: the Platte River system of central Nebraska which is home to six nationally significant threatened or endangered species; the national wild and scenic rivers and forests of the Ozark plateau in southern Missouri; the internationally significant Cheyenne Bottoms and Quivira wetlands of south central Kansas; the Missouri and Mississippi Rivers; and the extensive Flint Hills tall grass prairies in central Kansas. The Region also intercepts the Central and Mississippi flyways, two major continental migratory routes for millions of birds each year that use wetland complexes such as the Nebraska rainwater basin, prairie potholes, and playas lakes as resting and refueling stops. Broad scale losses of the grassland vegetation to cultivated agriculture in Region 7 and elsewhere in the Midwest have produced dramatic declines in biodiversity. The percentage of imperiled plant communities is higher in the central United States than in any other part of the country. Large river systems, including important headwaters and intermittent streams, have been greatly altered due to channelization and levees to protect against flooding and impoundments that retain water rather than flowing directly to the streams. These practices have damaged or eliminated natural fish habitat on countless miles of the Region's streams up to and including the Missouri and Mississippi *rivers*.

Wetland losses in Region 7 range from 35% in Nebraska, 48% in Kansas, to 87% in Missouri and 89% in Iowa. These numbers conceal the true losses within individual wetland complexes. For example, over 90% of Nebraska's rainwater basin wetlands and 99% of Iowa's prairie pothole wetlands have been lost. The impacts of wetland losses are felt far beyond Region 7 and the Midwest. All of the runoff from the Region's waterways become part of the Mississippi River Basin/Watershed, and pollutants in the runoff eventually discharge to the Gulf of Mexico. These loadings create large zones of oxygen-deficient waters which adversely affect aquatic life populations.

Current Status

EPA's authority under the CWA Section 404 is not delegated to the States, Indian Tribes or local governments. Although traditionally joined, the Section 404/Wetlands Program has had enforcement separated from other program activities. The Section 404/Wetlands Program (Program) work is coordinated at the State and tribal levels and generally includes: CWA Section 404 permit authorities, technical assistance, education & outreach, and financial assistance.

The Program has a number of strengths. State Coordinators are familiar with state-specific water resources and issues and

develop relationships with local, state and federal partners. Coordinators assume leadership roles within respective States and can target grant programs to local/State/tribal needs. The capacity building grant program (STAG) gives considerable leverage for advancing water resources protection programs.

Current Trends

Most efforts have been focused on a few important areas: strengthening access to data to assist with project evaluations, including cumulative impacts, under NEPA and Section 404; providing consistent comments and good science to the US Army Corps of Engineers to affect protection of critical ecosystems, including isolated wetlands and headwater streams; and building State and tribal capacity for protecting critical ecosystems and monitoring their water resources.

There are several areas of weaknesses. Region 7 States are not well positioned financially or politically to assume responsibilities for protecting waters of the U.S., which leaves isolated wetlands vulnerable to loss. Region 7 tribes lack infrastructure for serious programmatic water resource protection. There is also discontinuity among the six Corps Districts within Region 7, which co-administer with EPA the Clean Water Act Section 404 Program. The Region 7 Program is small, being subject to easy disruption due to frequent staff turnover, temporary details, etc.

Reorganization with the former Geographic Planning and Coordination Branch staff (GPCB) is expected to help consolidate grant functions and better target grants and increase focus of regulatory and nonregulatory activities on a watershed basis. The Program expects to continue involvement with Tribes as they expand their program capacity. A progressive increase in need for projects in Indian Country that require EPA water quality certification is expected. An expected increase in EPA support for state expansion of wetlands monitoring programs is also likely. There will be an increased need for leadership and support from EPA to increase effectiveness of mitigation for wetlands and streams through the development of the Mitigation Action Plan, a national multi-agency effort, and expand education for and use of cumulative impacts tools. Finally, in addition to using our Section 404 permit authorities to protect wetlands and other critical ecosystems, the Program will pursue cross-program solutions to more complicated water resources protection problems by continuing to participate in the R7 Critical Ecosystem's Coregroup and by providing needed technical assistance to the Agricultural Coregroup.

Major Challenges

There are several challenges facing the Wetlands/404 Program. There is a need for organizational stability for transitioning to a new branch, a strategy for achieving more cross-program solutions for complicated natural resource challenges and continuing consistent coordination and communication at the State and tribal level. There will be a need for the integration of the Program library and files into the reorganized branch. EPA's role in supporting States/tribes/local governments in protecting isolated wetlands will need to be defined which would include clear direction from OWOW on jurisdictional

definitions of “adjacency” and “isolated.” Additional technical training for staff is needed. Data allocation and management, e.g., RAMS Data from Corps Districts and integration with EPA Section 404 project data, and increased conveyance of good scientific information are essential to Program progress and to improve water resources protection.

Land use within Region 7 is strongly weighted toward agricultural uses such as pasture, range, and crop land. Three of the four regional states, Iowa, Kansas, Nebraska, are among the top ten states for percentage of land area devoted to crop land, and Missouri ranks first for percentage of pastureland. Continuing conversion of natural habitat to agricultural uses, along with urbanization, will place further stress on natural ecosystems and their inhabitants.

Key to Abbreviations in Objective 4.3:	
DW - Drinking Water Implementation	WQ - Water Quality Standards
SE - Smart Enforcement	AG - Agriculture
DA - Strategic Use of Data	SP - Sensitive Populations
MA - Monitoring and Assessment	EC - Ecosystems

Activity #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to National Program Manager Priorities					Link to Regional Strategic Themes		
				DW	SE	DA	MA	WQ	AG	SP	EC
4.3.1: Protect and Restore Habitats (See 4.3.2)											
4.3.2: Increase Wetlands											
1	Achieve “no overall net loss” of wetlands through the CWA Section 404 Wetlands Protection program through permits.	2.2.1, 4.3.1, 5.2.3, 5.2.5	• By 2008, Region 7 will achieve “no overall net loss” of wetlands.			X	X	X	X		X
4.3.5 Gulf of Mexico											

Activity #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to National Program Manager Priorities					Link to Regional Strategic Themes		
				DW	SE	DA	MA	WQ	AG	SP	EC
1	Reduce hypoxia impacts to the Gulf of Mexico.	2.2.1(4)	<ul style="list-style-type: none"> • Coordinate with WQMB to secure adoption of nutrient criteria in state water quality standards. • Support state and NGO watershed protection efforts to reduce nutrient loadings to the Mississippi and Missouri rivers. • Support the efforts of agencies to rehabilitate Mississippi and Missouri river floodplains to process in-stream nutrient loadings. 	X	X	X	X	X	X	X	X

Objective 4.5: Science & Research

Both Agency and Region7-directed research efforts to develop products or procedures to improve water quality and address the Region’s public health and environmental protection issues.

Current Status

Approximately fifty percent of the Regional laboratory capability is directed to supporting WWPD programs and water quality improvements. The Region’s science capabilities are successful at analyzing water quality contaminants at current levels of concern. Current Regional methodologies are well developed and tested to generate reliable water quality data to support the WWPD programs.

Current Trends

The Regional laboratory is continually assessing the cost of developing its analytical capabilities against WWPD’s needs to analyze for non-traditional water quality parameters such as pharmaceuticals and other “exotic” chemical compounds.

Major Challenges

Ongoing budget constraints both accelerates the loss of experienced technical people to the private sector and limits the ability of Region 7 to backfill vacancies with qualified personnel.

<p>Key to Abbreviations: AG - Agriculture SP - Sensitive Populations EC - Ecosystems</p>

Activity #	Strategic Targets	Results	Link to Regional Strategic Themes		
			AG	SP	EC
<p>Sub-Objective 4.5.1: Environmental Indicators Use of surrogate measures to denote environmental conditions.</p>					
1	Apply scientifically valid procedures and technologies to increase human health and environmental protection	<ul style="list-style-type: none"> Enable the Region to address the potential effects to public health or the environment of newly discovered substances in the water environment. 	X	X	X
2	Apply new laboratory procedures to identify and analyze “exotic” substances in the water column.	<ul style="list-style-type: none"> Enable the Region to address the potential effects to public health or the environment of newly discovered substances in the water environment. 		X	X
3	Develop new wastewater treatment technologies to remove “exotic” substances from the water column.	<ul style="list-style-type: none"> Enable the Region to eliminate or reduce “exotic” substances from the water column determined to be harmful to public health or the environment. 			X
4	Use developing genetic decoding technologies to distinguish DNA/RNA finger printing between species.	<ul style="list-style-type: none"> Allow the Region and States/ Tribes to focus their water quality monitoring resources on the most logical causative factor. 	X		X
5	Develop confidence in and use empirically-derived environmental indicators to characterize water quality.	<ul style="list-style-type: none"> Enable the Region and States/ Tribes to quickly assess the water quality of an area to determine where water monitoring resources should be directed. 	X		X

Activity #	Strategic Targets	Results	Link to Regional Strategic Themes		
			AG	SP	EC
6	Evaluate developing technologies to stabilize mine wastes to reduce the leaching of lead, arsenic, and zinc, as well as other heavy metals to water resources.	<ul style="list-style-type: none"> Improve both surface and groundwater quality in areas of the Region with previous or active surface or sub-surface mining. 			X
7	Encourage beneficial use of waste materials.	<ul style="list-style-type: none"> Identify useful commercial products derived from waste water or sewage sludge thereby reducing the amount of sludge that must be managed to prevent it from entering the environment. 	X	X	X

Target 5: Compliance and Environmental Stewardship

Objective 5.1: Improve Compliance

By 2008, maximize compliance to protect human health and the environment through compliance assistance, compliance incentives, and enforcement by achieving a 3% increase in the pounds of pollution reduced, treated, or eliminated, and achieving a 3% increase in the number of regulated entities making improvements in environmental management practices.

Current Status

Region 7 controls air emissions in Iowa, Kansas, Missouri, and Nebraska and it has resulted in marked improvements in air quality. Despite the success, 15 percent of Region 7's population still live in areas with unhealthy air. Region 7's air toxic emissions are related to motor vehicles, small facilities, and commercial activities and TRI data show Air Toxics emissions in the Region were reduced by approximately 8 percent between 1993 and 1997. Region 7's quality of surface water resources is judged by their capability to maintain specific uses designated in each state's water quality standards. About 32 percent of the assessed lake areas and 51 percent of the assessed rivers and streams fail to support uses designated by each state's water quality standards. Agriculture is the primary source of these impaired uses in both streams and lakes. Region 7 has more than 4,000 community public water systems that serve more than 11.4 million people. Region 7 will continue routine testing for contaminants in drinking water. Region 7's EJ, CBEP, and Brownfields programs have helped to protect minority and low-income children. Despite significant reductions in blood lead levels over 15 years, lead poisoning remains a serious health risk for children in Region 7.

EPA has the responsibility to ensure compliance with the environmental laws and regulations. This is accomplished through a balanced approach of providing compliance incentives and assistance as well as taking appropriate enforcement actions, which may assess penalties. Compliance incentives and assistance activities are intended to encourage and help regulated parties to comply. Enforcement actions serve as a future deterrent when violations have occurred. EPA shares this responsibility with State, tribal, and local compliance and enforcement agencies across the country. Most environmental enforcement activities in the Division will be centrally located into one Branch combining SDWA, UST, CWA 404/ Wetlands and CWA NPDES enforcement activities. FIFRA enforcement will remain in the PEST branch of WWPD.

Under FIFRA, states have primary enforcement responsibility for pesticide use violations, subject to oversight by EPA. Through Performance Partnership Agreements, the state departments of agriculture in Region 7 have assumed primary pesticide enforcement responsibility. In 2002, the states conducted 4,181 inspections which resulted in the issuance of 587

enforcement actions by either the states or Region 7's Pesticides Branch depending upon the type and seriousness of the violations identified. The states and EPA are also involved in a variety of compliance assistance activities. Several tribes in Region 7 are also in the process of considering development of tribal pesticide programs, including possible enforcement components.

All Region 7 states have been delegated the NPDES program, and all but Kansas have been delegated the Pretreatment Program. This requires them to be the primary day-to-day stewards of these programs. As such, the states are responsible for issuing permits, performing sampling and inspections of permitted facilities, evaluating DMR reports, and taking timely and appropriate enforcement actions. Therefore, it falls to Region 7 to provide oversight to the states and take any enforcement actions that the state has not prosecuted in accordance with the enforcement protocols established between both parties.

Ensuring that the States take timely and appropriate NPDES enforcement actions is done utilizing various oversight mechanisms. These include the QNCR (quarterly non-compliance report), state evaluations through program review, and various reports required through the state/EPA working agreements.

Current Trends

There are presently two leading initiatives within NPDES enforcement. One isn't enforcement but Compliance Assistance to those facilities that have minor violations. Headquarters, however, has not effectively communicated what Compliance Assistance entails, nor when it is appropriate, leaving Region 7 still in the starting blocks on this initiative. The other major trend is enforcement against violators of "wet weather" environmental statutes. These include CSO, SSO, CAFO, and storm water regulations. The Region has developed, and continues to improve, the CAFO enforcement program. In fact, CAFO enforcement has been one of the Region's biggest success stories over the past few years. Also in response to the wet weather initiative, Region 7 has initiated in the past year a Storm water enforcement program that is still in the embryonic stages but appears to offer great promise. Efforts are underway for greater accountability both in oversight of State activities and Regional efforts to ensure that all enforcement candidates are evaluated and addressed with the appropriate response. This may include a need for more enforcement personnel.

While pesticides are not considered a national enforcement priority, there has been a concerted, collaborative effort between OECA, OPP and the Regions to identify and agree upon the following priority pesticide enforcement focus areas: worker safety, E-commerce, antimicrobial testing program, label enforceability and unregistered sources/ product integrity. Due to limited pesticide enforcement resources as well as an ever increasing need for enforcement and compliance assistance in the pesticides program, it was essential that focus areas be set.

Major Challenges

We will deter noncompliance by utilizing our regional risk-based targeting strategy for targeting compliance assistance, incentives, inspections and enforcement with a focus on children's health, national priorities (NSR/PSD including power plants, Air Toxics, CWA Wet Weather including CSOs, SSOs, stormwater and CAFOs, SDWA Microbial rules, and Permit Evaders), regional priority areas (critical ecosystems, agriculture, and sensitive populations), core program priorities, environmental justice, and the most environmentally impaired and sensitive areas. We will look for cases where we can reduce the greatest number of pounds of pollution and for regulated entities who have made environmental management practice improvements. Region 7 will focus not only on correction of violations and remediation of environmental harm, but also on encouraging the violating parties to go beyond the minimum legal compliance requirements by developing supplementary environmental projects that eliminate or reduce pollutants

The reorganization that enforcement personnel have experienced will likely cause setbacks initially as new systems are developed and new employees trained. All enforcement personnel will be required to become program experts, learning the CWA and all of the programs it covers, i.e., Pretreatment, Storm water, CAFOs, Sludge, CSOs, SSOs. In addition, all enforcement personnel will become proficient with the SDWA, CWA § 404/ wetlands, and UST regulations. Changes in management will also have short-term repercussions as new managers implement policies and programs that are new to them.

Even with the establishment of national pesticide focus areas, the challenge of addressing critical pesticide enforcement and compliance assistance needs is great. This challenge becomes even greater due to the expected loss of experienced personnel over the next few years. Spray drift complaints, which are among the most difficult complaints to investigate, may become even more problematic with projected changes to label language.

<p>Key to Abbreviations: AG - Agriculture SP - Sensitive Populations EC - Ecosystems</p>
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Activity #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to Regional Strategic Themes		
				AG	SP	EC
<p>Sub-Objective 5.1.1: Compliance Assistance By 2008, prevent noncompliance or reduce environmental risks through EPA compliance assistance by achieving: <u>Strategic Targets:</u></p> <ul style="list-style-type: none"> • A 3% increase in the percentage of regulated entities that improved their understanding of environmental requirements. • A 3% increase in the number of regulated entities that improved environmental management practices. • A 3% increase in the percentage of regulated entities that reduced, treated, or eliminated pollution. (Baseline to be determined for 2005). 						
1	Increase awareness of new regulations within the regulated community. Increase awareness of federal-lead programs within the regulated community.		<ul style="list-style-type: none"> • % Improved understanding of environmental requirements by completing pre/post test or survey (baseline determined by 2005) • % Improved environmental practices • % of regulated entities that reduced or eliminated pollution • # of workshops held • # of entities reached through on-site visits • # attending workshops • # of entities reached through telephone calls • # of entities reached through direct mailings • # of presentations and audience reached 	X	X	X

Activity #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to Regional Strategic Themes		
				AG	SP	EC
2	<p>Conduct compliance assistance for targeted sectors and areas of concern (e.g., EJ, Federal Facilities, P2).</p> <p>Utilize tools such as outreach, workshops, and the audit policy. Pollution prevention will be incorporated whenever possible</p>	5.2.2	<ul style="list-style-type: none"> • # CA materials distributed • # mailings on key compliance issues • # attending workshops • # of entities reached through on-site visits • % reporting increases understanding of environmental requirements • % of entities reporting that they reduced, treated, or eliminated pollution and protected populations or ecosystems • % of entities reporting improved environmental management practices 	X	X	X
<p>Sub-Objective 5.1.2: Compliance Incentives</p> <p>Strategic Targets:</p> <ul style="list-style-type: none"> • By 2008, identify and correct noncompliance and reduce environmental risks through a 3% increase in the percentage of facilities that use EPA incentive policies to conduct environmental audits or other actions that reduce, treat, or eliminate pollution or improve environmental management practices. (Baseline to be determined for 2005) 						
1	Provide compliance incentives to sectors, municipalities, Federal Facilities, etc.	5.2.2	<ul style="list-style-type: none"> • # facilities that use EPA's incentive policies to conduct environmental audits • # facilities that use EPA's incentive policies to conduct environmental audits to reduce, treat, or eliminate pollution (Baseline to be determined by 2005) • # facilities that use EPA's incentive policies to conduct environmental audits to improve environmental management practices. (Baseline to be determined by 2005) 	X	X	X
2	Encourage the regulated community to use Agency policies on self-disclosure, small businesses, small communities, and supplemental environmental projects.		<ul style="list-style-type: none"> • # of entities self-disclosing violation under the audit policy. • # of entities self-disclosing violations under the SBCP. • # of settled enforcement actions that include SEPs. 	X	X	X

Activity #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to Regional Strategic Themes		
				AG	SP	EC
<p>Sub-Objective 5.1.3: Monitoring and Enforcement By 2008, identify, correct, and deter noncompliance and reduce environmental risks through monitoring and enforcement by achieving: Strategic Targets:</p> <ul style="list-style-type: none"> • A 3% increase in the number of complying actions taken during inspections. • A 3% increase in the percentage of enforcement actions requiring that pollutants be reduced, treated, or eliminated. • A 3% increase in the percentage of enforcement actions requiring improvement of environmental practices. 						
1	<p>Address violations which cause the most significant environmental and public health problems, including environmental justice (EJ) areas and issues related to children's health and other areas of concern.</p> <p>In addition to core NPDES programs, critical areas include:</p> <ul style="list-style-type: none"> • wetlands • PWSS • toxic spills • CAFO • Stormwater • CSO/SSO 		<ul style="list-style-type: none"> • # of inspections in areas of high risk and human health environment conducted • Pounds /tons of pollutant decreases that are reported as a result of enforcement actions and SEPs • # of SEPs. • \$ of SEPs and injunctive relief actions to remediate or eliminate hazardous conditions • % of enforcement actions requiring that pollutants be reduced, treated or eliminated • % of enforcement actions requiring improvement of environmental management practices • # of administrative penalty orders • # of compliance orders issued • # of civil judicial referred • # of civil judicial case concluded • # of administrative penalty orders concluded 		X	X
2	Maintain a credible deterrent to noncompliance at all facilities.		<ul style="list-style-type: none"> • # of inspections • # of investigations conducted • Pounds/tons of pollutant decreases that are reported as a result of enforcement actions and SEPs • % of enforcement actions requiring that pollutants be reduced, treated, or eliminated 	XX	X	

Activity #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to Regional Strategic Themes		
				AG	SP	EC
			<ul style="list-style-type: none"> • % of enforcement actions requiring improvement of environmental management practices • # of administrative penalty orders • # of compliance orders issued • # of civil judicial referrals • # of civil judicial cases concluded • # of administrative penalty orders concluded • # of SEPs • \$ value of SEPs 			
3	Participation in national and regional enforcement initiatives and priorities. <ul style="list-style-type: none"> • CWA Wet Weather 	1.1.1, 1.1.2, 2.1.1, 3.1.2, 4.1	<ul style="list-style-type: none"> • Number of inspections in national priority areas • Number of investigations in national priority areas • Number of civil judicial referrals in national priority areas • Number of administrative penalty orders in national priority areas • % of enforcement actions requiring that pollutants be reduced, treated, or eliminated • % of enforcement actions requiring improvement of environmental management practices • # of compliance orders issued in national priority areas • # of civil judicial cases concluded in national priority areas • # of administrative penalty orders concluded in national priority areas 	X	X	X
4	Maintain effective partnerships with States and HQ Work jointly with the States in identifying priorities for enforcement and compliance	1, 2, 3	<ul style="list-style-type: none"> • Number of enforcement grant program reviews. • Number of joint inspections, investigations, and enforcement actions • Number of oversight activities associated with state/local agencies SNC/HPV universe • Number of annual enforcement meetings and calls conducted with the State and local agencies 	X	X	X

Target 5 - Compliance and Environmental Stewardship

Activity #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to Regional Strategic Themes		
				AG	SP	EC
5	Ensure the quality and accuracy of national data management and reporting systems. PCS, ICIS	1, 2, 3	<ul style="list-style-type: none"> • Ensure accuracy of information requested on CCDS Reports • Number of CCDS reports completed for enforcement actions 			
6	Seek areas where SEPs may be used in enforcement actions to ensure pollution reductions	5.2	<ul style="list-style-type: none"> • Number formal enforcement actions with SEPs that require reduction of pollutants 	X	X	X
7	Conduct onsite inspections of regulated facilities		<ul style="list-style-type: none"> • Number of inspections conducted • Number of violations found per inspection 	X	X	X
9	Develop and employ adequate oversight mechanisms to ensure all violations are addressed		<ul style="list-style-type: none"> • # of systems improved upon • qualitative improvements 			

Objective 5.2: Improve Environmental Performance through Pollution Prevention, Innovation, and Analysis

Current Status:

Region 7 has already made significant progress in improving the environmental performance of governments, businesses and the public through our historical involvement in a wide variety of pollution prevention and waste reduction activities. Regional staff work with and through various partners by providing grant funding through the Pollution Prevention Incentives for States (PPIS) program and other innovative projects. Through our PPIS funding, Nebraska and Iowa have developed programs whereby university summer interns work directly with businesses to recommend pollution prevention solutions to environmental problems. These programs have been very successful, resulting in millions of dollars saved and significant reductions in hazardous and solid waste generated and electricity and water used. We also work through the family of voluntary members of the Partners for the Environment program. Many of these programs are well known, such as Waste Wise, Climate Wise, Design for the Environment, Energy Star, etc. Nationally, these programs result in billions of

dollars saved, millions of tons of carbon dioxide reduced, billions of gallons of water saved, and trillions of BTUs of energy reduced. The region fully supports the new environmental management system (EMS) and National Environmental Performance Track programs. Region 7 currently has 15 facilities in Performance Track, with about 100 more facilities in the region known to have ISO 14001 or Responsible Care EMSs. These other EMS facilities can be expected to achieve improved environmental performance through their environmental policies, which endorse prevention of pollution and continual improvement. They are also potential Performance Track members, which will entail formal commitments for undertaking and reporting on environmental improvement projects. The region is also heavily involved in the Strategic Goals Program for metal finishers, and, in keeping with the agricultural nature of Region 7, is doing pioneer work in the area of agricultural EMSs. Region 7 NEPA Team will fulfill the regional statutory obligations under NEPA and Section 309 of the Clean Air Act.

Major Challenges:

Being an agricultural region, non-point source contamination of waterways is a major problem which can be addressed in part through a pollution prevention approach. This not only pertains to crop land run-off of fertilizers, pesticides, and herbicides, but also to releases from the many confined animal feeding operations in the region. The region has already started working on a pilot project to develop an EMS for pork producers. Integration of pollution prevention into other media regulatory programs has historically been a problem, due as much to the entrenched stovepipe culture of the Agency as to the natural dissimilarity of regulatory and voluntary programs. The inclusion of specific pollution prevention requirements in the other goals of the strategic plan is appropriate and probably necessary to achieve the desired Agency targets. However, the statutory and regulatory basis for some media programs impedes the incorporation or substitution of pollution prevention or EMS alternatives, and the authority to craft alternative approaches to regulatory requirements may involve new legislation or rulemaking. Likewise, Agency enforcement policy (for instance, for supplemental environmental projects) may hinder the early adoption of good pollution prevention proposals due to restrictions on allowable expenditure-to-penalty ratios and allowable economic payback periods. The Agency could further its goals for pollution prevention by rethinking such policies. The NEPA program with current EPA emphasis on the identification and reduction of ecological risk and ecosystem management will use our review responsibilities as an opportunity to not only analyze ecological risk, but also to work with other agencies for the mitigation of those risks or the selection of alternatives which reduce risk. NEPA Team is part of the Region's Critical Ecosystems Team.

Activity #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to Regional Strategic Themes		
				AG	SP	EC
<p>Sub-Objective 5.2.1: Pollution Prevention by Government and the Public Through 2008, reduce pollution throughout all sectors and levels of government operations, serving as models for others to follow, and improve the public's awareness and role in preventing pollution.</p> <p>Strategic Targets:</p> <ul style="list-style-type: none"> • By 2008, reduce TRI reported toxic chemical releases at Federal Facilities by 40%, from a baseline year of 2001. • By 2008, double EPA's yearly purchases of "green" products and services including office supplies, electronic equipment, fleet operations, janitorial and maintenance services, meetings and conference management, from a baseline year of 2002. • By 2008, all Federal agencies will have defined Environmentally Preferable Purchasing (EPP) programs and policies in place and be expanding their purchases of available "green" products and services, from a baseline of one Federal agency in 2002. 						
1	Develop regional EMS as mandated by EO.		• Primary measure will be meeting time frames cited.			
2	Develop Outreach Advocacy Program targeted to other Federal agencies with emphasis on EMS's.		• % of entities reporting change or improvement of environmental management practices			
3	Expand RCRA 6002* reviews to more items Emphasize RCRA 6002* as a compliance issue. *Federal Procurement - Recycled Materials		• Integration of RCRA 6002 activities into routine program implementation.			
4	Foster effective P2 partnerships with Federal facilities.		• No. of federal facility improvement projects implemented (EMSs, EPP, recycling programs, etc.)			

Activity #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to Regional Strategic Themes		
				AG	SP	EC
<p>Sub-Objective 5.2.2: Pollution Prevention by Industry Through 2008, reduce pollution in business operations through the adoption of more efficient, sustainable and protective policies, practices, materials and technologies.</p> <p>Strategic Targets:</p> <ul style="list-style-type: none"> • By 2008, prevent 12 billion lbs. of industrial hazardous chemical releases to the environment and hazardous chemicals in industrial wastes, from the baseline year of 2003. • By 2008, reduce waste minimization priority list chemicals in hazardous waste streams reported by businesses to TRI by 50% from 1991 levels. • By 2008, conserve 400 billion BTUs of energy and 10 billion gallons of water, reduce 93 thousand metric tons of CO2 emissions, and save \$1 billion of unnecessary costs as a result of pollution prevention activities, from a baseline year of 2003. • By 2008, reduce by 10 % industrial TRI chemical releases and wastes produced per unit of production, from a baseline year of 2002. 						
1	Develop Regional goals for water conservation and work plan for meeting those goals.	2	<ul style="list-style-type: none"> • Completion of Regional work plan. • Contribute 10% of national target of gallons of water. 	X		
2	Develop Regional Goals for Reducing Energy consumption by industry.	1, 2	<ul style="list-style-type: none"> • Contribute 10% of national target developed for BTUs conserved and CO2 emissions reduced 			
3	Develop targeting Plans for TRI reductions.	1	<ul style="list-style-type: none"> • Contribute 10% of national targets • # of facilities contributing to Voluntary Programs • % of national target for conservation achieved via voluntary programs (water, energy, etc.) • % of national target for reduced chemical release achieved via voluntary programs (Priority chemicals, hazardous waste, etc.) 			
4	Develop Regional targets and goals on waste prevented	3	<ul style="list-style-type: none"> • Wastes reduced in region 7 			

Activity #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to Regional Strategic Themes		
				AG	SP	EC
<p>Sub-Objective 5.2.3: Business and Community Innovation Through 2008, achieve measurably improved environmental performance through sector-based approaches, performance-based programs, and assistance to small business.</p> <p>Strategic Targets:</p> <ul style="list-style-type: none"> • Through 2008, Performance Track members who commit to improvements in the following environmental categories will achieve average annual reductions of: 3% in water use; 3% in energy use; 3 % in total solid waste; 1% in air releases*; and 5% in water discharges*. These reductions will be normalized, where possible. [*These improvements are beyond existing regulatory requirements.] Baseline: In 2002, Performance Track members reduced their water use by 5%, decreased their energy use by 6%, reduced their total solid waste by 8%, reduced their air releases by 4%, and decreased their water discharges by 25%. • Through 2008, annually provide outreach and technical assistance to 50 state and 3 territorial small business assistance programs to reach 750,000 small businesses across the nation using a variety of innovative tools and approaches. Baseline: 450,000 small businesses reached through technical assistance providers in 50 states and 3 territories in 2001. • Through 2008, work with business sectors to remove regulatory and other performance barriers and increase the number of facilities using environmental management systems, enabling member companies in participating sectors to achieve aggregate annual reductions of 3% in greenhouse gas emissions, other significant air releases, energy use, and water discharges; a 1% aggregate annual waste reduction; and an aggregate annual increase of 100 facilities using EMS. (Baseline: to be developed, using 2000-2002 data from participating sectors. 						
1	Develop Regional plan for implementation of OPEI Sector Initiative with emphasis on Regional priority sectors.		<ul style="list-style-type: none"> • # of agreements entered into • Emission reductions • Reductions in waste generated • Energy, water conservation 			
2	Conduct outreach and develop partnerships to provide technical assistance for the small business community	4	<ul style="list-style-type: none"> • Completion of Regional work plan • # entities reached • # providers engaged 			

Activity #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to Regional Strategic Themes		
				AG	SP	EC
3	Region 7 will continue to support Performance Track, expand participation, and to incorporate strategic targets.	1, 2, 3	<ul style="list-style-type: none"> • Number of facilities that participate in NEPT • Incorporation of national strategic targets into regional NEPT efforts • # of NETP applications reviewed • # of site visits conducted • % of regional contribution to national strategic targets 			
4	Region 7 will continue to provide support for State P2 programs through PPIS grants and other resources.		<ul style="list-style-type: none"> • No. of states with strong P2 and technical assistance programs • Facilities which receive P2 and/or technical assistance through state P2 programs • % of regional contribution to national strategic targets 			
<p>Sub-Objective 5.2.4: Environmental Policy Innovation Through 2008, achieve measurably improved environmental and economic outcomes by testing, evaluating, and applying alternative approaches to environmental protection in states, companies, and communities.</p> <p>Strategic Targets:</p> <ul style="list-style-type: none"> • Through 2008, facilitate the review of all new innovative approaches proposed to EPA annually. Baseline: 70 percent, 2002. • Through 2008, demonstrate 5 innovative approaches proposed to EPA annually. Baseline: 3, 2002. • Through 2008, annually evaluate 5 innovative approaches to environmental protection. Baseline: 3 evaluations, 2002. • Through 2008, facilitate the adoption of 5 new innovative approaches in Federal and State environmental programs. Baseline: 1 innovation adopted by multiple states, 2002. 						
1	Evaluate Regional innovations projects		<ul style="list-style-type: none"> • No. of projects which undergo formal evaluation • Achievement of built-in performance measures 			
2	Based on scale-up proposals, Region 7 will implement significant systems changes as appropriate		Number of significant system changes that result from innovations scale-ups.			

Activity #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to Regional Strategic Themes		
				AG	SP	EC
3	As a result of evaluation process, Region 7 will propose scale-up of innovation projects as appropriate.		<ul style="list-style-type: none"> No. of innovations concepts or projects that are implemented on broader programmatic scale. 			
4	Implement innovations projects consistent with Region 7 Innovations commitments.		<ul style="list-style-type: none"> # of innovations projects consistent with Regional commitments. 			
Sub-Objective 5.2.5: Economic Analysis Through 2008, improve the Agency's regulatory and non-regulatory decisions through the development of sound economic analysis, clear analytic guides, and other economic tools used to estimate environmental costs and benefits.						
1	Conduct expert economic analyses	1, 2, 3	<ul style="list-style-type: none"> # cases analyzed 			
Sub-Objective 5.2.6: Regulatory Policy Analysis Through 2008, enhance EPA's regulatory decision-making process through sound analysis and consideration of alternatives.						
1	Regional input into Agency Reg Development	1,2,3	<ul style="list-style-type: none"> # regs with region 7 review & comment # regional workgroups with regional participation 			
Sub-Objective 5.2.7: Implement NEPA Through 2008, minimize significant adverse environmental impacts that result from major proposed Federal actions, including EPA actions subject to the National Environmental Policy Act (NEPA). Strategic Targets: <ul style="list-style-type: none"> 70 percent of significant impacts identified by EPA in its review of Draft Environmental Impact Statements (EISs) are successfully mitigated. 80 percent of EPA projects subject to NEPA (water treatment facility project and other grants, new source National Pollutant Discharge Elimination System [NPDES] permits, and EPA facilities) result in a finding of significant environmental impact. 						
1	Review Environmental Impact Statements		<ul style="list-style-type: none"> 100% review accomplished within time constraints, ensuring compliance with environmental laws, regulations, and executive orders to include Environmental Justice, Children's Health and Farmland Policy Protection Act 	X	X	X

Activity #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to Regional Strategic Themes		
				AG	SP	EC
2	Participate in Inter-Agency Project Planning		<ul style="list-style-type: none"> • Alternatives are developed which are less impacting to human health or natural environment • Appropriate issues are identified for full analysis • Streamline decision process for lead federal agency • EPA technical and jurisdictional expertise provided to lead agency • Appropriate mitigation is afforded to non-avoidable project impacts 	X	X	X
3	Provide input to Regional Critical Ecosystem Team		<ul style="list-style-type: none"> • NEPA project database populates ENSV/DISO's "Project Tracker" application which provides information on federal investments in specific areas • NEPA documents are geo-referenced, and made available to other programs. These documents provide information on past, present, and reasonably expected future conditions in a particular location. 	X	X	X
4	Develop NEPA documents for R-7 customers		<ul style="list-style-type: none"> • EPA's proposed actions receive appropriate analysis in compliance with NEPA 		X	X

Objective 5.3: Build Tribal Capacity

Through 2008, assist all federally recognized tribes in assessing the condition of their environment, help in building tribes' capacity to implement environmental programs where needed to improve tribal health and environments, and implement programs in Indian country where needed to address environmental issues.

Consistent with the Federal Indian Trust Responsibility and the Agency's 1984 Indian Policy, Region 7 is responsible for assisting Tribal Governments in developing their environmental protection programs within the exterior boundaries of the reservations that are culturally and tribally relevant. Region 7 EPA will provide technical assistance, extramural funding, training, Tribal Environmental Agreements (TEA) , and program delegation and primacy where appropriate.

Current Status:

Protection of tribal environmental health and resources are not only an elemental component of Region 7 EPA, but they are our trust and statutory responsibility to protect tribal resources through the implementation of strong and continuous environmental programs.. Currently, there are nine (9) federally recognized Indian nations within the contiguous states of Kansas, Nebraska, Iowa, and Missouri. The nine tribes occupy a land base approximately 420, 000 acres. Consistent with EPA's 1984 Indian Policy, the 1994 nine point Agency directive for greater programmatic, legal, financial and staff resources, and Executive Order 13175 on government-to-government relationship, Region 7 EPA coordinates and consults with eight (8) of the nine tribes through the Regional Tribal Operations Committee (RTOC) on all environmental activities within the exterior boundaries of the reservations. EPA also coordinates with other appropriate federal agencies (i.e. IHS, BIA, HUD, FEMA, USDA, etc.), states, local governments, and tribal colleges in capacity building. Internally, EPA has a Regional Indian Work Group (RIWG) with a cross-media membership that responds to tribal environmental needs such as providing technical assistance in grant administration, environmental prioritization and assessment, training, etc.

Region 7 EPA, over the last decade has assisted 8 of the 9 tribes establish and staff tribal environmental offices funded through the General Assistants Program (GAP). These offices are continuing to expand as they develop internal administrative capacity. Tribal governments, through these tribal environmental offices, are now able to administer various environmental activities conducive to there unique environmental needs. Currently, EPA has 12 different Grant programs with Indian tribes in Region 7, these are Performance Partnership Grants (PPG), General Assistance Program (GAP), Solid Waste, Wetlands, Clean Water Act 106, Clean Air Act 103, Brownfields, Household Hazardous Waste, Lead outreach and Screening, Pesticides, Underground Storage Tanks (UST), Radon. Some of the major accomplishments over the past decade include: 5 tribal drinking water facilities have been upgraded, closed illegal dumps for solid waste, established recycling programs, plugged abandoned drinking water wells, removed leaking underground storage tanks, radon testing, streambeds have been stabilized, surface and ground water assessment and monitoring.

Major Challenges:

Although Region 7 EPA has made tremendous progress in working with tribal governments build an environmental protection administration and partnership building, there are several priorities that still need to be addressed. An area that EPA will continue to work with tribal and state governments are Confined Animal Feeding Operations (CAFO). To this end, non-point source contamination of water pervades several reservations such as land run-off of pesticides, fertilizers, and herbicides from animal feedlots and crop land. Indian reservations in Region 7 are heavily checkerboarded and we will continue to encourage and work towards cooperative management of the environment within the exterior boundaries of the reservation. R7 EPA will also focus on priority areas such as water quality and solid waste management; replace, repair, and maintain drinking water facilities; inspect homes for lead based paint; permits for waste water dischargers; and encourage a cooperative tribal, state, federal intergovernmental relations.

In order to continue progress toward these objectives, the Agency must make a stronger commitment to provide continuous, dependable funding for tribal programs in the major media programs, including, but not limited to Clean Water Act, Clean Air Act, and Pesticide programs. In the absence of reliable funding, authorization of tribal programs cannot occur.

Strategic Targets:

- By 2008, increase tribes' ability to develop environmental program capacity by ensuring 100% of federally recognized tribes have access to an environmental presence. (FY 02 baseline: 82% of tribes)
- By 2008, develop or integrate 15 (cumulative) EPA and interagency software applications to facilitate the use of EPA Tribal Baseline Assessment Project information in setting environmental priorities and informing policy decisions. (FY 03 baseline: Two.)
- By 2008, eliminate 20% of the data gaps for environmental conditions for major water, land, and air programs as determined through the availability of information in the EPA Tribal Baseline Project.
- Commencing in 2004, produce an annual status of the tribal environment report.
- By 2008, increase implementation of environmental programs in Indian country to X (cumulative total) as determined by program delegations, approvals or primacies issued to tribal and direct implementation activities by EPA. (FY 02 baseline: Program actuals TBD.)
- By 2008, increase by 50% the number of tribes with environmental monitoring and assessment activities under EPA approved quality assurance procedures.
- By 2008 increase by 50% the number of tribes with multi-media programs reflecting traditional use of natural resources as determined by use of Performance Partnership Grants (PPGs), EPA/Tribal Environmental Agreements (TEAs), and other innovative EPA agreements which reflect holistic program integration.

Activity #	Strategic Targets	Results	Link to Regional Strategic Themes		
			AG	SP	EC
1	Develop EPA assessment on the state of tribal environmental conditions.	<ul style="list-style-type: none"> Report for each tribe on environmental data and conditions, and regulated facilities in detail. 		X	
2	Assist Tribes in setting environmental priorities, including program delegations that will be sought by R7 Indian nations.	<ul style="list-style-type: none"> Each tribe in R7 will be able to clearly state specific environmental program priorities for the fiscal period. 	X	X	X
3	CAA 103 authority supports investigations, assessments activities, studies for tribes to identify the nature of air quality on Indian reservations. Through 2003, 6 of the nine tribes will conduct air quality activities under section 103. CAA 105-none of the tribes in R7 receive 105 funding	<ul style="list-style-type: none"> R7 Air Grants will target limited resources in support of tribes with demonstrable air quality needs and able to fulfill intended performance capacity. It is anticipated that one of the tribes may move to section 105 support under the CAA within several years. 		X	
4	CWA 106-provide Section 106 grants to tribes for water quality planning and assessments. Drinking Water Program-R7 will continue provide resources to tribes in effectively managing their drinking water facilities. Provide resources through the tribal set-aside funds for infrastructure development.	<ul style="list-style-type: none"> Complete at least 5 sanitary surveys per year # of Certified Drinking Water Operators 	X	X	X
5	Provide technical assistance and training through media-specific courses, quarterly RTOC meetings and annual Tribal Environmental Conference.	<ul style="list-style-type: none"> # of tribes attending media specific courses conducive to their specific programs 	X	X	X

Activity #	Strategic Targets	Results	Link to Regional Strategic Themes		
6	R7 Workgroup for Tribal Consultation Guidance/Policy Development	<ul style="list-style-type: none"> • R7 Development of office consultation procedures that will fully execute EO 13175. • Define “Tribal Consultation” to include: implications, outreach, coordination, and actual dialogue with Tribal government leadership when Agency actions have an effect on tribal environmental quality. 	X	X	X
7	Tribal Program will coordinate and consult with R7 tribes in managing capacity building grants that provides training to tribes in developing integrated solid and hazardous waste management programs; close open dumps and assist in exploring alternative ways for trash disposal.	<ul style="list-style-type: none"> • # of RCRA training to interested tribes • Interagency grant management with BIA, IHS, and EPA 	X		X
8	<p>Enhance Government-to-Government Relations.</p> <p>Annual Indian Nation Leadership meetings with Region 7 Senior Managers</p> <p>Consultation Agreements</p> <p>Ensure that regional staff are trained in Working Effectively with Tribal Governments (WETG)</p>	<ul style="list-style-type: none"> • Annual meeting held • Regional meetings held with individual Indian Nation Environmental Divisions • # of on site visits • # of consultations held by Reg 7 programs • # of programmatic agreements with Nations • # of training sessions held 	X	X	X
9	<p>Ensure regulatory decision making process includes Indian Nations in R7, fully execute Executive Order 13175 and other presidential directives</p> <p>Increase joint strategic planning capabilities</p>	<p># of Indian Nations trained in QA</p> <p># of GAP cooperative agreements entered into</p> <p># of environmental departments established or # of staff within the departments</p> <p># of PPAs entered into</p> <p># of MOAs in place</p>	X	X	X

Activity #	Strategic Targets	Results	Link to Regional Strategic Themes		
10	Continue to build Tribal capacity to conduct monitoring, assessments, enforcement, compliance and multimedia capability.	<ul style="list-style-type: none"> Regulations impacting Indian Country are reviewed by: Indian Nations Regulatory review Consultation Agreements 100% of the federally recognized tribes in R7 have access to general multi-media capacity building funding as determined by the number of tribes receiving Indian General Assistance Program (GAP) funding. 			X
11	The Tribal Information Management System will be established to access Baseline Assessment Project for environmental information on R7 Federally recognized Indian nations.	Current topographical, natural resources, land status, environmental conditions, etc. will be identified and accessible by tribal environmental programs as well as EPA	X	X	X

Objective 5.4: Science & Research
See Objective 4.5

Reference/Guidance Documents
WWPD, Region 7
Strategic Plan FY 04 - 08
Operating Plan FY 04

The following materials were used as reference and guidance documents for the development of the WWPD Strategic and Operating Plans.

1. "EPA Announces Homeland Security Strategic Plan, One of Many Efforts to Ensure Agency's Ability to Protect, Respond and Recover"; EPA Newsroom; October 2, 2002; http://www.epa.gov/epahome/headline_100202.htm
2. FY2004 Performance Priorities for the Regions; AAship: OSWER, Spring 2003
3. FY2004 Performance Priorities for the Regions; AAship: OW, Spring 2003
4. Grants Management Strategic Plan (Draft); Office of Grants and Debarment; November 22, 2002
5. Guidance for Preparing the 2003 Strategic Plan: Developing Draft Architecture; Office of the Chief Financial Officer; September 2002
6. Innovation Strategy; Office of Policy, Economics, and Innovation; April 2002; <http://www.epa.gov/opei/strategy>
7. "Investing in Our People: EPA's Strategy for Human Capital"; EPA's Human Resource Council, 2001
8. OPPTS FY2004 Priorities for the Regions: National Program Chemicals and State/Tribal Grants Program; Spring 2003
9. OPPTS FY2004 Performance Priorities for the Regions; "FQPA/Strategic Agricultural Initiative (SAI), including Worker Safety and Water Quality"; Spring 2003
10. Powerpoint Presentation: "Revising the Agency's Strategic Plan: Clean and Safe Water"; National Water Program, Water Division Directors' Meeting; September 18, 2002
11. "The President's Management Agenda"; Executive Office of the President Office of Management and Budget; Fiscal Year 2002
12. Regional Performance Measurement Tool (Draft); FY2004 Performance Priorities Meeting; February 4, 2003
13. Strategic Architecture (Draft 2003); Office of the Chief Financial Officer; December 31, 2002
14. Strategic Plan (EPA) Goal 2 (Draft): Clean and Safe Water, Office of the Chief Financial Officer; March 5, 2003
15. Strategic Plan: Association of State and Interstate Water Pollution Control Administrators (Draft); 2002
16. "Strategic Planning & Vision to Action Seminar"; Civilian Leadership Training Division; Center for Army Leadership; Fort Leavenworth, Kansas
17. WWPD Operating Plan; Water, Wetlands, & Pesticides Division - Region 7; February 2002
18. WWPD Organization Improvement Document; Water, Wetlands, & Pesticides Division - Region 7; November 2002
19. National Water Program, Proposed Framework for Improving Program Performance Through Useful Program Assessment (May 2003)

(over)

20. Investing in our People II, EPA's Strategy for Human Capital 2003-2008
21. Tim Fontaine, SBO, (June 2003), Process for Performance Partnerships
22. Performance Partnership Grant Steering Committee Recommendations (Draft); 2003
23. EPA's Vision for the One Cleanup Program- Major Improvements, Section I, Aug., 03
24. Region VII, OECA FY 04 Action Plan (in Draft)

Appendices

Appendix A. Regional Plan Development Guidance

- Guidance for Developing Regional Plans; Combs; October 21, 2003
- Implementing the New Agency Strategic Plan; Shapiro; October 23, 2003
- National Water Program Guidance 2005; Shapiro; March 22, 2004
- FY2004 Performance Priorities for th Regions; February 4, 2003
- Goals 1-5 Summaries

Appendix B. National Water Program FY 2005-2008 Management System Matrix

Appendix C. Agency Laws

Appendix D. WWPD Accountability to Region

- Divisional Activity Responsibility Matrix
- WWPD Accountability to the Regional Administrator

Appendix E. WWPD Expectations and Philosophies

- WWPD Expectations
- WWPD Philosophies

Appendix F. WWPD Values and Behaviors

Appendix G. WWPD Organization

- WWPD Region 7 Organizational Structure
- WWPD Employees List; Revised 3/24/04

Appendix H. FY 2004 WWPD Operating Plan; Revised 3/25/04

October 21, 2003

MEMORANDUM

SUBJECT: Revised Guidance for Developing Regional Plans

FROM: Linda Combs /s/
Chief Financial Officer

TO: Regional Administrators
Deputy Regional Administrators
Assistant/Associate Administrators
Deputy Assistant/Associate Administrators

This memorandum and attachment provide guidance for developing Regional Plans, a critical component of EPA's planning and priority setting processes. This guidance incorporates the results of the September 10 discussions and agreements with Deputy Regional Administrators and National Program Managers. It responds also to recommendations of the EPA-ECOS Alignment and PPA Workgroup and promises to improve the development of Performance Partnership Agreements and Grants (PPAs/PPGs).

Regional Plans identify how Regions will make progress toward relevant Agency objectives and sub-objectives over the next 3 to 5 years. Regional Plans provide an opportunity for each Region to highlight its unique environmental conditions and problems and discuss the strategies and tools it will use to address each relevant sub-objective in the Agency's 2003 *Strategic Plan*. Regional Plans will provide the strategic basis for and include annual performance commitments between Regions and Headquarters established through the annual work planning process, which we are working to automate and expect to replace the current MOA process. Early strategic thinking in the Regional Planning phase will also ensure that PPAs more realistically reflect EPA and State priorities, reduce transaction costs and strengthen the States' ability to rely on the PPA as the single agreement that defines the State-EPA partnership.

As we continue to develop Regional Plans over the next 3 months, Regions will have an important opportunity to engage in discussions with States. Although some States might not be prepared to engage in extensive planning dialogues at this time, I encourage all Regions to ensure, at a minimum, that all States have an opportunity to review and comment on your draft Plans before you submit them to OCFO in January 2004. Similarly, I urge you to engage Tribes,

where they are partners in implementing environmental programs.

The attached guidance includes a timetable of key events for Regional Plans, National Program Guidance, Regional annual commitments, and PPAs. This schedule is designed to ensure high quality plans that reflect State engagement, encourage effective dialogue between Regions and the National Programs, inform National Guidance; and promote development of effective work plans, including PPAs.

ECOS and EPA have a shared interest in joint State/EPA planning, and we both are encouraging States to take this opportunity to work with their Regions on Regional Plans. To this end, ECOS is soliciting volunteers for “pilot” projects designed to promote increased interaction with the Regions and to highlight lessons learned from joint planning. You should be aware that ECOS, through an EPA grant, is providing support to States to increase capacity for results-based management, including strategic planning-related activities.

I am grateful for the vital leadership that senior Regional and National program managers continue to provide—identifying opportunities for and guiding the implementation of new approaches that enhance and streamline our planning and strengthen our focus on environmental results. Let me express my appreciation and support to all of you for your continuing efforts to help improve and integrate the Agency’s strategic planning, budgeting, and performance processes through the development of Regional Plans. If you have any questions, please feel free to call me.

Attachment

cc: Marianne Horinko
Steve Johnson
Tom Gibson
Mike Ryan
Senior Budget Officers
Planning Contacts
David Ziegele

Attachment A
Guidance for Development of Regional Plans
(Revised October 2003)

Overview

This revised guidance for development of Regional Plans builds upon the guidance issued in March 2003 by the Office of the Chief Financial Officer, and reflects the agreements of the September 10, 2003 meeting of EPA senior management and incorporates preliminary input from the co-chairs of the EPA-ECOS Alignment and PPA workgroup.

Agreed-Upon Principles Guide Continuing Improvements

At the September 10 meeting, EPA's senior management agreed upon a series of specific principles that would guide short and long-term improvements to the existing planning processes (Regional Plans, National Guidance, Region Work planning-Annual Performance Commitments, and Performance Partnership Agreements (PPAs):

1. Results Focus – Regional Plans, National Guidance, and work planning efforts, including PPAs, should focus on **what** the Agency and its partners are doing in order to achieve the outcomes committed to in the Strategic Plan and **why** it has chosen those activities and approaches and **how we measure success**.

2. Early Engagement/Incentives for Quality – Use Regional Plans to achieve meaningful early engagement between Headquarters, Regions, and States and as a key forum for joint planning and priority setting. High-quality Regional Plans will inform and influence National Guidance development and make operational/annual work planning (e.g., PPAs) faster and easier, and more definitive.

3. Single Coordinated Process - Processes (e.g., draft and final National guidances) are coordinated and integrated across the five programs to facilitate:

- top management engagement (AAs/DAAs, RAs/DRAs, State and Tribal commissioners)
- cross-media coordination
- cross-program trade-offs
- innovative approaches including voluntary programs

4. Minimize transaction costs, minimize and consolidate documents and keep it short - Keep the process simple and minimize transaction costs to EPA, States, Tribes and other partners. For example, streamline the content of National Program guidance and the number of annual commitments by Regions and States.

5. Focused on Highest Priorities – National Guidance and Headquarters/Regional annual commitments should have the smallest number of agreed-upon targets and indicators necessary:

- to ensure national and Regional accountability for results,
- to serve as a feedback loop for National Program management, and
- to tell the Agency performance story.

6. Transparency – Processes and products should be accessible to partners and stakeholders, so

that they can influence the content and better understand what we're doing and why.

Purpose of Regional Plans

Regional Plans are strategic in nature, identifying how Regions will make progress toward the relevant Objectives and Sub-objectives in EPA's *Strategic Plan* over the next 3 to 5 years. Regional Plans will inform and influence National Program Guidance, and include an annual planning component. These Plans will identify annual performance commitments between Regions and Headquarters established through the annual work planning process, which we are working to automate and expect to replace the current MOA process. NPMs have agreed to engage with the Regions during development of the Plans, particularly where Regions provide early flags that a proposed strategy or set of priorities diverges from a National strategy.

Developing and periodically revising Regional Plans will provide a key forum for joint EPA-State planning and priority setting. Early strategic thinking in the Regional Planning phase will ensure that PPAs more realistically reflect EPA and State priorities, reduce transaction costs and strengthen the States' ability to rely on the PPA as the single agreement that defines the State-EPA partnership. Given that most FY 2004 PPAs are now final or will be finalized shortly, however, it is likely that the results of joint EPA-State planning in the coming months will be more completely reflected in FY 2005 PPAs.

Format and Content of Regional Plans

I. Regional Overview (Target Length: 4-6 pages)

Purpose: In this section of the Plan, each Region should provide a narrative overview, and data where available, of the unique drivers and trends (e.g., environmental, geographic, demographic, political, economic, etc.) that affect the environmental work in the Region and how they have influenced the Region's strategies. This section should also provide an overview of and context for the Region's major priorities (e.g., agriculture, energy, border issues, infrastructure, etc.) that will help set the stage for the Regional Strategies that are articulated in Section II.

II. Regional Strategies for Achieving National Goals and Objectives (Target Length: 30-50 pages total; 1-3 pages for each relevant sub-objective)

Purpose: This section of the Plan, would describe how Regional work supports the National Goals and Objectives contained in EPA's final 2003 *Strategic Plan*. Regional plans must articulate the strategies, including both core program tools and innovative strategies, that a Region is using to make progress toward achieving each Sub-objective*. The plans should discuss the mix of NPM and Region-specific tools the Region is applying to meet each Sub-objective.

This section should address the following questions:

A. What is the current state of human health or environmental protection for this Sub-objective in your Region and are there any relevant trends over time (i.e., what are indicators or data specific to this Sub-objective that characterize current status and trends as context for your strategy)?

B. What are the major problems that need to be addressed in order to make progress toward this Sub-objective in your Region?

C. What tools or program components, (e.g., permits, enforcement, State capacity building, compliance assistance, direct program delivery, industry partnerships, etc.) focused on what problems, make up the Region's strategy for making progress toward the Objective? This section of the Regional Plans should also be used to highlight any novel or innovative approaches the Region or its States plan to pursue to implement a core program.

D. Where the Regional Strategy includes activities addressing Regional interests not covered by the National strategy (e.g., acid mine drainage affecting water quality), describe these activities and identify the primary measures that the Region will use to track progress in implementing its strategy?

*Note: It is not necessary to write strategies for Objectives or Sub-objectives which do not contain Regional work. For example, objectives dealing with science and research may not be applicable to the Regions. However, as a general matter, Regional Strategies will be written for each relevant Sub-objective. A working example of a Regional Strategy for a selected Sub-objective is provided with this guidance.

III. Cross-Cutting Strategies (Target Length: 2-6 pages)

Purpose: This section is where the Region can describe its approach to the Agency's cross-goal strategies (Homeland Security, Human Capital, Information, Innovation, Partnerships, Science) or others of importance to the Region.

IV. Regional Accountability (Target Length: 1-2 pages)

Purpose: In this section, each Region should describe its accountability and performance measurement tools, along with any program evaluations that the Region is using to assess its progress. Each Region should describe how these tools are or will be used, including how the results will be used in management decision making.

V. Partnerships with States and Tribes (Target Length: 2-4 pages)

Purpose: Each Region should describe the status of the relationship between

the Region and its State and Tribal partners. For each major partner, the Region should identify the two or three key issues of greatest importance (e.g., the multiyear priorities articulated in a PPA or PPG) and the Region's strategy for making progress on those issues over the next three to five years. The Region should also include a brief summary of how the Region has involved States and Tribes in the development of the Regional Plan as well as plans for engaging States and Tribes in subsequent updates to the strategic components (Sections I-V) of the Regional Plan.

PROPOSED ATTACHMENT TO THE REGIONAL PLAN - FY05 Regional Workplan/Consolidated Annual Commitments

The DRAs and NPMs agreed to the concept of a consolidated, online process for Regions to establish annual commitments that address each of the five strategic goals. Under this proposed approach, these annual performance commitments would be an addendum or an appendix to the Regional Plan. Further, we would synchronize the annual work planning process across programs in such a way that senior Regional managers could look at the draft annual performance commitments across all five programs and play a stronger role than was possible under the MOA process. This assumes that the Regional Plan provides the Region's strategic rationale for the proposed performance commitments. This would also facilitate Regions' ability to get early State and Tribal input into the Regions' performance commitments. It was agreed that this online, annual commitment process would replace the FY 05 MOAs. OCFO will work with the five National Programs and the Regions to facilitate development of the online annual commitment system.

Example Regional Strategy

Overview

OCFO developed the following example of a Regional Strategy. It was derived from and informed by several of the Regions' draft Section II strategies. While this sample strategy is made-up, it illustrates attributes of what OCFO considers to be an effective Regional Strategy, because it:

- speaks directly to a relevant sub-objective
- provides a short description of the existing environmental conditions and problems
- looks forward 3-5 years
- includes state input
- conveys an overall context and strategic approach for addressing the sub-objective
- describes the rationale for the approach
- includes the key programs/tools/ activities to be used
- provides the basis for translating the strategies into annual performance commitments
- includes appropriate measures of success
- is concise

Example Strategy

Goal Two: Clean Water

Objective 2.2 Protect Water Quality

Sub-objective 2.2.1 Improve Water Quality on a Watershed Basis

Current State/Major Problems to be Addressed

Region Y has 632 impaired waterbodies on the CWA 303(d) impaired waters list requiring TMDLs. Over 60% of these waterbodies are impaired because of nutrients (nitrogen or phosphorus). While data are not completely conclusive, it is commonly agreed by the States and the Region that agricultural sources, both point and nonpoint, play a predominant role in the causes of or contributions to water quality impairment. In consultation with the States, it is generally agreed that improved monitoring will confirm that pathogens are also a key source of impairment from agriculture and other sources. Agriculture represents a critical part of the economy in Region Y, with agricultural commodities accounting for over \$12 billion in annual sales. In light of the new concentrated animal feeding operations (CAFOs) rule promulgated in 2003, there are about 2,100 CAFOs (point sources) that will need new or revised NPDES permits and be required to develop comprehensive nutrient management plans. There are also as many as 12,000 animal feeding operations (nonpoint sources) and many other agricultural enterprises throughout the Region.

Another critical component of our States' ability to address long term nutrient-related water quality issues is the need to promulgate water quality standards for nitrogen (N) and phosphorus (P). None of the States currently have promulgated water quality standards for N and P. Pathogen-related water quality standards may also need to be updated in each of our authorized States.

Strategy Highlights

Consistent with the Region's emphasis on Agriculture described in Section I of the Regional Plan, many of the strategies and tools needed to support sub-objective 2.2.1 involve efforts to promote new or enhanced agricultural practices that protect water quality. The Region will use both regulatory and voluntary strategies in close coordination with States. Another key element of the Region's strategy is to work closely with USDA and the state agricultural agencies to maximize use of conservation funding (e.g., Environmental Quality Incentives Program) and technical resources to address the highest water quality problems. The Region will also apply watershed-based approaches to continue to implement core program tools (e.g. TMDLs, NPDES, and funding (SRF and 319) to accomplish this sub-objective.

Strategies, Tools and Measures

Strategies	Tools/Programs	Region-specific Measures
Support promulgation of state water quality standards for Nitrogen and Phosphorus and revised standards for pathogens by 2008	1) Provide technical assistance to States in drafting WQ standards promulgation packages	1) State progress to develop new/revised water quality standards for N, P and pathogens
Develop cooperative strategies with USDA and State agriculture agencies to promote sound ag practices for point and nonpoint sources that protect water quality	1) Designate a Region “Ag Coordinator” to facilitate effective dialogues with USDA 2) Appoint a Region representative to serve on each State’s NRCS Technical Committee to help guide resource conservation funding and technical assistance to ag producers 3) Aggressively promote use of SRF funding to support nonpoint source controls 4) Work with USDA and State ag agencies to ensure that all 12,000 animal feeding operations develop and implement comprehensive nutrient management plans.	1) Demonstrably improved relations with USDA and state ag 2) 10 fold increase in EQIP and SRF funds to support effective nutrient management by agricultural entities 3) Innovative manure management practices in place
Promote watershed-based strategies to address ag water quality issues in problematic watersheds	1) Select three pilots to apply watershed-wide strategies to address excess manure problems	1) Pilot watersheds removed from impaired waterbody list by 2008
Issue new or revised NPDES permits to all 2,100 CAFOs by 2006	1) Sponsor annual training, with USDA, for ag producers on nutrient management planning 2) Provide technical assistance to States for the development of NPDES permits for CAFOs	1) Region and States conduct 10 case studies to develop approaches and quantify water quality improvements from nutrient management planning

Strategies	Tools/Programs	Region-specific Measures
Implement permitting strategies with the States that emphasize environmentally significant permits, while making progress to reduce the permit backlog	1) Develop NPDES permitting strategies and commitments with each of the States	1) Established criteria to determine which permits are most environmentally significant
Develop TMDLs to support water quality improvement, with an emphasis on using watershed permitting as a tool to address bundled TMDLs	1) Establish TMDL strategies with each State	1) Number and success of watershed permitting for TMDL implementation strategies
Promote trading opportunities	1) Secure commitments from States to target selected watershed for trading efforts	1) Progress to pursue trading in three watersheds in Region Y.

Timetable for Regional Plans, National Guidance, Region Work Planning and PPAs

What	Who	When
Summary of September 10 Meeting	OCFO	September 16, 2003
Letter from ECOS to the States Describing Opportunity for State Engagement on Regional Plans	ECOS	September 18, 2003
Draft Regional Plan Guidance for Review	OCFO	October 1, 2003
Final Revised Regional Plan Guidance Issued	OCFO	October 20, 2003
Letter from DA Providing Expectations for Region-State Engagement on Regional Plans	OCFO/DA	October 27, 2003
State Engagement on Regional Plans	Regions/States	October - December 2003
EPA-ECOS Alignment/PPA Workgroup Meeting	EPA and ECOS	November 13-14, 2003
Complete Draft Regional Plans (Sections I-V) Due to OCFO	Regions	January 15, 2004
EPA-ECOS Alignment and PPA Reform Workshop (tentative)	ECOS/States and EPA (NPMs and Regions)	Mid January 2004
NPMs Consider Regional Plans during drafting of NPM Guidance and Discuss Any Significant Disagreements between Regional Strategies and NPM Guidance	NPMs/Regions	Late January thru early February
Operating Year Performance Priorities Meeting - opportunity for RA and NPM discussion of Regional priorities and strategies and tentative priorities for NPM guidance (tentative)	OCFO/NPMs/Regions	Early February
Draft NPM Guidance Issued (synchronized and including annual commitment tables/framework-empty tables)	NPMs/DA	February 15, 2004
Final Regional Plans (Sections I-V) are Final and on the Web.	Regions	April 1, 2004

What	Who	When
Final NPM Guidance (synchronized) with the annual commitment framework (empty tables) Issued. This may include initial national targets that reflect on-going discussions between NPMs, Regions and States.	NPMs	April 1, 2004
EPA Annual planning meeting: opportunity to incorporate input for FY 06 annual priorities and commitments	EPA/States/Tribes	May 2004
Iterative development of Performance Partnership Agreements	Regions/States	April -October, 2004
Draft Attachment to the Regional Plan - Regional Work Plan with Draft Annual Targets	Regions	August 1, 2004
Final Attachment to the Regional Plan - Regional Work Plan with Final Annual Commitments Submitted	Regions	October 1, 2004
Final Attachment to the Regional Plan - Final Annual Workplan Commitments Available on the Web	Regions/OCFO	October 15, 2004



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY

WASHINGTON, D.C. 20460

OFFICE OF WATER

10/23/03

MEMORANDUM

SUBJECT: Implementing the New Agency *Strategic Plan* in FY 05 and FY 06

FROM: Michael H. Shapiro; Deputy Assistant Administrator /s/

TO: Office Directors, Office of Water
Regional Water Division Directors; Regions 1-10
Great Waterbody Program Directors

This memorandum describes key steps the National Water Program will take over the next several months to implement the new EPA *Strategic Plan* in FY 2005 and FY 2006. The approach to implementing the new *Strategic Plan* described below is designed to fit within and complement the broader Agency efforts to align planning, performance, and budget activities and to enhance participation of States, Tribes, and others in this work.

Over the past year, EPA has worked with States, Tribes and others to develop a new *Strategic Plan* for 2004 - 2008. This new Plan defines key goals for the Agency in environmental and public health terms, including the expected improvements in key indicators of environmental and public health conditions by 2008. The *Strategic Plan* also describes, in general terms, the programs and tools that EPA, States, local governments, and others will use to accomplish environmental and public health goals. Water quality and drinking water goals are addressed in two of the five Agency goals (i.e. Goal 2; *Clean and Safe Water* and Goal 4; *Healthy Communities and Ecosystems*). The new *Strategic Plan* is the product of extensive discussions among EPA, States, and other stakeholders. The text of the new *Strategic Plan* can be found at <http://www.epa.gov/ocfopage/plan/plan.htm>.

Now that the new *Strategic Plan* is in place, the National Water Program needs to take several steps to focus our efforts to accomplish the environmental and public health goals in the new Plan –

- develop national implementation plans for FY 05 for each of the key subobjectives in the *Strategic Plan* related to the National Water Program, drawing on the water program elements of Regional Plans;
- work with the States and Tribes to reach agreement on programmatic reporting commitments and, where appropriate, targets for FY 05, that support the FY 05 subobjective implementation plans as well as additional objectives identified in Regional Plans;

- as part of the discussions with States concerning FY 05 programmatic measures and targets, initiate preliminary discussions of appropriate targets for external/budget measures (i.e. generally environmental outcome measures rather than program measures) for FY 06; and
- define a program assessment and evaluation process that will inform program managers of progress toward goals and support constructive adjustment of program implementation in FY 05 and beyond.

The steps described in this memorandum implement for the National Water Program the general approach to development of Regional Plans and implementation of the *Strategic Plan* that is described in the October 21st memorandum from the Office of the Chief Financial Officer (OCFO) (see attachment A).

I) **FY 05 National Implementation Plans by Subobjective**

Office Directors for the National Water Program will work with a lead Region over the next several months to develop FY 05 implementation plans for each of the key water-related subobjectives in new *Strategic Plan* and to oversee the implementation plans on an ongoing basis. These subobjective implementation plans will, collectively, constitute the water element of the EPA National Program Guidance document to be issued by OCFO. Attachment B provides a list of the key subobjectives and Headquarters/Region co-leads.

FY 05 subobjective implementation plans should address several topics --

- **Environmental/Health Goals: FY 05 Outcome Targets:** Implementation plans should clearly identify the subobjective and the supporting strategic targets (i.e. outcome measures included in the *Strategic Plan*). Each subobjective/strategic target has a 2002 baseline and a 2008 long-range target. In addition, because these subobjectives/strategic targets are presented as external measures in the FY 05 Agency budget, a working FY 05 target for each of these measures has already been defined. This FY 05 target, however, is subject to adjustment based on final budget discussions with OMB in the Fall. For some of the outcome measures, it may be appropriate for the plans to identify FY 05 targets for each Region.
- **Describe Operational Approach:** Subobjective implementation plans should identify, at the “blueprint” level, an approach for accomplishing the FY 05 outcome targets, including the programs and tools that EPA, States and others (e.g. other Federal agencies) will employ. The implementation plans should be consistent with, but more detailed than, the general narrative strategy for FY 2004 - 2008 included in the new *Strategic Plan*. The implementation plans should also reflect the strategic approaches articulated in the FY 05 budget narratives.
- **Program Activity Measures:** Subobjective implementation plans should

identify the program activity measures that relate directly to accomplishment of the subobjective, as well as other water program activity measures that play a secondary but important role in supporting efforts to accomplish the subobjective. These measures were developed over the past year in cooperation with Regions and State organizations and, as a whole, are intended to provide national program accountability with the lowest possible reporting burden.

Some program activity measures call for reporting of progress without setting a target (i.e. indicator measures) while other measures call for “targets.” Final implementation plans should include FY 05 national targets for each of the national program activity measures for which a target is needed. These national targets are the sum of the Regional targets developed in the Regional Plans (see Section II below concerning negotiation of FY 05 Region/State FY 05 targets).

- **Coordination with Regional Plans:** In some cases, Regional plans will identify program activities that are unique to that Region and are not addressed within the national *Strategic Plan* or measures. These activities may, nevertheless, contribute to the accomplishment of a national environmental/health outcome and the subobjective implementation plan should identify these efforts and describe how they will be integrated into national program work to accomplish outcomes.
- **Partners:** Where appropriate, subobjective implementation plans should describe how the National Water Program will mobilize the work of ORD, OECA, and other offices within EPA to contribute to the accomplishment of the water-related environmental/health outcomes. In addition, implementation plans should describe the work that EPA will do to engage the support of other Federal agencies (e.g. USDA, NOAA, ACE, USFWS, BIA, etc.) in accomplishing outcomes. In some cases, the work involved in engaging and coordinating the activities of other parts of EPA and other Federal agencies may constitute the largest element of the implementation plan.
- **Innovations, Opportunities, and Obstacles:** Draft implementation plans should identify innovative approaches, such as trading or watershed permitting, that will be used. Draft plans should also discuss potential opportunities for “break-out” performance improvements and identify measures (e.g. senior management involvement, cross-program coordination, funding increases) that would engage and promote these opportunities. Plans should also identify any obstacles or external factors that are a threat to effective program implementation.

The schedule for development and management of subobjective implementation plans is

described in Attachment C. This schedule is consistent with the schedule established for the Agency in the recent memorandum from OCFO. Note that an early milestone on the schedule is a briefing by the HQ/Region co-leads for each subobjective describing their approach and initial outline of the subobjective implementation plan. These briefings will be provided to the Assistant Administrator/Deputy Assistant Administrators and will be scheduled for early November.

II) Negotiating FY 05 State/Tribal Targets for Program Activity Measures

A key element of the process for development of FY 05 subobjective implementation plans is the development of targets for those FY 05 program activity measures where a target is needed.

Initial outlines of implementation plans will be provided to Regions for comment in early December and will identify applicable program activity measures and FY 2008 national targets, but will not include regional targets for FY 05. When Regions provide draft Regional Plans in January, each Region should also provide a parallel document identifying a Regional FY 05 straw target for each measure needing a target. Where appropriate, Regional straw targets for outcome measures should also be provided at this time.

Regional straw targets should reflect the best contribution the Region can make toward a target in FY 05, using the FY 2008 national target as a point of reference and considering the relative priorities in the Region as defined in the draft Regional Plan. These Regional priorities express the Region's orientation to national objectives and programs as well as unique Regional projects (e.g. acid mine drainage in Region 3 or dams in Region 10). Straw targets should also reflect consultations with States and Tribes. Regions should describe assumptions used in determining targets, including general expectations for distribution of work in out-years (i.e. FY 06/07/08), past performance, and the interface between national and Regional priorities. Note that while Regions and States may agree to additional reporting measures that address unique Regional activities, Regions should refrain from creating new measures requiring additional reporting for activities under national programs.

National program managers and lead Regions for each subobjective implementation plan will review the draft Regional Plans and FY 05 straw Regional targets from all ten Regions. In the event that the cumulative effect of Regional straw targets is not considered sufficient to support accomplishment of the FY 2005 outcome targets or FY 2008 national targets, adjustments in Regional targets should be discussed and, if necessary, issues should be resolved at the January meeting of Water Division Directors.

Final FY 05 subobjective implementation plans and final Regional Plans will be published April 1 and will include final FY 05 targets nationally and for each Region. Regions are to then work with States to reach final agreements for reporting of indicator measures and to develop State/Tribal specific targets that are most appropriate for the State/Tribe while also resulting in attainment of the Regional targets. These final agreements may be the result of whatever process the Region and State choose (e.g. PPA, MOA, other). Once negotiated, these final commitments to indicator reporting and FY 05 targets become the management agreement for each Region.

III) Initial Discussions of FY 06 Outcome Targets

The Agency budget process now asks that program offices define the measures to be included in the budget, and establish annual targets for these measures, about 6 months in advance of the presentation of the budget to the Congress. For example, for the FY 05 budget to be presented to Congress in January of 2004, the Agency needed to determine the measures to be reported in the budget, and the FY 05 targets, by August of 2003. These FY 05 targets may be amended later this year as the budget process proceeds.

In defining external/budget measures and targets for FY 05, the Office of Water consulted with Regions and encouraged Regions to consult with States. The schedule, however, left inadequate time for thoughtful discussions with States and others concerning FY 05 targets.

To avoid this problem in the future, Regions should, when discussing FY 05 program activity measure targets with States in the spring of FY 04, also discuss, in a preliminary way, setting of outcome (i.e. environmental and public health) targets for FY 06 external/budget measures. These discussions should be sufficient to allow Regions to provide feedback to managers of the subobjective implementation plans concerning the setting of FY 06 outcome targets. The determination of the FY 06 outcome measure targets is, essentially, the first step in development of the FY 06 subobjective implementation plans.

IV) Assessment of Implementation/Performance

HQ and Regional Co-Leads for subobjective implementation plans need to monitor progress under the Plan through FY 05 and use feedback information to adjust implementation during the fiscal year and to guide any needed changes in FY 06 implementation plans.

At a minimum, HQ and Regional Co-Leads should participate in development of mid-year and end-of-year performance reports and briefings for Office of Water senior managers. Performance reports should assess any new information with respect to outcome measures (i.e. improvements in environmental and public health measures) and program activity measures. This assessment should also identify, in more qualitative terms, reasons for progress or lack of progress, including identification of State or Region best practices that are facilitating strong performance. Findings of Regional Dialogues and program evaluation studies should also be considered in the assessments. To support this assessment, Regions and States are expected to report on progress, at a minimum, at the mid point and end of the year, unless less frequent reporting is indicated.

The Office of Water will consolidate these subobjective assessments into mid-year and end-of-year assessments of the National Water Program. A key goal of this effort is to strengthen the capability of the National Water Program to demonstrate the relationship between the budget and performance expressed in environmental and public health terms. Where appropriate, the Office of Water will consider conclusions of these assessments in allocations of funds to programs and Regions under operating plans and in development of the FY 06 budget.

* * * * *

Thank you for your help with this important work. Please call me or Tim Fontaine if you have comments or questions.

cc: Tracy Mehan
Linda Combs
David Ziegele

Attachments:

- A) OCFO Memorandum
- B) Subobjective Implementation Plan Co-Leads
- C) OW Strategic Plan Implementation Schedule

**SUBOBJECTIVE IMPLEMENTATION PLAN
HQ/REGIONAL CO-LEADS**

SUBOBJECTIVE	HQ LEAD	REGIONAL LEAD
1) Safe Drinking Water/Security	OGWDW	Region 7
2) Safe Fish and Shellfish	OST	Region 1
3) Water Safe for Swimming	OST/OWM	Region 9
4) Watershed Water Quality	OWOW(OST/OWM)	Regions 2/4/10
5) Coastal Water Quality/Estuaries	OWOW	Region 10
6) Mexico Border	OWM	Region 6
7) Wetlands	OWOW	Region 8
8) Great Lakes	GLNPO	Region 5
9) Chesapeake Bay	CBPO	Region 3
10) Gulf of Mexico (Hypoxia Strategic Target)	GMPO OWOW/GMPO	Region 4 Regions 4/5/6)

NOTE: Tribal “strategic targets” should be addressed as part of the subobjective that they support but be developed in cooperation with the American Indian Environmental Office and the workgroup developing the Tribal Implementation Strategy for the *Strategic Plan*; these strategies will be reflected in an integrated Tribal Implementation Strategy.

**SCHEDULE FOR IMPLEMENTING
WATER ELEMENTS OF EPA *STRATEGIC PLAN* IN FY 05**

August 2003	Office of Water Submits Draft Outcome Measure Targets for FY 05 to OCFO for External/Budget Measures
October 1	Publish Final EPA <i>Strategic Plan</i> 2004 - 2008
Early November	Initial AA/DAA Briefings on Subobjective Implementation Plans
November/December	Office of Water Agrees to Final FY 05 Targets for External/Budget Measures Based on OMB Passback
December 5	HQ/Regional Co-Leads Provide Regions with Outline/Strategic Concepts for Subobjective Implementation Plans for FY 05 (measures indicated but no targets)
January 15	Regions Provide HQ with Draft Regional Plans and Draft Straw Regional Targets for FY 05 Program Activity/Outcome Measures
Late January 2004	Water Division Directors Meeting/Operating Year Priorities Meeting (HQ/Regions Resolve Issues Concerning Plans/Draft Straw Targets)
February 15	DRAFT Subobjective Implementation Plans (with draft national FY 05 targets) Included in DRAFT Agency Synchronized National Guidance
April 1	Final Regional Plans, Including Straw Regional Targets
	Final Subobjective Implementation Plans (with national FY 05 targets) Included in Final Agency Synchronized National Guidance
April - September	Regions Work with States to Agree on Reporting for National Measures, Including Agreement on FY 05 State Targets Where Needed
	Regions Discuss with States Targets for FY 06 for Outcome Measures
August 1	Draft Regional Workplans/Draft FY 05 State Targets Where Needed
	Office of Water Submits Draft Outcome Measure Targets for FY 06 to OCFO for External/Budget Measures
October 1	Final Regional Workplans/Final FY 05 State Targets Where Needed
	FY 05 Implementation Begins



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY

WASHINGTON, D.C. 20460

OFFICE OF WATER

3/22/04

MEMORANDUM

TO: Office Directors; Office of Water
Water Division Directors; Regions 1 - 10

FROM: Michael Shapiro, Deputy Assistant Administrator /s/

SUBJ: Finalizing Draft *National Water Program Guidance for FY 2005*

As you know, EPA has recently published draft program guidance documents for FY 2005 for each of the major Agency programs, including a draft guidance for water programs. This memorandum reviews the work that we need to do to finalize *the National Water Program Guidance for FY 2005* by mid-April.

Key steps leading to a final National Water Program Guidance for FY 2005 include:

- 1) **Inform EPA Staff:** We need to make sure that EPA staff in HQ and Regions are familiar with the draft *National Water Program Guidance* and the new Agency Strategic Plan which forms the foundation for the *Guidance*. Earlier this month, we provided printed copies of the *Guidance* to program offices and Regions. In addition, we have developed a new Internet site that includes, in one place, links to the final *Strategic Plan*, the Draft *Guidance*, draft Subobjective Implementation Plans, and draft Regional Plans at www.epa.gov/water/waterplan. In HQ, Office Directors and I are holding Brown Bag lunch meetings with interested staff to review the *Strategic Plan* and draft *Guidance*.

Please do what you can to make the draft *Guidance* available to your staff and to answer questions and encourage comments prior to the close of the comment period on March 30.

- 2) **Outreach to States, Tribes and Other Stakeholders:** We need to be responsive to State inquiries about the draft *Guidance* and, to the extent practicable, **encourage States and Tribes to review the draft *Guidance* and comment by March 30.** Please note that comments should be directed to the text of the *Guidance* and the national/Regional “straw targets” for those measures that have targets. At this point in the process, we should not encourage additional comment on the wording or number of “Program Activity Measures” (PAMs).

- 3) **Comment on New Executive Summary/Definition of Essential Measures:** Attached to this memorandum is a draft Executive Summary for the draft *Guidance*. The draft *Guidance* that is available on the Internet does not include an Executive Summary. The Summary is intended to provide a short overview of the environmental progress we hope to make by 2008 and what we expect to do in FY 2005 to meet these goals.

The draft Summary also expresses the Office of Water commitment to recognizing State-specific and Regional targets that support a larger plan for meeting clear environmental/public health goals while at the same time identifying a small number of nationally critical measures where special care needs to be taken in setting targets that meet national, as well as State/Regional, needs. Once this list of nationally critical measures is finalized, the text of the *Guidance* will be revised to add discussion of the selected measures; see preliminary draft text attached.

Please review and comment on the attached draft Executive Summary, giving special attention to the list of nationally critical measures, by March 30.

- 4) **Subobjective Targets for FY 05:** The draft *Guidance* includes national targets for each of the environmental outcome measures in the new Strategic Plan for FY 05. (NOTE that these national targets are included in the President's FY 05 Budget.) In addition, in the case of the drinking water and watershed subobjectives, the draft *Guidance* indicates preliminary estimates of progress for FY 05 in each Region. In the cases of both the drinking water and watershed outcome measures, however, the cumulative total of Regional estimates does not meet the FY 05 national total included in the President's budget.

HQ offices and Regions need to continue work on reviewing and improving these estimates with the goal of defining an estimate of progress that is consistent with Regional perspectives and, to the fullest extent possible, supportive of the national FY 05 targets. Note that the Regional estimates of progress toward drinking water and watershed outcomes to be further refined in discussion with States between April and July. Regions will have the opportunity to provide revised estimates of progress in early July along with more formal draft commitments to program activities.

Program offices and Regions need to work out Regional/national estimates for these goals by March 30th. If there is no agreement among the National Program Manager and Regions, or if the agreement is for a cumulative national estimate that is less than the national FY 05 target, the matter should be elevated to me for discussion by this date.

- 5) **Final Subobjective Implementation Plans:** Subobjective Implementation Plans (SIPs) are the substantive backbone of the *National Water Program Guidance*. HQ/Regional teams developed draft SIPs that were then used to develop the *Guidance*. The draft SIPs are available for review on the Office of Water Strategic Plan Internet site (www.epa.gov/water/waterplan).

Regions should comment on draft SIPs in their areas of interest by March 30. HQ/Regional co-leads for each SIP should consider comments and finalize the SIPs in conjunction with the finalization of the *Guidance*.

- 6) **Regional Plans/National Program *Guidance*:** As indicated above, the preliminary estimates of progress in each Region with respect to drinking water and watershed goals need to be revised in order to demonstrate attainment of the national FY 05 target included in the President's budget. **In addition, each Region should review its Regional Plan to look for opportunities for more clearly expressing the Region's approach to accomplishing the national goal for each subobjective.** For example, where a Region is working to meet a Regional straw target for a PAM, the Regional Plan should identify the target and describe the approach to attaining it.

In addition, Regions have described a range of innovative and successful approaches to particular program areas in the Regional Plans. **When a Region would like the innovative approach be added to the "Key Regional Programs" section of the National Program *Guidance*, the Region should provide a brief, one paragraph description by not later than March 30th.**

- 7) **Program Activity Measures:** Program Offices and Regions need to continue work to improve and finalize Regional/national "straw targets" for FY 05 as indicated in the PAM slides attached to the draft *Guidance*. A list of needed improvements is attached. These improvements fall into several groups:

- addition of baselines or other background information;
- confirmation of a Regional target; and
- a substantive issue concerning FY 05 progress in the context of the 2008 target (e.g. PAMs #20/28/36/41/46/47/55).

In addition, for several HQ program activities, no FY 05 target is yet determined.

Please provide improvements to PAMs to Greg Spraul in the Office of Water by March 30th.

- 8) **Grant Guidance Coordination with National Water Program *Guidance*:** The

Office of Water is working to review and revise program grant guidance for FY 05 grants to States and Tribes and to issue any new guidance in conjunction with the final National Water Program *Guidance*.

Program Offices developing new grant guidance should clearly describe the link to the National Water Program *Guidance* and should work closely with Kimberly Roy in the Office of Water to be sure that grant management requirements are addressed.

- 9) **OECA Coordination:** The Office of Water is working with the Office of Enforcement and Compliance Assurance (OECA) to coordinate the FY 05 guidance for both the programs. The Office of Water is focusing on defining ways that OECA, at both the HQ and Regional levels, can support attainment of subobjective goals, with special attention to drinking water and watershed goals.

HQ water program offices should provide me with a nomination of a staff person to participate in these discussions as soon as possible. Regional Water Divisions Directors should discuss with OECA regional staff opportunities for coordination at the Regional level.

- 10) **Comment on Updated Tribal Strategy:** The Draft *National Water Program Guidance* includes discussion of Tribal goals and programs within each subobjective. At the same time, the Office of Water is drafting a single Tribal Strategy document that expresses these goals and program approaches in a single place and will provide this document for review shortly. While the Tribal Strategy will not contain new information, it does provide an overview and consolidated statement of Tribal goals and activities.

Program Offices and Regions may review and comment on the draft Tribal Strategy until April 6th.

Thank you for your help with this important effort. Please contact me or Jeff Peterson (202-564-5771) if you have comments or questions. Unless otherwise indicated, comments should be sent to Marjorie Jones in the Office of Water.

Attachments:

Draft Executive Summary/Narrative Discussion of National Significance
List of PAM Improvements Needed

cc: Ben Grumbles
Deputy Office Directors
Carol Jorgenson, AIEO
David Ziegele
Strategic Plan Implementation Workgroup

ATTACHMENT 1

NATIONAL WATER PROGRAM GUIDANCE DRAFT EXECUTIVE SUMMARY 4/18/04

This *National Water Program Guidance for FY 2005* describes how EPA, States, Tribes and others will work together in FY 2005 to protect and improve the quality of the Nation's waters. The steps outlined in the *Guidance* are designed to implement the general directions established in the new Environmental Protection Agency *Strategic Plan* for 2004 - 2008.

Three key questions addressed in this Executive Summary are:

- What are we trying to accomplish in public health and environmental terms?
- What is our strategy for making the best use of program tools and other resources to accomplish public health and water quality improvements? and
- How will we evaluate our progress over time?

WHAT ARE WE TRYING TO ACCOMPLISH?

With the help of States, Tribes and other partners, EPA expects to make significant progress toward protecting human health and improving water quality by 2008 including –

- **Water Safe to Drink:** increase the rate of compliance with drinking water standards from 93% to 95%;
- **Fish and Shellfish Safe to Eat:** reduce pollution in waters with fish advisories so that consumption limits can be relaxed for 3% of problem waters while increasing the percentage of shellfishing acres that are open from 77% to 85%;
- **Water Safe for Swimming:** restore polluted waters to allow swimming again in at least 5% of the waters where swimming is now unsafe;
- **Healthy Watersheds:** restore polluted waters so that, of the 2,262 major watersheds across the Nation, at least 600 have few remaining problems (i.e. at least 80% of assessed waters meet State water quality standards) and show improvement in 200 watersheds;
- **Healthy Coastal Waters:** show steady improvement in seven specific indicators of the health of each of the four major coastal ecosystems around the country; and
- **More Wetlands:** achieve a net increase of 400,000 acres of wetlands.

Additional goals for environmental improvements in critical waterbodies are identified in the *Strategic Plan* for the Gulf of Mexico, the Great Lakes, the Chesapeake Bay, and the Mexico

Border area.

WHAT IS THE STRATEGY?

The *National Water Program Guidance for FY 2005* describes, in general terms, the work that needs to be done in FY 2005 in order to accomplish the public health and water quality improvements in FY 2005 and FY2008. At the national level, each strategy for progress toward a specific environmental improvement includes some common elements (see below) that provide a conceptual framework for more detailed plans at the Region/State/Tribal level.

Common Elements of Strategies

The *Guidance* presents a strategy for addressing each of ten specific objectives for improvement in public health and water quality. Some of the common elements of these strategies are –

- **Describe Core Water Programs:** Strategies describe how the core national programs (e.g. State Revolving Funds, nonpoint pollution control grants, water quality standards, source water protection, discharge permits, etc.) will contribute to meeting the environmental goals of the *Strategic Plan*.
- **Describe Key Program Activities:** For each core program, a minimum number key program activities are identified. Some of these activities are undertaken by EPA (e.g. development of drinking water standards, approval of State water quality standards). Other activities are carried out by States or Tribes.
- **Define FY 05 Targets for Key Program Activities:** For some of the program activities, EPA asks States and Tribes to simply report progress. For other activities, EPA works with States or Tribes to define specific commitments to measurable progress in FY 05.
- **Develop Innovations and Voluntary Programs:** Throughout the *Guidance*, innovations in program management are identified and promoted (e.g. cost savings attainable through water quality trading and development of watershed permits). Subobjective strategies also promote voluntary programs (e.g. water conservation, voluntary guidelines for subsurface sewage disposal) and partnerships (e.g. cooperation with Ocean Conservancy to monitor marine debris).
- **Engage Other EPA Programs and Other Federal Resources:** The *Guidance* describes how core water programs will complement one another (e.g. clean water program support for safer drinking water) and how core water programs will be supplemented with the work of other EPA programs (e.g. research, compliance assistance, pesticides) and other Federal agencies (e.g. Department of Agriculture, Bureau of Indian Affairs).

The *Guidance* goes beyond the common elements of a strategy described above to identify specific estimates of progress for each EPA Region to work toward for FY 05 and 08 for two key environmental/public health goals:

- improving the percentage of water systems providing safe drinking water; and
- restoring and improving water quality on a watershed basis.

EPA recognizes that the estimates of progress toward these key goals in each Region contained in this *Guidance* are preliminary. During the spring, EPA Regions will have a chance to work with States to review data, consider the likely effect of programs, and develop revised estimates of progress. This process presents difficult challenges, but is a critical step toward shifting the focus of program managers at all levels from delivery of individual program activities toward more integrated management of diverse program tools with the aim of accomplishing a measurable improvement in public health and the environment. As information about progress toward environmental and public health goals becomes the basis for decision-making, program managers can implement an adaptive management process to continually refine understanding of needs and better focus programs and resources.

Region/State/Tribal Contributions to National *Guidance*:

Regions have developed Regional Plans that express the core water programs in the context of the specific conditions and needs of the Region and describe water issues in the Region that are not addressed by the national program. In addition, each Region has, in consultation with National Program Managers, established a “Regional estimate of progress” for FY 2005 for the drinking water and watershed goals (see above) and “Regional straw targets” for those program activity measures that include a target.

In the spring of 2004, EPA Regions will work with States and Tribes to develop annual grant workplans or Performance Partnership Agreements. The goal of this joint effort is to allocate resources to those program activities that are likely to result in the best progress toward accomplishing water quality and public health goals for that State/Tribe (e.g. improved compliance with drinking water standards, improved water quality on a watershed basis). Regional straw targets in this *Guidance* are the starting point for discussions, but the more formal, State-specific commitments that result from workplan discussions are intended to supplant these straw targets. **The tailored State/Tribal program commitments that result from this process will define, in an operational sense, the “strategy” for the National Water Program for FY 2005.**

Key To Success – Solid Program Execution:

The key to the success of the National Water Program in meeting key water quality improvement goals is solid execution of the program activities that Regions, States and Tribes identify as most likely to result in progress toward these goals for each State and Tribe. EPA will not press States/Tribes to align resources with a single, comprehensive set of “national program priorities” because this would require revising the otherwise optimal allocation of resources for meeting environmental goals in that State/Tribe and, thereby, undermine solid program execution.

At the same time, some program elements of the National Water Program are essential to the success of the program at the national level. It is in the interest of all States and Tribes that the National Water Program maintain a cohesive structure and that core elements of the program are advanced in a coordinated manner. Twelve specific program activity measures where significant progress, equal to or exceeding the Regional/national FY 05 straw targets identified in this *National Water Program Guidance*, is essential to maintaining the cohesiveness and momentum of the National Water Program are identified below.

Source Water Protection

- 1) Conduct sanitary surveys at Community Water Systems (PAM # 8).
- 2) Implement actions called for in source water protection strategies (PAM #11).

Water Quality Standards

- 3) Adopt criteria for nutrients in freshwater (PAM # 40).
- 4) Adopt current bacteria criteria for coastal recreational waters (PAM # 33).
- 5) Adopt fish tissue criteria for mercury (PAM # 31).

Water Quality Monitoring

- 6) Adopt/implement new comprehensive monitoring strategies (PAM # 44).
- 7) Develop integrated assessments of State waters (PAM # 45).

Waterbody and Watershed Restoration

- 8) Implement watershed-based plans to protect water quality (PAM# 49).
- 9) Develop TMDLs on an approved schedule (PAM # 52).

Discharge Permit Program

- 10) Implement new permits for Confined Animal Feeding Operations (PAM # 60).
 - 11) Implement new permits for storm water from municipal sources and construction sites (PAMs # 61 and # 62).
 - 12) Implement the national Combined Sewer Overflow Policy (PAM # 36).
- In the case of these twelve essential program activities, the Regions will make every

effort to work with States to define “commitments” that meet or exceed the Regional straw targets in this *Guidance*, including making these activities a priority in development of grant workplans. Regions should consult with National Program Managers if they anticipate not meeting targets for these measures prior to finalization of draft workplan commitments in July.

HOW WILL PROGRESS BE MEASURED?

As the strategies and programs described in this *Guidance* are implemented during fiscal year 2005, EPA, States, and Tribes will evaluate progress toward the environmental and public health goals described in the new *EPA Strategic Plan*. With this information, EPA will work with States and Tribes, using an “adaptive management” approach, to refine program emphases to improve program performance. Where information about progress toward environmental and public health goals is incomplete, EPA will use more focused, program-specific evaluations to improve operational effectiveness.

The National Water Program will evaluate progress using three key tools:

- **EPA HQ/Regional Dialogues:** Each year, the Office of Water will visit up to four EPA Regional Offices and Great Waterbody Offices to conduct dialogues on program management and performance. A key topic for the HQ/Regional dialogues will be identification of program innovations or “best practices” developed by the Region, States, Tribes, watershed organizations, and others.
- **Program-Specific Evaluations:** In addition to looking at the performance of the National Water Program at the national level and performance in each EPA Region, individual water programs will be evaluated periodically by EPA and by external parties (Inspector General, General Accounting Office). EPA will develop an annual plan that identifies all the water program-specific evaluations that are expected to be underway in that year.
- **National Water Program Performance Reports:** The Office of Water will prepare a performance report for the National Water Program at the mid-point and end of each fiscal year. The reports will include conclusions about program performance and recommendations based on conclusions.

<p><i>INTERNET ACCESS:</i> This <i>National Water Program Guidance</i> and supporting documents are available on the Internet at: www.epa.gov/water/waterplan.</p>
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**PROGRAM ACTIVITIES
ESSENTIAL TO THE NATIONAL WATER PROGRAM
FY 2005**

Provided below are brief statements explaining the national significance of program activities essential to the success of the National Water Program. EPA proposes to include this information in the text of the final National Water Program Guidance in order to explain the importance of these activities.

1) Source Water Protection

Effective protection of sources of drinking water is essential to success in assuring the safety of drinking water. Many community water systems have developed source water assessments and are working to develop source water protection strategies and implementation of actions called for in these strategies is critical to the success of the National Water Program (PAM #11). Timely completion of sanitary surveys of community water systems is also an essential step toward assuring the safety of drinking water (PAM #8).

2) Water Quality Standards

Nutrients is a leading cause of water pollution and reduction in nutrient levels will improve as more information is available on harmful levels of nutrients in different water body types. States and Tribes should focus on how to develop and implement their nutrient criteria plans toward the goal that all streams, lakes and reservoirs have numeric nutrient criteria or narrative criteria with quantitative endpoints (PAM #40).

In addition, coastal and Great Lakes States also need to comply with the statutory obligation to adopt the 1986 criteria for E. coli and/or enterococci bacteria to fully protect primary contact recreation uses (PAM #33). Finally, it is essential that States adopt the most recent water quality criteria for mercury in fish in support of the goal of reducing fish consumption advisories (PAM # 31).

3) Water Quality Monitoring and Assessment

Robust State monitoring and assessment programs are essential to support cost-effective water quality management decisions – everything from setting standards to establishing permits – and provide the foundation for a clear picture of the condition of the Nation’s waters. The President’s budget for FY 2005 includes a proposal for a \$17M increase in Section 106 funding to support State monitoring programs and to help these programs contribute to local, State and national assessments of water quality.

A key step in this effort is State adoption and implementation of new comprehensive monitoring strategies (PAM # 44), including the capacity to link State data to the EPA

national STORET database and the development of statistically valid monitoring networks to help target activities and determine water quality status and trends. In addition, it is essential that all State, interstate agencies, and Territories develop comprehensive, integrated assessments of the condition of their waters as called for in Section 305(b) and 303(d) of the Clean Water Act (PAM # 45).

4) Waterbody and Watershed Restoration

EPA believes that the most effective approach to restoring the waters already identified as impaired and protecting the quality of other waters is to implement Clean Water Act programs on a watershed basis. Many States have developed their own approach to coordinating programs on a watershed basis. EPA will continue to encourage States to expand watershed protection approaches (PAM #49). EPA will also monitor the progress that States make in efforts to develop watershed plans, watershed based permits, and watershed trading.

TMDLs are an essential element of the national effort to restore impaired waters throughout the country. It is essential that States meet or exceed the applicable schedules for development of TMDLs, including completion of TMDLs within 13 years of identification and listing of an impaired water (Pam #52).

5) Discharge Permit Program Implementation:

The President's FY 2005 budget proposes to increase the Section 106 grant appropriation by \$5 million with the specific purpose of supporting the effective implementation of new discharge permit regulations relating to Confined Animal Feeding Operations (PAM # 60) and implementation of new permits for storm water discharges from municipal and construction sites (PAMs #61 and # 62). Advancing the implementation of these elements of the permit program on a consistent national basis is essential to the effective and equitable execution of the national permit program.

Finally, an essential step toward meeting goals for improved water quality, safer swimming waters, and safer shellfish is the effective implementation of the national Combined Sewer Overflow Policy (PAM # 36).

**PROGRAM ACTIVITY MEASURES
NEEDED IMPROVEMENTS TO DRAFT MEASURES
3/18/04**

STATE MEASURES:

- #8 **Sanitary Survey:** This measure reflects a regulatory requirement; all but three Regions are in 100% compliance leaving 3 States not complying; should the straw target not be 100% for all Regions? (OGWDW)
- #17 **UIC:** Need to add baselines and universe. Region 1 data missing. (OGWDW)
- #18 **Class V UIC Wells:** Need to add baseline/universe info. Check Region 5 target. (OGWDW)
- #20 **Class II and V Inspections:** Need to add universe and baseline info. The national targets resulting from the average of the Regional targets is not close to on track for 2008 target. Need to resolve. (OGWDW)
- #28 **Fish Tissue Assessment:** Baseline and universe data needs to be clarified; 2005 National targets need to be defined; relationship to 2008 targets unclear. (OST)
- #36: **CSO Plans on Schedule:** Baseline correction/update needed. Universe numbers do not total. National target for 05 is not on track to meet 2008. (OWM)
- #41: **State Biological Criteria:** The 05 national target (19) is less than the 2002 baseline (22) and well short of the 08 target of 45. (OST)
- #48: **Watershed Plans Under Development:** Need to provide baseline data. (OWOW)
- #52: **TMDL Schedules:** Universe unclear: how does 4606 relate to total listed water segments/pollutants? Need to add Baseline. Address Region 1 and 3 targets. (OWOW)
- #55: **Trading:** Need to add universe. Are baseline and 05 target additive? FY 05 target is well below 08 target. (OWOW)
- #59: **Permit Backlog:** The 05 target of 87% is below the stated target of 90%; can one or more Regions do better? In the case of high priority permits; need to add universe; need Region 4 target; need to address Region 1 target as this is preventing attainment of 95%. (OWM)
- #60: **CAFO Permits:** Is the 05 target of 43 states acceptable in light of requirements of new regulations; are any of the noncomplying States significant in terms of number of

CAFOs. This is a grant priority. (OWM)

#61: **Stormwater/municipal:** What two states in Region 10 will not issue stormwater permits? Which State in Region 5? (OWM)

#63: **Pretreatment:** Need baseline data on CIUs. Need to define Data Source. (OWM)

#68: **# Watershed Permits Issued:** Need baseline. (OWOW)

NEP 4 **NEP Indicators:** Need baseline. (OWOW)

WD3: **Tribal Wetland Projects:** Need baseline. (OWOW)

WD4: **Compensatory Mitigation Projects:** Need baseline. (OWOW)

TRIBAL MEASURES

#9: **Tribal Sanitary Surveys:** Why is Region 8 target low? (OGWDW)

#12: **Tribal Source Water Assessment:** Need to add baseline. (OGWDW)

#46: **Tribal Monitoring Strategies:** 05 target of 33 tribes is well below 08 target of 90 and almost all the progress is in Region 5 (29 of 29) while almost no progress in Regions 8/9//10. Also: the Tribal use of STORET target for 05 is 0 while the 08 target is 90. This needs to be addressed. (OWOW)

REGIONAL MEASURE

#43: **Regional Standards Approval:** Need Region 5 target. (OST)

HQ MEASURES:

#16: **Pesticides Under Review:** Need 05 target; OPPTS developing. (OWIO)

#39: **Criteria Documents:** Need 05 target. (OST)

#47: **Statistical Survey of Waters by States:** This is listed as a HQ target, but it refers to State support of statistical monitoring; should it be managed as a State target measure or as an HQ measure. In either case, an 05 target is needed. (OWOW)

#64 **Effluent Guideline Loadings:** Need 05 target. (OST)

#74: **Dredge Material Management Plans:** Need baseline. (OWOW)

FY 2004 PERFORMANCE PRIORITIES FOR THE REGIONS

February 4, 2003

Office of Water (OW)	Page 2
<ul style="list-style-type: none">• Water Quality Standards• Monitoring and Assessment• Total Maximum Daily Loads• Drinking Water Implementation	
Office of Solid Waste and Emergency Response (OSWER)	Page 7
<ul style="list-style-type: none">• Cleanup• Revitalization/Brownfields• Homeland Security	
Office of Air and Radiation (OAR)	Page 10
<ul style="list-style-type: none">• Reducing Health Risks from Particulate Matter• Making Existing Regulatory Programs Work Better• Climate Change	
Office of Enforcement, Compliance and Assistance (OECA)	Page 13
<ul style="list-style-type: none">• Smart Enforcement• Environmental Justice• Strategic Use of Data	
Office of Prevention, Pesticides, and Toxic Substances (OPPTS)	Page 16
<ul style="list-style-type: none">• National Program Chemicals and State/Tribal Grants• Pollution Prevention Integration• FQPA/Strategic Agricultural Initiative	

FY 2004 Performance Priorities for the Regions

AAship: OW

Over the thirty years since enactment of the Clean Water Act and Safe Drinking Water Act, government, citizens, and the private sector have worked together to make dramatic progress in improving the quality of surface waters and drinking water.

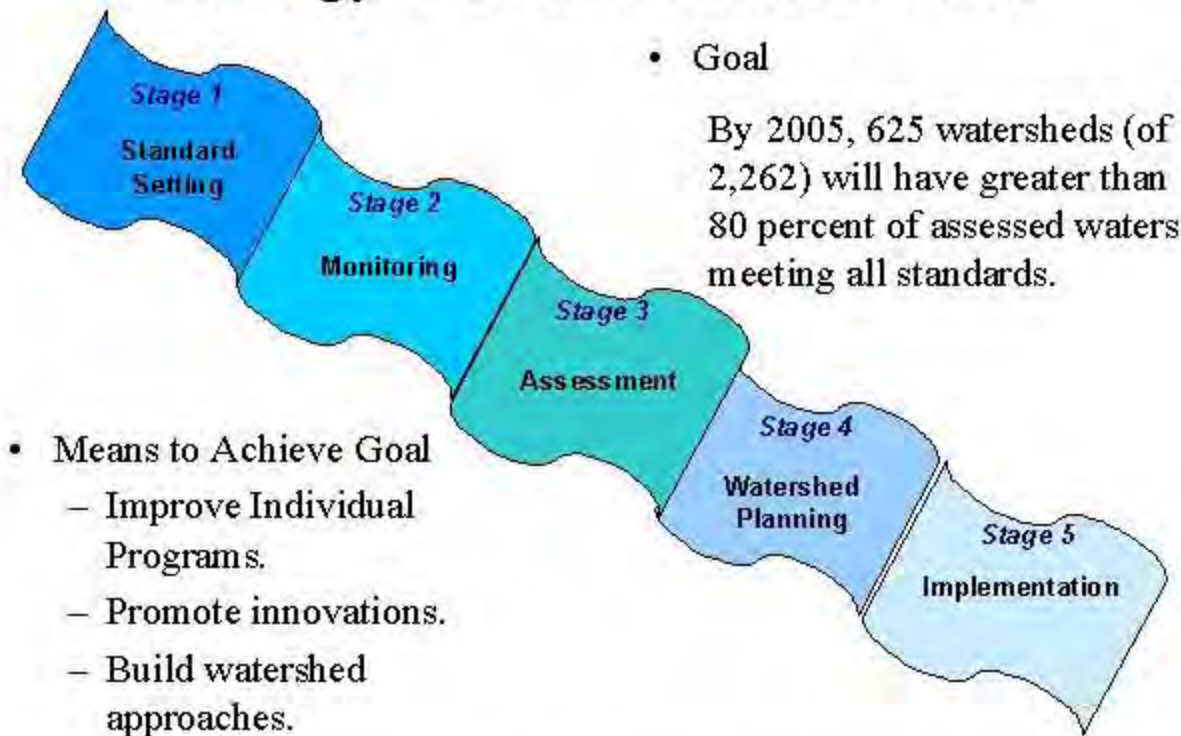
Much of the dramatic progress in improving the nation's water quality over the past 30 years is directly attributable to our investment in water infrastructure. But the job is far from over. Communities are challenged to find the fiscal resources to replace aging infrastructure, to meet growing infrastructure demands fueled by population growth, and to secure their water and wastewater infrastructure against threats. Our strategy is to help local governments meet these challenges in fiscally responsible and sustainable ways. We will continue to work with Congress to support workable SRF loan conditions tied to the fiscal sustainability of utilities.

One reason reducing risk to ecosystems is so daunting is that we – EPA – share much of the responsibility with others. To speed up progress in reducing harmful nutrient runoff from agricultural sources, we need to forge strategic partnerships with a broad range of agricultural interests at all levels – here in Washington and in counties across America – to ensure that EPA and USDA target their resources in complementary ways.

We find ourselves in the Age of Information with a dearth of essential, scientifically defensible data and information to manage our programs. It is imperative that we close these information gaps as quickly as possible: they may lead to market and regulatory failures, thwart our ability to document progress, and limit our ability to effectively target our scarce resources.

As we strengthen and accelerate our efforts to implement TMDLs on a watershed basis, let's take full advantage of innovations such as trading and watershed-based permitting. Trading is a valuable tool to more cost-effectively implement TMDLs, and to enable communities to grow and prosper while retaining their commitment to water quality. Trading can also be an appropriate mechanism in the pre-TMDL context, if the right conditions are met. Both trading programs and watershed-based permitting have an additional advantage: they help generate more holistic, integrated data on water quality. We can also use source water assessments to guide investments to protect drinking water.

Strategy to Achieve Clean Water



Strategy to Achieve Safe Water



(1) Performance Priority: Water Quality Standards

There is a significant backlog in approval/disapproval decisions, unresolved outstanding disapprovals, and uncompleted ESA consultations. The processing time to review and approve/disapprove new or revised water quality standards submissions is too long.

Performance Expectations for Regions: In FY 04, EPA will work with more States to reduce the time it takes to review and revise their water quality standards, from a current average of 4-5 years down closer to the statutory requirement of once every three years. The programmatic goal is to reduce the processing time to review and approve/disapprove new or revised water quality standards submissions, so that 75% are completed within 90 days and 90% are reviewed within one year.

(2) Performance Priority: Monitoring and Assessment

Only a small percentage (19% for rivers and streams) of U.S. waters are assessed for the National Water Quality Inventory. Only about half of these assessments are based on current, site-specific monitoring information. Most monitoring is not done in a way that allows for statistically valid assessments of water quality conditions in unmonitored waters. There is considerable variation in the analytical methods that states use to evaluate water quality. The Inventory does not integrate findings from other monitoring programs to supplement state-reported information and help portray water quality conditions nationwide. Monitoring on interstate waters is spotty and inconsistent.

Performance Expectations for Regions: In FY 04, EPA will make the best, most cost-effective use of monitoring data by providing a statistically valid picture of water quality. Areas of Regional emphasis is to encourage all states to use a probabilistic, science-based approach in assessing water quality and each state will decide its own design and supplement it with targeted monitoring (e.g., USGS) that gives it the information it needs to make decisions.

EPA will unify efforts of federal, state, and local agencies to collect monitoring data and strongly support State Monitoring Councils; bringing monitoring partners and stakeholders in the state together to plan and share data. Areas of Regional emphasis is to focus on establishment of an additional local watershed monitoring consortiums, for a total of 40 active Councils, which will plan and implement monitoring activities within a watershed to ensure data serve multiple purposes and are meaningful at various geographic levels (e.g., watershed, state, national).

(3) Performance Priority: Total Maximum Daily Loads

Currently, there are consent decrees in 22 states which directly obligate EPA to “backstop” state listing decision and establishment of TMDLs. The pace of TMDL development is projected to reach approximately 3,000 - 3,500/year, a significant increase in the annual number of TMDLs developed since 1999. Failure to backstop states and review TMDLs in a timely manner will put the Agency at legal risk.

The watershed approach may enable states to group TMDLs in the same watershed, reducing program redundancy and decreasing resource needs. The TMDL program should focus first and foremost on improving the condition of waterbodies as measured by attainment of designated uses. Success should not be measured by the number of TMDL plans completed and approved, but when the condition of a waterbody supports its designated use. TMDL plans should employ adaptive implementation, a cyclical process in which TMDL plans are periodically assessed for their achievement of water quality standards and revised if necessary.

Performance Expectations for Regions: In FY 04, EPA will ensure that TMDLs are accurate and implementable, increase use of watershed management, and link water quality status to management actions. Areas of Regional performance include: Review and approve 2,800 - 3,200 State-TMDLs and EPA will establish between 200 to 300 TMDLs, following disapproval of TMDLs submitted by states; review 25-30 state Continuing Planning Processes (CPPs) and provide comments to ensure CPPs provide an effective overall framework for watershed planning and implementation; and work with states to ensure that approved TMDLs are implemented through the Clean Water SRF, Section 319, local efforts, and through other agency (e.g., USDA) watershed plans.

(4) Performance Priority: Drinking Water Implementation

It is unlikely that by 2005 the Agency will reach its objective of 95% of the population served by community water systems receiving drinking water that meets all health-based standards in place by 1994. In FY 2003, the percentage of the population served drinking water that meets 1994 standards increased to just over 93%. As systems start reporting compliance for the standards issued in 1998 or later, this percentage will be significantly lower for those rules - estimated between 40-70%. Water systems will continue to face special challenges in implementing new drinking water standards: The proposed Ground Water Rule will require 40,000 small water systems (serving 10,000 or fewer) to protect consumers from microbial contamination and the January 2002 Long-Term Enhanced Surface Water Treatment Rule (LT1) extends the 1998 enhanced protections against *Cryptosporidium* to more than 12,000 small public water systems that serve 10,000 or fewer consumers.

Performance Expectations for Regions: In FY 04, EPA will focus on effective implementation of high-priority drinking water standards. Areas of Regional emphasis will be to:

- Provide additional technical training workshops and assistance to 20 States in rule implementation.
- Increase number of States adopting 1998-or-later drinking water standards and updating primacy.
- Enhance small system technical and managerial capacity to comply with standards for high-risk contaminants.

EPA will provide stronger protection in small systems against microbial contaminants by expanding the nonregulatory Area-Wide Optimization Program (AWOP) designed to assist small systems in their efforts to reduce communities' exposure to microbial contaminants. Regional emphasis will be able to support the participation in AWOP of 250 additional systems, a 50% increase over the approximately 500 small systems currently participating in this nonregulatory program.

EPA will provide safer, more efficient operation of drinking water systems by increasing system evaluations/survey training to ensure drinking water systems are operating properly, a critical component of the Agency's efforts to protect the public from exposure to high-risk microbial contaminants.

FY 2004 Performance Priorities for the Regions

AAship: OSWER

(1) Performance Priority: Cleanup

Superfund: The number of Superfund construction completions achieved each year receives significant attention on a national level. While we are moving forward with new measures that focus on environmental outcomes, such as groundwater migration and revitalized land, construction completions will continue to be a fundamental measure of the program's success. By presenting our construction completion accomplishments, we are able to report directly on our mandate to clean up sites listed on the National Priorities List (NPL).

RCRA Corrective Action Program: The RCRA Corrective Action (CA) Program continues to focus on controlling human exposures to contamination and controlling migration of contaminated groundwater at RCRA facilities. Progress toward meeting these outcomes is measured by the program's two environmental indicators. Commitment to our FY2005 GPRA CA goals of having human exposures controlled at 95% of the high priority RCRA CA facilities and migration of contaminated groundwater controlled at 70% of the high priority RCRA CA facilities remains one of our highest priorities.

Leaking Underground Storage Tanks: The number of Leaking Underground Storage Tanks (LUST) cleanups completed is an outcomes measure for the protection of human health and the environment. A LUST cleanup indicates the elimination of pathways for human exposures and migration of contaminants to groundwater have been met at a site. Achieving our cleanups completed goal measures how well the program protects human health and the environment.

Cleanup programs accomplishments to date include:

- Completion of clean up construction at 846 out of 1,498 Superfund NPL sites through FY 2002:
- Controlling human exposures to contamination at 1,018 RCRA facilities through November 1, 2002.
- Controlling migration of contaminated groundwater at 875 RCRA facilities through November 1, 2002.
- Completion of 284,602 cleanups of confirmed releases from Federally-regulated LUSTs since 1987.

Performance Expectations for Regions:

Superfund: The Agency's construction completion goal for FY 2004 is 40. The FY 2004 budget includes an increase of \$150 million for Superfund. The additional resources will enable EPA to initiate 10 to 15 new construction

projects, which will result in additional construction completions starting in FY 2005. We will continue to leverage the initiation of construction by potentially responsible parties, including other Federal agencies. Regions should continue to make achieving construction completion a top priority.

RCRA: For FY2004, the Agency has set RCRA goals of 180 additional facilities at which human exposures will be controlled and 150 facilities at which migration of contaminated groundwater will be controlled.

The Agency has set a goal of 21,000 cleanups completed for FY2004. Regions should continue working with their states to make achieving this goal a top priority.

The Agency will continue to work to harmonize its cleanup programs through the One Cleanup Program initiative.

(2) Performance Priority: Revitalization/Brownfields

The Agency is moving in a new strategic direction with the broad promotion of the successes of the Brownfields program, Department of Defense's (DOD) Base Closure program and other waste programs in restoring contaminated lands. Revitalization complements the Agency's traditional cleanup programs, leading to faster, more efficient cleanups; and benefits communities through productive economic and green space reuse of properties.

- The Brownfields program has reported significant economic accomplishments through FY 2001, generating nearly 20,000 jobs and leveraging \$4.1 billion.
- While the RCRA Corrective Action, LUST and Superfund Programs have traditionally focused on site cleanup, these programs also are furthering efforts to make sites available for reuse and redevelopment.

Performance Expectations for Regions: OSWER is developing outcome revitalization measures for reuse, and, in FY 2005, will report land available for use or reuse across OSWER's programs. In FY 2004, the regions should emphasize the revitalization aspects of all OSWER programs as a significant benefit of and rationale for site and property cleanups.

(3) Performance Priority: Homeland Security

Responding to small and large-scale disasters is one of EPA's traditional responsibilities. The Agency's crucial role in responding to the World Trade Center and Pentagon attacks, and the decontamination of anthrax at Capitol Hill, have further defined the nation's expectations of EPA's emergency response capabilities. The

Agency will continue to play a unique role in responding to and preparing for future terrorist incidents, which could possibly be more devastating in scale and nature than those of September 11, 2001, and could include bioterrorism or “dirty” bombs that affect the lives of millions of Americans and devastate the economy.

Performance Expectations for Regions: The FY 2004 budget provides additional resources for equipment, training, and establishment of a “Decontamination Team.” We are facing FTE limitations, including a reduction of 55 FTE, from the level provided in the FY 2002 Counter-Terrorism Supplemental. OSWER Headquarters will work with the Regions and OCFO to address this shortfall. At the same time we face this challenge, we must continue to improve our readiness and response capabilities. The FY 2004 budget makes a commitment to establish a baseline for Agency preparedness in FY 2003, and formally report on that measure in FY 2004. Also, the Agency is striving to establish and maintain the capability to respond to simultaneous large-scale incidents, although, the resources in FY 2004 may not support the goal of responding to five such incidents as stated in the Agency’s Homeland Security Strategic Plan.

FY 2004 Performance Priorities for the Regions

AAship: OAR

OAR's overall goals include: improving air quality and addressing highest risks; getting results in the least burdensome way; and increasing the roles of state, tribal and local governments.

(1) Performance Priority: Reducing Health Risks from Particulate Matter

Fine particulate emissions are the most serious environmental health threat that we face today. Years of research have proven the adverse respiratory and cardiovascular impacts – especially for at-risk populations. EPA's strategy for achieving clean air includes a comprehensive, multi-pollutant approach with President Bush's Clear Skies Initiative as a key element. In addition to Clear Skies, which focuses on electric utilities, the strategy includes national programs for reducing mobile source emissions, and state, tribal, and local clean air programs.

Clear Skies Initiative. We will work with the Congress to develop legislation that will create a mandatory program to reduce power plant emissions of sulfur dioxide, nitrogen oxides, and mercury by 70 percent by setting a national cap on each pollutant. The dramatic reduction in power plant emissions will reduce levels of fine particulates, ozone, acid deposition, and regional haze in every part of the country where power plants contribute significantly to air pollution. Under Clear Skies, each year, by 2020, Americans would experience approximately: 12,000 fewer premature deaths; 7,400 fewer cases of chronic bronchitis; 11,900 fewer hospitalizations/emergency room visits for cardiovascular and respiratory symptoms; and 15 million fewer days with respiratory illnesses and symptoms, including work loss days, restricted activity days, and days with asthma attacks.

Mobile sources. We will implement existing mobile source standards, including new standards for diesel fuel and trucks and buses. In addition, we will put in place new fuel and engine standards for non-road diesel engines, the largest contributors to mobile source particulate emissions.

State and local clean air plans. We also will work with states, tribes, and local programs to develop the additional local measures necessary in areas with the worst air quality. We will encourage states, tribes, and local programs to adopt measures that achieve early reductions in emissions to provide public health benefits sooner.

Performance Expectations for Regions: In FY 2003, states and tribes must propose boundaries for areas not meeting the fine particulate standard. In FY 2004, EPA must publish final decisions designating areas. Regions should work with their states and tribes to ensure that the designation schedule is met. Regions also should work with states, tribes, and local programs to ensure implementation of voluntary early reduction measures, emphasizing measures that protect sensitive populations.

(2) Performance Priority: Make Existing Regulatory Programs Work Better

We lose credibility when we are inflexible in imposing requirements that have little impact on air quality. We need to provide flexibility where it makes sense, and be problem solvers, not just program implementers.

Reform new source review. To help improve new source review, we have completed one rule, which takes effect on March 3, 2003, and proposed another. These actions will offer facilities greater flexibility to improve and modernize their operations in ways that will reduce energy use and air pollution, provide incentives to install state-of-the-art pollution controls, and more accurately calculate actual emissions of air pollution.

Focus on Title V priorities. At this point, we are well over a decade into the Title V operating permit program. Although behind schedule, state and local agencies have issued almost 90 percent of the permits. The pollution sources that remain to be permitted are among the largest and most complex.

Focus air toxics program on risk. Our integrated air toxics program has four elements: use the National Air Toxics Assessment (NATA) to set priorities and guide programs; develop source-specific and sector-based federal standards; carry out national, regional, and community-based initiatives that focus on multi-media and cumulative (including indoor-outdoor) risks; and providing public education and outreach. Priorities for the toxics program include: complete Maximum Achievable Control Technology (MACT) standards on a schedule that avoids case-by-case decisions by states; achieve cost-effective risk reductions through additional national and local measures; and, work with stakeholders to identify the risk reductions that matter most to local citizens.

Performance Expectations for Regions: Regions should assist state and local agencies in revising their clean air plans to implement the EPA new source review rule that becomes effective on March 3. Regions should work with states, tribes, and local agencies to complete the remaining Title V operating permits, focusing on those things that are the most benefit to the environment.

Regions should work with states, tribes, and local agencies: to implement MACT and other national air toxics standards; to expand monitoring of air toxics and inventories of emissions; and to carry out community-based air toxics initiatives that identify and address issues of concern. In carrying out monitoring and community-based initiatives, states, tribes, and local programs should focus their efforts on areas with highest potential health risks, as identified through NATA and other information.

(3)___Performance Priority: Climate Change

In February 2002, President Bush announced a new approach to global climate change designed to harness the power of the markets and technological innovations. The President committed America to cut greenhouse gas emissions relative to the size of the American economy by 18 percent. EPA's climate change efforts include voluntary government/industry partnerships, such as the ENERGY STAR programs, the Commuter Choice Leadership Initiative, and the Clean Automotive Technology program, that remove barriers in the marketplace and deploy technology faster in the residential, commercial, transportation, and industrial sectors of the economy.

Performance Expectations for Regions: Regions should provide technical support to those state and local programs that choose to conduct greenhouse gas inventories and develop action plans. Regions should promote energy efficiency of buildings through the use of EPA's building benchmarking system, as well as providing clear information and sharing lessons learned on the benefits of landfill gas, combined heat and power, and renewable projects.

*In addition to the priorities summarized below, OAR places a high priority on homeland security. Within the next several months, we expect to have the Bio-Watch monitoring network in place and operated by state and local agencies. Our other major homeland security program, upgrading the national radiation monitoring network, will be in the design stage in FY 2004.

FY 2004 Performance Priorities for the Regions

AAship: OECA

(1) Performance Priority: Smart Enforcement

OECA is working to make enforcement and compliance assurance work more strategic, efficient and effective. Data collection and analysis are key to recognizing priority sectors and making the Office flexible and quickly responsive to emerging issues. To obtain the most from limited resources, OECA will more closely focus on actions leading to the most significant and measurable environmental impacts. Three areas in particular are highlighted for FY 2004, (1) Addressing significant noncompliance (SNC) in all media; (2) the Clean Air Act's New Source Review and Prevention of Significant Deterioration (NSR/PSD) and, (3) the control of Combined Sewer Overflows (CSO) and Sanitary Sewer Overflows (SSO) under the Clean Water Act.

To increase its efficiency and responsiveness, OECA has established a Strategic Litigation and Projects (SLAP) Division to address, with the Regions, rapidly evolving and non-traditional compliance problems. The continuing focus upon NSR/PSD is intended to ensure that new sources or modification of existing sources, do not jeopardize the attainment of National Ambient Air Quality Standards in non-attainment areas or that areas with relatively clean air are not significantly degraded by new air pollution sources. Permitting history over the past few years indicates that states are issuing very few NSR or PSD approvals, despite indications which show that industrial facilities have significantly increased their production and modified their processes sufficiently to trigger many NSR and PSD actions. Wet weather discharges from CSOs and SSOs are a leading cause of water quality impairment and poses a significant threat to public health. The problems are national in scope and significant in number with approximately 900 CSO communities serving over 40 million people and approximately 20,000 separate sanitary sewer municipal systems susceptible to SSOs.

Performance Expectations for Regions: The launch of ECHO, making compliance data publically available, introduced a heightened level of transparency. OECA and the Regions, will refine the Watch List to clearly identify the most egregious violators and the Regions are strongly encouraged to address long standing instances of SNC. The Regions are expected to continue to participate in active NSR/PSD litigation, on-going enforcement cases, initiate new CAA investigations and new enforcement cases. Under the Clean Water Act, the Regions are to ensure all CSO communities are under enforceable mechanisms to implement the nine minimum controls and a long-term CSO control plan. Regions are also to ensure NPDES permits for CSO communities contain appropriate CSO requirements based on the 9 minimum controls and long-term control plans and, inspect all CSO communities taking appropriate follow-up action for communities not in compliance with their CSO requirements. All regions are to complete regional SSO inventories and continue compliance

assistance and enforcement follow-up activities. Regional SSO plans should also cover compliance assistance for small communities to address SSO related municipal deficiencies.

(2) Performance Priority: Environmental Justice

The Agency has a long commitment to addressing environmental justice (EJ), that minority and/or low income groups and communities are not disproportionately placed at risk or suffer from, environmental and human health threats. Although this commitment has been articulated via Executive Order and Agency Policy, translating commitment into direct and measurable program actions has proven much more difficult. Implementing an aggressive EJ approach throughout the Agency competes with a myriad of other demands or, is addressed but only through chance. Agency actions are taken in EJ communities not by design but because a noncomplying facility or hazardous waste disposal site is located within the community. OECA has adopted as a performance priority for FY 2004, to aggressively address EJ and ensure better integration of EJ into each facet of its operations. Planning within OECA is being redirected to consciously focus enforcement, monitoring, public access to data, compliance assistance, compliance incentives, and training at EJ areas and EJ issues. EJ actions, activities and outcomes will also be tracked and reported more effectively.

Performance Expectations for Regions: Regions should identify EJ communities or areas which display disproportionately high and adverse, human health or environmental effects on minority and low income populations. Using this information, Regions will be expected to adjust their inspection and investigation targeting to begin to address the risks or threats. Where noncompliance is identified Regions are expected to initiate enforcement and when contemplating single and multi-media enforcement actions, EJ concerns, populations and communities are to be given high priority. When appropriate, ensure that concluded enforcement actions require human health and/or environmental improvements such as pollutant reductions and/or physical management or process changes. Supplemental environmental projects (SEPs) for concluded cases within EJ areas should be comparable to those secured in other communities and when possible, compliment or further, overall community improvement. Regions will be expected to focus compliance assistance at regulated entities within EJ communities. Regions should, when providing compliance assistance, take into account appropriate multiple languages within impacted EJ communities. Where and when possible, collaborate with other Federal agencies to address local EJ concerns. Carefully track and report activities, actions, outputs and the outcomes of work done to address EJ concerns and issues within each Region.

(3) Performance Priority: Strategic Use of Data

Data collection and analysis are key components in the Agency's efforts to be more strategic. They are also essential elements in OECA efforts to make enforcement and compliance assurance work more strategic, efficient and effective i.e. "smart enforcement". OECA has developed effective means to manage the enforcement program through the use of integrated data (e.g., the Integrated Data for Enforcement Analysis System - IDEA) and continues to enhance these means (e.g., Integrated Compliance Information System and the Online Tracking Information System). The development and implementation of the Integrated Compliance Information System (ICIS) provides the Agency with the requisite tools to carry out smart enforcement and evaluate the effectiveness of actions taken. While work continues to upgrade the Permit Compliance System (PCS), the first of the Agency legacy data systems, ICIS can now provide significant performance measurement information on Federal enforcement activity to manage programs. Headquarters will begin to analyze data more frequently using tools such as OTIS and ICIS to provide enforcement and compliance assurance managers more up to date performance information. The timely collection in ICIS and analytical capabilities of OTIS provides the Agency with enhanced abilities to detect emerging environmental problems and patterns of noncompliance and respond. Better data management also provides the Agency the ability to recognize and strategically target priority sectors and evaluate the effectiveness of the various compliance response options available to Headquarters and the Regions. With the increased focus on using the data to manage the enforcement and compliance program and the public accessibility to this data through the Enforcement and Compliance History Online (ECHO) website, emphasis will also be placed on assuring the quality of the enforcement data.

Performance Expectations for Regions: Performance expectations for the Regions are that all data entry is accurate and timely. This expectation includes the legacy data systems, such as PCS and AFS, ensuring that information is quickly entered for completed inspections and investigations, violations and HPV/SNC determinations; ICIS including the Case Conclusion Data Sheets (CCDS) and the Inspection Conclusion Data Sheets (ICDS); and Regional Compliance Assistance Tracking System (RCATS). Regions are expected to access and utilize the information to better target enforcement, compliance incentives and compliance assistance actions. Of particular note, OECA has developed a multi-media "Watch List" for each Region. These Watch Lists are compilations of facilities with egregious records of noncompliance. Regions are expected to ensure the data accuracy of their Watch Lists and, working with their States, initiate enforcement to bring these facilities back into compliance.

FY 2004 Performance Priorities for the Regions

AAship: OPPTS

(1) Performance Priority: National Program Chemicals and State/Tribal Grants Program

The Agency objective is, by 2007, significantly reduce the incidence of childhood lead poisoning and reduce risks associated with polychlorinated biphenyls (PCBs), mercury, dioxin, asbestos, and other chemicals of national concern.

Performance Data from the Regions:

Lead: In FY02, two more states agreed to accept the lead certification and training program
Over 35,000 individuals and firms were certified by EPA, the states, and the tribes to handle lead abatement projects (includes considerable duplication – for example, a person certified in three states will count as three people).
Nearly 500 separate outreach activities were held to inform landlords, tenants, etc. of the hazards of lead poisoning

PCBs: More than 11,000 PCB-containing transformers were disposed of
More than 25,000 PCB-containing capacitors were disposed of

Mercury

Dioxin: Thirty-six separate PBT projects were initiated by the Regions in FY02

Asbestos: The Regions provided information on AHERA responsibilities to schools with a total enrollment of over 1.3 million children.
Over 700 abatement workers were trained in courses audited by EPA.

Performance Expectations for Regions. In FY2004, continued Regional support is needed to ensure that (1) the lead program is administered in states/tribes that have not accepted the program, (2) accelerated disposal of PCB-containing transformers and capacitors continues unabated, (3) key partnerships with health and educational facilities continue to be developed, (4) a Strategic Plan for reducing exposure to dioxins is developed, and (5) local school systems are continually reminded of their obligations under AHERA. National '04 targets for this program are:

_____ Lead: Certify 18,000 individuals for lead abatement activities
_____ PCBs: Safely dispose of 8,000 PCB-containing transformers
Safely dispose of 6,000 PCB-containing capacitors
_____ Hg: Develop partnerships with nine educational facilities and 25 hospitals
_____ Asbestos: (No national target yet established)

(2) Performance Priority: Pollution Prevention Program Integration

Integration of pollution prevention into core Regional program operations. Utilize pollution prevention as a tool to meet Regional media specific program requirements. The goal is to focus a small percentage of media program efforts away from end-of-pipe treatment, to upstream prevention of pollution.

Performance Expectations for Regions:

- 10% of permits issued by the states in the Region will contain P2 language
- 10% of the inspections done by the states in the Region will be multimedia
- 10% of Regional media specific STAG funds will be targeted toward source reduction
- 10% of SEPs will include P2
- 1 pilot annually with the Region to promote Environmentally Preferable Purchasing
- Work with Federal Facilities to reduce TRI emissions under Executive Order 13101
- Work with the states to report environmental performance data in a standardized format

(3) Performance Priority: FQPA/Strategic Agricultural Initiative (SAI) [including Worker Safety and Water Quality]

FQPA/ SAI. The highest priority of the FQPA and the SAI is to reduce risk from pesticides initially in those foods consumed by infants and children. EPA regional staff identify alternatives to harmful pesticides and assist targeted groups in producing safer food. EPA is implementing model agricultural partnership projects that demonstrate and facilitate the adoption of farm management decisions and practices that provide growers with a reasonable transition away from the highest risk pesticides, such as organophosphates - those pesticides, uses or practices most likely to be lost through FQPA implementation.

Worker Safety. Regions and States will be maintaining integrated pesticide worker safety programs at a “base level” of attainment, and there will be consistent national reporting of annual accomplishments for documenting successful implementation of pesticide safety programs. Pesticide Worker Safety Programs include National Guidance for Pesticide Worker Safety Programs (Worker Protection, Pesticide Applicator Certification and Pesticides and National Strategies for Health Care Providers). Regions must commit to accomplishing these activities for effective pesticide worker safety program implementation.

Water Quality. Coordination will exist at the HQ, Regional and state and tribal levels, and among these levels of government on issues where pesticides and water intersect.

All levels of government are working toward solutions to problems arising out of overlapping or conflicting authorities and programs, or arising out of the lack of authority or programs to address the issue. Regional offices provide OPP, OECA and OW with regional perspective and assistance on 1) adverse effects from currently registered pesticides on ground water and surface water, 2) processes needed to avoid and mitigate adverse effects from currently registered pesticides, 3) attaining coordination at the state level among the agencies with water responsibilities.

Performance Expectations for Regions:

FQPA/SAI- In FY 04 the Regions will continue to meet their targets for creating and fostering partnerships with minor crop commodity groups to facilitate transition away from higher risk pesticides. In FY 04 they will, with headquarters, refine indicators to quantify environmental benefits to transition. To achieve these expectations, the regions will continue efforts to:

Become knowledgeable on FQPA issues, including the most vulnerable chemical classes and chemicals, and be well informed on the agricultural groups that are well organized to manage FQPA transition issues and are closely linked to USDA and O.P.

Build partnerships with targeted producers, commodity groups and other agricultural stakeholders to manage transition needs created or likely to be created by O. P. reregistration decisions, thereby reducing risk from agricultural pesticides.

Coordinate with USDA Regional Pest Management Centers in carrying out their joint missions, focus on partnership development, and capture and share lessons learned particularly with respect to IPM and other methods of reduced pest management.

Provide routine feed-back to Headquarters O.P. on management issues and concerns especially as they relate to registration and re-registration of pesticides used on foods consumed by infants and children.

Worker Safety- By 2004 all Regions and States will be maintaining integrated pesticide worker safety programs at a "base level" of attainment, and there will be consistent national reporting of annual accomplishments for documenting successful implementation of pesticide worker safety programs. Regions must commit appropriate resources to oversight and evaluation of state pesticide worker safety programs. This includes:

- ▶ Negotiating clear commitments in annual cooperative agreements based on national guidance;
- ▶ Conducting an appropriate number of annual state visits to adequately monitor program, assure program coordination, and document program accomplishments;

- ▶ Conducting an appropriate number of annual oversight inspections to document inspection quality and consistency;
- ▶ Monitoring and/or participating in an appropriate number of applicator training and recertification programs to document training quality;
- ▶ Collecting and submitting annual state accomplishment reports that address national reporting criteria; and
- ▶ Conducting thorough and timely annual reviews to evaluate program effectiveness and assure cooperative agreement commitments and national program objectives are met. Regions should assure state accomplishment reports and regional reviews and are submitted to EPA Headquarters on time.

_____ *Follow Up to the National Assessment of the Worker Protection Program* - Regions must commit appropriate resources (personnel and travel dollars) to assure active participation and involvement in the activities that resulting from the National Assessment process. This includes participation in assessment workgroup projects and conference calls, and active involvement in pilot projects.

_____ *Certification and Training Assessment Group (CTAG)* - Regions must commit appropriate resources (personnel and travel dollars) to assure active participation and involvement in the CTAG process.

_____ *State Plans* - Regions must assure that all their States have updated, complying State Plans for Certification of Pesticide Applicators in place in accordance with 40 CFR Part 171. MOA reports should clearly document the Region's compliance with the regulatory requirements for maintaining updated State Plans, and should describe annual regional activities and accomplishments in this area.

Water Quality. Regions are expected to complete the assessments they agreed to in the last cycle of MOA discussions, of the high priority needs of the states and the region having to do with pesticides and water quality. These assessments identify high priority issues, how the regions will work with the states and tribes to help address the top issues, how the regions will affect coordination among the offices responsible for pesticide programs and those responsible for water programs at the regional level, methods the region will use to affect coordination among state and tribal level pesticide and water offices, assessment of what assistance HQ should provide to regions to help reach success in efforts to thus coordinate.

It was our expectation at the beginning of 02 that in 03 we would have reviewed these assessments from a national perspective, identified with the Regions several top priority areas that HQ could pursue and for the regions to be fully engaged in carrying out the actions they identified in 02, to assist with regional and state level coordination in addressing high priority water/pesticide issues in the field. At the present time, we do not seem to have progressed to the level

anticipated by 03. 2003 should see completion of the above assessments and specific actions to implement identified assistance methods. Assuming success in that arena, the priority for 04 would be to continue with these coordination efforts with goals toward resolving identified cross media issues and demonstrating the value of cooperation, coordination, resource sharing etc.-- all leading to an ability to demonstrate we have made a positive difference in water quality itself or our ability to address water quality issues in a coordinated and timely manner.

GOAL 1 – Clean Air and Global Climate Change

Team Members: Mark Smith, Mary Carter, Chris Hess, Lynn Slugantz, Josh Tapp, Don Toensing, and Amy Algoe-Eakin.

Programs and Divisions included in the Goal:

- All Outdoor Air
 - NAAQS, e.g. ozone, PM, NOx, Lead
 - Air Toxics
 - Permitting
 - Asbestos
- All Indoor Air (Radon, Asthma, ETS, Tools for Schools)
- Climate Change Programs (e.g. EnergyStar, CommuterChoice)
- Radiation Protection and Response Readiness
- Science to Support Air Efforts (e.g. Air Toxics Trends Site)
- Primary responsibility is within ARTD with coordination & support from PLMG, SPFD, ECO, ENSV, OEP, & CNSL.

Brief History of the Development

- Team met individually and collectively to craft portions of the plan using material from existing operating plans, MOAs, NPM Priorities, Regional Themes, and the 2003 DRAFT Strategic Plan.
- Received conflicting comments from HQ Offices on first draft – OAR gave us specific and favorable comments, whereas OCFO did not.
- Revised second draft to fit into agreed upon Regional Format.
- Received several comments from Missouri and Nebraska.
- Revised third draft to incorporate state comments and make minor corrections.

Anomalies or Unique Features

- Collapsing the Goal Architecture from 10 to 5 has caused some difficulty in keeping to a minimum the “degrees of separation” from daily activities to National Strategic Goals. Consequently, some programs appear to be highlighted in the plan more than others and don’t necessarily reflect the overall base or core workload.

Regional Theme The Goal Most Strongly Supports? How?

- Most air programs activities (indoor or outdoor) strongly support the Sensitive Populations theme through our work on ambient air quality (smog, PM, lead) and indoor air (asthma, Tools for Schools), which directly impact sensitive populations.

GOAL 2 - Clean & Safe Water

Team Leaders, liaisons and members

Patricia Reitz - Co-lead	John Houlihan	Ken Deason
Robert Fenemore - Co-lead	Brad Horchem	Morris Holmes
Toni Gargas - POIS/PLMG Liaison	Reggie Kidwell	Mary Mindrup
Cheryl Crisler	Paul Marshall	

Programs Included in Goal

Underground Injection Control	Combined Sewer/Sanitary Sewer
TMDLs	
Drinking Water Protection	Pesticides
Source Water Protection	Storm Water
Clean Water SRF	Water Quality Standards
Safe Drinking Water SRF	Non-point Source
NPDES	Smart Enforcement

Background on development process

The Water, Wetlands, and Pesticides Division was already working on a divisional strategic plan when asked to participate in the Regional Strategic planning efforts. WWPD already had a workgroup formed (the Strategic Plan/Operating Plan or ST/OP team) that held regular weekly meetings, so that group was asked to take on the majority of the Regional planning efforts for Goal 2. The ST/OP team did so and included branch management in the development of goals and activities for each of the objectives and sub-objectives covered in Goal 2. The group incorporated both Headquarters comments and state comments into the current draft product. Several members of the ST/OP team were also asked to contribute to other goals as well.

Anomalies or unique features

The Region committed to 50% of its states doing comprehensive water quality monitoring instead of 100% because of the existing backlog of disapproved state Water Quality Standards. Also, because of significant state legislative changes in Iowa, the Region committed to having 90% of CAFOs permitted by 2008, rather than 2006.

Which Regional Theme does the goal most strongly support? How?

Goal 2 supports all three regional themes. It has a strong connection to Sensitive Populations by protecting ground water and setting drinking water standards. It ties into critical ecosystem protection through implementation of fostering watershed approach to protect and restore water quality. It also ties into the agriculture priority through permitting and inspections of Confined Animal Feeding Operations, and assessing nutrient loading and establishing nutrient criteria for surface waters.

Goal 3 - Land Statement Strategic Plan; Region 7 Input

1. Members

Craig Smith, Team Leader	Toni Gargas, PLMG Liaison
John Smith, ARTD/RCRA	Gene Gunn, SUPR/FFSE
Stan Walker, ARTD/STOP	Dave Williams, SUPR/EFLR
Chet McLaughlin, ARTD/SWPP	Bob Feild, SUPR/MOKS

2. Programs and Divisions Included in the Goal

- Superfund
- RCRA
- UST
- Homeland Security
- Solid Waste
- Pollution Prevention
- Emergency Response
- Reuse
- Oil

3. Developmental Activities

The team leader drafted a strawman addressing current status, current trends, and major challenges for several objectives as an example. Work group members contributed specifics for their program area for each objective, several subobjectives and some targets. Work group members proposed: activities, anticipated outcomes/measurements, links to national program priorities and links to regional strategic themes. Management in the respective divisions was briefed and their comments incorporated. States have been briefed through some of the program channels and have been provided formal opportunity to comment. State comments have been received. Now each division is preparing comments on the accountability matrix and revisions responsive to state comments are being prepared.

4. Abnormalities

None.

5. Regional Theme

The most common regional theme identified under Goal 3 is sensitive populations. Goal 3 addresses this theme mostly through work related to lead contamination cleanup, risk assessments at Superfund and RCRA sites, and ground water protection at Superfund sites.

GOAL 4 - Healthy Communities and Ecosystems

Team Leaders, liaisons and members

Brenda Groskinsky, lead	Obj 2 - Jim Callier	Obj 3 - Joe Cothorn	Obj 4 - Mary Mindrup
Jennifer Morris, lead/POIS	Kathleen Fenton	Walt Foster	Janice Kroone
David Erickson, POIS	Kerry Herndon	Cheryl Crisler	Scott Hayes
	Patrick Bustos	Larry Long	Bob Jackson
	Althea Moses	Holly Mehl	

Obj 1 - Joanne Heiman
Luetta Flournoy
Lynn Slugantz
Mary Carter

Division	Programs Included in the Goal	Division	
WWPD	Pesticides (FQPA) Worker Protection Standards Watershed Programs/Grants Wetlands (Section 404/Sec 10) 5-Star Grants Water Quality Standards- Nutrient Criteria Mississippi & Missouri River programs, grants etc.	ARTD	Lead-based Paint TRI PCBs & PBTs (includes reduction through SEPS) Risk Management Plan Program Community Air Toxics
OEP	Community Based Environmental Protection	ECO	Environmental Justice
ENSV	Risk Assessment Critical Ecosystem GIS applications	SPFD	Land Revitalization Brownfields State Voluntary Clean-Up
Cross Media	One Clean Up Homeland Security		

Background on development process: Several meetings were held to identify possible contributions. Invitations were initially to Managers but was extended to identified staff as work progressed. Given the very distinct objectives, objective level teams were formed and asked to work together to create the first draft. Some participants contributed to more than one objective. The group processed draft comments from HQ. Further review identified omission which are now captured in the plan.

Anomalies or unique features: Many of the activities are cross-cutting in nature. Some of the outcomes to be measured actually measure the successful implementation of other more traditional permitting programs.

Which Regional Theme does the goal most strongly support? How? All three themes are strongly supported by this goal. The pesticides worker protection standards, watersheds and nutrient criteria activities are all guided by the Agriculture priority. Sensitive populations are reflected in activities such as lead-based paint, reduction of PBTs and PCBs, worker protection standards, risk management plans, risk assessments, environmental justice, and homeland security. Critical Ecosystems is supported most obviously in the name of the goal as well as the host of wetlands, ecosystem delineation, watersheds, pesticides, pollution reduction, risk management, and brownfields activities.

Goal 5 - Compliance and Environmental Stewardship

1. Goal Title and number. Team Leader and members.

Carol LeValley - Team Leader

Jennifer Morris - POIS Lead

Enforcement Branch Chiefs (Lynn Slugantz, JoAnn Heiman, Tom Hogan, Luetta Flournoy, Mary Mindrup, Betty Berry, Becky Dolph, Diane Huffman)

George Hess

Mary Carter

Gary Bertram

Ruben McCullers

Secody Hubbard

Wolfgang Brandner

Cecilia Tapia

Joe Cothorn

2. Programs and Divisions included in the Goal.

Air, Water, TSCA, PEST, RCRA, CNSL, EPCRA, CERCLA

3. Brief history of the developmental activities (to convey the idea that the work has gone through several iterations, changes and updates)

Goal 5 was drafted with input from several people mentioned above and was sent to Hqs for comment. Region 7 used several different formats and the goals were difficult to follow because structure of each goal was different. All team leaders selected a consistent format to use. Goal 5 was rewritten at this time using Region 4's draft plan as an example. Hqs comments were basically about format and being difficult to understand. Two meetings were held with above members and several individual meetings were held. Comments from team members and others were incorporated as appropriate. Draft plan was sent to states and tribes and also sent internally to enforcement managers, other Goal leaders, and others that had input on Goal 5. Comments were received from NE, MO, and several comments internally. We were asked to include tribes when talking about partnerships with states.

4. Any anomalies or unique features that should be mentioned.

Most activities in Goal 5 are cross program and activities are more generic and not as specific as in media program goals. Most measurement activities are outputs and the outcome measures will need to have a baseline established. Objective 5.4 Science/Research was not addressed in this goal because the activities will be conducted by the National Enforcement Investigations Center.

5. Which Regional Theme does the goal most strongly support ? How?

The goal supports all the themes, but Ag is the most dominant.

Note: These should be in the style of a briefing paper - something that can be digested quickly. Prefer bullets; try to keep it to about a half page.

Code	Type	Outcomes / Activity Measures	2002 Baseline	National 05 Draft Target	Region 05 Straw Target	National 08 Target	Unit	Managing Office
Goal 2: Safe and Clean Water - Ensure drinking water is safe. Restore and maintain oceans, watersheds, and their aquatic ecosystems to protect human health, support economic and recreational activities, and provide healthy habitat for fish, plants, and wildlife.								
Objective 1: Protect human health by reducing exposure to contaminants in drinking water (including protecting source waters), in fish and shellfish, and in recreational waters.								
Subobjective								
2.1.1	T	Water Safe to Drink: Percentage of the population served by community water systems that receive drinking water that meets all applicable health-based drinking water standards through effective treatment and source water protection.	93.6%	93%	93%	95%	Population	OGWDW
Strategic Targets								
A	T	Percentage of the population served by community water systems that receive drinking water that meets health-based standards with which systems need to comply as of December 2001.	93.6%	94%	94%	95%	Population	OGWDW
B	T	Percentage of the population served by community water systems that receive drinking water that meets health-based standards with a compliance date of January 2002 or later. (Covered standards include: Stage 1 disinfection by-products/interim enhanced surface water treatment rule/long-term enhanced surface water treatment rule/arsenic).	Jan-04	75%	75%	80%	Population	OGWDW
C	T	Percentage of community water systems that provide drinking water that meets health-based standards with which systems need to comply as of December 2001.	91.6%	94%	94%	95%	Community Water Systems	OGWDW
D	T	Percentage of community water systems that provide drinking water that meet health-based standards with a compliance date of January 2002 or later. (Covered standards include: Stage 1 disinfection by-products/interim enhanced surface water treatment rule/long-term enhanced surface water treatment rule/arsenic)	Jan-04	75%	75%	80%	Community Water Systems	OGWDW
E	T	Percentage of the population served by community water systems in Indian country that receive drinking water that meets all applicable health-based drinking water standards.	91.1%	90%	90%	95%	Population	OGWDW
F	T	Percentage of source water areas for community water systems that achieve minimized risk to public health. ("Minimized risk" achieved by substantial implementation, as determined by the State, of source water protection actions in a source water protection strategy.)	5%	20%	20%	50%	Source Water Areas	OGWDW
G	T	Number of households on Tribal lands lacking access to safe drinking water.	31,000	n / a		15,500 by year 2015	Households	OGWDW / AIEO
Program Activities								
Drinking Water Standards Development								

Final National Water Program FY 05 - 08 Management System Matrix (All Measures)

Code	Type	Outcomes / Activity Measures	2002 Baseline	National 05 Draft Target	Region 05 Straw Target	National 08 Target	Unit	Managing Office
1	I	Promulgate final Total Coliform/Distribution System Rule.	n / a	n / a	n / a	Final	Rule	OGWDW
2	I	Conduct analysis to support determinations whether to regulate contaminants from Contaminated Consolidated List 2.	n / a	n / a	n / a	By 2006	Analysis	OGWDW
3	I	Each year, conduct analysis of currently regulated contaminants to support decisions to revise or not revise existing regulations within and outside the 6-year review cycle.	n / a	n / a	n / a	n / a	Analysis	OGWDW
Implementation of Drinking Water Standards								
4	T	Federal return on investment [cumulative dollar amount of assistance disbursements to systems divided by cumulative Federal outlays for projects] provided by the Drinking Water Safe Revolving Fund (DWSRF).	\$1.60	TBD	\$1.80	\$1.70	Ratio	OGWDW
5	T	Fund utilization rate [cumulative dollar amount of loan agreements divided by cumulative funds available for projects] will reach 86% of the DWSRF.	75%	TBD	86%	86%	Rate	OGWDW
6	I	Number of DWSRF projects that have initiated operations. (cumulative)	1,235	n / a	Report	n / a	Projects	OGWDW
7	I	The percentage of DWSRF loan agreements made annually that will return Community Water Systems to compliance.	30%	n / a	Report	n / a	Agreements	OGWDW
8	T	Each year, all States will be in compliance with requirement to conduct sanitary surveys at community water systems once every three years, as documented by file audits of a random selection of water systems.	Requirement takes effect in December 2004	100%	Potential GW Rule impact. New Require. 75%	100%	States	OGWDW
9	T	Each year, all Tribal water community systems will have undergone a sanitary survey within the past 3 years.	Requirement takes effect in December 2004	100%	100%	100%	Tribal CWSs	OGWDW
Source Water Protection Programs								
10	T	Percentage of source water areas for community water systems that have source water protection strategies in place (cumulative).	Estimate of 5% of source water areas (cumulative)	TBD	15%	75%	SWAs	OGWDW
11	T	Percentage of source water areas for community water systems that have implemented some aspects of source water protection strategies (cumulative).	TBD in 2004	TBD	4%	60%	SWAs / CWS	OGWDW
12	I	Number of Tribal water systems that have completed a source water assessment consistent with national guidelines.	Requirement takes effect in December 2003	n / a	Report	n / a	Tribal Water Systems	OGWDW

Final National Water Program FY 05 - 08 Management System Matrix (All Measures)

Code	Type	Outcomes / Activity Measures	2002 Baseline	National 05 Draft Target	Region 05 Straw Target	National 08 Target	Unit	Managing Office
13	I	Percentage of community water systems with source waters classified as high, moderate, or low for risk susceptibility. (Classifications to be made starting in 2004)	xx xx xx	n / a	Report	n / a	CWSs % High Risk % Moderate Risk % Low Risk	OGWDW
14	T	Percentage of community water systems for which delineated source water areas will be available in a GIS digitized format using agreed upon data management protocols.	TBD in 2004	TBD	50%	98%	Delineated SWAs	OGWDW
15	I	Each year, identify at the State level the most prevalent and threatening categories of existing/potential sources of contamination for surface and ground water for Community Water Systems.	n / a	n / a	Report	n / a	Categories	OGWDW
16	T	Percentage of the 31 pesticides identified in 2002 as having a high leaching/persistence potential will be reassessed by the Office of Pesticide Programs and appropriate additional management controls (e.g. revised label restrictions, limited use in sensitive areas, additional monitoring) will be implemented. (NOTE: measure to be revised to reflect 2003 identification of additional pesticides.) Base of 31 pesticides.	77%	HQ Target / TBD	n / a	100%	Pesticides Reassessed	OPPTS
17	T	Separately for each class of well, the percentage of Classes I, II, III, and V wells identified in violation that are addressed by the UIC program.	Baseline in 2004	TBD	90%	100%	Wells	OGWDW
18	T	Percentage of identified Class V Motor Vehicle Waste Disposal wells that are closed or permitted.	Baseline in 2004	TBD	90%	100%	Class V Wells	OGWDW
19	T	Percentage of ground water-based source water areas for Community Water Systems that have a Class V survey completed.	Baseline in 2004	TBD	15%	50%	Survey	OGWDW
20	T	Percentage increase in the number of inspections conducted for Class II and Class V wells above a 2004 baseline.	Baseline in 2004	TBD	2%	10%	Inspections	OGWDW

~~Clean Water Act and Safe Drinking Water Act Integration Measures~~

Code	Type	Outcomes / Activity Measures	2002 Baseline	National 05 Draft Target	Region 05 Straw Target	National 08 Target	Unit	Managing Office
21	I	Identify waters used by community water systems as a source of drinking water for which States / Tribes, have wherever attainable, adopted water quality standards with public water supply as a designated use, or for which States / Tribes have adopted water quality standards that provide an equivalent level of human health protection. (Note: "An equivalent level of human health protection" refers to the MCL, or to the section 304(a) human health criterion water plus organism value.)	n / a	HQ Target / TBD	n / a	2005 Completion	Standards	OGWDW/O ST
22	T	EPA will complete phase 1 of the partial recalculation of human health criteria using the new human health methodology.	n/a	HQ Target / TBD	n / a	2005 Completion	Criteria	OST
23	T	Each year, EPA will identify critical drinking water contaminants of concern in surface waters and issue three new or revised human health criteria under section 304(a) of the CWA.	n/a	3	n/a	12	Contaminants / Criteria	OGWDW / OST
24	T	Percentage of surface waters that are used as a drinking water source by community water systems that have, wherever attainable, water quality standards with public water supply as a designated use or will have water quality standards that provide an equivalent level of human health protection. [Baseline TBD in 2005 based on analysis conducted under measure #21; target to be determined based on baseline.]	TBD in 2005	n/a	Report	TBD in 2005	Surface Waters / Standards	OGWDW/O ST
25	I	Percent of surface waters that are: 1) designated for public water supply use; and 2) classified by States as highly or moderately susceptible to contamination that are monitored annually for attainment with human health water quality standards for drinking water contaminants.	TBD in 2005	n / a	Report	n / a	Surface Waters	OGWDW/O WOW
26	I	Percent of surface waters that are: 1) designated by states as highly vulnerable to contamination; 2) designated for public water supply use; and 3) impaired due to non-attainment of human health water quality standards, that have a completed TMDL.	TBD in 2005	n / a	Report	n / a	Surface Waters	OGWDW/O WOW

Code	Type	Outcomes / Activity Measures	2002 Baseline	National 05 Draft Target	Region 05 Straw Target	National 08 Target	Unit	Managing Office
27	I	Percent of waters that are: 1) designated by states as highly vulnerable to contamination; 2) designated for public water supply use; and 3) have a completed TMDL, that are attaining human health water quality standards for drinking water contaminants.	TBD in 2005	n / a	Report	n / a	Waters	OGWDW/O WOW

Code	Type	Outcomes / Activity Measures	2002 Baseline	National 05 Draft Target	Region 05 Straw Target	National 08 Target	Unit	Managing Office
Subobjective								
2.1.2	T	Fish and Shellfish Safe to Eat. The quality of water and sediments will be improved to allow increased consumption of safe fish and shellfish as measured by the strategic targets described below.	n/a	n / a	n / a	n / a	n/a	OST / OWOW
Strategic Targets								
H	T	Percentage of the water miles/acres identified by States or Tribes as having a fish consumption advisories in 2002 where increased consumption of safe fish is allowed. (485, 205 river miles, 11,277,276 lake acres)	0%	1%		3%	Miles / Acres	OST / OWOW
I	T	Percentage of the shellfish growing acres monitored by states that are approved or conditionally approved for use.	1995 Baseline = 77%	80%		85%	Shellfish Growing Areas	OST / OWOW
Program Activities								
28	T	Percentage of lake ares & rivers miles where fish tissue will be assessed to support waterbody-specific or regional consumption advisories, or a determination that no consumption advice is necessary. (Great Lakes measured separately; AK not included).	28 14	TBD	2% Lake 1% River	40 20	% Lake Acres % River Miles	OST
29	I	Percentage of States that monitor and assess fish tissue contamination based on national guidance.	82%	n / a	Report	n / a	States	OST
30	T	Number of tribal fish advisory programs that have adopted and applied the national fish advisory guidance to making fish advisory determinations for local waters. [565 Federally recognized Tribes and Alaskan Native Villages]	2	TBD	0	10	Tribes	OST
31	I	Number of States and authorized Tribes that have adopted the new fish tissue criterion for mercury.	0 0	n / a	Report	n / a	States Tribes	OST
32	I	Number of States that are part of the Interstate Shellfish Sanitation Commission and participate in the national Shellfish Information Management System (SIMS).	0	n / a	Report	n / a	States	OST
Subobjective								
2.1.3	T	Water Safe for Swimming. Percentage of the stream miles and lake acres identified by States in 2000 as having water quality unsafe for swimming where water quality that is restored to allow swimming. (90,000 stream miles, 2.6 million lake acres)	n/a	2%		5%	Miles / Acres	OST / OWOW
Strategic Targets								

Code	Type	Outcomes / Activity Measures	2002 Baseline	National 05 Draft Target	Region 05 Straw Target	National 08 Target	Unit	Managing Office
J	T	Number of waterborne disease outbreaks attributable to swimming in, or other recreational contact with, the ocean, rivers, lakes, or streams measured as a five year average.	9	n / a		8	Outbreaks	OST
K	T	Percentage of days of the beach season that coastal and Great Lakes beaches monitored by State beach safety programs are open and safe for swimming.	94%	94%	n/a	96%	Days / Beach Season	OST
Program Activities								
33	T	Number of coastal and Great Lakes States and Territories that have adopted, for coastal recreational waters, water quality criteria for E.Coli and enterococci.	17	TBD	n/a	35	States / Territoties	OST
34	T	EPA will publish criteria for pathogens of concern for recreational waters.	n / a	n / a	n / a	Publish Criteria	Criteria	OST
35	T	Percentage of significant public beaches monitored and managed under the BEACH Act Program. [No BEACH Act implementation in 2002.]	0%	TBD	n/a	100%	Significant Public Beaches	OST
36	T	Percentage CSO communities with schedules in place to implement approved Long Term Control Plans (LCTPs). (Baseline of 772 Communities w/ CSOs)	xx%	TBD	29%	75%	CSOs communities w/ schedules in place	OWM
37	I	Number of States that have adopted the Voluntary Management Guidelines for On-site/Decentralized Wastewater Treatment Systems. (cumulative)	2	n / a	Report	n / a	States	OWM

Code	Type	Outcomes / Activity Measures	2002 Baseline	National 05 Draft Target	Region 05 Straw Target	National 08 Target	Unit	Managing Office
Objective 2: PROTECT WATER QUALITY - Protect the quality of rivers, lakes and streams on a watershed basis and protect coastal and ocean waters.								
Subobjective								
2.2.1	T	Protect and Improve Water Quality on a Watershed Basis - Number of the Nation's watersheds where: water quality standards are met in at least 80% of the assessed water segments; and all assessed water segments maintain their quality and at least 20 percent of assessed water segments show improvement above conditions as of 2002. (2,262 watersheds nationwide)	- 453 - 0	- 512 - TBD		- 600 - 200	Watersheds: - Attaining Stds - Improved	OWOW
Strategic Targets								
L	T	Percentage of waterbodies identified in 2000 as not attaining standards where water quality standards are fully attained. (21,852 waterbodies; 255,408 miles and 6.8 million acres)	0%	2% (Note: interim goal of 5% by 2006)		25% by year 2012	Miles / Acres	OWOW
M	T	Percentage of test sites where phosphorus levels are below levels of concern established by USGS or levels adopted by a state or authorized tribe in a water quality standard for major rivers; for urban streams; & for farmland streams.	50% 38% 25%	n / a		55% 38% 30%	Rivers Urban Streams Farmland Streams	OWOW
N	T	Number of monitoring stations in Tribal waters for which baseline data are available where water quality is improved (i.e., shows at least a 10% improvement for each of four key parameters: total nitrogen, total phosphorus, dissolved oxygen, and fecal coliforms.) (900 stations nationwide)	0	35		90	Stations	AIEO
O	T	Number of households on tribal lands lacking access to basic sanitation.	71,000	21,300		35,000 by year 2015	Households	OWM / AIEO
Program Activities								
Water Quality Standards								
38	I	Number of States & authorized Tribes that have completed a review of water quality standards within three years of the previous triennial review under Section 303(c) of the CWA. (56 State/Territories, & 22 authorized Tribes)	55	n / a	Report	n / a	States / Territories & Authorized Tribes	OST
39	T	Number of new or revised criteria documents for water pollutants published providing the scientific information necessary for State adoption or revision of a water quality standard protocols and methods for the pollutant, including needed implementation protocols and methods.	n / a	HQ Target / TBD	n / a	15	Criteria	OST

Code	Type	Outcomes / Activity Measures	2002 Baseline	National 05 Draft Target	Region 05 Straw Target	National 08 Target	Unit	Managing Office
40	T	Number of States that have adopted into their water quality standards, and EPA has approved, nutrient criteria for fresh water (rivers/streams, lakes, and reservoirs).	2	TBD	0	25	States	OST
41	T	Number of States that have adopted into their water quality programs for streams and small rivers, biological criteria designed to support determination of attainment of water quality standard use designations standards. [Note: biological criteria may include quantitative endpoints or narrative criteria with quantitative implementation procedures or translators]	27	TBD	MO, KS, NE (3)	45	States	OST
42	T	Number of Tribes that have water quality standards approved by EPA.	25	TBD	0	33	Tribes	OST
43	T	Each year, percentage of State/Tribal water quality standards submissions that are approved/disapproved by EPA within 90 days.	45%	75%	75%	75%	Standard Submissions	OST
Monitoring								
44	T	Each year, the number of States & Territories that have adopted and begun implementing a comprehensive monitoring strategy [including a State approach to putting data into STORET] consistent with national guidance. (i.e, March 2003 guidance describing 10 key monitoring elements).	5	TBD	4	56	States	OWOW
45	T	Number of States, Interstate Agencies, and Territories that provide comprehensive integrated assessments of the condition of their waters consistent with sections 305(b) and 303(d) of the Clean Water Act and EPA's integrated assessment guidance. (56 State/Territories)	20	TBD	MO, NE (2)	56	States & Territories	OWOW
46	T	Number of Tribes that currently receive EPA funding that have developed comprehensive monitoring strategies that serve all water quality management needs, and address all tribal waters, including all water body types and that provide their water quality data in a system accessible for storage in EPA's STORET.	xx xx	TBD	0	90 45	Tribes with: - Comp Strats - STORET	OWOW

Final National Water Program FY 05 - 08 Management System Matrix (All Measures)

Code	Type	Outcomes / Activity Measures	2002 Baseline	National 05 Draft Target	Region 05 Straw Target	National 08 Target	Unit	Managing Office
47	T	EPA reports results of a statistical survey of the condition of the Nation's water, conducted in cooperation with the States.	12	n / a	n / a	56	States/Territories contribute data	OWOW / ORD
48	I	Watershed Planning, TMDLs, and Nonpoint Source The number of watershed based plans (and water miles/acres covered), supported under State Nonpoint Source Program grants (section 319) since the beginning of FY 2002 that are under development and the number of watershed based plans, (and water miles/acres covered), where watershed based plans are being implemented.	xx% xx%	n / a	Report	n / a	Watershed plans (miles/acres): - under dvlpmnt - being implmtd	OWOW
49	T	Number of watershed based plans (and miles covered), supported under State Nonpoint Source Programs (section 319) since the beginning of FY 2002 that have been substantially implemented.	xx xx	TBD TBD	2	50 5,000	- Plans implmtd - river miles	OWOW
50	T	Number of national significant watersheds where a watershed approach to protecting and restoring water quality is being fostered using Watershed Initiative grant assistance (cummulative).	2003 Program Start	HQ Target / TBD	n / a	100	Watersheds	OWOW
51	I	Percentage of TMDLs approved since the beginning of 2004 that were developed as part of a larger, watershed planning process that addressed restoration and protection of all waters within a watershed.	n / a	n / a	Report	n / a	TMDLs	OWOW
52	T	Percentage of the TMDLs required for waters currently on the 303(d) list that are established or approved by EPA within 13 years of listing consistent with national policy. Annual targets will be based on state schedules or straight-line rates that ensure that the national policy is met.	xx%	TBD	68%	100%	TMDLs	OWOW
53	T	Number of Tribes that currently receive EPA funding in 2004 that have participated with States &/or EPA in development of measures (e.g., TMDLs or watershed-based plans) to restore and protect watersheds with impaired waters.	TBD in 2004	TBD	1	20	Tribes	OWOW

Code	Type	Outcomes / Activity Measures	2002 Baseline	National 05 Draft Target	Region 05 Straw Target	National 08 Target	Unit	Managing Office
54	I	Percentage of TMDL approvals occurring since the beginning of FY 04 for which EPA took approval action within 30 days of submission.	TBD in 2004	n / a	Report (no state targets)	n / a	TMDLs	OWOW
55	T	Percentage of TMDLs approved by EPA, or watershed plans developed for restoration of waters on a State impaired waters list, that address nutrient impairments that specifically identify a "trading margin".	14%	TBD	0	25%	TMDLs/Watershed Plans	OWOW
56	I	Number of waterbodies identified by States in 2000 as being impaired by nonpoint sources or by both point & nonpoint sources that are fully restored (cumulative). [Estimated 6,264 waterbodies impaired solely or partially by nonpoint source]	6,264	n / a	Report	n / a	Waterbodies	OWOW
57	I	Annual reduction in lbs/tons of nitrogen, phosphorus, and sediment from nonpoint sources to waterbodies	300 100 20	n / a	Report	n / a	Nitrogen (lbs / K) Phosphorus (lbs / K) Sediment (tons / K)	OWOW
58	I	Number and dollar value of projects financed with Clean Water SRF loans to prevent polluted runoff (cumulative).	668 \$1.6	n / a	Report	n/a	Projects Value / \$B	OWM
Permitting and National Regulations								
59	T	Percentage of all NPDES permits that are considered current and, beginning in 2005, the percentage of high priority permits are also current; permits for facilities in Indian Country and to meet the same standard/schedule. [targets to be reevaluated once universe of priority permits is defined in cooperation with States/Tribes]	76% xx% 65% xx%	xx% xx% xx% xx%	81% 50% 85% 95%	90% 95% 90% 95%	All permits State Priority permits State All permits Ind Cntry Priority permits Ind Cntry	OWM
60	T	Number of States that have updated regulations and/or statutes where necessary to reflect new CAFO requirements; number of States that have issued Statewide general permits, or otherwise substantially implemented the permit program, consistent with these new requirements.	xx xx	TBD	4 4	50 50	States General Permits	OWM
61	T	Percentage of States/Regions that have issued NPDES general permits requiring storm water management programs for Phase II municipalities (MS4s) (estimated annual load reduction of 4.1 billion pounds of pollutants). (Note: assumes continued availability of general permits)	0 0	TBD	100% N/A	100% 100%	States Regions	OWM

Code	Type	Outcomes / Activity Measures	2002 Baseline	National 05 Draft Target	Region 05 Straw Target	National 08 Target	Unit	Managing Office
62	T	Percentage of States/Regions that have issued NPDES general permits requiring storm water pollution prevention plans for Phase II construction (estimated annual load reduction of 17 billion pounds of pollutants). (Note: assumes continued availability of general permits)	0 0	TBD	100% 100%	100% 100%	States Regions	OWM
63	I	Percentage of Significant Industrial Users (SIUs) in POTWs with Pretreatment Programs and percentage of known Categorical Industrial Users (CIUs) in non-pretreatment POTWs that have control mechanisms in place that implement applicable pretreatment requirements.	95% xx%	n / a	Report	n / a	SIUs CIUs	OWM
64	T	Number of pounds of pollution loadings to waterbodies from industrial dischargers reduced (2004-2008) as a result of national industrial water pollution control regulations.	0.6	HQ Target / TBD	n / a	2.4	Lbs / Billion	OST
65	I	Estimated annual reduction in pounds of pollutants discharged to waters as a result of NPDES permits for storm water, POTWs, CAFOs, CSOs, and industrial discharges. (annual reduction in 2003)	109	n / a	n / a	n / a	Lbs / Billion	OWM
66	I	Using the planning process called for in section 304(m) of the Clean Water Act, identify any industrial categories where discharges to waterbodies or releases to Publicly Owned Treatment Works (POTWs) pose a significant risk to water quality and determine whether to develop new national pollution control regulations, revise existing regulations, or develop other control tools.	n / a	n / a	n / a	By 2006	Industrial Categories	OST
67	I	Number of dischargers with permits providing for trading between the discharger and other water pollution sources and the number of dischargers that carried out trades.	74 51	n / a	Report	n / a	Dischargers Dischargers/Trades	OWM
68	I	Number of watersheds in which a watershed permit(s) has been issued and the number of States issuing NPDES permits using a rotating basin process.	xx xx	n / a	Report	n / a	Watersheds States	OWM

Code	Type	Outcomes / Activity Measures	2002 Baseline	National 05 Draft Target	Region 05 Straw Target	National 08 Target	Unit	Managing Office
69	I	Percentage of NPDES program authorities where a comprehensive assessment of NPDES program integrity has been conducted (beginning in FY 04) and the percentage of assessed programs that are complying with implementation schedules for all those follow-up actions for which a schedule has been established.	xx xx	n / a	Report	n / a	Program Authorities - % Assessed - % Complying	OWM
State Revolving Fund								
70	T	Fund utilization rate [cumulative loan agreement dollars to the cumulative funds available for projects] for the CWSRF.	91%	TBD	85%	94%	Rate	OWM
71	T	Return on Federal investment [cumulative dollar amount of assistance disbursements to projects divided by cumulative Federal outlays for projects] for the CWSRF.	\$1.90	TBD	\$2.06	\$2.37	Ratio	OWM
72	T	Number of States using integrated planning and priority systems to make CWSRF funding decisions.	19	TBD	2	28	States	OWM
Subobjective								
2.2.2	T	Improve Coastal and Ocean Waters. Score for overall aquatic system health of coastal waters nationally, and in each coastal region on the "good/fair/poor" scale of the National Coastal Condition Report (a 5 point scale.)	2.4	2.5		2.6	Scale	OWOW / ORD
Strategic Targets								
P	T	Score for water clarity and dissolved oxygen in coastal waters at the national levels reported in the 2002 National Coastal Condition Report. (a 5 point scale)	4.3 4.5	4.3 4.5		4.3 4.5	Water Clarity Dissolved Oxygen	OWOW/ ORD
Q	T	Score for coastal wetlands loss; contamination of sediments in coastal waters; benthic quality; & eutrophic condition reported in the National Coastal Condition Report. (5 point scale)	1.4 1.3 1.4 1.7	1.5 1.4 1.5 1.8		1.6 1.5 1.6 1.9	Wetland Loss Contamin Sed Benthic Quality Eutrophic Condition	OWOW / ORD
R	T	Rate of increase in the number of invasions by non-native invertebrate and algae species of marine and estuarine waters.	1%	n / a		Reduce rate of increase by year 2013	Invasions	OWOW
Program Activities								

Final National Water Program FY 05 - 08 Management System Matrix (All Measures)

Code	Type	Outcomes / Activity Measures	2002 Baseline	National 05 Draft Target	Region 05 Straw Target	National 08 Target	Unit	Managing Office
73	T	Publish a revised national Coastal Condition Report describing the quality of the Nation's ocean and coastal waters.	n / a	1 (in 2004)	n / a	1 (in 2006)	Report	ORD / OWOW
74	I	Number of dredged material management plans that are in place for major ports and harbors developed by COE-Led stakeholder process and the percentage of dredged material from coastal waters that is managed in a beneficial manner.	To be determined based on completion of COE assessment database.	n / a	Report	n / a	Mgmt Plans - Managed Material	OWOW
75	I	Number of ocean disposal sites with approved site management and monitoring plans that are monitored in the reporting year, including those monitored by EPA's Ocean Survey Vessel, Peter W. Anderson.	81 42	n / a	Report	n / a	Sites w/ Mgmt Plans - Sites Monitored	OWOW
76	T	Each year, the National Marine Debris Monitoring Network will be 100% operational.	70%	100%	n / a	100%	Network Operational	OWOW
77	T	Mandatory requirements to exchange ballast water will be developed to reduce the discharges of invasive species in U.S. coastal waters.	n / a	Completed 2004	n / a	n / a	Requirement	OWOW / Coast Guard
78	T	Develop standards for the discharge of ballast water, including control of organisms.	n / a	n / a	n / a	Completed 2008	Standards	OWOW
79	T	Work with other Nations to secure an international agreement on a global treaty that establishes rigorous performance standards designed to prevent future introductions of non-native aquatic species to U.S. waters from the discharge of ships' ballast water.	n / a	n	n / a	Completed 2006	Agreement	OIA
80	T	Propose standards for black water and gray water for cruise ships operating in Alaskan waters.	n / a	Completed 2005	n / a	n / a	Proposed Strds	OWOW
81	I	Number of coastal States in which State air and water officials have received training in assessment and management of air/water interface issues (cumulative). (There are 31 Coastal States)	17	n / a	Report	n / a	States	OWOW

Code	Type	Outcomes / Activity Measures	2002 Baseline	National 05 Draft Target	Region 05 Straw Target	National 08 Target	Unit	Managing Office
82	I	Number of coastal States in which there is at least one mercury deposition monitoring station (cumulative). (There are 31 Coastal States)	23	n / a	Report	n / a	States	OWOW
Objective 3 - Science/Research. Provide and apply a sound scientific foundation to EPA's goal of clean and safe water by conducting leading-edge research and developing a better understanding and characterization of environmental outcomes under Goal 2.								
Subobjective								
2.3.1	I	Apply the Best Available Science. By 2008, apply the best available science (i.e., tools, technologies and scientific information) to support Agency regulations and decision making for current and future environmental and human health hazards related to reducing exposure to contaminants in drinking water, fish and shellfish, and recreational waters and the protection of aquatic ecosystems.	n / a	n / a	n / a	n / a	n / a	OST
Program Activities								
83	T	Develop improved methods to assess and value ecological and recreation benefits of improvements in water quality.	n / a	HQ Target / TBD	n / a	By 2008	Methods	IO
84	T	EPA approved new or revised analytical methods will be available for indicators of bacterial pathogens, and for selected protozoan pathogens of concern for people swimming at beaches and drinking waters.	n / a	HQ Target / TBD	n / a	By 2008	Methods	OST
85	T	Number of EPA-approved new or improved analytical methods that will be available for contaminants controlled by the NPDES permit, pretreatment, and drinking water programs.	n / a	HQ Target / TBD	n / a	12	Methods	OST
Subobjective								
2.3.2	T	Research. By 2008, conduct leading-edge, sound scientific research to support the protection of human health through the reduction of human exposure to contaminants in drinking water, in fish and shellfish, and in recreational waters and to support the protection of aquatic ecosystems, specifically, the quality of rivers, lakes and streams and coastal and ocean waters.	n / a	n / a	n / a	n / a	n / a	ORD

Code	Type	Outcomes / Activity Measures	2002 Baseline	National 05 Draft Target	Region 05 Straw Target	National 08 Target	Unit	Managing Office
Goal 4: Healthy Communities, and Ecosystems - Protect, sustain or restore the health of people, communities, and ecosystems using integrated and comprehensive approaches and partnerships.								
Objective 2 - Community Health. Sustain, clean up, and restore communities and the ecological systems that support them.								
Subobjective								
4.2.4	I	US-Mexico Border Region; sustain and restore community health, and preserve the ecological systems that support them.	n / a	n / a	n / a	n / a	n / a	OWM
Strategic Targets								
IV-A	T	Of the water quality standards being exceeded in significant shared and transboundary surface waters in the year 2002, the percentage of that are achieved.	TBD 05	n / a		By 2012, >50%	WQ Standards	OWM
IV-B	T	Number of people in the Mexico border area provided with adequate water and wastewater sanitation systems through the Border Environmental Infrastructure Fund (cumulative).	790	1,500		n / a	People (K)	OWM

Code	Type	Outcomes / Activity Measures	2002 Baseline	National 05 Draft Target	Region 05 Straw Target	National 08 Target	Unit	Managing Office
Objective 3 - Ecosystems. Protect, sustain, and restore the health of natural habitats and ecosystems.								
Subobjective								
4.3.1	I	Ecosystem Scale Protection and Restoration. Facilitate the ecosystem scale protection and restoration of natural areas.	n/a	n / a	n / a	n / a	n / a	OWOW
Strategic Targets								
IV-C	T	Score for overall aquatic system health of the 28 estuaries that are part of the National Estuary Program (NEP), as measured using the National Coastal Condition Report and NEP specific indicators starting in 2006.	TBD 06	n / a		Improve compared to 2006	Scale	OWOW
IV-D	T	Number of additional acres of habitat within the 28 estuaries that are part of the National Estuary Program (NEP) that are protected or restored. (cumulative)	0	150,000		250,000	Acres	OWOW
Program Activities								
IV-NEP-1	I	Percentage of NEP priority actions in CCMPs that have been initiated and the percentage that have been completed.	Baseline determined by Dec 2003	n / a	n / a	n / a	% Action Initiated % Completed	OWOW
IV-NEP-2	T	Publish an NEP Coastal Condition Report describing the quality of the coastal waters in the 28 estuaries in the NEP using the National Coastal Conditions report indicators as well as NEP specific indicators that can be aggregated to a regional and national level.	n/a	HQ Target / TBD	n / a	By 2006	Report	OWOW
IV-NEP-3	I	Overall combined ratio of leveraged resources (cash or in-kind services) to Section 320 funds for all NEPs (for LIS, Sections 119 & 320). (Baseline determined by Dec 2003)	x : 1	n / a	n / a	n / a	Ratio	OWOW
IV-NEP-4	I	NEPs have indicators in place to track key environmental and other trends in their estuary based on CCMP priorities and emerging issues, including invasive species where appropriate, and to enable each NEP to periodically report on status and trends. (Base: 28 NEPs)	TBD by December 2003	n / a	n / a	n / a	Indicators in place	OWOW
Subobjective								
4.3.2	T	Wetlands. Net gain/loss in number of acres of wetlands	(58,000)	100,000		400,000	Acres	OWOW
Strategic Targets								
IV - E	T	Net gain/loss of wetlands in the Clean Water Act Section 404 regulatory program annually beginning in 04.	n/a	No net loss		No net loss	Acres	OWOW / COE

Code	Type	Outcomes / Activity Measures	2002 Baseline	National 05 Draft Target	Region 05 Straw Target	National 08 Target	Unit	Managing Office
IV - F	T	Net gain/loss in wetland function based on quantifying functions gained and lost through mitigation for authorized wetlands impacts annually beginning in 2006.	n/a	n / a		Starting in 2006	Function	OWOW / COE
Program Activities								
IV-WD-1	I	Number of States that have achieved overall net gains of wetlands by building capacities in wetland monitoring, regulation, restoration, water quality standards, mitigation compliance, and partnership building.	0	n / a	Report	n / a	States	OWOW
IV-WD-2	I	Number of watershed-based wetlands and stream corridor projects (combined 5-Star and non-5-Star projects) for which EPA has provided / contributed significant financial and technical assistance. [cumulative projects]	419	n / a	Report	n / a	Projects	OWOW
IV-WD-3	T	Number of Tribes that have participated in watershed-based wetlands and stream corridor projects for which EPA has provided significant financial assistance (including 104(b)(3) Wetland Program and Five Star restoration program &/or technical assistance. (565 Tribes)	xx	TBD	8	170	Tribes	
IV-WD-4	I	Number of major projects that have been completed in States and Tribes that significantly improve the effectiveness of compensatory mitigation. [cumulative]	xx	n / a	Report	n / a	Projects	OWOW
IV-WD-5	T	Number of States where wetland condition has improved as defined through biological metrics and assessments.	0	TBD	0	5	States	OWOW
Subobjective								
4.3.3	T	Great Lakes Score for overall ecosystem health of the Great Lakes. (40 point scale)	20	21		22	Scale	GLNPO
Strategic Targets								
IV-G	T	Average percentage concentrations of PCBs in whole lake trout and walleye samples. Average concentrations from 2002 were: Lake Superior - .9 ug/g Lake Michigan - 1.6 ug/g Lake Huron - .8 ug/g Lake Erie - 1.8 ug/g Lake Ontario - 1.2 ug/g	0%	8%		25% decline by 2007	Concentrations	GLNPO

Code	Type	Outcomes / Activity Measures	2002 Baseline	National 05 Draft Target	Region 05 Straw Target	National 08 Target	Unit	Managing Office
IV-H	T	Average percentage concentrations of toxic chemicals in the air in the Great Lakes basin. Average concentrations from 2002 were: Lake Superior - 60 pg/m2 Lake Michigan - 87 pg/m2 Lake Huron - 19 pg/m2 Lake Erie - 183 pg/m2 Lake Ontario - 36 pg/m2	0%	8%		30% decline	Concentrations	GLNPO
IV-I	T	Number of areas of Concern within the Great Lakes basin restored or delisted.	0	3		By 2010; 10	AOCs	GLNPO
IV-J	T	Number of cubic yards of contaminated sediment in the Great Lakes remediated. (2.1 as of 2001; cumulative from 1997)	2.1	2.9		3.3	Cubic Yards / M	GLNPO
Program Activities								
IV-GL-1	T	Percentage of all NPDES permitted discharges to the Lakes or major tributaries that have permit limits that reflect the Guidance's water quality standards, where applicable.	37% of Great Lakes permits in Regions 3 and 5. Region 2 TBD in 2004	TBD	GL Target Needed	100%	Permits	GLNPO
IV-GL-2	T	Each year, complete three sediment remedial actions. [US partners have completed about 3 per year since tracking since 1997]	3	TBD	GL Target Needed	3	Remedial Actions	GLNPO
IV-GL-3	T	Percentage of all CSO permits in the Great Lakes basin that are consistent with the national CSO Policy.	83%	TBD	GL Target Needed	100%	CSO Permits	GLNPO
IV-GL-4	T	All Great Lakes States adopt bacteria criteria at least as protective as USEPA's Ambient Water Quality Criteria for Bacteria. (8 States)	3	TBD	GL Target Needed	8	States	GLNPO
IV-GL-5	T	Percentage of high priority Great Lakes beaches where States and local agencies have put into place water quality monitoring and public notification programs that comply with the USEPA National Beaches Guidance.	Percentages being developed for Region 5. None in Region 3. Not available for Regions 2.	TBD	GL Target Needed	95%	Programs	GLNPO
Subobjective								
4.3.4	T	Chesapeake Bay. Acreage of submerged aquatic vegetation in the Chesapeake Bay. (cumulative)	85,252	90,000		120,000	Acres	CBPO

Code	Type	Outcomes / Activity Measures	2002 Baseline	National 05 Draft Target	Region 05 Straw Target	National 08 Target	Unit	Managing Office
Strategic Targets								
IV-K	T	Reduction in number of pounds of nitrogen entering the Chesapeake Bay each year, from 1985 levels.	51	72		94	Lbs / M	CBPO
IV-L	T	Reduction in number of pounds phosphorus entering the Chesapeake Bay each year, from 1985 levels.	8.0	8.8		9.7	Lbs / M	CBPO
IV-M	T	Reduction in number of pounds sediment entering the Chesapeake Bay each year, from 1985 levels.	8.0	1.06		1.37	Tons	CBPO
Program Activities								
IV-CB-1	T	Percentage of wastewater flow to the Chesapeake Bay treated by Biological Nutrient Removal (BNR). (cumulative)	48%	TBD	CBO Target Needed	69%	Flow	CBPO
IV-CB-2	T	Miles of streambank and shoreline restored with riparian forest buffers. (cumulative)	1,298	TBD	CBO Target Needed	7,000	Miles	CBPO
Subobjective								
4.3.5	T	Gulf of Mexico. Score for overall aquatic system health of coastal waters of the Gulf of Mexico on the "good/fair/poor" scale of the National Coastal Condition Report. (5 point scale)	n / a	n / a	n / a	n/a	n / a	GMPO / ORD
Strategic Targets								
IV-N	T	Prevent water pollution and protect aquatic species in order to improve the health of the Gulf of Mexico	1.9	2.0		2.1	Scale	GMPO
IV-O	T	Size of the hypoxic zone in the Gulf of Mexico, as measured by the five year running average of the size of the zone.	14,128	14,128		5,000	Size / km2	GMPO
Program Activities								
IV-GM-1	T	Percentage of the impaired segments in the 12 priority coastal areas where water and habitat quality is restored to levels that meet state water quality standards. (Base: 354 segments impaired)	xx%	TBD	GMPO Target Needed	20%	Segments	GMPO
IV-GM-2	T	Number of additional acres important coastal and marine habitats that are restored, enhanced, or protected, above improvements accomplished through 2003. (USGS 2000 baseline for all Gulf of Mexico coastal wetland habitats - 3,769,370 acres)	0	TBD	GMPO Target Needed	20,000	Habitats	GMPO
IV-GM-3	T	Implement integrated bi-national (U.S. and Mexican Border States) early-warning system to support State and coastal community efforts to manage harmful algal blooms (HABs).	Begin 2006	n / a	n / a	Begin 2006	Systems	GMPO
IV-GM-4	T	Reduce the rate of shellfish-borne Vibrio vulnificus illnesses caused by consumption of commercially-harvested raw or undercooked oysters from the average illness rate for the years 1995-1999.	1995-1999 average rate equals .303/million	TBD	GMPO Target Needed	By 2007, .121/million	Rate	GMPO

Code	Type	Outcomes / Activity Measures	2002 Baseline	National 05 Draft Target	Region 05 Straw Target	National 08 Target	Unit	Managing Office
IV-GM-5	T	Establish a Lower Mississippi River Sub Basin Committee (as called for in the Hypoxia Action Plan), select a project watershed in each of the states in the Lower MS River Basin, and implement actions in selected watersheds within the Lower Mississippi River Basin to reduce nitrogen loadings to the Mississippi River.	n / a	By 2006, establish Committee	n / a	xx xx	Project Watersheds Key Actions	GMPO

Laws

Listed below are the major statutes or laws that form the legal basis for the programs located within the Water, Wetlands, & Pesticides Division.

Clean Water Act (CWA) 33 U.S.C. ss/1251 et seq. (1977)

Growing public awareness and concern for controlling water pollution led to enactment of the Federal Water Pollution Control Act Amendments of 1972. As amended in 1977, this law became commonly known as the Clean Water Act. The Act established the basic structure for regulating discharges of pollutants into the waters of the United States. It gave EPA the authority to implement pollution control programs to set water quality standards for all surface waters pollutants. The Act made it unlawful for any person to discharge any pollutant from a point source into waters of the U.S. unless a permit was obtained. It also funded the construction of sewage treatment plants and recognized the need for long-range plans to address critical problems posed by nonpoint source pollution.

Subsequent enactments modified some Clean Water Act provisions. Revisions in 1981 streamlined the municipal construction grants process, improving the capabilities of sewage treatment plants built under the program. Changes in 1987 phased out the construction grants program, replacing it with the State Water Pollution Control Revolving Fund, more commonly known as the Clean Water State Revolving Fund. This new funding strategy addressed water quality needs by building on EPA-State partnerships.

Safe Drinking Water Act (SDWA) 42 U.S.C. s/s 300f et seq. (1974)

The Safe Drinking Water Act was established to protect the quality of drinking water in the U.S. This law focuses on all waters actually or potentially designed for drinking use, whether from above ground or underground sources.

The Act authorized EPA to establish standards of purity and required all owners or operators of public water systems to comply with primary (health-related) standards. State governments, which have this power delegated from the EPA, also encourage attainment of secondary standards (nuisance-related).

Federal Insecticide, Fungicide, and Rodenticide Act (FIFRA) 7 U.S.C. s/s 136 et seq. (1972)

FIFRA provides the overall framework for the federal pesticide program. Under FIFRA, EPA is responsible for registering, or licensing pesticide products for use in the United States. Pesticide registration decisions are based on a detailed assessment of the potential effects of a product on human health and the environment, when used according to label directions. These approved labels have the force of law, and any use which is not in accordance with the label directions and precautions may be subject to civil and/or criminal penalties. FIFRA also requires that EPA reevaluate older pesticides to ensure that they meet more recent safety standards. FIFRA requires EPA and states to establish programs to protect workers, and provide training and certification for applicators as well.

Food Quality Protection Act (FQPA) Public Law 104-170, Aug. 3, 1996

This law, passed in 1996, amends both FIFRA and FFDCA, setting a tougher standard for pesticides used on food. FQPA established a single, health based standard to be used when assessing the risks of pesticide residues in food or feed. The new safety standard is measured considering the aggregate risk from dietary exposure and other non-occupational sources of exposure, such as drinking water and residential lawn uses. In addition, when setting new, or reassessing existing, tolerances under the new standard. EPA must now focus explicitly on exposures and risks to infants and children. Decisions must consider whether tolerances are safe for children assuming, when appropriate, an additional safety factor to account for uncertainty in data.

Under FQPA, EPA may only establish a tolerance if there is "a reasonable certainty" that no harm will result from all combined sources of exposure to pesticides (aggregate exposures). FQPA also considers the combined effects of human exposure to different pesticides that may act in similar ways on the body (cumulative exposure). By 2006, EPA must review all old pesticides to make sure that the residues allowed on food meet the new safety standard. FQPA also requires that pesticides be tested for endocrine disruption potential. Endocrine disruptors may be linked to a variety of sexual, developmental, behavioral, and reproductive problems. EPA must distribute a brochure to supermarkets discussing pesticides on foods in order to better inform the public.

Federal Food, Drug, and Cosmetic Act (FFDCA) 21 U.S.C. 301 et seq.

The Federal Food, Drug, and Cosmetic Act (FFDCA) governs the establishment of pesticide tolerances for food and feed products. A tolerance is the maximum level of pesticide residues allowed in or on human food and animal feed. EPA and the Food and Drug Administration (FDA) are responsible for administering the Act.

Oil Pollution Act (OPA) 33 U.S.C. 2702 to 2761

The Oil Pollution Act (OPA) of 1990 streamlined and strengthened EPA's ability to prevent and respond to catastrophic oil spills. A trust fund financed by a tax on oil is available to clean up spills when the responsible party is incapable or unwilling to do so. The OPA requires oil storage facilities and vessels to submit to the Federal government plans detailing how they will respond to large discharges. EPA has published regulations for aboveground storage facilities; the Coast Guard has done so for oil tankers. The OPA also requires the development of Area Contingency Plans to prepare and plan for oil spill response on a regional scale.

Freedom of Information Act (FOIA) 5 U.S.C. s/s 552 (1966)

Under FOIA, Federal agencies are legally required to respond to public requests for agency records. Agencies are required to provide records to the public unless they are confidential and protected from disclosure. For example, any information considered to protect trade secrets and commercial or financial information may be protected. EPA has an established process to handle FOIA requests.

Clean Air Act (CAA) 42 U.S.C. s/s 7401 et seq. (1970)

The Clean Air Act is the comprehensive Federal law that regulates air emissions from area, stationary, and mobile sources. This law authorizes the U.S. Environmental Protection Agency to establish National Ambient Air Quality Standards (NAAQS) to protect public health and the environment.

The goal of the Act was to set and achieve NAAQS in every state by 1975. The setting of maximum pollutant standards was coupled with directing the states to develop state implementation plans (SIP's) applicable to appropriate industrial sources in the state.

The Act was amended in 1977 primarily to set new goals (dates) for achieving attainment of NAAQS since many areas of the country had failed to meet the deadlines. The 1990 amendments to the Clean Air Act in large part were intended to meet unaddressed or insufficiently addressed problems such as acid rain, ground-level ozone, stratospheric ozone depletion, and air toxics.

Resource Conservation and Recovery Act (RCRA) 42 U.S.C. s/s 6901 et seq. (1976)

RCRA (pronounced "rick-rah") gave EPA the authority to control hazardous waste from the "cradle-to-grave." This includes the generation, transportation, treatment, storage, and disposal of hazardous waste. RCRA also set forth a framework for the management of non-hazardous wastes.

The 1986 amendments to RCRA enabled EPA to address environmental problems that could result from underground tanks storing petroleum and other hazardous substances. RCRA focuses only on active and future facilities and does not address abandoned or historical sites (see CERCLA).

HSWA (pronounced "hiss-wa")—The Federal Hazardous and Solid Waste Amendments are the 1984 amendments to RCRA that required phasing out land disposal of hazardous waste. Some of the other mandates of this strict law include increased enforcement authority for EPA, more stringent hazardous waste management standards, and a comprehensive underground storage tank program.

Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA or Superfund) 42 U.S.C. s/s 9601 et seq. (1980)

CERCLA (pronounced SIR-cla) provides a Federal "Superfund" to clean up uncontrolled or abandoned hazardous-waste sites as well as accidents, spills, and other emergency releases of pollutants and contaminants into the environment. Through the Act, EPA was given power to seek out those parties responsible for any release and assure their cooperation in the cleanup.

EPA cleans up orphan sites when potentially responsible parties cannot be identified or located, or when they fail to act. Through various enforcement tools, EPA obtains private party cleanup through orders, consent decrees, and other small party settlements. EPA also recovers costs from financially viable individuals and companies once a response action has been completed.

EPA is authorized to implement the Act in all 50 states and U.S. territories. Superfund site identification, monitoring, and response activities in states are coordinated through the state environmental protection or waste management agencies.

Superfund Amendments and Reauthorization Act (SARA) 42 U.S.C.9601 et seq. (1986)

The Superfund Amendments and Reauthorization Act of 1986 reauthorized CERCLA to continue cleanup activities around the country. Several site-specific amendments, definitions clarifications, and technical requirements were added to the legislation, including additional enforcement authorities.

Title III of SARA also authorized the Emergency Planning and Community Right-to-Know Act (EPCRA).

Federal Advisory Committee Act (FACA) P.L. 92-463, October 6, 1972 (FACA)

The Federal Advisory Committee Act as cited in P.L. 92-463, October 6, 1972, applies to advisory committees composed of non-Federal members that furnish expert advice and recommendations to the Federal Government. The Agency's Federal Advisory Committees provide independent advice and recommendations on various scientific, technical, management and policy issues. Experts on these various issues are selected and appointed by the Deputy Administrator to serve as committee members on the basis of professional qualifications by education, training and experience. EPA currently has 22 advisory committees that focus on various aspects of environmental programs (see attached listing). Approximately 800 members and 400 consultants serve in an advisory capacity on these committees.

Pollution Prevention Act (PPA) 42 U.S.C. 13101 and 13102, s/s et seq. (1990)

The Pollution Prevention Act focused industry, government, and public attention on reducing the amount of pollution through cost-effective changes in production, operation, and raw materials use. Opportunities for source reduction are often not realized because of existing regulations, and the industrial resources required for compliance, focus on treatment and disposal. Source reduction is fundamentally different and more desirable than waste management or pollution control.

Pollution prevention also includes other practices that increase efficiency in the use of energy, water, or other natural resources, and protect our resource base through conservation. Practices include recycling, source reduction, and sustainable agriculture.

National Environmental Policy Act (NEPA) 42 U.S.C. s/s 4321 et seq. (1969)

The National Environmental Policy Act was one of the first laws ever written that establishes the broad national framework for protecting our environment. NEPA's basic policy is to assure that all branches of government give proper consideration to the environment prior to undertaking any major federal action that significantly affects the environment.

NEPA requirements are invoked when airports, buildings, military complexes, highways, parkland purchases, and other federal activities are proposed. Environmental Assessments (EAs) and Environmental Impact Statements (EISs), which are assessments of the likelihood of impacts from alternative courses of action, are required from all Federal agencies and are the most visible NEPA requirements.

Endangered Species Act (ESA) 7 U.S.C. 136; 16 U.S.C. 460 et seq. (1973)

The Endangered Species Act provides a program for the conservation of threatened and endangered plants and animals and the habitats in which they are found. The U.S. Fish and Wildlife Service of the Department of the Interior maintains the list of 632 endangered species (326 are plants) and 190 threatened species (78 are plants).

Species include birds, insects, fish, reptiles, mammals, crustaceans, flowers, grasses, and trees. Anyone can petition FWS to include a species on this list. The law prohibits any action, administrative or real, that results in a "taking" of a listed species, or adversely affects habitat. Likewise, import, export, interstate, and foreign commerce of listed species are all prohibited. EPA's decision to register a pesticide is based in part on the risk of adverse effects on endangered species as well as environmental fate (how a pesticide will affect habitat). Under FIFRA, EPA can issue emergency suspensions of certain pesticides to cancel or restrict their use if an endangered species will be adversely affected. Under a new program, EPA, FWS, and USDA are distributing hundreds of county bulletins that include habitat maps, pesticide use limitations, and other actions required to protect listed species.

Toxic Substances Control Act (TSCA) 15 U.S.C. s/s 2601 et seq. (1976)

The Toxic Substances Control Act (TSCA) of 1976 was enacted by Congress to give EPA the ability to track the 75,000 industrial chemicals currently produced or imported into the United States. EPA repeatedly screens these chemicals and can require reporting or testing of those that may pose an environmental or human-health hazard. EPA can ban the manufacture and import of those chemicals that pose an unreasonable risk.

Also, EPA has mechanisms in place to track the thousands of new chemicals that industry develops each year with either unknown or dangerous characteristics. EPA then can control these chemicals as necessary to protect human health and the environment. TSCA supplements other Federal statutes, including the Clean Air Act and the Toxic Release Inventory under EPCRA.

Government Performance Results Act (GPRA) OF 1993

The Government Performance and Results Act (GPRA), holds federal agencies accountable for using resources wisely and achieving program results. GPRA requires agencies to develop plans for what they intend to accomplish, measure how well they are doing, make appropriate decisions based on the information they have gathered, and communicate information about their performance to Congress and to the public. GPRA provides for the establishment of strategic planning and performance measurement in the Federal Government.

Federal Managers Financial Integrity Act (FMFIA) of 1982 (31 U.S.C. 3512)

An Act to amend the Accounting and Auditing Act of 1950 to require ongoing evaluations and reports of the adequacy of the systems of internal accounting and administrative control of each executive agency, and for other purposes.

The Office of Enforcement and Compliance Assurance (OECA)

Working in partnership with EPA Regional Offices, State Governments, Tribal Governments and other Federal agencies, ensures compliance with the nation's environmental laws. Employing an integrated approach of compliance assistance, compliance incentives and innovative civil and criminal enforcement, OECA and its partners seek to maximize compliance and reduce threats to

public health and the environment.

**Divisional Activity Responsibility Matrix
Regional Plan 2004-2008**

GOAL 1	Regional Priorities	Art ARTD	Leo WWPD	Gale ENSV	Cecilia SUPR	ECO	PLMG	Patrick OEP	Martha CNSL	
1.1.1.1	S	X		0				0		
1.1.1.2	A,S	X		0				0		
1.1.1.3	S	X								
1.1.1.4	S,C	X		0						
1.1.1.5	S	X		0						
1.1.1.6	S	X		0						
1.1.1.7	S	X		0						
1.1.1.8	S	X						0		
1.1.1.9	S,C			X						
1.1.2.1	S	X		0						
1.1.2.2	S	X		0						
1.1.2.3	S	X		0						
1.1.2.4	S	X								
1.2.1	S	X					0			
1.2.2	S	X						0		
1.2.3	S	X					0	0		
1.2.4	S	X					0			
1.3		See Goal 5								
1.4.1.1	S, C	X					0			
1.4.1.2	S, C	X			0					
1.4.2.1	S, C	X						0		
1.4.2.2	S, C	X			0					
1.4.2.3	S, C	X	0	0	0		0	0	0	
1.5.1	S,C	X					0	0		

X _ Denotes primary responsibility for activity
0 - Denotes secondary responsibility for activity

GOAL 1	Regional Priorities	Art ARTD	Leo WWPD	Gale ENSV	Cecilia SUPR	ECO	PLMG	Patrick OEP	Martha CNSL
1.5.2	S, C	X							
1.5.3	S, C	X							
1.6.1.1	S	X							
1.6.1.2	S	X							
1.6.1.3	S			X					
1.6.1.4	S			X					

X - Denotes primary responsibility for activity
0 - Denotes secondary responsibility for activity

GOAL 2	Regional Priorities	Art ARTD	Leo WWPD	Gale ENSV	Cecilia SUPR	ECO	PLMG	Patrick OEP	Martha CNSL
2.1.1.1	S		X						
2.1.1.2	S		X						
2.1.1.3	A, S, C		X						
2.1.1.4	A, S, C		X						
2.1.1.5	S		X	0			0		0
2.1.1.6	A, S		X	0				0	
2.1.1.7	A, S		X	0			0		
2.1.1.8			X		0				
2.1.2.1	A, S, C		X	X					
2.1.3.1	A, S, C		X	0					
2.2.1.1	A, S, C		X	0					
2.2.1.2	A, S, C		0	X					
2.2.1.3	A, S, C		X						0
2.2.1.4			X	0					
2.2.1.5	A, S, C		X	0			0	0	0
2.2.1.6	A, S, C		X						
2.2.1.7	A, S, C		X						0
2.2.1.8			X						

X _ Denotes primary responsibility for activity
0 - Denotes secondary responsibility for activity

GOAL 3	Regional Priorities	Art ARTD	Leo WWPD	Gale ENSV	Cecilia SUPR	ECO	PLMG	Patrick OEP	Martha CNSL
3.1.1.1	A	X					0		
3.1.1.2	A	X					0		
3.1.2.1	S	X							
3.1.2.2	S	X							
3.1.2.3	S	X							
3.1.2.4	S, C	X							
3.1.2.5	S, C	X							
3.2.1.1	S	0	X	X	X			0	
3.2.1.2	S, C	0			X			0	
3.2.1.3	A, C	X			X				
3.2.2.1		X		0	X				
3.2.2.2	S, C	X		0	X				
3.2.2.3	S, C	X	0	0	X				
3.2.2.4	S, C	X			X			0	0
3.2.2.5	S, C	X			X				
3.2.2.6	S, C	0	0	0	X			0	
3.2.3.1					X				X
3.3.1.1	S, C			0	X				
3.3.2.1	S	X	0	X	X		0		
3.3.2.2	A, S, C	X			X				

X _ Denotes primary responsibility for activity
0 - Denotes secondary responsibility for activity

GOAL 4	Regional Priorities	Art ARTD	Leo WWPD	Gale ENSV	Cecilia SUPR	ECO	PLMG	Patrick OEP	Martha CNSL
4.1.1.1	A, C, S		X						
4.1.1.2	A, C		X						
4.1.1.3			X						
4.1.1.4	A		X				0	0	0
4.1.1.5	A		X						
4.1.1.6			X						
4.1.1.7	A		X					0	
4.1.2.1	A, C		X						
4.1.2.2	A, C		X						
4.1.2.3	A, C		X						
4.1.2.4	S, C		X						
4.1.2.5			X						
4.1.3.1	S	X					0	0	
4.1.3.2	S	X					0		
4.1.3.3	S			X					
4.1.3.4	S, C	X							
4.1.3.5	A	X							
4.1.4.1	A, S	X							
4.1.4.2	A, S	X							
4.2.1.1	A, S, C							X	
4.2.1.2	A, S, C		0				0	X	
4.2.1.3	A, S, C		0				X		
4.2.1.4	A, S, C		0			X			
4.2.2.1	A, S, C		0	0		X			
4.2.2.2	A, S, C		0			X		0	
4.2.2.3	A, S, C					X			
4.2.2.4	A, S, C		0			X	0		
4.2.2.5						X			

X _ Denotes primary responsibility for activity
0 - Denotes secondary responsibility for activity

GOAL 4	Regional Priorities	Art ARTD	Leo WWPD	Gale ENSV	Cecilia SUPR	ECO	PLMG	Patrick OEP	Martha CNSL
4.2.2.6	A, S, C					X	0	0	
4.2.3.1	A, S, C				X			0	
4.2.3.2	A, S, C				X				
4.2.3.3	A, S, C				X				
4.2.3.4	A, S, C				X				
4.2.3.5	A, S, C				X				
4.2.3.6	A, S, C		0		X			0	
4.2.3.7	A, S, C				X				
4.2.3.8	A, S, C				X				
4.3.1.1	C		0	X					
4.3.1.2	C	0	0	X	0			0	
4.3.2.1	C		X	0					
4.3.2.2	C		X	0					
4.3.2.3	C		X	0			0		
4.3.2.4	C		X					0	
4.3.5.1	A, C		X	0					
4.4.1.1	A, S, C	0	0	X	0	0			
4.4.1.2	A, S, C	0	0	X	0				
4.4.1.3	S	0	0	X					
4.4.1.4	A		0	X					
4.4.1.5	A, S	0	0	X	0				
4.4.1.6	S	0		X	0				
4.4.1.7	C	X	0	0	0				

X _ Denotes primary responsibility for activity
0 - Denotes secondary responsibility for activity

GOAL 5	Regional Priorities	Art ARTD	Leo WWPD	Gale ENSV	Cecilia SUPR	ECO	PLMG	Patrick OEP	Martha CNSL
5.1.1.1	A, S, C	0	0	0	0	X		0	
5.1.1.2	A, S, C	0	0		0	X		0	
5.1.1.3		0	0		0	X		0	
5.1.2.1	A, S, C					X			0
5.1.2.2	A, S, C	0	0		0	X			0
5.1.3.1	A, S, C	0	X	0	0	X			0
5.1.3.2	A, S, C	0	X	0	0	X			0
5.1.3.3	A, S, C	0	X	0	0	X			0
5.1.3.4	A, S, C	0	X	0		X			0
5.1.3.5	A, S, C	0	X	0	0	X			X
5.1.3.6	A, S, C	0	X		0	X			X
5.2.1.1		0	0			0	X		
5.2.1.2		X					0	0	
5.2.1.3		X					0	0	
5.2.1.4		X	0		0	0	0		
5.2.1.5		0	0	X					
5.2.1.6				X					
5.2.1.7				X					
5.2.1.8				X					
5.2.2.1	A	X	0						
5.2.2.2		X			0				
5.2.2.3		X	0						
5.2.2.4		X			0				
5.2.3.1		X	0						
5.2.3.2		X	0			0		0	
5.2.3.3		X							
5.2.3.4		X							

X _ Denotes primary responsibility for activity
0 - Denotes secondary responsibility for activity

GOAL 5	Regional Priorities	Art ARTD	Leo WYPD	Gale ENSV	Cecilia SUPR	ECO	PLMG	Patrick OEP	Martha CNSL
5.2.4.1		0	0		0	0	X		
5.2.4.2		0	0		0	0	X		
5.2.4.3		0	0		0	0	X		
5.2.4.4		0	0		0	0	X		
5.3.1	S	0	X or 0				X	0	0
5.3.2	A, S, C		X or 0				X	0	0
5.3.3	S	X					0		
5.3.4	A, S, C		X or 0				0	0	0
5.3.5	A, S, C		X				0		
5.3.6	A, S, C	0	X or 0	0	0		X	0	
5.3.7	A, S, C		0				X	0	0
5.3.8	A, C	X			0		0		
5.3.9	A, S, C		0				X	0	0
5.3.10	A, S, C		0				X	0	0
5.3.11	C	0	0	0		0	X	0	
5.3.12	A, S, C						X		
5.4.1.1	A, S, C	0	0	X	0	0			
5.4.2.1	A, S, C	0	0	X	0	0			

X _ Denotes primary responsibility for activity
0 - Denotes secondary responsibility for activity

WWPD Accountability to the Regional Administrator

Target (Goal)	Objective	Subobjective	Activity	WWPD 04 Operating Plan Actions (Regional Priority)	Reporting <i>Congressional Reporting</i>
2	1 Protect Human Health	1. Water Safe to Drink	(1-5) Population served drinking water that meet health-based standards	#1 Work with states in development of rules and effective Capacity Development Program	<p><i>a. 92% of the population served by community water systems will receive drinking water meeting all health-based standards in effect as of 1994, up from 83% in 1994.(APM-100)</i> <i>(National - 92</i></p> <p><i>b. 85 % of the population served by community water systems will receive drinking water meeting health-based standards promulgated in or after 1998. (APM-101)</i></p>
2	1 Protect Human Health	1. Water Safe to Drink	(6) Protect Sources of Drinking Water	#1-10% of source water areas for CWS will have source protection strategies in place targeted for sensitive populations .	<i>c.500/10% of community water systems and percent of population served by those CWSs that are implementing source water protection programs. APM130 (7500/25% nationally)</i>

Target (Goal)	Objective	Subobjective	Activity	WWPD 04 Operating Plan Actions (Regional Priority)	Reporting <i>Congressional Reporting</i>
2	1 Protect Human Health	1. Water Safe to Drink	(8)Safeguard public health and safety by providing technical support to drinking water and wastewater utilities	#1, #2 Vulnerability Assessments and Emergency Response Plans completed using regional approach & protecting sensitive populations	<p>Narrative for successful approaches in with systems.</p> <p><i>100 Percent of the population and the number of community water systems - - serving more than 50,000 to 99,999 people - - that have certified the completion of their vulnerability assessment and submitted a copy to EPA. APM - HS-01</i></p> <p><i>100 Percent of the population and the number of community water systems - - serving more than 50,000 to 99,999 people - - that have certified the completion of the preparation or revision of their emergency response plan. APM-HS-02</i></p> <p><i>80 Percent of the population and the number of community water systems - - serving 3,301 to 49,999 people - - that have certified the completion of their vulnerability assessment and submitted a copy to EPA. APM HS-03</i></p>
2	2. Protect Water Quality	1. Improve Water Quality Via Watershed Approach	(1) Protect and restore at Watershed scale	# 4 National Watershed pilots such as Rathbun #7Regional Watershed Approach e.g., Sedallia, IA Great lakes) targeted for sensitive populations, critical ecosystems, and agriculture	Narrative on Progress

Target (Goal)	Objective	Subobjective	Activity	WWPD 04 Operating Plan Actions (Regional Priority)	Reporting <i>Congressional Reporting</i>
2	2. Protect Water Quality	1. Improve Water Quality	(1) Oversee State and Tribal WQ Management Planning	#21 Provide direct technical and managerial assistance to R7 tribes for water quality management planning, monitoring, and groundwater protection.	# of tribal water quality reports <i>Percent of Tribes with EPA-reviewed monitoring and assessment occurring. (cumulative) [Base of 572] (APM 401)</i>
2	2. Protect Water Quality	1. Improve Water Quality	(1) Oversee State and Tribal WQ Management Planning	#22 Provide coordination and support to build tribal capacity for more effective implementation of all water programs	# of tribes conducting water quality monitoring <i>Percent of Tribes with delegated and non-delegated programs (cumulative) [Base of 572] (APM 400)_</i> <i>Percent of Tribes with EPA-approved multimedia workplans (cumulative) [Base of 572](APM 402)</i>
2	2 Protect Water Quality	1. Improve Water Quality Via Watershed Approach	(3) Restore Water Quality via TMDL	#22 TMDL Decision packages	Numbers of approvals and narrative <i>141 State-established TMDLs approved (incremental) [Base of 7,585 in FY 03]. (CPM) (APM-220) and 0 EPA established TMDLs (APM 221)</i>
2	2 Protect Water Quality	1. Improve Water Quality Via Watershed Approach	(5) Approve/D0isapprove state WQS for backlog and new.	KS, and IA approvals/disapprovals MOU with MO MOU with IA	Numbers and narrative <i>2 States with new or revised water quality standards that EPA has reviewed and approved or disapproved and promulgated federal replacement standards. (APM-220)</i> Progress with developing MOUs

Target (Goal)	Objective	Subobjective	Activity	WWPD 04 Operating Plan Actions (Regional Priority)	Reporting <i>Congressional Reporting</i>
2	2. Protect water Quality	1. Improve Water Quality via Permits	(7) Increase Number of NPDES permits issued and Keep all permits Current for cleaner water	#6 Improve permit backlogs for 90% of majors and 81% of minors.	<i>90 percent of Major point sources that are covered by current permits. (90% nationally) APM 302</i> <i>81 percent of Minor point sources that are covered by current permits. (87% nationally) APM303</i>
2	2. Protect water Quality	1. Improve Water Quality via Permits	(7) Increase Number of NPDES permits issued and Keep all permits Current for cleaner water	#9 Establish effective revised state CAFO NPDES program including appropriate use of alternative technology systems. #10 CAFO program on Tribal lands protecting sensitive populations and agriculture	Narrative
2	2. Protect Water Quality	1. Improve Water Quality via SRF funds	(8) Increase Utilization of SRF funds to Priority ranked systems.	#2 Provide technical assistance	<i>615 CW SRF projects that have initiated operations (cumulative). APM 315</i>

Target (Goal)	Objective	Subobjective	Activity	WWPD 04 Operating Plan Actions (Regional Priority)	Reporting <i>Congressional Reporting</i>
4	1. Reduce Risks to Human Health via Exposure to Chemicals, Organisms, and Pesticides	1. Implement FQPA and the Endangered Species Act by reducing exposure to the more toxic pesticides.	FQPA Ag Transition, Worker Protection for Sensitive Populations and Critical Ecosystems for Endangered Species	#1 FQPA Ag transition, actions including Atrazine Mitigation Plans #2 Work with States/Tribes/EJ Contacts on worker safety programs, including programs related to migrant farm workers and children #3 Work with OPP on field implementation activities related to protection of endangered species and critical ecosystems from pesticides	Narrative on significant pesticide activities directly related to the three Regional priorities
5	1 Improve Compliance	3 Monitoring and Enforcement	(2)credible deterrent to noncompliance (3). Participation in national and regional enforcement priorities	#- % SNCs addressed on Watch list and SNC lists #- CAFO, Stormwater, SSO, and CSO enforcement using regional approach targeting for Sensitive Populations and Agriculture	Watch List numbers, Enforcement numbers, and narrative Case Conclusion Data
1	2. Adequate Systems	2. Efficient and Effective Grants Management	(1)All grants in WWPD managed to achieve the goals of 2, 4, and 5	#1-5 Pre-application, award, post-monitoring, review final products, Close-outs	Numbers and narrative

WWPD Expectations

Accountability Expectations

- Do what we commit to do.
- Timely delivery of quality products and services.
- Developing and maintaining systems for measuring results of programs.
- Setting and communicating clear goals and expectations for people, programs and outcomes.
- Developing and maintaining constructive relationships with peers, states, grantees, and other partners and customers.
- Conducting periodic evaluations of the performance of systems programs and people and readjusting as necessary.

Cross-Program/Organization Coordination Expectations

- Intra-division and inter-division coordination is expected.
- Division Director level briefings will be cancelled if appropriate organizations are not represented.

Enforcement Expectations

- Use the most effective compliance tool to achieve or go beyond regulatory compliance.
- Administrative and judicial enforcement will be used where appropriate to achieve compliance.
- The goal is to strike a balance between the various enforcement tools available to us.
- Division programs will develop and maintain information on potential and ongoing enforcement actions, using national data systems.
- WWPD will be proactive in identifying issues demanding national attention.
- WWPD programs will support strong and effective state enforcement programs.

Grant Expectations

- WWPD will manage grants and cooperative agreements to ensure successful project/program outcomes.
- WWPD will promote capacity building and partnership while monitoring for adherence to applicable statutes, regulations, and policies.
- We will enhance our grants management capabilities through better documentation of the comparison of intended results (environmental/ human health) versus actual results.

Homeland Security Expectations

- Integrate Office of Water and WWPD efforts with those of other programs in the Region.
- Emphasis is on prevention.
- WWPD focus is education and outreach to stakeholders.

Innovations Expectations

Innovation is expected in all areas of doing business (improving problem solving capabilities, tools for programmatic and administrative issues, improving relationships with our partners and stakeholders, and enhancing overall performance within the Region.

Marketing and Outreach Expectations

- Update annually the WWPD Communications Strategy.
- Division priority.
- Align the WWPD Communications Strategy with the Regional OEP Communications Strategy.

State/EPA Interaction Expectations

- Expect collaboration and consultation.
- Create a joint mission/work plan/strategic plan.
- Leverage resources by openly sharing state and EPA staff expertise and capabilities to build capacity.
- Work proactively to identify and resolve problems and break barriers before a crisis evolves.

Tribal Expectations

- Provide technical assistance to the Tribes in R7.
- Support constructive efforts to develop tribal environmental programs.
- Coordinate closely with direct implementation of environmental programs.
- Maximize use of limited grant funds to achieve the greatest results on tribal lands.
- Maximize the effectiveness and efficiency of how we manage environmental programs on tribal lands.
- Encourage and promote cooperation and coordination between the Tribes and their respective State and EPA.

WWPD Philosophies

ACCOUNTABILITY PHILOSOPHY

WWPD employees are accountable in many ways to many entities including:

- to the Congress, the Administration, and to HQ to carry out our statutory responsibilities;
- to those who pay taxes and expect us to do our work in as efficient manner as possible;
- to the general public who expect our trust and dedication;
- to the State and local governments and to the regulated industries to provide clear direction, guidance, and technical assistance;
- to the Tribes to fulfill our federal “trust” responsibilities to them;
- to other branches, divisions, and regional employees to work together effectively; and ultimately,
- to ourselves to provide the highest level of effort and work ethic.

Accountability means:

- doing what we say and are asked to do;
- timely delivery of quality products and services;
- developing and maintaining systems for measuring results of programs;
- setting and communicating clear goals and expectations for people, programs, and outcomes;
- developing and maintaining constructive relationships with peers, states, grantees, and other partners/customers; and,
- conducting periodic evaluations of the performance of systems, programs, and people and readjusting goals, priorities, approaches and organization, if necessary.

The formal employee/manager accountability system that is currently in place (i.e., PERFORMS) will remain the principal formal tool for accountability of employee work. A system of recognition and consequences is also part of our accountability system.

The PPA/PPG should provide sufficient accountability of State agency performance both from a human health/environmental results standpoint and from a grants management standpoint.

Management and staff are jointly accountable for human health/environmental results and for identifying and resolving issues where our performance (including that of our partners) is falling short. A consultative and participative mode of manager/employee interaction will support this joint accountability.

Accountability Action Items:

- WWPD will begin working towards changes in the environmental agency PPA/PPG development process for FY04 and explore alternative mechanisms to provide additional accountability for State performance.
- For non-PPG grants, WWPD will develop appropriate workplan review mechanisms during FY03 and beyond to improve accountability for both environmental results and for grants management performance.

- All programs within WWPD will have a FY03 and beyond plan to conduct periodic evaluations of environmental results against performance management targets and use those evaluations as part of future operational/strategic planning processes.
- WWPD will coordinate measurement of environmental performance with HQ, other program divisions, and our external partners and provide and receive input from those entities in the setting and evaluation of performance targets.
- WWPD managers and staff will implement the short term action plan developed by the Organizational Improvement Management Expectations workgroup.
- Completion of the division's strategic planning process and the next generation of operating plans will be the foundation for setting clear expectations and measuring results.

CROSS-PROGRAMS/ORGANIZATION COORDINATION (WORKING RELATIONSHIPS) PHILOSOPHY

To more effectively implement our programs, we integrate across WWPD programs and the Region by networking, building relationships, and collaborating.

Examples (not all inclusive)

- Counter-Terrorism teams (Water, Pesticides and RICT).
- Review of state Waste Load Allocations and impact on NPDES permits.
- OEP staff members works with WQMB staff members developing marketing/outreach plan for soon to be publish watershed rule.
- NFMB staff member, ENSV/EMWC staff member, and CNSL attorney discuss the results of inspections and potential direction of enforcement actions.
- ST/OP team work with other division leaders in the region to develop goals for the WWPD strategic plan.
- DWGW staff working with ARTD/SWPP staff on source water protection goals.

Cross-Program Action items:

- Continue to identify and implement specific activities for staff to experience the benefits of this coordination.
- Use recognition process when demonstrating the philosophy.
- Provide direct feedback when not practicing the philosophy.
- Provide training, e.g. "Getting Work Done Through Others", "Teaming" and training targeted to specific groups.

ENFORCEMENT PHILOSOPHY

The philosophy of the Water, Wetlands & Pesticides (WWPD) Division is to use the most effective compliance tool to achieve and/or go beyond regulatory compliance.

Our philosophy shall be accomplished by through the following approaches:

- Enforcement will be used to achieve compliance to protect public health and the environment. National program guidance (e.g., OECA MOA) regional strategic themes (Agriculture, Sensitive Populations Protection and Critical Ecosystems), political and economic considerations, and regional and national enforcement authorities will be utilized in our decision making process.
- WWPD's goal is to strike an appropriate balance between the various enforcement related tools available to us (compliance assistance, compliance monitoring, compliance incentives, and formal/informal enforcement), while recognizing that how we achieve such a balance may differ between programs.
- WWPD programs will develop and maintain appropriate information on potential and ongoing enforcement actions. Reports will be developed based on this information which will be provided to and utilized by regional staff and management. WWPD will maintain national database systems so that current information will be collected for midyear and end-of-year enforcement reports.
- WWPD enforcement programs will take a national leadership role, including active participation on national conference calls, workgroups, and other related activities. WWPD will be proactive in identifying issues demanding national attention.
- WWPD programs will support strong and effective state enforcement programs. Such efforts may include capacity building, technical assistance, constructive oversight, and when necessary, EPA lead enforcement action. WWPD will also assist tribes who are interested in developing tribal enforcement programs. WWPD programs will maintain effective communication, coordination, and collaboration, both internally (between WWPD programs and ENSV, CNSL, ECO, CID) and externally with headquarter's offices, states, and tribes.

GRANT PHILOSOPHY

- WWPD will utilize our strategic planning priorities to direct targeting, solicitations, and negotiations of grant resources for all Division grant awards on an annual basis.
- WWPD will enhance our grants management capabilities through better documentation of the comparison of intended results (environmental/human health/other) versus actual results.
- WWPD will provide oversight and technical direction for contractor performance to ensure receipt of products and services purchased. Systems will be in place and function

as intended for pre-award issuance of work, contractor performance, monitoring, and closeout phases.

- WWPD will manage grants and cooperative agreements to ensure successful project/program outcomes. Capacity building and partnership will be promoted while monitoring grantee adherence to applicable statutes, regulations, and policies.

Grants Action Items:

- Our strategic priorities will be established within our strategic planning process and our annual operating plans will identify the geographic, sector, and policy targets for grant awards for each coming year.
- Procedures will be deployed for negotiation, management, and closeout that will provide clear documentation of the results of each grant.

HOMELAND SECURITY PHILOSOPHY

The philosophy of the Water, Wetlands & Pesticides Division (WWPD) in regard to the homeland security efforts is as follows:

- Efforts to protect the health and safety of the public and the infrastructure associated with WWPD program activities (e.g., water treatment systems, wastewater treatment systems, pesticides handlers, etc.) from terrorist threats is one of the highest priorities in the division.
- WWPD will take a leadership role in regional homeland security efforts and strive to integrate division efforts with those undertaken by other programs in the Region.
- WWPD's efforts will emphasize the prevention aspects of homeland security. Education and outreach efforts with appropriate stakeholders, including states and tribes, will be the division's focus. The division will provide advice and support to other regional programs whose responsibility is one of responding to terrorist events.
- WWPD will strive to develop and upgrade the necessary skills and capabilities of division staff to conduct appropriate homeland security activities.
- WWPD will take a national leadership role in homeland security efforts to meet division and region specific priorities, when appropriate.

INNOVATION PHILOSOPHY

In our endeavor to further a stronger system of environmental and public health protection, WWPD will strive to build and maintain a learning and renewing organization. Integral to this type of organization is the creation of an open atmosphere conducive to challenging both thinking and the way of doing our business. The search for new and innovative tools with which we can do our work and incorporate continuous improvement into our daily routines should be on-going. In adhering to our philosophies, carrying out our mission and accomplishing our goals, we will promote improving our problem solving capabilities, expanding our tools for proactively addressing programmatic and administrative issues, further improving relationships with our partners, and enhancing overall performance within the Division. We will shift away from the traditional expectation of just doing work and promote a balance between thinking/researching/creating and doing. As a Division, we accept that innovation creates risks, particularly in the event of less than successful results. However, fear of perceived risk-taking is not a sufficient reason for simply adhering to conventional approaches. It is, however, the responsibility of each member of the Division to assess and communicate innovative ideas along with the potential risks before acting.

Innovation is expected to be an on-going and evolving process of developing, modifying and implementing WWPD approaches (including systems and structures) to further increase the efficiency and effectiveness within the Division, with intra-Regional Office programs and with our partners.

Innovation Action Items:

- Integrate environmental and public health management more fully across media programs. Environmental management should be practiced with a holistic approach rather than as a series of separate air, water, and waste management tasks.
- Emphasize partnership and stakeholder collaboration. Work to include States, Tribes, other Federal government agencies and other interested stakeholders involvement in development of environmental and public solutions.
- Focus the Division's innovation efforts on identified areas of emphasis and, to the extent practicable, diversify our tools and approaches.
- Strive to encourage senior management to foster a more innovative culture and organization.
- Identify examples in our current Division environment where staff innovation is appropriate.
- Clearly articulate for the Division the "boundaries" of accomplishing our mission.

MARKETING PHILOSOPHY (Includes Technical Assistance and Outreach)

Region 7 water and pesticides team members will be strategically involved in our communities, with our regional regulatory organizations, and within our own regional office as we learn and teach to achieve environmental and human health results. Our knowledgeable and technically proficient employees will listen, assist, educate, enhance and support our partners and the regulated community by working together to determine the necessary information to achieve environmental solutions. An important element of our involvement outside the regional office is our marketing within the regional office as we communicate our program successes and needs for effective water and pesticides programs and resources, in order to meet the demands of our ever changing environment.

Marketing Action Items:

- Develop WWPD Outreach and Communication Strategy.
- Align the WWPD strategy with the Regional OEP strategy.
- Develop necessary skills within WWPD for in/outreach and marketing.
- Designate and identify responsible individuals within WWPD.
- Provide for necessary training and experience to develop technical expertise.

STATE/EPA INTERACTION PHILOSOPHY

It is acknowledged that states have the primary responsibility for implementing most environmental programs. In most cases, it is EPA's role to oversee and assist the states in fulfilling their responsibility. It is, therefore, essential that EPA and Region 7 states establish and maintain a strong bond and trust in order to effectively accomplish our joint environmental and public health mission. In order to establish this bond, EPA region and counterpart state programs must establish and maintain a cooperative and cohesive approach which considers environmental and public health issues as being interdependent with each other and ensures mutual accountability. However, it is recognized that EPA's statutory mandates and regulatory responsibilities may impact this interaction. Most, if not all, division programs have in some way a direct or, at a minimum, an indirect influence or impact on other division programs. Considering this, we will work to develop and enhance our interaction with all related state programs towards maximizing the effectiveness and results in order to accomplish our joint mission.

Our State/EPA Interaction Philosophy is to:

- Co-implement with R-7 States, water and pesticide programs;
- Negotiate expected performance goals and expected outputs in a joint collaborative manner;
- Create environments for open, honest communication;

- Promote consultation;
- Create a joint mission;
- Leverage resources by openly sharing state and/or EPA staffs' technical expertise and capabilities in order to build capacity;
- Develop synergetic approaches in order to more effectively accomplish our mission; and
- Work proactively to identify and resolve problems and barriers, before a “crisis” evolves.

State/EPA Interaction Action Items:

- Better prepare ourselves for meetings with the states. Conduct internal program discussions and planning, so that we can better understand the multiple EPA demands and expectations on the states;
- Think about better ways to improve customer service to the states. An example might be consolidating the various grant programs so that applications are matched with funds and a funding source at EPA (e.g., 104(b)(3) and 106), rather than the state having to figure out the appropriate funding source;
- Include the States in our planning efforts and recommend that states include EPA, as appropriate, in their planning process. Initiate and jointly plan annual work planning meetings, including all water and pesticide programs decision makers from both States and EPA;
- Promote developing joint long term planning strategies. For example, forthcoming rules and assessing resource needs or developing TMDLs and issuing NPDES permits in the same watershed;
- Know and understand RA and DRA expectations of and message to R-7 states; and
- Develop a clear understanding of each others roles and responsibilities and hold each other accountable.

WWPD TRIBAL PHILOSOPHY

The Water, Wetlands and Pesticides Division will encourage and assist R7 Tribes in assuming regulatory and program management responsibilities for reservations lands. Providing technical assistance to the Tribes in Region 7 and supporting constructive efforts to develop tribal environmental programs, where appropriate, is our goal. Such technical assistance will include both programmatic assistance as well as assistance regarding proper management of grants.

Where tribal environmental programs are not feasible, WWPD will coordinate closely with the Tribes regarding direct implementation of the environmental programs. WWPD's efforts will focus on areas of greatest significance to the protection of human health and the environment. To the extent possible, WWPD will maximize use of limited grant funds to achieve the greatest results on tribal lands and to maximize the effectiveness/efficiency of how we manage environmental programs on tribal lands.

To facilitate effective implementation of environmental programs on Tribal lands, WWPD will encourage and promote collection of data which helps define the scope as well as priorities of environmental programs on Tribal lands.

Due to the unique nature and challenges facing environmental programs on Tribal lands, WWPD programs will promote development of joint communication strategies by EPA Region 7 and the respective Tribes. To the extent possible, WWPD will encourage and promote cooperation and coordination between the Tribes, their respective State, and EPA. WWPD will actively and constructively participate on the Regional Tribal Communications Work Group.

While there may be differences in how various programs interact with the Tribes and other entities regarding environmental programs on tribal lands, essentially all of the programs within WWPD are involved with the Tribes. Programs include:

- The State Revolving Fund Program
- NPDES
- CAFOs
- Drinking Water/Ground Water
- Pesticides
- Wetlands
- Water Quality Standards

WWPD will provide compliance assistance and enforcement on tribal lands as appropriate. Through the use of inspections, compliance assistance under cooperative agreements, and tribal inspections, we will ensure that federal requirements are met.

Region 7 and WWPD Organizational Values and Behaviors

“Values” are the nature of beliefs that used to guide our decisions and how we treat each other. “Behaviors” are the actions that demonstrate the following of our values. By choosing to be a member of Region 7 and WWPD:

I will value OPEN AND HONEST COMMUNICATION by:

- ▶ Having open, honest communication with all employees
- ▶ Fully communicating: who, what, where, when, why
- ▶ Seeking opportunities to dialogue, as well as provide constructive feedback
- ▶ Listening to and valuing differing opinions

And as a member of the Water, Wetlands and Pesticide Division by:

- ▶ Clarifying understanding by asking questions and listening to confirm
- ▶ Sharing information in a timely manner with everyone
- ▶ Providing feedback directly
- ▶ Receiving constructive feedback openly without retribution
- ▶ Using appropriate timing and language with the focus on behavior and actions

I will value LEADERSHIP AND ACCOUNTABILITY by:

- ▶ Leading by positive example; Leadership is everyone’s responsibility
- ▶ Encouraging and recognizing excellent work
- ▶ Senior staff and managers will be visible and interactive

And as a member of the Water, Wetlands and Pesticide Division by:

- ▶ Looking for ways to make things better
- ▶ Being a positive agency spokesperson outside the office
- ▶ Doing what needs to be done – taking the initiative
- ▶ Doing what I say I’ll do
- ▶ Accepting responsibility without making excuses.

I will value MUTUAL SUPPORT by:

- ▶ Ensuring fair and equitable treatment (fair/equitable doesn’t always equate to identical)
- ▶ Encouraging and accepting feedback - in a caring and constructive manner
- ▶ Trusting, encouraging, and nurturing one another to be their best
- ▶ Addressing unacceptable behavior

And as a member of the Water, Wetlands and Pesticide Division by:

- ▶ Treating everyone with respect and dignity
- ▶ Seeking and /or giving help
- ▶ Being cooperative
- ▶ Being accountable to the organization as a whole not just to my own work

I will value TEAMWORK by:

- ▶ Sharing responsibility and recognition for leadership, Leadership, and teamwork
- ▶ Facilitating the use of cross-program and non-traditional teams
- ▶ Practicing joint problem-solving
- ▶ Being visionary, having “big picture” view; encouraging Regional focus
- ▶ Having fun

And as a member of the Water, Wetlands and Pesticide Division by:

- ▶ Actively helping each other succeed
- ▶ Working together cooperatively
- ▶ Being an active participant as a team member

I will value INNOVATION by

- ▶ Viewing change as a sign of growth, progress and an opportunity for improvement
- ▶ Sharing responsibility for making change work for the best
- ▶ Working to overcome impediments; not to use impediments as roadblocks to change
- ▶ Not fearing risks; learning from efforts that are less than fully successful

And as a member of the Water, Wetlands and Pesticide Division by:

- ▶ Being creative and flexible
- ▶ Finding the positive in change
- ▶ Looking for opportunities to make positive change
- ▶ Having the courage to make decisions with a long-term vision
- ▶ Going beyond the norm

I will value CUSTOMER SATISFACTION by:

- ▶ Working with stakeholders collaboratively
- ▶ Providing timely and accurate response to all inquiries
- ▶ Knowing and responding to our customers and their needs

And as a member of the Water, Wetlands and Pesticide Division by:

- ▶ Being responsible to external and internal information requests
- ▶ Looking for ways to serve customers better
- ▶ Accepting responsibility outside our box

I will value RESPECT by:

- ▶ Treating everyone with respect
- ▶ Using diversity to accomplish the Agency’s mission
- ▶ Becoming part of the solution
- ▶ Embracing our differences to achieve the greater good

And as a member of the Water, Wetlands and Pesticide Division by:

- ▶ Valuing each others individuality and differences
- ▶ Not blaming others for our shortfalls
- ▶ Maintaining and respecting the balance between our and others personal and professional lives

WATER, WETLANDS, & PESTICIDES DIVISION (WWPD)

REGION 7 ORGANIZATIONAL STRUCTURE

(March 1, 2004) Page 8 of 8
 ("*" = Detail, "***" = Acting)

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CUSTOMERSUPPORT

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 x7001

DIRECTOR
WWPD

Vacant
EXECUTIVE OFFICEMANAGER

Betty Berry
 x7279

DEPUTY DIVISION DIRECTOR

Patricia Reitz

Mary Tietjen-Mindrup
 x7431
DRINKING WATER
MANAGEMENT
BRANCH (DRWM)

Includes the following programs and activities:

- UIC
- Public Water Supervision System (PWSS)
- Source Water Protection (Surface & Groundwater)
- PWSS Implementation within Indian Country
- State/Tribal Grants

Lisa Stufflebeam, x7051
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- Douglas Brune
- Patrick Costello
- Kenneth Deason
- David Doyle
- Robert Dunlevy
- Jeffrey Field
- Ralph Fournoy
- Ted Fritz
- Neftali Hernandez-Santiago
- Kurt Hildebrandt
- Morris Holmes
- Stephanie Lindberg
- Carolyn Mitchell
- Kim Olson
- Darlene Schowengerdt

Jack Kelly- SEE (IA)

Pradip Dalal
 x7454
WASTE WATER & INFRASTRUCTURE
MANAGEMENT
BRANCH (WIMB)

Includes the following programs and activities:
 Management of all aspects:

- Clean Water SRF
- Safe Drinking Water SRF
- Construction Grants:

Title II of the CWA
 NPDES permits and industrial

CSO/SSO; State Assistance & Oversight
 Issuance of Permits within Indian Country; 104g Operator Assistance Grants, O&M Awards

Dianna Brownell, x7634
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- Kelly Beard-Tittone
- John Dunn
- Don Gibbins
- Nancy Healy
- Kimberly Hill
- Mark Z. Matthews
- Judy Novak
- Harold Owens
- Alex Owtaka
- Ralph Summers
- Rao Surampalli
- Joyce Sousley

Billie Jacobson- SEE
 Daniel Rebeck- SEE

Luetta Flournoy
 x7653
PESTICIDES BRANCH
(PEST)

Includes the following programs and activities:

- Worker Protection
- Endangered Species
- State Management Plan
- Applicator Certification
- State/Tribal Grants
- Pesticide Stewardship
- Compliance Assistance
- Enforcement

Linda Koska, x7293
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- Jamie Green
- Brad Horchem
- Mark Leshner
- Barbara Pierce
- Elizabeth Murtagh-Yaw
- David Ramsey (MO)
- Shelly Rios-Laluz
- John Tice (NE)
- Mary Jane Wingett

- Lou Banks- SEE
- Glenn Kramer- SEE
- Vitula Lungren- SEE

Diane Huffman
 x7544
WATER ENFORCEMENT
BRANCH (WENF)

Includes the following enforcement programs and activities:

- NPDES
- CAFOs
- CSO/SSO
- Drinking Water PWSS
- Storm Water
- Wetlands/Section 104
- Review/Approval/Disapproval of Local POTW Pretreatment Proposals

Jann Doty, x7071
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- Kimberly Harbour
- Paula Higbee
- Diana Jackson
- Berla Jackson-Johnson
- Raju Karkarlapudi
- Dewayne Knott
- Larry Long
- Paul Marshall
- Linda McKenzie
- Cynthia Sans

Cheryl Crisler
 x7820
WATER QUALITY
MANAGEMENT
BRANCH (WQMB)

Includes the following programs and activities:

- Impaired Waters/303d
- Water Quality Standards
- TMDL

Jann Doty, x7071
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- Stan Calow
- Emily Detrich
- Damon Frizzell
- Jack Generaux
- Jay Hua
- Royce Kemp
- Ann Lavaty
- Don Miller
- Paul Schwaab
- Larry Shepard
- Royan Teter

Margaret Stockdale
 x7936
WATERSHED PLANNING
&
IMPLEMENTATION
BRANCH (WPIB)

Includes the following programs and activities:

- Water Program Integration
- Watershed Coordination
- Grants Management [604(b)/106/PPG/104(b)(3)]
- 305 (b) Reports/Monitoring
- Water Quality Cooperative Agreements (WQCA)
- Wetlands/404
- Big Rivers
- Nonpoint Sources Management

Monique Carter, x7490
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- Peter Davis
- Jason Daniels
- Julie Elfving
- Robert Fenemore
- Jacquelyn Ferguson
- Don Hamera
- Talva Hayes
- Regina Kidwell
- Kathy Mulder
- Jennifer Ousley
- Jeannette Schafer
- Tom Taylor
- Mandy Techau

Kenneth Bruene- SEE
 Carl Stevens- SEE

WWPD LIST

03/24/04

Immediate Office (IO)

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Lou Banks Chris Windmeyer Vitula Lungren Jamie Green
Dave Ramsey (FO) John Tice (FO) Elizabeth Murtagh-Yaw

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Don Hamera Ken Bruene Kathy Mulder Jeannette Schafer
Mandy Techau Carl Stevens Julie Elfving Talva Hayes
Pete Davis Jaci Ferguson (FO) Esther Moore Larry Stafford
Regina Kidwell

Water Quality Management Branch (WQMB)

Cheryl Crisler Royce Kemp Jay Hua Larry Shepard
Jann Doty Damon Frizzell Don Miller Emily Detrich
Jack Generaux Paul Schwaab Ann Lavaty Royan Teter

Note: Names in **BOLD** are Branch Managers
 Names in *ITALICS* are Office Managers

The Region 7
Water, Wetlands, Pesticide Division

FY 2004

Operating Plan

Target 1: Systems and Human Capital

Objective 1.1: WWPD Staff Development

Sub-Objective 1.1.1: WWPD Contributes Toward the Regional Human Capital Strategic Plan

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? Y/N	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
Sub-Objective 1.1.1 (1): WWPD Contributes Toward the Regional Human Capital Strategic Plan											
1. WWPD contributes toward the Regional Human Capital Strategic Plan.							PLMG	Y	on-going		
List/discuss potential impediments to achieving goal(s):											

¹ Key to Priority Column: D = Division (Leo), R = Regional (Gulliford/ Rice), N = National/HQ (Management Agreement), G = GPRA, O = Other.

Objective 1.2: Adequate Systems

Sub-Objective 1.2.1: Improved Systems that Achieve Greater Success with Goals 2, 4, and 5.

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? Y/N	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
Sub-Objective 1.2.1 (1): All database systems will continue to support core programs.											
Sub-Objective 1.2.1(2): WWPD can plan and track performance against goals and capture cost-based on sound financial systems and new accountability processes.											
Sub-Objective 1.2.1(3): WWPD utilizes Standard Operating Procedures that sets clear expectations.											
1. Work on WWPD Standard Operating Procedures for <ul style="list-style-type: none"> • Divisional Tracking System • Accountability to Strategic Plan & Operating Plan • Administrative functions, e.g. FOIA's, backfill of Administrative Executive Officer • State PPG - Internal Negotiations 								9/04		• # of SOPs developed and in operation	
List/discuss potential impediments to achieving goal(s):											

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Objective 1.2: Adequate Systems

Sub-Objective 1.2.2: Efficiently and Effectively Manage Grants to Provide for Environmental Improvements.

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? Y/N	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
Sub-Objective 1.2.2 (1): Efficiently & Effectively Manage Grants to Provide Resources for Environmental Improvements											
WWPD routinely processes annual program-specific grants and cooperative agreements to support State and Tribal efforts. In addition, the Division periodically processes grants and cooperative agreements that support ad hoc funding requests.											
1. Perform pre-application activities, i.e., developing quality projects, sending RFPs, ranking & scoring proposals, and reviewing & commenting on proposals.	X	X	X	X		All Project Officers in Branch	PLMG, all WWPD Branches	Y	on-going		• % of grants targeted for Branch, Division or R7 priorities
2. Complete award processing including funding recommendations, commitment notices, & IGMS entries per annual grants business plans.	X	X	X	X		All Project Officers in Branch	PLMG, all WWPD Branches	Y	on-going		• # of grants awarded per business plan
3. Conduct post-award monitoring during the life of the project, i.e., answering questions, formal amendments, oversight, etc.	X	X	X	X		All Project Officers in Branch	PLMG, all WWPD Branches	Y	as requested		• Approve/disapprove actions withing 60 days of receipt of completed request. • # reviews completed.
4. Review, comment &/or accept final products and other grant outputs in conformance with grant conditions.	X	X	X	X		All Project Officers in Branch	PLMG, all WWPD Br,	Y	in Work Plans		• # of products NOT accepted.
5. Closeout grants via FSR review, GRAD paperwork, & files to the records center.	X	X	X	X		All Project Officers in Branch	PLMG, all WWPD Br,	Y	60 days from final FSR		• # of grants closed within 60 days of final FSR

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Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? Y/N	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
6. Serve as Project Officer on watershed-related grants	X	X	X			WPIB staff	WWPD	Y	on-going		• # of grant Project Officers required
List/discuss potential impediments to achieving goal(s):											

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Target 1 - Systems and Human Capital

Target 2: Clean & Safe Water

Objective 2.1: Protect Human Health

Sub-Objective 2.1.1: Water Safe to Drink

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? Y/N	Deadline	Completed? (Y/N)	Measurement
	D	R	N	G	O						
<p>Sub-Objective 2.1.1 (1 & 3): By 2005, for health-based standards with a compliance date of December 2001 or earlier, the percentage will be 95% (95% by 2008) of a) the population served by community water systems that meets health-based standards and b) the community water systems that provide drinking water that meets health-based standards (2002 baseline - 93% of the population and 2002 baseline - 91.6% of CWS), and</p> <p>Sub-Objective 2.1.1 (2 & 4): for health-based standards with a compliance date of January 2002 or later (Stage 1 DBP, IESWTR, LT1ESWTR, and Arsenic), the percentage will be 80% (80% by 2008) of a) the population served by community water systems that meets health-based standards, and b) community water systems that provide drinking water that meets health-based standards (baseline populations and CWSs to be determined January 2004).</p>											

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Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? Y/N	Deadline	Completed? (Y/N)	Measurement
	D	R	N	G	O						
1. Oversee State PWSS Program's implementation of adopted rules to provide drinking water that meet health-based standards with compliance dates prior to December 2001.	X	X	X	X		Ken, Ralph, Doug, Bob			Quarterly 7/1 State ACRs		Using SDWIS – <ul style="list-style-type: none"> Percent of population served by community drinking water systems with no violations during the year of any Federally enforceable health-based standards that were in place by 1994. (04MAG) Population served by CWS providing drinking water meeting standards promulgated in or after 1998. (04MAG) Population served by non-community, non-transient drinking water systems with no violations during the year of any Federal enforceable health-based standards in place by 1994. (04 MAG)
2. Capacity Development Increase public health protection by ensuring new and existing community or non-transient non-community water systems have the technical, managerial and financial capabilities to implement the requirements of the SDWA. <ul style="list-style-type: none"> Establish a Region 7 Environmental Finance Center or an Alternate Approach to meet the Drinking Water Needs served by such a center. Establish criteria for annual reporting a successful Capacity Development Program. 			X		X	Bob, Doug, Ken, Ralph	SRF, WENF		9/30/04		<ul style="list-style-type: none"> Analysis Report of EFC-type needs for Region 7 and decision on Region 7's approach. Report criteria agreed to by EPA and States.

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Target 2 - Clean and Safe Water

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? Y/N	Deadline	Completed? (Y/N)	Measurement
	D	R	N	G	O						
3. Operator Certification. Increase public health protection by ensuring new and existing community or non-transient non-community water systems have an operator who is trained and certified by the State for that system											<ul style="list-style-type: none"> Annual New Systems Report and existing systems report. Annual Report that shows full implementation of the guidelines Expense Reimbursement Grant work to get operators at systems under 3300 trained and certified.
4. State PWSS Program Annual Performance Evaluations	X					Doug, Ken, Ralph, Bob	Coordination with SRF & ENF		IA- 12/03 KS- 11/03 MO-4/04 NE- 7/04		<ul style="list-style-type: none"> Report
5. Workplan Negotiations	X					Doug, Ken, Ralph, Bob			9/30 of each year		<ul style="list-style-type: none"> Approved PWSS Program Work Plan
6. Conduct training for States and systems	X	X				Ralph, Stan					<ul style="list-style-type: none"> LT2/Stage 2 Proposed Rules GWTR Proposed Rule
7. Complete State profiles for each of the new rules and identify areas of concern, actions to address concern and develop table to work with State regarding concerns.	X					Doug, Ken, Ralph, Bob			3/04		<ul style="list-style-type: none"> Completed profiles
8. Improvement of Data quality SDWIS/FED modernization: CDX; XML SDWIS/STATE: web-enabled; FedRep; PDAs Implement Data Verification Audit Recommendations					X	Carolyn, Darlene			9/04		<ul style="list-style-type: none"> Data Verification program: MO 2004; NE 2005; KS 2006; IA 2007 Report on implemented Data Verification Audit Recommendations.

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Target 2 - Clean and Safe Water

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? Y/N	Deadline	Completed? (Y/N)	Measurement
	D	R	N	G	O						
9. Primacy package revisions – all rules adopted and FR primacy packages completed.	X					Doug, Ken, Ralph, Bob			Iowa-1/04 KS-1/04 MO-2/04 NE-12/03		• Receipt of State Rulemaking and Federal Register Notices
10. Provide technical reviews/assistance of systems for States at State request or EPA recommendation	X	X				Stan, Ralph			As Reqst'd		11. Report reviews
11. Small System strategy Small communities are faced with a number of issues that impact there ability to responded to SDWA requirements	X	X				Ken			Quarterly		• Results and number of small systems receiving technical assistance, and compliance assistance in an effort to improve the compliance of small systems with new and existing standards. <i>(Outreach activity to small water supplies, eg. McCook meeting and Brainard technical assistance)</i>
12. Rulemaking workgroups – LT2/Stage 2 DBP/ GWTR / UCMR2 / Radon / Distribution System / 6-year review					X	Stan, Ralph, Doug, Ken			Quarterly		• Reports and updating State profiles of action #7.
13. Implementation workgroups – IESWTR/ LT1ESWTR/FBRR/ Stage 1 DBP/Arsenic/ Radionuclides						Stan, Ralph, Doug, Ken			Quarterly		• Reports

List/discuss potential impediments to achieving goal(s):

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Target 2 - Clean and Safe Water

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? Y/N	Deadline	Completed? (Y/N)	Measurement
	D	R	N	G	O						
<p>Sub-Objective 2.1.1 (5): Through supporting Tribes and water systems in implementing standards and promoting sustainable management of drinking water infrastructure on Tribal lands, by the end of 2004 ___% (95% by 2008) of the population served by community water systems in Indian country will receive drinking water that meets all applicable health-based drinking water standards. (2002 Baseline: 91.1% of population served by systems; year-to-year performance is expected to change as new standards take effect.)</p>											
1. 95% compliance will be achieved by Tribal community water systems that meet all existing health-based standards as of 1996. 95% compliance will be achieved for any new standards within 5 years after the effective date of each rule.	X	X	X	X		Morris	ENSV, CNSL		9/04		<ul style="list-style-type: none"> Percentage of CWS providing drinking water meeting standards promulgated before 1998. Percent of Tribal community and non-transient non-community water systems with a certified operator. (04) Annual Compliance Report Monthly TCR Sampling Reporting Enforcement/Compliance assistance to CWS Number of infrastructure grant projects funded for compliance purposes.
2. EPA, Tribes, and IHS complete joint planning by June of 04.	X				X	Morris, Kim	RIWG (POIS)		6/04		<ul style="list-style-type: none"> Development of a strategic approach to address PWSS program in Indian Country.
3. Utilize CAP DEV activities to build Tribal capacity.	X	X	X			Morris, Kim			9/04		<ul style="list-style-type: none"> Partnerships established using IAG/Contracts with other Federal agencies and non-profits Training completed. Workplans developed. Provide training on Rules

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Target 2 - Clean and Safe Water

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? Y/N	Deadline	Completed? (Y/N)	Measurement
	D	R	N	G	O						
4. Provide infrastructure improvement funding for CWS	X	X	X			Morris	PLMG		12/04		• Number of grant dollars allocated for Tribal projects Indian Health Service grant reviews.
5. Conduct sanitary surveys		X	X	X		Morris			9/04		• Number of surveys conducted • Report
6. Provide Tribal information for OECA MOA FY 05.	X	X	X			Morris	POIS		9/04		7. Report
7. Utilize SDWIS State to track Tribal compliance information.		X	X	X	X	Carolyn, Darlene			Annually		• Number of NOV's issued • Compliance monitoring <i>Internal Database to track TCR.</i>
8. Participate in Tribal DI Network	X		X			Morris, Kim			Annually		• National Issues • Tribal Consultations • Rule Development • Monthly Conference Calls • Workgroup Conferences
9. Consult with Tribes in NE and NHHS for the best ways to ensure implementation of PWWS in Tribal country.	X	X	X			Morris	CNSL, POIS		9/04		• Quarterly Updates • Final Summary

List/discuss potential impediments to achieving goal(s):

Sub-Objective 2.1.1 (6): Through our State, Tribal and local partners protect sources of drinking water from contamination so that by the end of 2004, 10% (50% by 2008) source water areas (both surface and ground water) for community water systems will achieve minimized risk to public health. (2002 Baseline: estimated be 5%; minimized risk” achieved by substantial implementation, as determined by the State, of source water protection actions in a source water protection strategy.)

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Target 2 - Clean and Safe Water

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? Y/N	Deadline	Completed? (Y/N)	Measurement
	D	R	N	G	O						
1. By end of 2004, 10% of source water area for CWS will have source water protection strategies in place, 2% of source water areas for CWS will have implemented some aspects of source water protection strategies by: a) Providing training to States/Tribes b) Providing SWP implementation guidance/strategy to States/Tribes c) Receive summary of assessment results to focus State and EPA outreach efforts d) Issue SWP small grants e) Assist Sedalia CWS in developing a source water strategy. f) Assist the IA Great Lakes area to develop stronger implementation mechanisms to implement a watershed protection strategy of which source water is a piece. g) Provide support to the Ground Water foundation with emphasis on source water protection and achieving the above goals						Stephanie, Kurt, Pat					<ul style="list-style-type: none"> • Number of community water systems and percent of population served by those CWSs that are implementing source water protection programs. (State & Tribes) (04 MAG) • Percentage of source water areas that have source water protection strategies in place.(States and Tribes) • Percentage of source water areas that have implemented some aspects of source water protection strategies. (States & Tribes) • Percentage of community water systems that have delineated source water areas that are available in GIS digitized format using the agreed upon data management protocols. • Narrative result-reports on a) through g).
						Stephanie	OEP		On-going		
						Stephanie	WPIB		On-going		
						Stephanie, Kurt, Pat	WPIB, GRAD		Annual		
						Stephanie	WPIB, OEP		Annual		
						Jeannette, Stephanie	P2, OEP		Annual		
						Jeannette, Kurt	OEP, P2		On-going		

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Target 2 - Clean and Safe Water

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? Y/N	Deadline	Completed? (Y/N)	Measurement
	D	R	N	G	O						
2. Address 100% of Classes I, II, III, and V wells identified in violation.						Kurt, Ted, Pat			Annual		<ul style="list-style-type: none"> # of wells in violation address by UIC program vs. # of wells in violation identified. # of wells w/ significant violations addressed in a timely manner vs. # of wells with significant violations.
3. Prohibit Class IV wells and Endangering Class V wells						Kurt, Ted, Pat			Annual		<ul style="list-style-type: none"> Number of Prohibited Class IV and Endangering Class V wells closed in the last 10 years as a baseline. Number of Prohibited Class IV and Endangering Class V wells closed in the last year. <p><i>(All UIC Program measures are due annually via 7520s or other reporting means. We should be able to gather updates via phone on a quarterly basis or more frequently if needed without too many problems.)</i></p>

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Target 2 - Clean and Safe Water

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? Y/N	Deadline	Completed? (Y/N)	Measurement
	D	R	N	G	O						
4. Class I and Class II wells maintain mechanical integrity.						Kurt, Ted, Pat			Annual		<ul style="list-style-type: none"> For each Class I, II and Class III (Salt Solution Mining) wells the # of wells maintaining MI vs. # of wells in the inventory. (MI failures with a release, Potential release to USDW, and Known release to USDW) For each class I, II, and III wells the # of wells with significant violation vs. # of wells in the inventory. (<i>In the latest draft, "uranium" has been replaced with the word "metal".</i>) For Class V wells the # of Active Endangering Class V well vs. # of Active Class V wells in the inventory.
5. By end of 2004, 2% of ground water-based source water areas for CWS will have a Class V survey completed.						Kurt			Annual		<ul style="list-style-type: none"> For class V wells, the number of CWS systems with Class V surveys completed vs. the number of CWS systems. <i>(Can also be reported as a county survey number. Need to see how States will handle it.)</i>

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Target 2 - Clean and Safe Water

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? Y/N	Deadline	Completed? (Y/N)	Measurement
	D	R	N	G	O						
6. By the end of 2004, 90% of known Class V motor vehicle waste disposal wells will be closed or permitted.						Kurt			Annual		<ul style="list-style-type: none"> Number of Prohibited Class IV and Endangering Class V wells closed in Ground water-based CWS source water areas. (The number of C2 wells)
7. By the end of 2004, the number of inspections conducted for Class II and Class V will increase _2% for a total 10% by 2008 using 2003 as the baseline.						Kurt, Ted, Pat	ENSV for Iowa DI Inspections		Annual		<ul style="list-style-type: none"> The number of Class II inspections in the year vs. the # of Class II wells in the inventory.
8. State Performance Reviews for KS, MO, & NE						Kurt, Ted, Pat			Annual		<ul style="list-style-type: none"> Final Report
9. State workplan negotiation and Evaluation						Kurt, Ted, Pat			Annual		<ul style="list-style-type: none"> Finalized Workplans
10. When requested complete Vulcan Petition.						Ted			TBD		<ul style="list-style-type: none"> Petition if needed (This is out of our control, now.)
11. Support Superfund actions that result in protection of source water.						Jeff			Quarterly		<ul style="list-style-type: none"> Reports
List/discuss potential impediments to achieving goal(s):											
Sub-Objective 2.1.1 (7): By 2015, in coordination with other Federal agencies, reduce by 50% the number of households on Tribal lands lacking access to safe drinking water.											

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Target 2 - Clean and Safe Water

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? Y/N	Deadline	Completed? (Y/N)	Measurement
	D	R	N	G	O						
Sub-Objective 2.1.1 (8): Safeguard Water Infrastructure											
Strategic target: Through 2008, safeguard public health and safety by providing technical support to drinking water and wastewater utilities.											
1. Timely submission of vulnerability assessments to HQ and other requirements in accordance with the Bioterrorism Act of 2002.						Ralph, Ken					<ul style="list-style-type: none"> • 100 % of medium system submittal of VA's • 80 % of the small system submittal of VA's
2. Emergency response plans developed by drinking water utilities.						Ralph, Ken					<ul style="list-style-type: none"> • 100% of large systems ERP certification submitted • 100% of medium systems ERP certifications submitted
3. Emergency response drinking water and waste water conference held in St. Louis.						Ralph					<ul style="list-style-type: none"> • Conference Evaluation
4. Communication/Outreach - Provide technical assistance on an ongoing basis.						Kim			Quarterly		<ul style="list-style-type: none"> • Calls, e-mails, quarterly reports
List/discuss potential impediments to achieving goal(s):											

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Objective 2.1: Protect Human Health

Sub-Objective 2.1.2: Fish & Shellfish Safe to Eat

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? Y/N	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
<p>Sub-Objective 2.1.2 (1): By 2008, the quality of water and sediments will be improved to allow increased on consumption of fish in not less than 3% of the water miles/ acres identified by States or Tribes as having a fish consumption advisory in 2002. (2002 Baseline: 485,205 river miles and 11,277,276 lake acres were identified by States or Tribes in 2002 as having fish with chemical contamination levels resulting in an advisory of potential human health risk from consumption.)</p>											
<p>List/discuss potential impediments to achieving goal(s): ENSV will be the Regional lead for achieving this goal, and WWPD will coordinate with them to accomplish this goal.</p>											

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Objective 2.1: Protect Human Health

Sub-Objective 2.1.3: Water Safe for Swimming

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? Y/N	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
<p>Sub-Objective 2.1.3: By 2008, the quality of recreational waters nationwide will be protected so that the number of waterborne disease outbreaks attributable to swimming in, or other recreational contact with, the ocean, rivers, lakes, or streams will be reduced to not more than 8, measured as a five-year average. (2002 Baseline: an average of 9 recreational contact waterborne disease outbreaks reported per year by the Centers for Disease Control over the years 1994 - 1998)</p>											
1. Participate in the statistically valid compliance evaluation for CSOs by conducting the required inspections and reporting the necessary information. Take enforcement as needed.			X			Jackson-Johnson		Y	09/04		• Reports
2. Develop an inventory of all communities with SSOs in the Region. With the States, categorize the communities by 1) existing correction underway, 2) limited problems to be addressed by the State, and 3) problems which need a strong federal approach.			X			TBD	GPCB	Y	Ongoing		• Report
3. Continue to support Iowa's Open Feedlot program.	X			X		Higbee		Y	Ongoing		• Reports
4. Perform a full review of the Nebraska NPDES program.			X			Staff	WIMB WRPB CNSL	N	0604		• Report

Objective 2.2: Protect Water Quality

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Sub-Objective 2.2.1: Improve Water Quality Via Watersheds

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
Sub-Objective 2.2.1 (1): Protect and Restore Water Quality at the Watershed Scale											
1. Provide regional leadership on watershed issues. Present R7's watershed-related efforts to HQ and other Regions.	X	X	X	X		Elfving	All programs, emphasis WWPD	Y	On-going		• # of watershed presentations.
2. Participate in National, State and Local Policy/ Initiative/ Regulation/ Guidance Development	X	X	X	X		Elfving	WWPD, RGAD	Y	On-going		• # of participation events
3. Coordinate internally and with national, State and local entities to assure comprehensive watershed planning and implementation of watershed efforts to address WQ and other environmental problems.	X	X	X	X		Elfving, Fenemore, Davis, Hamera, Taylor, Mulder, Daniels, Ousley	Potentially all programs	Y	On-going		• Quality of internal and external representations of watershed issues
4. Regional contact with Headquarters and others for implementing the Watershed Initiative within the Region (Rathbun Lake, Upper White River).	X	X	X	X		Elfving	Potentially all programs	Y	On-going		• # of contacts

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Target 2 - Clean and Safe Water

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
5. Use or aid others in using available tools to accomplish program goals, like focused goal setting, efficient implementation steps, output measurements, coordinated electronic/hard copy reporting, enhanced awareness or outreach, feedback to all parties, & other measures.	X	X	X	X		Elfving	Potentially all programs, but especially WWPD	Y	On-going, as requested		• TBD
6. Provide technical assistance to at least 3 local watershed entities, (Metro KC Regional Water Resources Planning, Policies, and Procedures (WRP3) Project, KVHA, and Table Rock Lake area, Iowa Great Lakes, Sedalia)	X	X	X	X		Elfving, Ferguson, Bertelsen, Schafer	WQMB NFMB	Y	on-going		• # of watershed projects assisted
7. Implement and Oversee the Water Quality Cooperative Agreements program to provide resources for at least 4 additional local watershed planning efforts annually.	X	X	X	X		Schafer, Bertelsen, Ferguson, Techau	WWPD, ENSV	Y	on-going		• Number of new watershed projects aided by WQCA funding
8. Conduct agriculture-related coordination with federal, State and local organizations	X	X	X			All	WQMB, WIMB, RA	Y	on-going		• # of coordination events
9. Coordinate with water-related program outreach activities, internally and externally	X	X	X			All	WWPD OEP	Y	on-going		• # of outreach events
10. Provide support to DDD for watershed Management Council activities.	X	X				WPIB Staff	WWPD	Y	on-going		• # of support events
List/discuss potential impediments to achieving goal(s): Shifting program priorities; reduced travel and financial resources; reduced or changed HQ direction on watershed issues.											

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Target 2 - Clean and Safe Water

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
Coordinate with and Participate in Internal and External Activities to Achieve Better Cross-Program Integrated and Effective Environmental Protection											
11. Participate in planning strategies, projects and selection processes giving technical and policy assistance from a WPIB perspective (such as Regional Cross-Media Team, Missouri's MoWIN, Regional Water Monitoring Team, Kansas Wetland and Riparian Alliance, and CBEP/EJ projects)	X	X	X			all	everywhere	Y	On-going		• positive participation efforts
12. Participate in current Branch, Divisional, Regional, and National activities/initiatives as active team members (such as IGMS deployment team, Strategic/Operating Planning Team, Ag Strategy development, and Outreach Strategy development)	X	X	X	X		all	everywhere	Y	On-going		• positive participation efforts
13. Participate in outreach efforts of others to provide information, awareness, and direction on water quality management planning and other issues (such as Eagle Days, other CBEP events, and Groundwater Festival)	X	X	X			all	NA	Y	On-going		• positive participation efforts
<p>List/discuss potential impediments to achieving goal(s): Single issue drivers such as citizen lawsuits, external forces such as resource shortages, and structural issues such as organizational alignments all can block effective coordination efforts.</p>											

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Target 2 - Clean and Safe Water

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
Oversee State and Tribal WQ Management Planning Processes to Assure State WQ Program Activities Meet CWA Requirements											
14. Coordinate & assist State work plan development to insure conformance with existing State WQ Mgmt Plans.	X		X			TBD	WQMB, NFMB, EMWC	Y	varies		<ul style="list-style-type: none"> Annual coordinated actions taken. i.e., calls, meetings, etc.
15. Participate in States' updates of WQM Plan components, i.e., basin plans, CPP's, TMDL, and NPS actions.	X		X			TBD	WQMB, NFMB, EMWC	Y	varies		<ul style="list-style-type: none"> # revised & updated WQM Plan components improved
16. Conduct reviews of WQM components to satisfy court orders, and settlement agreements.	X		X			TBD	WQMB, NFMB, EMWC	Y	varies		<ul style="list-style-type: none"> # reviews of WQM Plan components
17. Integrate & coordinate directions/ actions so planned WQM outcomes result from and are supported by other CWA programs (External to WPIB).	X		X			TBD	WQMB, NFMB, EMWC	Y	varies		<ul style="list-style-type: none"> # of integration and coordination events
18. Provide analysis of overall State funding for water programs and make recommendations to Division Director on funding issues impacting effective WQM actions	X		X			TBD	WQMB, NFMB,	Y	annually before pre-State work planning meetings		<ul style="list-style-type: none"> Funding Review fact sheet and policy recommendation output
19. Provide direct technical and managerial assistance to R7 Tribes for water quality management planning, monitoring, and groundwater protection	X		X	X		Hayes, Davis	WQMB, NFMB, DWGW	Y	varies		<ul style="list-style-type: none"> # of Tribal water quality reports completed by Tribes # of site visits to Tribes

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(Key Actions)	box)					(Lead Person)	(Program acronym)	ment? (Y/N)	line	Completed	Measurement
	D	R	N	G	O						
20. Provide coordination and support and build Tribal capacity for more effective implementation of all water programs	X		X	X		Hayes, Davis	WQMB, NFMB DWGW, Regional Tribal Group	Y	varies		<ul style="list-style-type: none"> # of Tribes conducting more than water quality monitoring programs (i.e., WQ Stds, watershed planning, NPS, permits, etc...)

List/discuss potential impediments to achieving goal(s): 1) Problems may be caused by forces beyond WPIB control. 2) Adequate staff resources are not available. 3) Available resources are focused on one portion of WQ Management processes to the detriment of others.

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						

Sub-Objective 2.2.1(2): Conduct Comprehensive, Balanced, and Scientifically Defensible Water Quality Monitoring and Assessment Programs

1. Each Region 7 State will prepare and adopt a comprehensive State water monitoring strategy that identifies and addresses additional actions necessary for the State to achieve comprehensive ambient monitoring coverage, conduct necessary site specific, program-related development monitoring, and utilize defensible monitoring and assessment science. The strategy should specifically include the 10 elements of the March 2003 "Elements of a State Water Monitoring and Assessment Program" EPA guidance document.	X	X	X			TBD	WQMB, ENSV	Y	End FY04		<ul style="list-style-type: none"> prepared and adopted State strategies
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Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
2. Each State will develop an implementation plan for the monitoring strategy that will address needed resources, and identify what existing and future sources of funding including EPA grants, other federal and State agency participation, and State funding avenues will be used to meet those needs. The plan also will include a schedule which will lead to substantial implementation of the strategy by FY08.	X	X	X			TBD	WQMB, ENSV	Y	End FY04		• plans developed
3. Each State will establish a process to develop annual goals for improving the comprehensiveness of its ambient water quality monitoring and increasing the capacity for special studies as part of its implementation plan, and will report on the status of meeting those goals in FY06.	X	X	X			TBD	WQMB, ENSV	Y	End FY04		• process established
<p>List/discuss potential impediments to achieving goal(s): State budget resource limitations or State legislative policy direction may slow program development and/or implementation. Resource trade-offs between special study and ambient monitoring needs may also slow program development and/or implementation.</p>											

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Target 2 - Clean and Safe Water

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
Assess the Quality of R7 Waters to Guide CWA Programs and Determine the Program Effectiveness											
4. Guide State submissions of WQ information so they better reflect EPA guidelines and result in more comprehensive assessments of State Waters	X		X	X		TBD	ENSV, WQMB, WPIB	Y	4/1- even yr 4/1 - odd yr		<ul style="list-style-type: none"> State 305b Rept Subm'l State Elec Data Subm'l increase in percentage of assessed waters
5. Participate in EPA HQ & RO water monitoring activities to focus good science & develop better tools to improve water assessments.	X		X	X		TBD	ENSV, WQMB	Y	on-going		<ul style="list-style-type: none"> RWMT participation
6. Develop the portrayal of WQ trends and status in the Region and communicate that to division and region	X		X	X		TBD	ENSV, WQMB	Y	on-going		<ul style="list-style-type: none"> Data to ENSV/Foster Report for WWPD Data for ppt slides
<p>List/discuss potential impediments to achieving goal(s): 1) Funding available and long term funding commitments for sampling, lab analysis, and data management is inadequate at all (federal, State, & local) levels. 2) Political will to pursue funds for monitoring and assessment is lacking and insufficient to meet the needs. 3) TMDL program intercepts most funding that would be directed at this phase of monitoring & assessment and diverts it to narrow focus efforts exacerbating the broader view of the resource. 4) CWA language and regulations give wide latitude to scope and format of Statewide monitoring, making nationwide or region-wide analysis complex and cumbersome. 5) The upgraded national STORET data system is not able to perform as user friendly data management tool, is only rarely usable as a basic tool for data manipulation, and is years away from the useability expected from a modern data base. 6) Because WQ changes occur gradually, five to ten or more years are needed to confirm real changes linked to land treatment. Short term monitoring is seldom effective because of the masking effects from climatic and hydrologic variability.</p>											
Review and Provide Comment on the 2004 303(d) Listing Methodology											

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Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
7. Missouri	X					Teter	N/A	Y	Jan. 2004		• Issue comment letter
8. Nebraska	X					Kemp	N/A	Y	Dec. 2003		• Issue comment letter
9. Kansas	X					Detrich	N/A	Y	Jan. 2004		• Issue comment letter
10. Iowa	X					Schwaab	N/A	Y	April 2004		• Issue comment letter
Review State 2004 303(d) Impaired Waters Lists											
11. Missouri: Approval/Disapproval action within 30 days of final submission	X	X	X			Teter	N/A	Y	May 2004		• Issue decision letter
12. Nebraska: Approval/Disapproval action within 30 days of final submission	X	X	X			Kemp	N/A	Y	May 2004		• Issue decision letter
13. Kansas: Approval/Disapproval action within 30 days of final submission	X	X	X			Detrich	N/A	Y	May 2004		• Issue decision letter
14. Iowa: Approval/Disapproval action within 30 days of final submission	X	X	X			Schwaab	N/A	Y	May 2004		• Issue decision letter
List/discuss potential impediments to achieving goal(s):											
Sub-Objective 2.2.1 (3): Restore Water Quality via TMDL Program Integration											

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Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
1. Ag. Coordination / USDA & State Ag Agencies – Coordination of TMDL Implementation		X				Frizzell* Generaux	Assc RA Ag, WPIB	Y	Feb 2004		• Work with Assc RA to set up State/NRCS/EPA TMDL Implementation meeting
2. NPS & BMP Effectiveness	X					Frizzell* Generaux	WPIB	Y	August 2004		• Highlight BMP effectiveness at 4-State TMDL Meeting
3. Coordination with WQ Stds / Nutrient Criteria Development	X					Generaux* Lavaty	WQ Stds, ENSV	Y	May 2004		• Participate in Nutrient workgroup meetings
4. Coordination with Superfund, RCRA, and Other Regional Programs	X					Frizzell Generaux* Lavaty Miller Hua	SUPR, RCRA	Y	Feb 2004		• Meeting with SUPR on TMDL for Tri-State metals issue prior to TMDL approval
5. Endangered Species Coordination / USFWS	X					Frizzell* Hua	CNSL	Y	Dec 2004		• Meeting with USFWS on TMDL processes
6. InterState/Tribal TMDL issues	X					Generaux Lavaty*	POIS	Y	On-going		• Participate in internal meetings about States and Tribes • Assist with regulations/ funding
7. Liaison 303d / 305(b) Lists	X					Frizzell Generaux* Lavaty Miller Hua	No	Y	June 2004		• Provide WQ Stds staff with TMDL perspective on 303d 2004 lists and methodology as they are submitted

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Target 2 - Clean and Safe Water

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
8. Regional Monitoring			X			Lavaty* Generaux	ENSV	Y	On-going		<ul style="list-style-type: none"> Participate in monthly Regional Monitoring Team meetings Supply regional representative to National Workgroup calls and meetings
9. Stormwater Coordination	X					Generaux Lavaty*	WIMB	Y	Checklist modified by Dec. 2003 Coordination on-going		<ul style="list-style-type: none"> Maintain up to date knowledge on regs/guidance/policy and applicability to pertinent TDMLs Confirm coordination with both WIMB and Permits on any Permit related TMDL (QA/QC check list to be modified to require coordination checkoff.)
10. NPDES / CAFO Coordination		X				Generaux Frizzell Miller*	WIMB	Y	Checklist modified by Dec. 2003 Coordination on-going		<ul style="list-style-type: none"> Confirm coordination with both WIMB and Permits on any Permit related TMDL (QA/QC check list to be modified to require coordination checkoff)
11. Pesticide Coordination	X					Frizzell*	PEST	Y	Checklist modified by Dec. 2004 Coordination on-going		<ul style="list-style-type: none"> Confirm State coordination with State Ag Depts on any Pesticide related TMDL. (QA/QC check list to be modified to require coordination checkoff)

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Target 2 - Clean and Safe Water

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
12. Coordination with USGS	X					Generaux	ENSV	Y	March 2004		<ul style="list-style-type: none"> Review progress and attend meeting on Kansas grants which use USGS resources
Restore Water Quality via State TMDL Capacity Building											
13. Pathogen Study	X					Hua* Frizzell	ENSV	Y	On-going		<ul style="list-style-type: none"> Will continue to work with ENSV on potential expansion of Regional capabilities to do source tracking.
14. Regional TMDL Conference	X					Frizzell Generaux Lavaty Miller Hua	No	Y	August 2004		<ul style="list-style-type: none"> The TMDL team will host the yearly 4 State TMDL meeting
15. Shallow Lakes Study	X					Lavaty* Generaux	No	Y	On-going		<ul style="list-style-type: none"> Maintain contact with researchers, progress and products
16. State Programs Technical Capacity Development	X					Generaux* Lavaty Miller	No	Y	June 2004		<ul style="list-style-type: none"> Sponsor technical training
17. State Training Coordination	X					Frizzell	No	Y	June 2004		<ul style="list-style-type: none"> Arrange for contracts to accomplish training in Advanced Statistics
18. State Programs Coordination & Strategy Development	X					Generaux	No	Y	On-going		<ul style="list-style-type: none"> Meet at least quarterly with each of the State TMDL staff on upcoming TMDLS and strategies for development.

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Target 2 - Clean and Safe Water

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
19. Exotic / Invasive Species	X					Lavaty	No	N	On-going		<ul style="list-style-type: none"> Maintain contact with National Invasive Species Workgroup and calls when applicable
20. Sediment Modeling	X					Lavaty* Generaux	No	Y	Sediment workgroup mtg by June 2004		<ul style="list-style-type: none"> Maintain contact with ARS/NSL and coordinate Region 7 sediment workgroup
Restore Water Quality via TMDL Technical Review											
21. TMDL – Draft Reviews			X			Generaux* Lavaty Miller Frizzell	WQS	Y	On-going		<ul style="list-style-type: none"> 141 TMDLs Complete review of 95% of the drafts within 30 days
22. TMDL – Final Reviews			X			Generaux* Lavaty Miller Frizzell	WQS	Y	On-going		<ul style="list-style-type: none"> 141 TMDLs Complete review of 95% of the finals within 30 days
23. Wasteload Allocations / Reasonable Potential Calculations	X					Miller * Generaux	WIMB	Y	Yearly TMDL followup letter in Jan 2004		<ul style="list-style-type: none"> Cross reference to WLA with Permits staff performed and permits discussion is included in yearly followup TMDL letter
Restore Water Quality via TMDL Tracking and Administration											

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Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
24. Lawsuit Support and Tickler File Maintenance	X					Frizzell* Hua	CNSL	Y	On-going		<ul style="list-style-type: none"> All Lawsuits are tracked and reminders to responsible parties in advance of upcoming due dates. Yearly meetings with plaintiffs coordinated with CNSL.
25. National Database and Web Page Maintenance			X			Hua	No	Y	On-going		<ul style="list-style-type: none"> Review contract progress and products to create local database and interface with National database.
26. Tickler file for phased TMDLs	X					Frizzell Hua	No	Y	Yearly TMDL followup letter in Jan 2004		<ul style="list-style-type: none"> Yearly letter sent to each of the States on phased TMDL commitments.
27. TMDL – Decision Packages including Adm. Record and Index Reviews			X			Generaux Lavaty* Miller Frizzell	No	N	On-going		<ul style="list-style-type: none"> Ensure completion of decision packages within regulatory time frame and for admin record within 10 days of approval letter.
28. Contract/Grant Administration	X					Miller	PLMG	Y	On-going		<ul style="list-style-type: none"> Grant and contract files are maintained up to date and quarterly progress reports are submitted by recipients.
List/discuss potential impediments to achieving goal(s):											
Sub-Objective 2.2.1 (4): Develop Water Quality Management Plans for the Mississippi and Missouri Rivers											

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Target 2 - Clean and Safe Water

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
1. Ensure coordinated EPA programs implementation on the Missouri and Mississippi Rivers nationally, across EPA Regions and throughout the Mississippi River basin, particularly with regard to Gulf hypoxia issues.	X	X	X			Shepard			on-going		<ul style="list-style-type: none"> EPA Mississippi River Basin System Team (MRBST) participation.
2. Ensure consistent application and implementation of the requirements of sections 303(c) and 303(d) of the CWA to the mainstem of the Missouri and Mississippi River.	X	X	X			Shepard	WQMB		on-going		<ul style="list-style-type: none"> EPA Region 7 approval of consistent State water quality standards and section 303(d) listings for the mainstem of both rivers.
3. Ensure accurate assessment and communication of the water quality of the Missouri and Mississippi Rivers to natural resource managers and the public.	X	X	X			Shepard	ENSV		on-going		<ul style="list-style-type: none"> Participation in Regional Water Management Team, MRBST, EMAP Central Basin Proposal Committee and USGS' Missouri River Coordination Committee.
4. Efficient and effective implementation of federal programs across federal agencies and the Mississippi River basin.	X	X				Shepard	WQMB, ENSV		on-going		<ul style="list-style-type: none"> Regional participation in the federal Midwest Natural Resources Group, the Missouri River Interagency Roundtable and the respective Basin Associations.
5. Improve compliance of federal projects sited on the mainstem of the Missouri and Mississippi Rivers with the requirements of NEPA.	X	X	X			Shepard	ENSV		on-going		<ul style="list-style-type: none"> Provide comments to the ENSV NEPA Team when requested. Regional participation in EPA/Army Corps of Engineers meetings.

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Target 2 - Clean and Safe Water

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
6. Foster sustainable development of river communities on the Missouri and Mississippi Rivers.	X	X				Shepard	OEP		on-going		• # of grant proposals submitted by river communities or river community groups
7. Complete national and Region 7 plans for dealing with the Lewis and Clark Bicentennial events within the nation and the Region, respectively, in the 2003-06 time period.	X	X				Shepard	OEP		6/02		• Complete plan with specific activities and resource support identified

List/discuss potential impediments to achieving goal(s):

Current Impediments: 1) Lack of clear policy direction on hypoxia issue from HQ. 2) Lack of clear policy direction on TMDLs for Large Rivers. 3) Lack of budgetary commitment to Mississippi River Basin System Team (MRBST) from Office of Water.

Future Impediments: 1) Travel funding. 2) FTE support.

Sub-Objective 2.2.1 (5): Develop Effective Water Quality Standards (WQS) that Protect Existing High Quality Waters and Achieve Fishable and Swimable Uses

Approve/Disapprove State Water Quality Standards

1. Kansas: Approval/Disapproval Action - WQS Revisions: Kansas Senate Bill 2219	X	X	X	X		Detrich	N/A	Y	Dec. 2003		• Issue decision letter
2. Iowa: Approval/Disapproval Action - partial WQS Revisions	X	X	X	X		Schwaab	N/A	Y	Sept. 2004		• Issue decision letter

Participate in Regional Water Quality Standards Workgroups

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Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
3. Region 7 RTAG Team	X					Teter, Detrich, Kemp, Schwaab	N/A	Y	Semi- annually		• Participate in meetings and provide technical comments
Complete Water Quality Standards Use Attainability Analysis Reviews											
4. Kansas: Submission of approximately 200 UAAs	X					Detrich	N/A	Y	Dec. 2003		• Review UAA's
5. Missouri: Primary Contact Recreation UAA Protocol Review	X					Teter	N/A	Y	Sept.r 2004		• Review and provide comments on protocol
6. Nebraska: UAA Protocol Review	X					Kemp	N/A	Y	Decembe r 2003		• Review and provide comments on protocol
7. Nebraska: Submission of approximately 100 UAA's	X					Kemp	N/A	Y	Septembe r 2004		• Review UAA's
8. Iowa: Primary Contact Recreation Assessment Protocol Review	X					Schwaab	N/A	Y	Septembe r 2004		• Review and provide comments on protocol
9. Iowa: MOU Assessment Submission - negotiation for new commitment dates	X					Schwaab	N/A	Y	Nov 2003		• Reach agreement with State on new dates
10. Nebraska: Final State/EPA MOU for UAA's	X					Kemp	N/A	Y	Oct 2003		• Signed MOU
Provide Water Quality Standards Technical Assistance											
11. Kansas Potawatomi Tribe WQS Review	X					Detrich	N/A	Y	On-going		• Provide Tribe with technical assistance

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Target 2 - Clean and Safe Water

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
Sub-Objective 2.2.1 (5): Develop Effective Water Quality Standards (WQS) that Protect Existing High Quality Waters and Achieve Fishable and Swimable Uses											
Approve/Disapprove State Water Quality Standards											
1. Kansas: Approval/Disapproval Action - WQS Revisions: Kansas Senate Bill 2219	X	X	X	X		Detrich	N/A	Y	Dec. 2003		• Issue decision letter
2. Iowa: Approval/Disapproval Action - partial WQS Revisions	X	X	X	X		Schwaab	N/A	Y	September, 2004		• Issue decision letter
Participate in Regional Water Quality Standards Workgroups											
3. Region 7 RTAG Team	X					Teter, Detrich, Kemp, Schwaab	N/A	Y	Semi-annually		• Participate in meetings and provide technical comments
Complete Water Quality Standards Use Attainability Analysis Reviews											
4. Kansas: Submission of approximately 200 UAAs	X					Detrich	N/A	Y	Dec. 2003		• Review UAA's
5. Missouri: Primary Contact Recreation UAA Protocol Review	X					Teter	N/A	Y	Sept. 2004		• Review and provide comments on protocol
6. Nebraska: UAA Protocol Review	X					Kemp	N/A	Y	Dec. 2003		• Review and provide comments on protocol
7. Nebraska: Submission of approximately 100 UAA's	X					Kemp	N/A	Y	Sept. 2004		• Review UAA's

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Target 2 - Clean and Safe Water

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
8. Iowa: Primary Contact Recreation Assessment Protocol Review	X					Schwaab	N/A	Y	Sept.. 2004		• Review and provide comments on protocol
9. Iowa: MOU Assessment Submission - negotiation for new commitment dates	X					Schwaab	N/A	Y	Nov. 2003		• Reach agreement with State on new dates
10. Nebraska: Final State/EPA MOU for UAA's	X					Kemp	N/A	Y	Oct. 2003		• Signed MOU
Provide Water Quality Standards Technical Assistance											
11. Kansas Potawatomi Tribe WQS Review	X					Detrich	N/A	Y	On-going		• Provide Tribe with technical assistance
12. NPDES Permit Writers	X		X			Teter, Detrich, Kemp, Schwaab	N/A	Y	On-going		• Provide NFMB permit writers with technical assistance
Review State 106/604(b) Workplans for WQS Activities											
13. Rview Draft 106 Workplans (PPG) for KS, IA, NE, and MO	X					Teter, Detrich, Kemp, Schwaab	N/A	Y	Annually - 4 th Quarter		• Provide comments on workplan

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Target 2 - Clean and Safe Water

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
14. Review draft 604(b) Grant Workplans for KS, IA, NE, and MO	X					Teter Detrich Kemp Schwaab	N/A	Y	Annually - 4 th Quarter		• Provide comments on workplan
Resolve Water Quality Standards Backlog Disapprovals											
15. Missouri: State/EPA MOU for outstanding disapproved WQS Revisions	X					Teter	N/A	Y	June 2004		• Signed MOU
16. Iowa: Revise/ Final State/EPA MOU for outstanding disapproved WQS Revisions	X					Schwaab	N/A	Y	Sept. 2004		• Signed MOU
Integrate Endangered Species Act Requirements with Water Quality Standards											
17. Endangered Species Coordination / USFWS (See 2.2.1(6) Activity 5)	X					Frizzell,* Schwaab, Teter, Kemp	CNSL	Y	Dec. 2004		• Meeting with USFWS on WQS processes
List/discuss potential impediments to achieving goal(s):											
Sub-Objective 2.2.1 (6): States Implement and Update Their Regulatory and Non-Regulatory Non -Point Source Programs to Protect and Restore Water Quality.											
1. Assure States complete annual progress reports to identify and document changes to State NPS Management Plans and to allow Region 7 to provide feedback after review of State reports.	X	X	X			Davis, Elfving, Fenemore, Hamera	WQMB	Y	Annually - Sept. 30		• All 4 States submit reports & are meeting program objectives on time

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Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
2. Conduct formal State program reviews to monitor NPS Program progress.	X	X	X			Davis, Belvill, Hamera	WQMB	Y	on-going		• At least 2 States/year
3. Work with States to bolster key elements of effective NPS Management Programs; also to guide and approve amendments to State NPS Management Plans.	X	X	X			Davis, Belvill, Hamera	WQMB	Y	on-going		• States are carrying out and reporting on all nine elements (see activity #1).
4. Determine “Satisfactory Progress” (CWA §319(h)(8)) prior to award of annual §319 grant.	X	X	X			Davis, Belvill, Hamera	N/A	Y	annually		• Annual reports, discussions with State, etc
5. Participate in review/selection and negotiation of State-proposed watershed project revisions to ensure that revised programs and projects comply with National NPS Program and Grants Guidelines.	X	X	X			Davis, Belvill, Ferguson, Hamera	(WQMP) WQMB	Y	variable		• All proposed projects, State RFPs and project applications and reports meet expectations of Guidelines
6. Participate on National/ State/EPA Workgroups	X	X	X			Davis			on-going		• # of workgroup participation
7. Provide Regional guidance and technical assistance to States on their use of the Grant & Project Reporting and Tracking System (GRTS).	X	X	X			Belvill	ENSV WQMB	Y	Aug. 30		• Produce draft guidance

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Target 2 - Clean and Safe Water

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
8. Review and comment on draft final products and other products of State NPS Programs.	X	X	X			Davis, Elfving, Fenemore, Hamera	WQMB	Y			• # of products receiving review and comment
9. Participate on National and Regional NPS coordinators conference calls	X	X	X			Davis, Elfving, Fenemore, Hamera	N/A	Y	monthly		• monthly
10. Enhance internal and external NPS program coordination specifically with source water protection, TMDL development / implementation and nutrient criteria	X	X				Bertelsen, Davis, Elfving, Fenemore, Ferguson, Bruene, Hamera, Schafer	WQMB, DWGW, ENSV, CWSRF	Y	on-going		• Davis's attendance and participation on RWMT • Presentation/outreach to schools, env. fairs, etc. • Pilot Projects
11. Provide technical assistance to targeted watershed projects and/or groups.	X	X	X			Bertelsen, Davis, Elfving, Fenemore, Ferguson, Bruene, Hamera, Schafer	ENSV	Y	on-going		• As needed

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Target 2 - Clean and Safe Water

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
12. Review TMDLs (submitted to WQMB for approval), particularly those produced by/for entities that would potentially implement them with \$319 incremental funds	X	X	X			Davis, Elfving, Fenemore, Hamera	WQMB	Y			<ul style="list-style-type: none"> 80% of incremental \$319 funds used for TMDL implementation
<p>List/discuss potential impediments to achieving goal(s):</p> <p>(1) Perception by State and Locals that \$319 funding is for demonstration and not implementation.</p> <p>(2) Lack of State resources and local capacity/ willingness to develop adequate watershed projects and to link with TMDL schedules and plans.</p> <p>(3) Lack of WPIB resources to provide necessary direct technical assistance and program management.</p>											
<p>Sub-Objective 2.2.1 (7): Increase Number of NPDES Permits Issued and Keep All Permits Current</p>											
1. Increase working with the States to ensure reduction on permit backlog with TMDL development.	X			X		Dunn	WQMB	Y	on-going		<ul style="list-style-type: none"> Permits reviewed
2. Perform a reviews of State NPDES programs under the Permit Priority Initiative.				X		Staff	WPIB, WQMB, CNSL	N	09/04		<ul style="list-style-type: none"> Report
3. Assist in development of State permits.	X			X		Dunn	WQMB	Y	on-going		<ul style="list-style-type: none"> Permits
4. Review permits as required in Missouri TMDL settlement and Iowa TMDL settlement.				X		Dunn, Summers	WQMB	Y	09/04		<ul style="list-style-type: none"> Permits reviewed
5. Revise Nebraska NPDES MOA				X		Surampalli	WPIB, WQMB	Y	09/04		<ul style="list-style-type: none"> MOA

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Target 2 - Clean and Safe Water

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
6. Improve permit backlogs: 90% of major permits are current for majors by end of 2004 for IA, KS, MO, NE. Minor permits current: 90% for IA, KS. 82% for MO, 43% for NE.	X			X		Staff	N/A	Y	09/04		• PCS
7. Continue administration of the WET prgrm.	X			X		Matthews	N/A	Y	on-going		• Permits
8. Maintain effective existing CAFO permit prgrm. Reduce CAFO prmt backlog (IA&NE).						Summers					• Permit #s increased.
9. Establish effective revised State CAFO NPDES permit programs based on revised CAFO Rule (including appropriate use of alternative technology systems). [EPA HQ guidance reflects R7 input. Revised State programs are tracked, coordinated, reviewed, and approved as appropriate. State-by-State outreach.]						Summers, Matthews			On-going (Fy04 and FY05)		• State programs implement the revised CAFO Rule.
10. Effective CAFO program within Indian Country [Technical Standards for Nutrient Management are established. NEPA is completed as necessary for new sources. CAFO permits are issued.]						Summers, Matthews			FY05		• Tech. Standards established. • Permits issued.
11. Ensure MS4 Permits are issued for KC, MO and Independence, MO	X			X		Dunn Matthews	N/A	Y	09/04		• Report

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Target 2 - Clean and Safe Water

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
12. KDHE establishes general permit coverage for storm water from industrial activities.						Matthews			9/04		• General permit issued
13. Provide technical assistance to the States in their drafting of NPDES permits for Phase II MS4s.						Matthews			On-going		• Permits issued
14. Administer the general permit for storm water from construction sites within Indian country in R7.						Owens			On-going		• Permit coverage for construction sites
15. Continue outreach, as requested	X			X		Staff	OEP	Y	on-going		• Events
16. Continue tracking the status, review, and comment on draft State regulations.	X			X		Staff	OEP	Y	on-going		• Report
17. Develop and implement a system to monitor compliance at all facilities on Tribal land				X		Owens	N/A		on-going		• System/reports
18. Issue Tribal permits	X			X		Owens, Surampalli, Owutaka	WPIB WQMB		09/04		• # of Tribal permits issued
Sub-Objective 2.2.1 (8): Increase Utilization of SRF Funds to Priority Ranked Systems											
1. Ensure reg. rqmnts are met for DWSRF and CWSRF Grants, Intended Use Plans (including bond documents in leveraged programs and cash flow models), priority ranking systems and project fundable lists.		X	X	X		PO	DWGW GPCB	Y	2 yrs from appropria tion		• Annual Reports /DWNIMS Data

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Target 2 - Clean and Safe Water

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
2. Provide programmatic technical assistance in meeting program requirements.	X					PO	DWGW	Y	30 days from rqst		• N/A
3. Provide financial technical assistance in meeting program requirements.	X					FACT		Y	30 days from rqst		• N/A
4. Assist States in managing Set-asides use.	X					PO	DWGW	Y	on-going		• Annual Reports /DWNIMS Data
5. Close grants in a timely manner.		X				PO	PLMG		60 days		• Grant Close-out
6. Increase number of CWSRF projects that have initiated operations.						SRF POs	NPDES Permits	Y	Annual		• SRF projects
7. Annual Review						PO / FACT	DWGW, WPIB	N	Annual		• PER
8. Manage Special Infrastructure Grants			X			PO	GRAD, NEPA	Y	on-going		• Annual report/ DWNIMS data

List/discuss potential impediments to achieving goal(s): 1) Lack of FTE resources to complete tasks, especially with the addition of new DW SIGs, a new program is developed. 2) State FTE resources are currently lagging behind. 3) Operator Certification and Capacity Development withholding.

Objective 2.2: Protect Water Quality

Sub-Objective 2.2.2: Improve Coastal and Ocean Waters.

Region 7 does not have a coastal or ocean waters program.

Target 3

This Target is reserved to align the WWPD Strategic Plan with the Region 7 Strategic Plan Architecture. WWPD does not anticipate developing a Target 3 at this time.

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Target 2 - Clean and Safe Water

Target 4: Healthy Communities and Ecosystems

Objective 4.1: Reduce Risks to Human Health via Exposure to Chemicals, Organisms, and Pesticides

Sub-Objective 4.1.1: Successfully implement the following programs: FIFRA/FQPA and the Endangered Species Act

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
Sub-Objective 4.1.1 (1): Reduce risks to human health and the environment through implementing the following programs: FIFRA; FQPA; and Endangered Species Act											
1. Provide effective and timely technical assistance to the States.	X	X	X	X		State Project Officers	None	Y	on-going		<ul style="list-style-type: none"> Effectiveness of State programs and SLA satisfaction with EPA response times, etc.
2. Assist States/ Tribes in providing pesticide inspector training.	X	X	X	X		State Project Officers	None	Y	4/30/04		<ul style="list-style-type: none"> State/ Tribal participation in a successful pesticide inspector workshop.
3. Assist headquarters with development of policy and regulation.		X	X	X		State Project Officers & Enforcement Team	None	Y	on-going		<ul style="list-style-type: none"> National policies and regulations which also reflect Regional concerns.
4. Negotiate and provide oversight for the annual numbers and types of inspections and other enforcement program areas.		X	X	X		State Project Officers	None	Y	9/30/04		<ul style="list-style-type: none"> Numbers of inspections and number/ types of enforcement actions. Minimum number of inspections in the following areas: WPS- 20; PEI - 5; Imports - 3

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Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
5. Participate in national efforts to address E-commerce, antimicrobial, mosquito control and other enforcement initiatives. Encourage SLA efforts in these areas during negotiations, provide technical assistance, and enforcement case review as appropriate.	X		X			State Project Officers	None	Y	9/30/04		<ul style="list-style-type: none"> Numbers of inspections and actions in emphasis areas.
6. Work with States to develop projects intended to reduce the misuse of pesticides in urban and agricultural areas.			X	X		State Project Officers	None	Y	on-going		<ul style="list-style-type: none"> State reports
7. Continue to track and provide support to State efforts to fully utilize LC/MS/MS equipment, including holding a meeting of the four States.		X	X	X		State Project Officers	None	Y	on-going		<ul style="list-style-type: none"> Effective utility of laboratory equipment. Hold a meeting for lab personnel.
8. Work with State lead agencies to assure county bulletins and State initiated plans are current.			X	X		State Project Officers	None	Y	6/30/04 9/30/04	N	<ul style="list-style-type: none"> All county bulletins and State initiated plans are current.
9. Use mid and end-of-year evaluations to assure States are adequately implementing their State initiated plans and are meeting work plan commitments.			X	X		State Project Officers	None	Y	6/30/04 9/30/04	N	<ul style="list-style-type: none"> Timely completion of mid and end-of-year evaluations.
10. Participate in national meetings, workshops, and conference calls intended to share information and chart direction for the endangered species program.			X	X		David Ramsey	None	N	9/30/04	N	<ul style="list-style-type: none"> Meetings and calls attended and resulting guidance or recommendations.

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Target 4 - Healthy Communities and Ecosystems

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
11. Work with SLA's on emerging issues regarding endangered species (e.g. new species listing).			X	X		State Project Officers	None	Y	on-going	N	• State progress reports reflect activities consistent with current issues and program direction.
12. Provide timely solicitation and review of PESP grant proposals.		X	X	X		Brad Horchem	None	Y	06/30/04	N	• All solicitations sent, applications received and project selected by 06/30/04.
13. Complete awards process for PESP grants.		X	X	X		Brad Horchem	PLMG	Y	06/30/04	N	• PESP grant awarded by 09/30/04.
14. Assure adequate progress on existing PESP grants.		X	X	X		Assigned Project Officer	None	Y	on-going	N	• Project reports
15. Coordinate closely within Region 7 on issues relating to the Regional Ag Initiative.		X	X	X		Brad Horchem	Various Regional Programs	Y	on-going	N	• Effectiveness of coordination on issues of mutual concern.
16. Coordinate closely with the National Ag Compliance Center, USDA, and Regional Pest Management Centers.		X	X	X		Brad Horchem	Ag-Compliance Center	Y	on-going	N	• Effectiveness of coordination on issues of mutual concern.
17. Identify and establish links with various groups and organizations involved with agriculture in Region 7.		X	X	X		Brad Horchem	Various Regional Programs	Y	09/30/04	N	• Number of contacts identified.
18. Develop and implement one to two model agricultural partnership projects in FY 2004 in support of the national APG/APM.		X	X	X		Brad Horchem	Various Regional Programs	Y	09/30/04	N	• Successful implementation of Ag-partnership projects.
19. Provide timely solicitation and review of Ag-Initiative grant proposals.		X	X	X		Brad Horchem	Watershed Branch	Y	04/01/04	N	• Timeliness of solicitations and review.

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Target 4 - Healthy Communities and Ecosystems

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
20. Complete awards process for new Ag-Initiative grants.		X	X	X		Brad Horchem	None	Y	09/30/04	N	• Final grant awarded
21. Assure adequate progress on existing Ag-Initiative grants.		X	X	X		Brad Horchem	None	Y	On-going	N A	• Progress reports
22. Attend grower group meetings and field days and work with Extension, Universities, State Departments of Ag, NRCS & grower groups to develop effective working relationships.		X	X	X		Brad Horchem	None	Y	On-going	N A	• Meetings, etc. attended
23. Work with SLA's to promote homeland security awareness among the regulated community.	X	X	X	X		Luetta Flournoy	RICT	Y	on-going	N A	
24. Work with SLA's to identify potential security concerns.	X	X	X	X		Luetta Flournoy	RICT	Y	on-going	N A	• Steps taken to address security concerns identified.
25. Participate in national pesticides program workgroup to identify and develop strategies for addressing security concerns relating to pesticides.	X	X	X	X		Luetta Flournoy	RICT	Y	on-going	N A	• Steps taken to address security concerns identified.
26. Participate in Regional anti-terrorism working group	X	X	X	X		Luetta Flournoy	RICT	N	on-going	N A	• Steps taken to address security concerns identified.

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Target 4 - Healthy Communities and Ecosystems

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
<p>List/discuss potential impediments to achieving goal(s):</p> <ol style="list-style-type: none"> Staff shortages within PEST will impact the ability of the Branch to complete all activities at the desired level. Available travel dollars may impact the ability of PEST staff to participate in region and national meetings. A lack of resources at the State level may impact their level of effort in this program area. Staff shortages within PEST and other Branches will impact the ability of the Branch to complete all activities at the desired level. Available travel dollars may impact the ability of PEST staff to participate in national meetings. Completing the solicitation process by the projected date is dependent upon headquarters completing their guidance, etc. Completing the awards process by 09/29/04 is dependent upon the grantee submitting their grant application packet in a timely fashion. Maintaining Security initiative as a national priority. 											
<p>Sub-Objective 4.1.1 (2): Assure protection of both ground and surface water resources from pesticides.</p>											
1. Following publication of the final PMP rule, provide guidance and support to SLA's and interested Tribes as to the develop and implement their Pesticide Management Plans.	X	X	X	X		Jamie Green	POIS, DWMB, WQMB, WPIB, and ENSV	Y	Dependent upon final rule	N	• 33 months following publication of the final rule, all 4 SLAs and interested Tribes will submit acceptable pesticide specific PMPs.
2. Provide support to the Potawatomi Tribe in developing a Generic Pesticide Mgmt Plan.	X	X	X	X		Jamie Green	POIS, DWMB, WQMB, WPIB, and ENSV	Y	09/30/04	N	• Acceptable Generic PMP
3. Continue to implement the PEST Branch plan for facilitating coordination on pesticides/ water quality issues with other Branches within WWPD, State lead agencies and their water agency counterparts.	X	X	X	X		Jamie Green	DWMB, WQMB, WPIB	Y	09/30/04	N	<ul style="list-style-type: none"> • PEST participation in all State mtgs of Pesticide and Water SLAs. • Host a meeting of State lead agency personnel & others to discuss with the atrazine IRED and other water quality issues. • Host quarterly conference calls with Pesticide SLAs to discuss WQ.

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Target 4 - Healthy Communities and Ecosystems

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
4. Assure States and Tribes with FIFRA PPGs or other FIFRA grants including work related to pesticides and water quality complete agreed upon activities.	X	X	X	X		Jamie Green	POIS, DWMB, WQMB, WPIB, E NSV	Y	09/30/02	N	• End of year evaluations of programs should reveal completion of State and Tribal work plan activities.
<p>List/discuss potential impediments to achieving goal(s):</p> <ol style="list-style-type: none"> 1. The proposed PMP rule has not been published and may not be. Without the final rule, States will not seek to develop or implement a formal PMP. In the event the rule is not published, additional national guidance will be needed in this program area. 2. The completion of Tribal Generic PMPs is hindered by a lack of capacity within the Tribes. 3. Staff shortages within PEST and other Branches will impact the ability of the Branch to complete all activities at the desired level. 4. A lack of resources at the State or Tribal level may impact their level of effort in this program area. 											
<p>Sub-Objective 4.1.1 (3): Ensure that all environmental data collected in support of FIFRA programs will meet appropriate quality controls standards and enhance data collection and sharing.</p>											
1. Work closely with Region 7 Quality Assurance staff to assure any evolving QMP or QAPP requirements are meaningful and appropriate for State and Tribal pesticide programs.		X	X	X		State Project Officers	ENSV	Y	NA	NA	• QAPP guidance will remain meaningful and appropriate for State and Tribal pesticide programs.

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Target 4 - Healthy Communities and Ecosystems

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
2. Assure any reviews of existing QAPPs with State lead agencies are timely and any required changes are meaningful.	X	X	X	X		State Project Officers	ENSV	Y	06/30/04 09/30/04	N	• Current and effective QAPPs in place with FIFRA State lead agencies.
<p>List/discuss potential impediments to achieving goal(s):</p> <p>1. Staff shortages within PEST and other Branches will impact the ability of the Branch to complete all activities at the desired level.</p>											
<p>Sub-Objective 4.1.1 (4): Promote effective implementation of pesticide program activities by Tribes and build Tribal capacity (see 5.3).</p>											
1. Actively participate in the development of national pesticides and OPPTS Tribal Strategies and other guidance.	X	X	X	X		Tribal Project Officers	POIS	Y	NA	N A	• Meaningful national guidance regarding Tribal pesticide programs.
2. Assure accountability regarding completion of work plan activities and required reports.	X	X	X	X		Tribal Project Officers	POIS	Y	* End of Tribal grant budget periods	N	Tribal end of year evaluations document completion of negotiated activities and Tribal reports are filed in a timely manner.
3. Develop PEST guidance addressing those factors to consider when evaluating what options may best meet pesticide program goals on Tribal lands.		X	X	X		Tribal Project Officers	POIS	Y	09/30/04	N	• A completed PEST guidance document.
4. Assist in providing a pesticide inspectors workshop which includes Tribes.	X	X	X	X		State and Tribal Project Officers	None	Y	04/30/04	N	• Attendance of Tribal pesticide inspectors at inspectors workshop.

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Target 4 - Healthy Communities and Ecosystems

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
5. Provide timely solicitation of OPP Tribal Ground Water grants and Special Project Grants and award of selected proposals.		X	X	X		John Tice	POIS	Y	04/30/04	N	• Solicitations provided to Tribes and the proposals forwarded to OPP for review.
6. Facilitate, and participate in, meetings with Tribal and county, and State political leaders to discuss the future of Tribal pesticide programs on the Winnebago and Omaha reservations.	X	X				John Tice	POIS, Counsel, OEP	Y	09/30/04	N	• Successfully agree to a framework for a Tribal pesticide program on the Winnebago and Omaha reservations.
7. Participate in community outreach efforts regarding Tribal pesticide programs in Nebraska through public meetings, personal contacts, etc.	X	X				John Tice	POIS, Counsel, OEP	Y	09/30/04	N	• Improved understanding and acceptance of Tribal pesticide activities in Nebraska.
8 Facilitate cooperation between the Kansas Department of Agriculture (KDA) and the Prairie Band Potawatomi Nation (PBPB) for pesticide program activities.	X	X				Jamie Green	POIS, Counsel, OEP	Y	09/30/04	N	• Completion of an MOU between KDA, PBPB, and EPA addressing pesticide applicator certification and enforcement on the PBPB reservation.

List/discuss potential impediments to achieving goal(s):

1. Staff shortages within PEST and other Branches will impact the ability of the Branch to complete all activities at the desired level.
2. Staff turnover and/or other capacity challenges at the Tribal level can impede progress in these areas.

* The various Tribal grants have a wide range of beginning dates due to late applications and extensions. As a result, dates for final evaluations will vary.

Sub-Objective 4.1.1 (5): Develop an effective communication network between all Biotechnology partners.

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Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
1. Participate in the monthly national conference calls to address bio-technology issues.		X	X			Brad Horchem		Y	on-going	N	• Participates regularly in monthly conference calls.
2. Participates in a national workgroup which has a goal of making improvements in working with biotechnology products in the EUP process.		X	X			Brad Horchem		Y	09/30/04	N	• Improved communication between registrants and EPA & increased compliance.
3. Through the national workgroup, schedule a national meeting of the EPA Biotechnology Contacts, Registrants, University personnel, Grower groups and other interested parties to enhance EUP process for Biotechnology products.		X	X			Brad Horchem		Y	09/30/04	N	• Successful meeting, improved EUP process for biotechnology products and Increased compliance with EUPs.
List/discuss potential impediments to achieving goal(s): Available travel dollars and scheduling conflicts may make it difficult to schedule and hold a national meeting.											
Sub-Objective 4.1.1 (6): Share mutual accountability for program implementation with EPA Headquarters.											
1. Work with Headquarters in development and implementation of program guidance. Development and implementation of an MOA with Headquarters addressing program goals.		X	X	X		Luetta Flournoy	None	Y	09/30/04	N	• Completion of activities identified in the MOA as summarized in an end of year report.
List/discuss potential impediments to achieving goal(s): None											

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Target 4 - Healthy Communities and Ecosystems

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
Sub-Objective 4.1.1 (7): Provide quality technical assistance/outreach is provided to the public and regulated community regarding pesticide issues.											
1. Search for opportunities to provide outreach to the general public and the regulated community on pesticide program activities. These may include the Western Farm Show, Earth Day celebrations, etc.	X	X				Mark Leshner	Ag Compliance Center	Y	on-going	N A	• Number of programs provided.
2. Provide assistance to IDALS and ISU in carrying out their IPM in Schools Workshop.						Mark Leshner	OEP	Y	5/1/04	N	• Successful workshop • Increased implementaton of IPM in schools.
List/ discuss potential impediments to achieving goal(s): None											

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Target 4 - Healthy Communities and Ecosystems

Objective 4.1: Reduce Risks to Human Health via Exposure to Chemicals, Organisms, and Pesticides

Sub-Objective 4.1.2: Fully Implement Pesticide Health and Safety Standards

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
Sub-Objective 4.1.2(1): Provide leadership, guidance and oversight of State/Tribal worker safety activities, including implementation of worker protection standards and the certification and training programs for pesticide applicators.											
1. Monitor a minimum of two pesticide applicator training sessions for quality and content.		X	X	X		State Project Officers	None	Y	06/30/04 09/30/04	N	• Number of applicator training sessions monitored by State project officers and which meet FIFRA requirements.
2. Review all new pesticide applicator training manuals developed by the SLAs to assure they adequately address required elements.		X	X	X		State Project Officers	None	Y	06/30/04 09/30/04	N	• Whether all new manuals are reviewed and approved prior to States finalizing.
3. All State certification and training accomplishment reports will be received, reviewed, and forwarded to headquarters.		X	X	X		State Project Officers	None	Y	30 days after the end of each quarter.	N	• All certification and training accomplishment reports are received and appropriate information forwarded to headquarters.
4. Participate in national worker safety work groups, conference calls and meetings.		X	X	X		Ramsey, Rios	None	Y	On-going	N A	• National projects consider/ reflect Regional concerns.

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Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
5. Complete the comprehensive review of the Kansas lead agency's implementation of the Worker Protection Program, the other three States have been completed previously.		X	X	X		Rios and State Project Officers	None	Y	09/30/04		• All State WPS programs reviewed and recommendations provided to SLAs and HQ. <i>(3 States completed.)</i>
6. Assure States adequately implement work plan commitments relating to worker safety programs.		X	X	X	X	State Project Officers	None	Y	06/30/04 09/30/04	N	• End of year evaluations of programs should reveal completion of State work plan activities.

List/ discuss potential impediments to achieving goal(s):

1. Staff shortages within PEST and other Branches will impact the ability of the Branch to complete all activities at the desired level.
2. A lack of resources at the State or Tribal level may impact their level of effort in this program area.
3. Available travel dollars may impact the ability of PEST staff to participate in national meetings.

* Iowa, Kansas and Missouri FIFRA PPGs function on a State fiscal year ending June 30th. Nebraska's PPG functions on a federal fiscal year ending September 30.

Objective 4.3: Ecosystems

Sub-Objective 4.3.1: Protect and Restore Habitats - See 4.3.2

Sub-Objective 4.3.2: Increase Wetlands

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Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
Sub-Objective 4.3.2(1): Achieve “no overall net loss” of wetlands through the CWA Section 404/Wetlands program: Permits											
1. Focus reviews and provide comments on 25 Section 404 Projects that are most likely to result in significant individual or cumulative impacts.	X	X	X			Daniels-MO Taylor-IA Mulder-KS	NEPA, WQMB, DISO, CNSL	Y	On-going		• Comment letters
2. Provide comments or participate in interagency meetings or conference calls on at least six 404 Wetland reviews for NEPA related projects.	X	X	X			Daniels-MO Taylor-IA Mulder-KS	NEPA, ARTD, CNSL	Y	On-going		• Internal memos, conference calls meetings
3. Coordinate and issue two 401 Certifications with Tribes.	X	X	X			Taylor-IA Mulder-KS	POIS, CNSL, WQMB	Y	On-going		• Certification letters
<p>List/discuss potential impediments to achieving goal(s): All - Not having four State coordinators or sufficient staff resources All - High profile projects that consume large amounts of time, e.g., Holcim, St. Johns. 1. Lack of projects that meet threshold for significant impacts. 2. NEPA Team does not need assistance because projects lack significant impacts to water resources. 3. If less than two permits are applied for in Indian Country.</p>											

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Target 4 - Healthy Communities and Ecosystems

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
Sub-Objective 4.3.2 (2): Achieve “no overall net loss” of wetlands through the CWA Section 404/Wetlands program: Technical Assistance											
1. Provide technical assistance for six projects, teams, workgroups, policy reviews, and/or enforcement cases.	X	X	X	X		Daniels Taylor Mulder	NEPA, WENF, WQMB, DISO, HQ-OWOW, R7 Teams, Critical Eco and Ag	Y	On- going		• Internal memos, conference calls, meetings
List/discuss potential impediments to achieving goal(s): 1. Not having four State coordinators or sufficient staff resources. 2. High profile projects that consume large amounts of time, e.g., Holcim, St. Johns. 3. Reduced travel dollars.											
Sub-Objective 4.3.2 (3): Achieve “no overall net loss” of wetlands through the CWA Section 404/Wetlands program: Funding Agreements											
1. Award and manage ten new funding agreements.	X	X	X	X		Daniels Taylor Mulder	WQMB, GAMU, POIS	Y	On- going		• Funding agreements
List/ discuss potential impediments to achieving goal(s): 1. Reduction in national budget allocated to funding agreements. 2. High profile projects that consume large amounts of time, e.g., Holcim, St. Johns.											
Sub-Objective 4.3.2 (4): Achieve “no overall net loss” of wetlands through the CWA Section 404/Wetlands Program: Outreach and Education											

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Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
1. Coordinate and hold Regional Wetlands and Water Resources Meeting.	X	X	X			Daniels Taylor Mulder Ousley Stevens	WENF, ASVC	Y	On-going		• Meetings
2. Contribute resources or technical assistance to 10 interagency meetings, workshops, trainings, or inreach/outreach activities.	X					Stevens Daniels Taylor Mulder Ousley	ASVC, EXPR	Y	On-going		• Meetings, workshops, trainings, and activities
List/ discuss potential impediments to achieving goal(s): 1. Reduced travel dollars. 2. Reduced discretionary funds that support NOWCC grantee.											

Objective 4.3: Ecosystems

Sub-Objective 4.3.5: Gulf of Mexico

No activities for Sub-Objectives Strategic Target 1.

Objective 4.5: Science & Research

Sub-Objective 4.5.1: Environmental Indicators

No activities for Sub-Objective Strategic Targets 1 thru 7

Target 5: Compliance and Environmental Stewardship

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Objective 5.1: Improve Compliance

Sub-Objective 5.1.1: Compliance Assistance

No activities for Sub-Objectives Strategic Targets 1 thru 3.

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
Sub-Objective 5.1.1 (4): Identify any Industrial Categories Where Discharges to Water Bodies or POTWs Pose a Risk to Water											
1. Participate on the Local Limits workgroup to ensure appropriate guidance is developed.				X		Marshall			on-going		• Guidance Manual
2. Disseminate all new policy or changed policy to the approved Pretreatment Programs.				X		Marshall			on-going		• Letters
List/ discuss potential impediments to achieving goal(s):											

Objective 5.1: Improve Compliance

Sub-Objective 5.1.2: Compliance Incentives

No activities for Sub-Objectives Strategic Targets 1 and 2.

Sub-Objective 5.1.3: Monitoring and Enforcement

No activities for Sub-Objectives Strategic Targets 1, 3, 5, and 6.

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Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
Sub-Objective 5.1.3 (2): Provide a credible deterrent to pollution and greater compliance with the law.											
1. Target pesticide market places for inspections.	X	X	X	X		M. J. Wingett	CNSL	Y	6/30/04	N	• Each State will conduct 5 PEIs.
2. Review inspections and issue appropriate enforcement action or provide compliance assistance.	X	X	X	X		M. J. Wingett	CNSL	Y	Within 180 days of inspectn	N	• Cases are reviewed and either action taken or file closed within 180 days.
3. Assign pesticide import inspections.	X	X	X	X		M. J. Wingett	CNSL	Y	9/30/04	N	• Number of inspections assigned.
4. Review inspections and issue appropriate enforcement action or provide compliance assistance.	X	X	X	X		M. J. Wingett	CNSL	Y	Within 180 days of inspectn	N	• Cases are reviewed and either action taken or file closed within 180 days.
5. Review pesticide use inspections and marketplace inspections referred to us by States. Appropriate enforcement actions will be issued when required.	X	X	X	X		M. J. Wingett	CNSL	Y	Within 180 days of inspectn	N	• Cases are reviewed and either action taken or file closed within 180 days.
6. Registration of pesticide producer establishments and ensuring production reporting.	X	X	X	X		M. J. Wingett	None	Y	Continui ng	N	• Establishments registered and pesticide production reports received in a timely manner.
7. Appropriate enforcement actions will be issued when required	X	X	X	X		M. J. Wingett	CNSL	Y	Within 180 days of inspectio n	N	• Cases are reviewed and either action taken or file closed within 180 days.

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Target 5 - Compliance and Environmental Stewardship

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
8. Take enforcement for significant violations of discharges to waters of the United States. Work with state on their actions for same.	X			X		Higbee	CNSL	Y	on-going		• AOs/APOs
9. Swine Integrator: Evaluate for Region 7. Take action where appropriate and coordinate with Headquarters.	X			X		Johnson		N			• Reports • AOs/APOs
List/ discuss potential impediments to achieving goal(s):											
1. Staff shortages within PEST will impact the ability of the Branch to complete activities at the desired level. 2. Historically, we have experienced a slow turnaround from Headquarters for Enforcement Case Reviews. Timely and appropriate enforcement actions hinge on the timeliness of responses to our Enforcement Case Review requests. 3. Cases must be reviewed in a timely manner from the States.											
Sub-Objective 5.1.3 (4): Maintain effective partnerships with States and HQ, work jointly with the States in identifying priorities for enforcement and compliance. and provide State Inspector Training to ensure competency in all Region 7 States.											
1. Take enforcement action or assist the State in actions not already addressed in emphasis areas				X		Staff	CNSL	Y	on-going		• AOs/ APOs
2. Represent the Branch's mission by participating on workgroups and teams, i.e., ICC, ECC, Enforcement Team, Ethanol Team.				X		Staff	All Divisions		on-going		• minutes
List/ discuss potential impediments to achieving goal(s):											
Sub-Objective 5.1.3 (7): Conduct on-site inspections of regulated facilities											

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Target 5 - Compliance and Environmental Stewardship

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
1. Conduct about 40 CAFO inspections: 15 in Iowa, 15 in Nebraska, 5 in Kansas, and 10 in Missouri.	X			X		Higbee	ENSV	Y			• Reports
2. Conduct Inspections of Opportunity at weather-related construction sites.	X			X		Sans	ENSV	Y			• Reports
List/ discuss potential impediments to achieving goal(s):											
Sub-Objective 5.1.3 (8): Provide analytical services to support compliance determinations and related enforcement actions											
1. Evaluate WET test failures to determine if enforcement is warranted. Determine if a TIE/TRI needs to be conducted.				X		Staff		Y	on-going		• CSIs
List/ discuss potential impediments to achieving goal(s):											
Sub-Objective 5.1.3 (9): Develop and employ adequate oversight mechanisms to ensure all violations are addressed.											
1. Review QNCRs and watch list and achieve goal of 97% of majors are off the exceptions repots.				X		Staff		Y	quart- erly		• Watch list
2. Review annual Sludge reports and prioritize violations based on which are the most environmentally significant. Take enforcement where necessary, maintaining the level of FY01				X		Sans	CNSL	Y	on-going		• AOs/APOs

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Target 5 - Compliance and Environmental Stewardship

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
3. Provide mid-year and end-of-year reports per the RECAP requirements and other ECO reports.				X		Marshall	WQMB, PEST DWGW	Y	04/04 & 10/04		• Reports
4. Implement a junk yards and new construction site enforcement initiative.	X			X		Sans	ECO	Y			• Reports/AOs/APOs
5. Enter information (eg. DMR, permits, inspections) into PCS.				X		McKenzie					• PCS
6. As a result of Pretreatment audits evaluate program cities for purposes of recommending awards.				X		Marshall		Y	09/04		• Memo
7. Conduct PCIs/ audits of 12 cities. Identify potential enforcement candidates and take enforcement as appropriate.				X		Marshall		Y	09/04		• Reports
8. Identify all potential significant industrial users in non-pretreatment cities for all states. Share information with states for their use.				X		Marshall		Y	on-going		• Reports
9. Evaluate sludge quality during each PCI or audit to determine if the Pretreatment Program is providing adequate protection. Take enforcement as appropriate.				X		Marshall		Y	on-going		• Audit/PCI reports AO/APOs
10. Identify industries causing interference or pass through primarily through the discharge of high-strength conventional pollutants. Take enforcement as needed.				X	X	Marshall		Y	on-going		• AOs/APOs

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Target 5 - Compliance and Environmental Stewardship

Activity (Key Actions)	Priority ¹ (Mark X in box)					Personnel (Lead Person)	Internal RO Coordination (Program acronym)	Customer Involve- ment? (Y/N)	Dead- line	Completed? (Y/N)	Measurement
	D	R	N	G	O						
11. Support State PCS usage to ensure quality data.				X		McKenzie		Y	on-going		• Reports
12. Participate on PCS modernization workgroup.				X		McKenzie Higbee Marshall		Y	on-going		• Reports
List/ discuss potential impediments to achieving goal(s):											

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Target 5 - Compliance and Environmental Stewardship

Objective 5.2: Improve Environmental Performance through Pollution Prevention, Innovation, and Analysis

Sub-Objective 5.2.1: Pollution Prevention by Government and the Public

No activities for Sub-Objectives Strategic Targets 1 thru 4.

Sub-Objective 5.2.2: Pollution Prevention by Industry

No activities for Sub-Objectives Strategic Targets 1 thru 4.

Sub-Objective 5.2.3: Business and Community Innovation

No activities for Sub-Objectives Strategic Targets 1 thru 4.

Sub-Objective 5.2.4: Environmental Policy Innovation

No activities for Sub-Objectives Strategic Targets 1 thru 4.

Sub-Objective 5.2.5: Economic Analysis

No activities for Sub-Objectives Strategic Target 1.

Sub-Objective 5.2.6: Regulatory Policy Analysis

No activities for Sub-Objectives Strategic Target 1.

Sub-Objective 5.2.7: Implement NEPA

No activities for Sub-Objectives Strategic Targets 1 thru 4.

Objective 5.3: Build Tribal Capacity

Sub-Objective 5.3.

No activities for Sub-Objectives Strategic Targets 1 thru 11.

Objective 5.4: Science & Research - See Objective 4.5

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