



Community Based Environmental Protection Strategy

Office of Ecosystems and Communities
Elbert Moore, Director

PREFACE

In 1995 and 1996, EPA Region 10 (serving Alaska, Idaho, Oregon and Washington) undertook an extensive evaluation of how we can better serve the public and the environment. The evaluation prompted us to make changes in the way we go about our business.

Our vision for this change is:

.....a future where government, industry, and the public work together as stewards to protect, preserve, and improve the environment and health for all species in the Pacific Northwest and Alaska.

Our objectives are to:

**Protect diverse ecosystems and ensure healthy airsheds and watersheds;
Prevent pollution through source reduction;
Reduce the generation of land, air, and water pollutants;
Clean up contaminated sites.**

To achieve our vision and objectives we are making significant changes in the way we conduct business in the Region. Four new offices, Ecosystems & Communities, Innovation, Enforcement & Compliance, and Tribal Operations, were added to our base offices which include Air, Chemical & Waste Management, Superfund, Water and our State Offices. These changes are aimed, in part, at creating closer coordination between our offices and programs, better use of our limited resources, and, above all, stronger partnerships for solving environmental problems at the local level.

Among the many regional and national activities aimed at achieving these objectives, three efforts are fundamental:

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1) ***Community Based Environmental Protection*** is helping EPA better understand the unique needs of individual communities and tap into the resources those communities offer so that we can collaboratively solve environmental problems.

2) The ***Sector Approach*** is coordinating activities within the context of particular sectors such as small communities, mining and agriculture so that we can be consistent in our approaches and share innovative solutions to common problems.

3) The ***Compliance and Enforcement Strategy*** has the mission of encouraging compliance with environmental laws through regulatory flexibility and incentives, acknowledging and rewarding tangible environmental results through demonstrated performance, and maintaining a "bottom line" of environmental standards outlined in federal regulations.

About this report

This report informs you about our efforts to implement the Community Based Environmental Protection Strategy.

The first draft of this strategy was developed by a diverse group of EPA staff. We sent that draft to over 200 non-EPA people from all four states in Region 10 to elicit public input and feedback. In order to get face-to-face feedback on the draft strategy, we held seven "focus groups" in all four states with representation from tribes, states, communities, other federal agencies, non-profits and the private sector. We also received internal feedback and comments from EPA staff. The Strategy has been changed from earlier drafts to reflect many of the issues, comments and concerns raised by our customers and EPA staff. It is a document that will evolve as we gain experience and consider the continuing feedback we receive from the public.



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What is Community Based Environmental Protection?

Community Based Environmental Protection (CBEP) relies on a partnership between citizens and government to accomplish protection of the environment. EPA's CBEP strategy will help communities achieve tangible and sustainable environmental results through collaborative, innovative efforts. At EPA, this means:

- Integrating the delivery of our services and programs so that they are better coordinated;
- Creating the flexibility in our programs that allows us to respond to the needs of diverse ecosystems and human communities and help communities reach informed decisions that affect their environment and quality of life;
- Looking beyond our current statutory authorities and base programs to address the often difficult and intractable problems that our traditional regulatory approach cannot, by itself, solve (e.g., nonpoint source pollution, ecological restoration, Brownfields, urban sprawl);
- Ensuring that our programs and activities promote sustainable communities, including human, economic, and ecological sustainability; and

Key Terms

"Community"

In this strategy, *"community"* is used in the broadest sense of the word. In this document, *community* is generally defined as the people living in, adjacent to or *affected* by a situation or activities in a particular geographic area. It is important to keep in mind that *communities* are often characterized by a broad array of factions, many of whom may hold differing values or priorities: an environmental group, local businesses, a timber company, long time residents, summer residents, a tribe and so on. In this strategy, as in common usage, *"community"* is a bit of a catch all phrase. Anyone working in an area or place needs to be very specific in defining and understanding what is meant by community in that situation. A community is not a monolith. It is a complex set of inter-relationships, and we do a disservice to ourselves and others by over-simplifying.

EPA also has a responsibility to ecosystems and all their living organisms, not just humans. For example, the salmon restoration effort focuses on *communities* of salmon and on the food chain that supports them.

Continued....

- Increasing our efficiency and effectiveness by building partnerships and leveraging resources, and developing better ways of informing, assisting, and involving the public we serve.

The CBEP strategy assumes that the more we know about the issues of importance to the people and the environment in a community, the more likely EPA will be able to assist in solving environmental problems in a cooperative and efficient manner. We will be working with others to support the fact that a healthy economy and a healthy environment go hand-in-hand. This strategy is a framework for how the Region will operate into the year 2000 and beyond. Our continuing commitment is to maintain environmental standards while promoting innovative and creative problem solving at the local level.

EPA's Community Based Environmental Protection can apply to small communities, to large cities or to complex watersheds. EPA staff involvement may range from identifying opportunities for collaboration over the phone, to providing local grants for technical assistance or environmental stewardship, to conducting scientific field studies and investigations, to relocating EPA staff into a community and playing an active role at the local level. CBEP has to do with the *way* we relate to the communities we work in, not just where or whether we become involved.

Key Terms (continued)

"Partners"

In this document a *"partner"* is defined right out of the dictionary as ***"one that is united or associated with another or others in an activity or a sphere of common interest."*** We have on-going relationships with some of our partners. For example we work closely with the lead state environmental agencies (and other local state and federal agencies as well). A constructive, on-going relationship with those agencies is essential to our mutual success in protecting human health and the environment.

On the other hand, EPA could have partners with whom we share a specific common interest, *but do not share common long-term goals*. For example, we may find ourselves to be partners with a company to restore a wetland. While we may be partners on the specific activity of restoring the wetland, our goals are quite different. EPA's goal is to protect human health and the environment; the company's goal is to make a profit for its stockholders. We should avoid the trap of failing to recognize a potential partner because we do not share the same world view or because our relationship has areas of conflict.



Why Community Based Environmental Protection?

Community Based Environmental Protection (CBEP) recognizes that long-term sustainable solutions to many environmental problems require the cooperation of many groups with a wide spectrum of interests. No one group or agency has sole responsibility for the future of our environment. Local land use decisions, for example, often have profound effects on the environment, positive or negative. Some significant environmental decisions, like land use and zoning, are not within the scope of EPA's authority, yet we have a role as scientists, experts, regulators and coordinators to work with communities to provide information, ensure compliance with environmental laws and help bring the right people to the table.

As a federal agency covering four states, EPA Region 10 can not become a *major* presence in more than a few locations across the region. But unless we increase our meaningful involvement at the local level, we run the risk of becoming disconnected from the very public we are intended to serve. By selecting areas or communities for intensive EPA investment, we expect the agency to develop increased sensitivity to our impact "on the ground" and to become more effective in delivering our services across the entire region. Through the implementation of CBEP, EPA Region 10 expects to more fully coordinate our efforts within the agency, build stronger partnerships throughout the region and position ourselves to effectively engage in solving local and area-wide environmental problems in concert with others.

Region 10's CBEP Effort

Region 10 employees have long been working with communities, non-profit organizations, the private sector, tribes, states and other federal agencies. But we have not always taken the time to get to know and understand the unique needs, perspectives and abilities of our partners. Fundamental to the success of CBEP is the need for Region 10 employees to take a closer look at the communities and the landscapes in which they are working. By becoming better connected to the communities and the land, we will be able to work more cooperatively and effectively to protect human health and the environment.

CBEP is an environmental protection approach that integrates different tools, such as science, regulation, economic incentives, community plans, and public education to reach environmental goals. The ultimate goal of Community Based Environmental Protection is to develop lasting community support for environmental planning and implementation. The Region 10 CBEP Strategy outlines this management philosophy and identifies priority actions that support the implementation of Community Based Environmental Protection.

There are three interdependent themes to the implementation of Region 10's CBEP Strategy.

CBEP Themes In Region 10

1) Sharing data, information, tools and resources with other agencies, the public and communities

In this strategy, capacity building means providing assistance to communities and organizations so that they may address environmental problems on their own. Assistance can include training, scientific and technical support, mediation or conflict resolution support, and the like. The goal is to work with others to help to cure the problem, not just treat the symptom. This also means building EPA capacity as we identify gaps in our own knowledge and programs. Because our resources are limited, it is inevitable that EPA's support or presence will be limited over time. Successful capacity building means that EPA should be able to withdraw from a community without adversely effecting the work being done.

The success of our effort to build mutual capacity is rooted in the following key regional commitments:

- Continuing cooperative work with Tribes and States in Region 10,
- Increasing awareness at EPA about local communities and their needs,
- Making realistic commitments, following through on our commitments, and following up to ensure that our efforts are effective and results meaningful, and

- Continuing work to improve access to our resources by striving for excellence in our environmental information management, phone, computer and personal contacts.

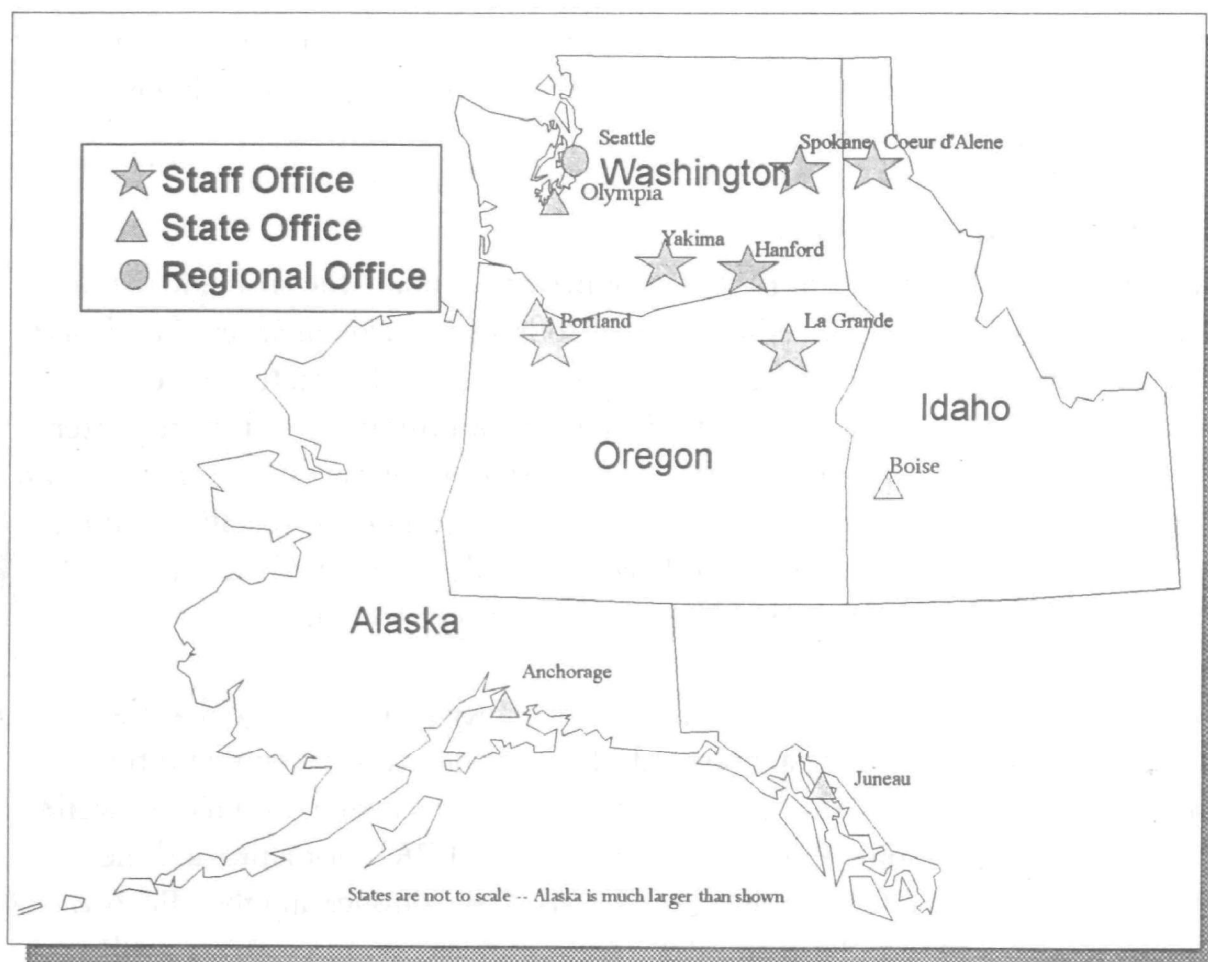
2) Place-Based Activities

In 1995 the Administrator of EPA, Carol Browner, made the strategic national decision to target 20% of EPA's existing resources towards *field or place based activities*. In Region 10, we were already investing in EPA State Offices, Superfund was closely involved with dozens of communities, and shortly after the policy was released, we had "on-location" staff in four areas (*See Figure 1 on next page*). We have also targeted resources to over a dozen specific locations including Alaska's Tongass National Forest, Idaho's Coeur d'Alene Basin, Oregon's Willamette Valley and Washington's Puget Sound.

Region 10 had technically met the 20% community investment goal as the "Browner Policy" was being announced. But was our relationship with the communities, the tribes, the states any different? Were we coordinating well? And how were decisions being made to determine EPA's priorities and the appropriate level of effort for the agency? Were we duplicating the efforts of others? The answers to these questions are less clear.

Environmental agencies and communities have long struggled to find a systematic way of setting priorities for focusing resources and energy. A "Geographic Characterization" procedure has been developed (see Appendix B) to help EPA characterize and eventually set priorities for geographic areas. We anticipate that this tool will change as we gain experience in applying it, and as others share their insights and experiences with us. The process includes, but is not limited to, such factors as human health risks (both current and projected), environmental health risks (both current and projected), potential for ecological recovery, socio/economic factors, environmental justice issues, potential for a sustainable economy, and pollution prevention opportunities.

EPA REGION 10 OFFICES



Being identified as a “geographic priority” means that EPA will try to find ways to focus resources on the problems or issues in that geographic area. In some cases, EPA core programs of Air, Chemical and Waste Management, Superfund, and Water will work together and with a community to address a number of issues in a comprehensive, logical manner. Other offices such as Innovation, Ecosystems and Communities, External Affairs, and Environmental Assessment can support these “cross media” efforts. In other cases, Regional Geographic Initiative (RGI) funds and other EPA “discretionary funds” may be directed towards a specific area to provide focused, sustained support beyond the scope of our more traditional core programs.

We will also use information from the Geographic Characterizations to help set state-by-state priorities for Performance Partnership Agreements (PPAs). PPAs establish mutually agreed upon priorities and expectations for EPA and each



state. Although currently focusing on the lead state environmental agencies, PPAs can extend to other state agencies such as the departments of health, natural resources or agriculture (the Tribal EPA Agreement (TEA) is the rough equivalent of a PPA for tribes). In all cases, we need to clearly understand our role in relation to other agencies, the state, the tribes and the community. We need to build on each other's strengths, not duplicate each other's efforts.

3) Reorienting Internal EPA Programs & Procedures

The success of CBEP is dependent on people working together collaboratively. Inside EPA, this means coordinating and communicating across programs and across media (e.g. Air, Water, Waste, Superfund) as the routine method of doing business. All too often, we have failed to understand the cumulative effects of multiple EPA programs on local communities or the regulated community. We need to explore the interdependence of our programs and seize opportunities to cooperate and gain a more balanced perspective on our work.

Externally, this means seizing the opportunities to work cooperatively with tribes, states, local communities, other agencies, non-profits and industry. Collaborative work is one of the highest Regional priorities and a corner stone of our new organizational structure.

Increasing cross-media and cross-program cooperation in our Region will result in more focused and productive use of our collective resources. This will require some basic changes in our attitudes and behavior. The CBEP Strategy furnishes tools and techniques to help EPA staff to work more effectively with others and to identify the appropriate level of effort for individual tasks and projects. For EPA staff, working collaboratively is a professional obligation. All EPA employees are expected to ask: "Who else needs to know?", "Who else can help?" and, "How can we work together?"

Fundamental Components of the Strategy

EPA Region 10 has formed State Teams. These teams consist of staff representatives from each of EPA's programs coordinated by an EPA State Team Leader. Among other things, the teams act as advocates in Seattle for state and local perspectives. We now have a State Team for each of the four states in Region 10. Initially, the state teams have focused on coordinating with each state's lead environmental agency. Over time, the State Teams will be responsible for coordinating with a much broader range of parties within each state, including departments of natural resources, agriculture, fish and wildlife, and the tribes. As the State Teams gain local knowledge and expertise, they will be able to share their experience with other EPA staff.

Tribal perspectives are of specific interest and concern. The Tribes in Region 10 have expressed concern that EPA often seems to ignore tribal priorities. While the State Teams can not guarantee that the tribes will be satisfied with the outcomes, it is the responsibility of the State Teams to work with EPA's Office of Tribal Programs to ensure that tribal issues are identified and addressed.

Region 10's newly formed State Teams are at the heart of Community Based Environmental Protection. In 1997, each State Team will:

Coordinate. Establish fundamental, cross-program communication to ensure active coordination of EPA programs within individual geographic areas.

Set Priorities. Characterize and identify "priority" areas for focusing additional EPA resources (using input from our state, tribal and local partners).

Cultivate Performance Partnerships. Work with each state to develop Performance Partnership Agreements (PPAs) which reflect mutually agreed upon priorities.

Conduct Geographic Characterizations. Simply put, Geographic Characterization is a methodology designed to ensure that EPA managers and staff have consistent essential knowledge about the communities or basins in which they are working. With better knowledge of communities, we will not



only be more effective in working at the local level, we will avoid being “blind sided” by issues of which we are unaware. Too often we have found ourselves working on projects or permits or enforcement actions in areas we have never seen. In an ideal world, our travel budget should allow us to visit the areas where we are working. We should do this whenever possible. Phone calls and correspondence can never replace face to face contact with our partners in their own surroundings. Travel budget or not, the Characterization Tools will help us to better understand the unique needs, perspectives and capabilities of communities across the region. Intensive Characterizations will help us set priorities for geographic areas for increased agency focus and resources.

Set Geographic Priorities. In 1997 the State Teams will make geographic priority recommendations based on limited local input. Currently we do not have the tools and contacts to make decisions in a truly community-based way. The long term intent of this strategy is to build tools so that the State Teams will eventually be making decisions with a working knowledge of the full range of environmental and social issues of each state. The state teams will eventually be in a position to help EPA decision makers focus our resources on critical areas in concert with others.

Expand the Role of Communities and Our Many Partners. While State Teams are at the heart of CBEP, they will not be going it alone. This is a Regional effort, and as such, it touches nearly every employee in the agency. Implementing CBEP means looking for opportunities to build capacity at the community level, striving to make decisions collaboratively, and involving communities in developing solutions to environmental problems. Eventually, we envision that communities will help develop performance plans for grants and programs, as well as helping in the monitoring and evaluation of environmental progress. This applies to all EPA activities, not just “priority” areas.

There are numerous existing mechanisms that will help us implement CBEP at the local level . . . Sustainable Development Challenge Grants, Tribal EPA Agreements, State Performance Partnership Agreements, Pollution Prevention Grants, Project XL, and the Brownfields Redevelopment grants to mention a few. These programs and others are discussed in Appendix A.

Utilize Place-Based and Field Staff. EPA State Offices and the EPA staff who are placed in communities are key players in the implementation of CBEP. The people who are in the communities are literally the eyes and ears of Region 10. The expertise of our field staff has often gone untapped. Seattle staff have a responsibility to use the expertise and resources of the staff who are placed outside Seattle. Conversely, staff not located in Seattle have a unique challenge to bring local perspective to the decision-making process in Seattle. Managers and staff at all levels should support and seek the input of those who are working outside Seattle in order to obtain "real world" input. Managers need to take the lead in this effort by insisting that place-based and State Office staff be involved in discussing issues and making decisions that affect their communities. Again, EPA staff need to be asking "Who else needs to know?"

Exercise Regulatory Flexibility. In written comments and in focus groups, we heard that regulatory *inflexibility* would be one of the biggest obstacles to implementing CBEP. Our partners were concerned about the Region's ability to be flexible. EPA staff were concerned that EPA Headquarters would be an obstacle to Regional flexibility. Many others expressed the concern that we would "go overboard" in providing flexibility and undermine the regulatory authorities of the agency.

Traditional regulatory programs will continue to play a vital role in the protection of human health and the environment. Regulations ensure an appropriate level of environmental protection, but at the same time we can and should explore workable alternatives for reaching those goals. Our *Enforcement and Compliance Strategy* will be addressing this issue.

We have been told that EPA is sending "mixed messages" - trying to form partnerships with the regulated community and at the same time maintaining authority as an enforcement and regulatory agency. For EPA staff who find themselves in the dual role of enforcer and enabler, this situation is especially difficult. It is critical that we clearly explain our role in any given situation. We need to be keenly aware of the dangers of setting false expectations, only to disappoint ourselves and others. EPA's role is changing and it requires us to strike a balance.



Avoid Duplication of Effort. One of the most prevalent comments we heard from both the focus groups and written comments is that EPA should use information that has already been gathered by local groups. EPA and other governmental organizations have a tendency to replicate the efforts of others. One of the major goals of the CBEP strategy is to identify ways EPA staff can tap into local groups and not only use the expertise of these groups, but dovetail with and complement their projects. For example, EPA staff can learn from local watershed councils, stewardship councils, community organizations, chambers of commerce, tribal organizations, the states and governor-sponsored programs (the Washington Rural Development Council, Oregon's Coastal Salmon Initiative and Idaho's Basin and Watershed Implementation Planning).

Use the Decision Making Scale. The following Decision Making Scale can be a helpful tool in describing the relationship between the community, our partners, the agency and the decision. As you can see, EPA runs the entire range of the scale. This is appropriate. The emergency removal of a chemical spill may require a prompt, unilateral decision to ensure public safety, while the development of a watershed management plan with voluntary nonpoint source pollution reduction activities may require extensive work with the community and EPA may not be the final decision maker.

We should not assume that any EPA program is "locked" into a particular decision making mode. Some illustrations from Superfund demonstrate the range of decision making authority that a program can offer. Statutory regulations require Superfund to be at "C" - *Agency decides with extensive community input through formal comment periods and public meetings*. Yet in Commencement Bay, the level of community involvement is at "D" - *Agency meets with community regularly and makes decision based on extensive community feedback and community recommendations*. And in Southeast Idaho, where a community based task force is determining actual cleanup levels and implementation strategies around the radioactive slag issue, the decision making is at the "E" level - *Agency participates in community based decision making process and Community decides with extensive agency input*. Above all, we must be clear about our role in any given situation.

The Decision Making Scale

Agency Decides  *Community* Decides*

A	B	C	D	E	F	G
Agency decides with little or no input	Agency decides with limited community input	Agency decides with extensive community input	Agency decides based on community recommendations	Community decides with extensive agency input	Community decides with limited agency input	Community decides with no agency input
Little or no community input	Formal written comment period. Little or no direct contact with the community	Community interviews, public meetings, formal comment periods, response to comments	EPA meets with community regularly and bases agency decision on extensive community feedback	Agency participates in community based decision making process	Agency acts as resource to community, providing information, technical assistance as requested	Little or no agency input IE, EPA positions, regulations may or may not be considered
<i>E.G.</i> An emergency cleanup of a toxic spill	<i>E.G.</i> Legal Notice for RCRA permit action	<i>E.G.</i> Superfund community relations plan	<i>E.G.</i> Negotiating Performance Partnership Agreements with Individual States	<i>E.G.</i> Development of wellhead protection plan	<i>E.G.</i> Development of Watershed Protection Plans	<i>E.G.</i> Local land use or zoning decisions

* In the context of this chart, community could refer to a local community, a tribe, a state, an industry or regulated community, or all of the above. See definition of community on page 2.

While we can and should seek ways to find common ground so that we can work cooperatively with others to achieve shared goals, this is not always possible. Regardless of the program, we need to be clear about the community's role in the decision making process and we need to clearly articulate that role to the public frequently.

Employ Conflict Resolution and Neutral Facilitation. Another major obstacle identified in the comments is the conflict that is inherent whenever there are diverse stakeholders at the table with conflicting goals. Conflict is inevitable when dealing with finite natural resources; however, one strength of Region 10's CBEP approach is that it encourages *voluntary* partnerships between government and the citizenry and relies on informed people and grass-roots activities. EPA Region 10 is already using third-party, neutral facilitators and mediators to support CBEP and to help bring all stakeholders to the table early



in the process when addressing contentious issues. Consensus may not always be possible, but experience has shown that when all voices are heard, the resulting decisions are not only better, but more likely to meet with success.

Making CBEP Happen

The implementation of Community Based Environmental Protection relies heavily on coordinating *existing* programs, tools and resources. In many ways this strategy “connects the dots” so that existing efforts can be clearly linked to new or developing approaches to environmental protection.

Implementation

In Appendix A we identify on-going, developing and proposed “deliverables” for fiscal year 1997 (EPA’s fiscal year 1997 runs from October 1, 1996 to September 30, 1997). These deliverables are arranged in categories corresponding to the introduction to this strategy: *1) Region-wide Resources for Communities and Partners, 2) Place Based Resources - site or area specific and 3) Internal EPA Changes - often this includes working with others.* A contact is listed for each initiative or deliverable. **These contacts are directly accountable for the implementation of the fiscal year 1997 deliverable or action associated with their name.**

It is unreasonable to hold staff accountable for CBEP implementation deliverables without substantial management support. The CBEP deliverables need to be a high priority for each responsible Office and Unit. Sufficient administrative and staff support needs to be provided, and when tough budgetary decisions are made, the CBEP initiatives must remain a high priority. Managers at both the Executive team and Unit level need to clearly communicate with each other to maintain critical links between programs. No one working on CBEP should be doing so in a vacuum.

Evaluation - Measuring Success

Just as we have engaged in external and internal dialogue in developing this strategy, we will engage in a similar dialogue to assess our progress and adjust our goals. The cross-program CBEP workgroup, convened to assist in developing the strategy, will be reconvened in June and September of 1997 to review and evaluate CBEP implementation progress. Recommendations on any needed revisions will be made to EPA Region 10's Executive Team (ET) sponsor for CBEP. Appropriate action items will be presented to the ET for decisions.

Details on evaluation procedures are in Appendix B.

Keeping CBEP Alive

One of the most consistent comments received on the draft was, "How can we be sure that CBEP will survive?" "How can we be sure that this is not just a passing fad?" There are factors in CBEP's favor. Carol Browner, who initiated CBEP at the national level, is continuing on as EPA's Administrator. Regional leadership is expected to remain constant. But above all, the public is demanding more involvement in the decision making process, and many important environmental decisions rest in local hands. CBEP is an environmental protection approach that integrates different tools, such as science, regulation, economic incentives, community plans, and public education to reach environmental goals. It strives to develop lasting community support for environmental planning and implementation. The CBEP effort is already well under way. It has momentum, it has internal and external support, it makes sense. It is here to stay.



Appendix A: 1997 CBEP Activities



Region 10, Seattle
Office of Ecosystems and Communities

Appendix A: 1997 CBEP Activities

Theme 1: **Sharing data, information, tools and resources with other agencies, the public and communities (*mutual capacity building*)**

Brownfields Action Agenda

EPA's Brownfields program encourages economic redevelopment of abandoned property through funding site assessments, Brownfields pilots and clarifying liability issues. The Brownfields program promotes job training, community participation and cleanup in economically stressed areas so that environmental liabilities can be transformed into community assets. Brownfields pilot projects are underway in seven Region 10 communities to develop innovative approaches to Brownfields redevelopment. The Region is also funding a pilot program in Oregon to conduct four Brownfields site assessments. In 1996, Region 10 entered into three agreements with prospective purchasers of contaminated property to clarify cleanup liabilities and bring nearly 50 acres of land into productive use. The Region continues to pursue these settlements where appropriate.

FY '97: Manage and provide technical assistance to seven existing Brownfield pilot projects (Port of Bellingham, Puyallup Tribe, City of Tacoma, City of Portland, Duwamish Coalition, Panhandle Health District, Rural Development Initiative Oregon Mills Project). Initiate between one and three new Regional Brownfields pilots this year. Complete the Brownfields site assessment pilot project with the Oregon Department of Environmental Quality (four site assessments will be completed in this project). Provide states with cooperative agreements monies to develop or implement voluntary cleanup programs consistent with national guidelines. ~ 2.2 FTE¹

Contact: Lori Cohen (206) 553-6523
cohen.lori@epamail.epa.gov
Office of Environmental Cleanup, Seattle

¹ "FTE" stands for "Full Time Equivalent". One FTE is one full time person working for one year.

Collaborative Training with Our Partners

This training will focus on sharing perspectives, ideas and information using a hypothetical watershed case study. When possible, the training will be conducted outside of Seattle with people who are likely to have ongoing relationships through community workgroups, watershed councils or the like. The purpose of the training is to: 1) encourage candid interaction and dialog between EPA staff and the public, 2) allow individuals who are likely to have ongoing relationships an opportunity to get to know each other on neutral ground in an informative and constructive way, 3) demonstrate the benefits of collaboration in solving environmental problems, and 4) freely exchange information about the roles and responsibilities of EPA and our partners. The course may be designed to also provide a broad overview of different Regional programs, authorities, and new initiatives.

FY '97: Working with a contractor and regional staff, an interactive, collaborative training program will be designed and produced. It will be held in at least two locations in FY '97, Olympia and Portland. ~ 1 FTE

Contact: **Dan Phalen** (206) 553-6638
phalen.dan@epamail.epa.gov
Office of Ecosystems and Communities, Seattle

Community Access via the Internet (Web Masters)

The goal is to improve community access to EPA's LAN Information Page and the Internet Home Page so that our partners can more easily access data and EPA resources for community-based projects. Both the LAN Information Page and the Internet Homepage are up and running. Staff, however, need training and incentives to add content to the pages.

FY '97: The Outreach Forum (organized by the Office of External Affairs) will ensure that each key office designates some one as a "Web Master" responsible for designing an office Front Page and ensuring that content of use to communities is added to the Internet and maintained. The Information Resources Unit will provide technical support for creation of the Front Pages, including graphics assistance, determining the format of the Home Page, and providing technical assistance to Web Masters. ~ 4 FTE

Contacts: **Susan Handley** (206) 553-1287
handley.susan@epamail.epa.gov
Outreach Forum, Office of External Affairs, Seattle
Robin Gonzales (206) 553-2977

gonzales.robin@epamail.epa.gov
Information Services, Office of Management
Programs, Seattle

EPA Region 10 World Wide Web Home Page Address:
<http://www.epa.gov/r10earth/r10.html>

Community Involvement Plans

Whenever EPA has a high level of activity in a given community or when the level of interest or alarm is very high, it is advisable to have a Public Involvement Plan so that both EPA and the community are clear about mutual expectations for community input into the decision making process. These plans, modeled after Superfund Community Relations Plans, provide key information about the community and landscape, identify major health and ecological issues, identify key individuals and organizations in the community, and provide a framework for public participation. The plans can be simple or complex, depending on the need. With the exception of Superfund, most programs tend to react to situations rather than plan ahead of time. The Outreach Section in ECO is prepared to assist EPA staff in developing proactive Community Involvement Plans that are appropriate for a given situation.

FY '97: Produce Community Involvement Plans for any new Regional Geographic Initiative areas that are selected this fiscal year. ~ .3 FTE

Contact: **Michelle Pirzadeh** (206) 553-1272
pirzadeh.michelle@epamail.epa.gov
Office of Ecosystems and Communities, Seattle

Comparative Risk

The comparative risk to society of various environmental problems is a factor that should be considered in establishing geographic priorities and allocating environmental resources within the Region. However, the methodology for performing comparative risk assessments is relatively new, and their utility in the decision making process is unproven. The Region is initiating a pilot project to complete a comparative risk analysis for one State (Washington). At the completion of the pilot, an evaluation will be made to evaluate the cost of the project, the usefulness of the products, whether a similar assessment should be completed for the rest of the Region, and the extent to which the process should influence

program priorities and resource allocations. Initial discussions have been held to develop the scope and methodology for the Washington pilot project.

FY '97: Complete the Washington pilot project. ~ .5 FTE

Contact: **George Abel** (206) 553-1198
abel.george@epamail.epa.gov
Office of Environmental Assessment, Seattle

Computerized Staff Skills Identification

This concept involves the design and implementation of a "key word" staff search database for the LAN Information Page. The search program would help staff and others easily identify EPA employees with specific technical and scientific skills, programmatic knowledge, policy expertise, and knowledge of specific areas and communities. We will explore the possibility of public Internet access to the database so that the human resources of EPA will be more readily accessible to both EPA staff and the public.

FY '97: The Region will initiate development of the database but does not expect to complete it this fiscal year. ~ .75 FTE

Contact: **Robin Gonzalez** (206) 553-2297
gonzalez.robin@epamail.epa.gov
Office of Management Programs, Seattle

EPA Program Fact Sheets

Develop brief fact sheets describing each EPA program using a common format so that basic information about programs and program contacts can be easily communicated to the public. The fact sheets will focus on describing the relationship of each program to the public. Most Water Programs have informational fact sheets which were developed around the common theme of watershed protection. With these fact sheets as a starting point, we will expand the concept to the rest of the Region.

FY '97: Produce three fact sheets for different programs using a consistent format which can be utilized by others in the region. We will edit and standardize up to six additional fact sheets initiated by other programs. ~ .3 FTE

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Environmental Education

The goal of this program is to improve environmental education in elementary and secondary schools. Through a combination of grants, technical assistance, publications, videos and school presentations, EPA has reached out to rural and urban communities. Environmental stewardship is a major focus of this well-established program, which currently provides grants of up to \$25,000 at the regional level and up to \$250,000 at the national level.

FY '97: Implement Environmental Education grants in all four states, support innovative education projects, and network with other agencies and institutions regarding environmental education.
~ 3.5 FTE

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Environmental Information Management System (EIMS)

This project involves the creation of an in-house application that would store information about environmental data sets (EPA's and others) so that data needs can be met and data gaps can be recognized. System capabilities would also allow *external users* to store information about their data sets in the EIMS. This function is available through the Internet (Region 10's Homepage, Data and Maps). Also, Regional users can submit queries and retrieve information and data from the national data bases of regulated facilities through ENVIROFACTS by using the EIMS communication workstation and data browser (currently there are 10 to 12 of these stations located within the Regional Office). The directory of data sources has been developed and is available on the Internet.

FY '97: Load Idaho water quality data products into a national database and allow access via the Internet. ~ 2 FTE

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Office of Environmental Assessment, Seattle

Environmental Justice

Community groups and numerous studies have shown a disproportionate exposure of low-income and communities of people of color to environmental pollutants. The Environmental Justice (EJ) Program offers grants to grass-roots and community-based organizations addressing EJ issues so that both the community and the agency can be better informed

and equipped to minimize any inequities that may exist. Educational sessions on topics such as grant writing, tools for implementing EJ, and local EJ issues are offered throughout the year and are available for a wide range of audiences including federal, state, and local employees, and the public. The EJ Program also focuses on analytical and research projects that will answer EJ questions within EPA or meet the needs of a community group focusing on environmental justice.

FY '97: Region 10 will provide environmental justice training to EPA and other federal employees on topics such as public participation and enforcement actions. In addition, the Region plans to hold a series of meetings with environmental justice community members to hear their concerns and explore what role EPA may have in working with them or others to address those concerns. ~ 1.3 FTE

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Environmental Justice through Pollution Prevention

Not to be confused with the Environmental Justice Grant Program, the Region has another grant program called Environmental Justice through Pollution Prevention. The purpose of this Program is to support community organizations in their efforts to address environmental justice problems through the use of pollution prevention solutions.

FY 97: Approximately 6 new grants worth a total of \$320,000 will be awarded. ~ .25 FTE

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Office for Innovation, Seattle

Fostering and Ensuring Inter-Agency Coordination

This project would expand EPA employees' opportunities to work with other agencies by assembling a concise directory of agency functions and contacts. The long-term goal is to identify EPA staff with ongoing relationships with individual agencies who can act as a resource to other EPA staff in familiarizing themselves with other agencies.

FY '97: Select a person in each State office who will be responsible for developing a data base for their state and

maintaining up-to-date information of the various agencies in the State. Because this activity is in a conceptual stage of development, an FTE estimate is not yet available.

Contact:

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Washington Office, Lacey

Contacts for the other Region 10 states have not yet been selected.

Green Lights and Energy Star Programs

These programs prevent pollution and save energy. EPA is actively implementing them here in Region 10 and nationwide. The staff who manage these Programs develop personal contacts using a nationwide database, make presentations to industry groups, and participate in regional environmental fairs and workshops. There are now more than 75 Green Lights partners in the Region saving more than 2.3 million dollars in energy and preventing more than 7.6 million pounds of CO² pollution per year. A program to help small businesses finance upgrades is now under way.

FY '97: Seattle is one of 28 cities targeted for a public service announcement program, and regional K-12 schools will be intensively marketed. ~ 2 FTE

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Office for Innovation, Seattle

You can learn more about these programs at these World
Wide Web addresses:

<http://www.epa.gov/gcdoar/greenlights.html>
<http://www.epa.gov/energystar.html>

or by calling these toll-free numbers:
1-800-424-4EPA or 1-888-STAR YES

Indoor Air

Numerous risk assessment studies from across the nation have ranked indoor air pollution among the top four environmental risks to public health. The Indoor Air Program offers professional training, public outreach, education, and grant assistance to provide information to those who work in the indoor air field, to health care providers, to the general public, and to community organizations that provide services to groups who are the most adversely impacted by indoor air pollution (children, people with low incomes, and people of color). In providing outreach and education, the Indoor Air Program aims to prevent or decrease the adverse health effects associated with indoor air pollution exposures. The Program provides outreach and education through 2-day professional training workshops and a specialized three-day workshop for Region 10 Tribes. Additional regional outreach and education efforts, including 1-day training seminars, focus on groups that are at highest risk for adverse health impacts.

FY '97: EPA will offer seventeen workshops: four in each of the four Region 10 states, and one for Region 10 Tribes. ~ 1 FTE

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Office of Air Quality, Seattle

One Stop Program

This is a national program (Presidential initiative) designed to enhance various State data management initiatives in making State environmental data more easily accessible through the Internet. Under this national program, the State of Washington Department of Ecology has received a grant to help them revamp their data bases and enhance their Internet information capabilities.

FY '97: Work will continue in the state of Washington, and ten additional states nationwide will be awarded grants. ~ .2 FTE

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Office of Environmental Assessment, Seattle

Outreach Forum

The Outreach Forum is a focal point for establishing and implementing outreach policies and priorities in the Region, with the objective of improving staff abilities and knowledge of outreach skills. It reviews new initiatives, publications, events, and projects to ensure consistency with

Agency goals and priorities. The Forum helps the Region learn from past experiences, avoid duplication of effort, and coordinate related activities. Since the first meeting in February 1996, the Forum has enjoyed broad representation from Regional Staff.

FY '97: Sponsor a one-day "Outreach Festival" for all EPA staff including training workshops, presentations, exhibits, a key note speaker, panel presentations, and time for social interaction. Establish the Forum as the accepted "checkpoint" for all key outreach activities. Provide discussion and guidance for approximately five new program initiatives referred to Forum by Regional management and staff. ~ 3 FTE

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Office of External Affairs, Seattle

Performance Partnership Agreements and Grants (PPAs & PPGs)

PPAs and PPGs are bilateral agreements between EPA and each state. They establish mutually agreed upon environmental goals, priorities, objectives and performance measures. They include a joint work plan for administering federal grant dollars for air quality, water quality and hazardous waste management. They provide the states with more flexibility in how to spend EPA grant dollars, and they ensure increased coordination between EPA and state programs. These agreements were first used in 1996, and they varied in scope from state to state.

FY '97: Negotiate and complete this year's PPAs and PPGs with mutual State and EPA priorities and resource commitments. FTE estimates for PPA and PPG negotiations are captured in the FTE estimate provided for the overall work of the State Teams, approximately 11 FTE. State teams are described in Appendix D.
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Oregon	Ken Brooks	503-362-3250
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Washington Office, Lacey

Pollution Prevention Program

Through Region 10's Pollution Prevention Program, States and Tribes receive funding and other resources to maximize pollution prevention (P2) in their jurisdictions. These resources support individual state P2 programs which include dozens of innovative technical assistance and integrative efforts, as well as region-wide efforts. Regionally, EPA resources supported the development of the Northwest Pollution Prevention Resource Center (PPRC), the Region 10 state and federal P2 strategy, and an "Evergreen Award" program that recognizes companies that are models for pollution prevention. The Region provides ongoing support to the PPRC to produce a quarterly P2 newsletter called *Pollution Prevention Northwest*, and to hold quarterly pollution prevention forums, called Regional Roundtables, for state and regional stakeholders.

FY 97: Six new PPIS grants will be awarded to states and tribes worth a total of \$480,000. Integration of P2 into permits will be expanded from Title V operating permits to the water permitting program. Four to six new Evergreen Awards will be presented. Several initiatives supportive of the Region's P2 Strategy will be funded and initiated. ~ .4 FTE

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Project XL (Environmental eXcellence and Leadership)

This EPA pilot program gives regulated entities (both businesses and communities) regulatory flexibility in exchange for greater environmental benefits. Although no XL projects are currently underway in Region 10, several businesses and municipalities are currently putting together proposals for consideration.

FY '97: Expand outreach activities. Region 10 anticipates that 3-4 projects will be developed this year. ~ 1.25 FTE

Contacts:

Industry (XL)

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Communities (XLC)

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Priority Basin Performance Plans

For each of the Region 10 priority areas that were selected in prior years (the Mid-Snake, Umatilla, Yakima, Puget Sound, and Coeur d'Alene Basins), an FY '97 Performance Plan has been completed. Each Performance Plan describes:

- ▶ the geographic area;
- ▶ human health and environmental issues;
- ▶ long term environmental goals and measures;
- ▶ FY '97 performance goals and measures;
- ▶ resources devoted to the area;
- ▶ data sources; and
- ▶ specific regional geographic projects that are targeted to the area.

FY '97: Update the plans as appropriate and create a "template" for future use. (FTE estimates for this activity are captured in the FTE estimates for the Place-Based Projects described in Theme 2 of this Appendix).

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Office of Environmental Assessment, Seattle

Regional Discretionary Funds

Most of the Regional programs and offices have some discretionary funds, some of which have been targeted toward geographic areas and communities. The CBEP strategic goal is to improve coordination and collaboration across EPA programs, to better support the three themes of the CBEP strategy. A pilot approach of combining some of the discretionary funds into a CBEP category to support community initiated projects will be developed and implemented. Potential grants to support CBEP work are summarized in Appendix C.

FY '97: Develop and implement pilot project to better coordinate and focus Regional discretionary funds to support CBEP. ~ .5 FTE

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SITEINFO (“Site Information”)

SITEINFO is an in-house application available through the Internet (Region 10's Homepage, Data and Maps) that allows users to make maps (with a 2, 5, or 10-mile radius, or a United States Geographic Survey [USGS] quadrangle) of areas anywhere within the Region. The map shows the locations of regulated facilities (RCRA, CERCLIS, TRI, NPDES, Air), provides a list of the facility names and identification numbers, and shows streams, population demographics, and roads. Region 10 (Seattle) users can have these maps printed out by the Office of Environmental Assessment. SITEINFO is up and running in the region and is enjoying wide usage inside and outside EPA.

FY '97: SITEINFO will be maintained and enhanced. ~ .8 FTE

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Small Communities Program: Compliance Flexibility that Works

Small towns in Region 10 often struggle to manage the many environmental requirements they are faced with implementing. The Small Communities Program has been actively working with the states of Alaska, Idaho, Oregon, and Washington to develop greater capacity for assisting small and remotely-located communities with compliance problems. The aim is to help small communities address their most pressing environmental problems while considering the limits of the community's financial resources. This collaboration has lead to a number of significant advancements toward addressing small community problems, including the initiation of pilot projects, technical assistance, community leadership workshops, and increased investment by state programs. The work is ongoing.

FY '97: Hold twelve workshops that will train approximately 300 small community officials in rural locations in Oregon and Washington.

~ 2 FTE

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Office for Innovation, Seattle

Technical Assistance Grants

Technical Assistance Grants (TAGs) have long been available to communities near Superfund Sites. The grants (of \$50,000 for three years) are designed to support local communities in hiring technical advisors to analyze complex technical data for communities, disseminating information to the community, and involving the community in understanding and commenting on the Superfund process. On a number of occasions, the TAGs have spawned broad interest in local environmental issues.

FY '97: EPA will continue to award TAGs as appropriate. ~ 1 FTE

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Tribal EPA Agreements (TEAs)

A TEA is an agreement between a Tribe (or a group of Tribes) and EPA. A TEA describes the past and current condition of the Tribe's environment, their long-range environmental goals and priorities, and their near-term priorities for EPA assistance. EPA works with Tribes as sovereign nations on a government-to-government basis. To date, five TEAs have been completed.

FY '97: Approximately fifteen additional TEAs are currently in the works. ~ 5 FTE

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Office of Tribal Operations, Seattle

Wellhead Protection

Contaminated groundwater is a very real concern for many communities. EPA's Wellhead Protection Program is a community-based effort designed to prevent groundwater contamination *before* it occurs. Potential contaminant sources may include leaking septic systems, pesticides, fertilizers, or industrial chemicals. Communities play a key role in planning and implementing their own wellhead protection plans. Through the Program, state wellhead protection programs have been established in Idaho, Oregon and Washington.

FY '97: The Region will help Idaho, Oregon, and Washington implement their EPA-approved programs. For the first time, the new State Revolving Fund for Drinking Water Protection will be

available for source water and wellhead protection efforts. For Alaska, the goal is to help the state develop a wellhead protection program. Workshops on new source water protection resources will be developed and offered in all four states. ~ 1 FTE

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Theme 2: Place-Based activities

This section lists a number of ways the Region is applying a range of tools and programs including the Clean Water Act, the Safe Drinking Water Act, the Clean Air Act, Superfund, and the Resource Conservation and Recovery Act (RCRA) to accomplish Community Based Environmental Protection on the ground.

Alaskan Model for Community Based Environmental Protection

The Loudon Village Council, like many Alaskan Tribal communities, is confronted with multiple chemical and waste management problems. Past military practices have left much of the surrounding area with contaminated soils and ground water. These problems cannot be solved by tribes alone; they need considerable cooperation from other agencies, technical and financial resources and up-to-date information about environmental and human health effects from contamination of subsistence foods. Region 10 has developed a community-based pilot project designed to assist the Loudon Village Council and other tribes faced with similar problems. EPA has provided \$110,000 in grant money to assist the Loudon Village Council to develop a community-based environmental strategy. EPA has also provided technical assistance in evaluating contaminants of concern.

FY '97: A cross-cultural facilitator will be hired to assist Loudon Village Council and other tribes along the Yukon to evaluate strategies for achieving integrated waste management on the Yukon River. A documentary video of the project will be produced by a video team specializing in indigenous cultures. ~
1.1 FTE

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Alaskan Native Food Resources Data Management Project

Many rural Alaskan communities depend on subsistence food sources for a major portion of their diet. Currently, information on contamination of subsistence food sources is scattered, incomplete, and difficult to access. It's important to make such information available and accessible so that better risk management decisions can be made. This data management project will:

- 1) describe the relative contribution of different local food resources to the diets of Alaska Natives;
- 2) report measured levels of contaminants in local food resources and what is known and unknown about the health effects of ingesting these foods;
- 3) summarize the cultural importance of local food resources that are most likely to contain contaminants at levels posing a threat to human health;
- 4) convey Alaska Native concerns about contaminants and ideas on how these concerns could be most effectively handled in a risk assessment format; and
- 5) identify research needed to better understand contamination to Alaska Native subsistence harvests. The Office of Waste and Chemicals Management (OWCM) has awarded a grant to the University of Alaska at Anchorage (UAA) to develop an easily accessible database concerning the contamination of subsistence resources in Alaska. Information for the database will be collected from a wide variety of national and international scientific sources, including first-hand information from Alaskan Tribes.

FY '97: The database will be made available to 226 Alaska Tribes and other interested parties on an Internet WEB site. ~ .05 FTE

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Office of Waste and Chemicals Management, Seattle

Forest Team

The President's Forest Plan focuses on managing our National Forests to support sustainable timber harvests, the preservation of old growth habitat for endangered species, and development and implementation of plans to enhance water quality and salmon spawning habitat. Since 1994, EPA's Forest Team and Salmon Team have supported this effort by focusing on salmon restoration efforts across the Region. The Forest and Salmon Teams have a combined work force of 14 people who work closely with other federal agencies

(e.g., Forest Service, Bureau of Land Management, National Marine Fisheries Service, and Fish and Wildlife), states, Tribes, and others.

FY '97: Facilitate USFS and BLM implementation of evolving Regional policies and protocols regarding multiple parameters, watershed scale, mixed-land-ownership, and Total Maximum Daily Loads (TMDLs) in watersheds with CWA 303(d) listed

waters (waters that do not meet applicable water quality standards). ~ 11 FTE

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Individual Forest Contacts:

Deschutes:	Ralph Rogers (503) 326-2676 rogers.ralph@epamail.epa.gov Oregon Office, Portland
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Oregon Coast:	John Gabrielson (206) 553-4183 gabrielson.john@epamail.epa.gov Office of Ecosystems and Communities, Seattle
Western WA Cascades:	Steve Bubnick (206) 553-5171 bubnick.steven@epamail.epa.gov Office of Ecosystems and Communities, Seattle
Willamette & Southwest OR:	Michael Rylko (206) 553-4014 rylko.michael@epamail.epa.gov Office of Ecosystems and Communities, Seattle

National Estuary Program Funds (NEP)

The National Estuary Program provides resources to communities so that they can develop their own plans for managing resources and tackling key environmental problems. Funding can be used to characterize priority problems, investigate potential solutions, and ultimately develop and carry out a management plan for the area. There are currently three "estuaries of national significance" in Region 10. Established in the mid-1980's, the NEP supports environmental protection in Regional estuaries with about a million dollars each year. Currently, the Puget Sound and Georgia Basin, the Tillamook Bay Basin, and the Lower Columbia River Basin receive NEP funding. ~ 3.5 FTE

General NEP Contact:

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Office of Ecosystems and Communities, Seattle

► **Lower Columbia River Basin**

The Lower Columbia River Estuary Program (LCREP) has identified seven priority issues that will be addressed in a Basin management plan. The priority issues are (1) habitat loss and modification, (2) toxic contaminants, (3) conventional pollutants, (4) biological integrity, (5) public awareness and stewardship, (6) impacts of future population growth, and (7) institutional constraints.

FY 97: A Public Outreach and Involvement Strategy has been developed for the program and will be phased in as appropriate in FY 97. Draft issue papers have been developed for each of the priority issues and these will be presented at public forums in spring of 1997 to solicit review and comment prior to being finalized. After the final issue papers have been prepared, work will begin on the management plan.

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Oregon Office, Portland

► **Puget Sound and Georgia Basin**

The major environmental threats to the Puget Sound - Strait of Georgia Basin result from rapid urban growth. Problems include reduced biological resources, habitat destruction, shellfish bed closures, air quality problems, ground water contamination, water quality degradation, and chemical contamination of fish and shellfish. Environmental management of the Basin requires international coordination because part of it lies in Canada (Strait of Georgia) and part in the United States (Puget Sound).

Puget Sound:

The overall goals for the Puget Sound basin are to protect and restore the quality of the estuary and its watershed and address human health concerns. Through participation in a multi-organizational effort called the Puget Sound Action Team, EPA is working closely with other organizations to implement an existing comprehensive water quality management plan that was developed by the Team.

FY '97: Recommend actions that should be taken by state or provincial agencies to help reduced populations of native species improve their numbers. Identify ways to keep non-native species out of the Basin.

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Office of Ecosystems and Communities, Seattle

Puget Sound-Georgia Basin International Task Force

The Puget Sound-Georgia Basin International Task Force expanded the focus of the Puget Sound National Estuary Program to include the shared inland marine environment of Washington and British Columbia. Its top priorities are to (1) minimize habitat loss, (2) establish marine protected areas, (3) protect marine plants and animals, and (4) minimize introductions of non-native species.

FY '97: We expect the various working groups to: (1) complete an evaluation of non-native species introductions and offer recommendations on steps that could be taken to reduce them; (2) offer recommendations to improve the protection given to marine plants and animals on both sides of the border; and (3) complete the process of designating several marine protected areas in British Columbia.

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Office of Ecosystems and Communities, Seattle

► **Tillamook River Basin**

For the Tillamook Bay National Estuary Project (TBNEP), three main priority problems have been identified: (1) water quality, particularly pathogen contamination affecting shellfish and water contact uses; (2) sedimentation, affecting freshwater and saltwater flows and habitat for bay shellfish and fish; and (3) critical habitat degradation affecting salmon spawning, increasing stream temperatures, and contributing to bay sedimentation.

FY '97: In addition to numerous ongoing studies, the TBNEP will complete a characterization report for the Basin and revise the preliminary management plan based on public input that was received through significant outreach activities during FY '97.

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Regional Geographic Initiative (RGI) Funding

The RGI, currently in its fourth year, is the primary EPA discretionary

funding source for major community-based initiatives in the Region. Through the RGI, the Region has been able to provide approximately one million dollars each year to support community-based work. Of this, the Region focuses about 80% of these funds on large geographic areas such as the Coeur d'Alene Basin in Idaho and the Willamette Basin in Oregon. The remaining 20% supports smaller scale efforts.

FY '97: Each of the four State Teams nominated one area for Regional Geographic Initiative (RGI) funds. A multi-office group evaluated and recommended two of these areas for RGI funding (about \$200,000 each). The Regional Executive Team made the final funding decision. Three areas were selected; the Umatilla Basin in Oregon, the Columbia Plateau in Washington and the Lower Portneuf Valley in Idaho. The FTE estimate for RGI is captured in the FTE estimates for the work of the State Teams [~ 11 FTE], in addition to approximately .3 FTE from the Office of Ecosystems and Communities (ECO) and the Office of Environmental Assessment (OEA).

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Salmon Team

The Salmon Team is committed to support and facilitate the protection of remaining anadrominous salmonid stocks and to restoration and recovery of depleted stocks. Working with the National Marine Fisheries Service and with state, local, and Tribal organizations we will identify opportunities for EPA involvement. We will provide technical and financial support toward this end by promoting, supporting, and facilitating protection, restoration, and recovery strategies and projects. The Salmon Team has developed a strategic work plan that identifies specific projects, studies, and assistance commitments. This strategy will be updated annually, or as needed.

FY '97: Produce a framework document that presents rationale and structure for physical habitat criteria that can be used to establish water quality standards which would support all life stages of salmonid populations. ~ 3 FTE

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Place-Based Staff Projects

EPA intends to increase the number of EPA employees in the field who can provide direct technical assistance to field areas. In collaboration with our partners we will identify geographic areas that would benefit from a strong EPA presence. We currently have twelve on-location staff people: one each in La Grande, Oregon; Spokane, Washington; Yakima, Washington; and Coeur d'Alene, Idaho; and eight in Hanford, Washington. Over time, we expect that the characterization process will help us identify additional sites for on-location staff. Future staff assignments need to be better coordinated with our partners in the states. Place-based projects include:

► **Coeur d'Alene Basin, Idaho**

Historic mining, timber harvesting, agricultural activities, and more recent residential and commercial development have led to significant environmental and human health problems in the Coeur d'Alene Basin. Problems include elevated blood lead levels in children, impaired water bodies, aquatic and riparian habitat loss, and millions of tons of contaminated mine tailings piles. EPA's long term goals for the Basin include reducing and maintaining children's blood lead concentrations at safe levels, improving water quality, and finding safer sites to store mine tailings. EPA is leading a massive Superfund cleanup of the former Bunker Hill smelter site. A Memorandum of Agreement has been signed by the Coeur d'Alene Tribe, the Idaho Department of Environmental Quality, and EPA to examine other problems within the Basin.

FY '97: EPA will convene a series of stakeholder meetings to work toward developing a comprehensive Ecosystem Management Plan for the entire Basin. ~ 5 FTE

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► **Hanford, Washington**

Problems at the Hanford Nuclear Reservation include contaminated groundwater and soils due to former nuclear weapons production. The site is divided into four National Priorities List (NPL) cleanup sites and covers over 560 square miles. The primary contaminants are plutonium,

uranium, and mixed fission products as well as metal and organic contamination. Other environmental problems in the area include particulate air pollution, and problems associated with agriculture farming practices such as wind erosion and pesticide problems. EPA's long term goal for the area focuses on restoring the Hanford Site and protecting the Columbia River environment. Cleanup of the Hanford Site is well under way, and one of the four cleanup sites has been deleted from the NPL. EPA works in partnership with the U.S. Department of Energy and the Washington State Department of Ecology. These relationships and work schedules are described in the Hanford Federal Facility Agreement and Consent Order.

FY '97: EPA's goal this year is to ensure continued progress in the restoration of the 100 Area and 300 Area soil sites, and continue mass reduction and plume control for groundwater contamination. EPA also continues to strive to provide meaningful dialogue with interested citizens and our Site Specific Advisory Board on Hanford Cleanup issues. ~ 7 FTE

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Hanford Office

► **Mid-Snake River Basin**

Human activities, especially agriculture, have significantly stressed the Mid-Snake River Basin ecosystem. Exposure to pesticides is a potential health concern for people living in the area. EPA's long-term goals for the Snake River area are to preserve and improve the flow of the River, improve habitat, and protect the aquifer from contamination.

Representatives from industry, hydropower, nonpoint sources (agriculture and irrigation companies), environmental groups, local government, and EPA are working to address these problems through participation in a Watershed Advisory Group.

FY '97: An ecological risk assessment and a nutrient management plan are underway. ~ 2.5 FTE

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Idaho Office, Boise

► **Umatilla River Basin -- La Grande, Oregon**

Most of the Umatilla Basin has been severely degraded with respect to water quality, fish and wildlife populations and habitat, and vegetative diversity. Ground water is highly contaminated with nitrates. EPA's long term goal for the basin is to continue to work with and build the capacity of local people to improve environmental quality, reduce threats to human health, increase native fish and wildlife resources, and protect important vegetation communities. EPA is working with citizens, agencies, and other groups to develop assessments, plans, and demonstration projects within the basin to address the environmental and health concerns.

FY '97: Conduct a demonstration project that limits livestock access to streams, make recommendations for protecting and restoring shrub-steppe resources, and coordinate and facilitate a Total Maximum Daily Load (TMDL) project with local agencies and landowners. ~ .3 FTE

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Office of Ecosystems and Communities, La Grande

► **Columbia Plateau Agricultural Initiative -- Spokane, Washington**

The plateau is intensively managed for one primary use, agriculture, which creates several stressors. It provides an opportunity for cross-media cooperation between many resource agencies and other organizations. The area supports unique but seriously threatened ecological resources and habitat that need protection, such as native plant and animal species. Serious human health effects have been observed and predicted. There are many active local, state, and federal partners focusing on these issues, many of whom are already working with us. Tribal organizations also have considerable interest in this area due to cultural and traditional features. Efforts to evaluate and protect ground water and surface water resources in the Basin are underway. Salmon habitat in the Hanford reach of the mainstem Columbia is the subject of

intensive study. Agricultural practices are receiving major attention to help protect habitat and control air and water pollution. An interagency wetland habitat acquisition project is also underway.

FY '97: Coordinate the actions of numerous organizations to protect and rehabilitate habitat, protect and restore water quality, and implement mitigative measures. Initiate a demonstration project for best management practices (BMPs) to reduce impacts of agriculture on erosion, surface or ground water contamination, and wind blown dust. Provide additional support through funding initiative(s) for ground water, surface water, and air quality protection. ~3 FTE

Contacts: **George Lauderdale** (206) 553-6511

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Office of Air Quality, Seattle

Chuck Rice (509) 353-4666

rice.charles@epamail.epa.gov

Office of Ecosystems and Communities, Spokane

► **Yakima River Basin -- Yakima, Washington**

Water quality and quantity are of critical importance in this heavily agricultural area. Problems in the Basin include surface water quality problems, loss of habitat, dropping water tables, air pollution (PM-10) in the city of Yakima, and potential contamination of drinking water aquifers by pesticides and leaking underground storage tanks. Concentrations of DDT in the Yakima River are among the highest in the nation. Long term goals for the Basin include improving water and air quality, increasing the flow of the River, and raising the public's awareness of environmental and health issues. A detailed Water Quality Plan, which outlines actions that should be taken to improve water quality in the Basin, has been developed by the Yakima Conference of Governments.

FY '97: Yakima Indian Nation develops an Agricultural Water Control Strategy, and a Nonpoint Source Assessment. Complete one dairy farm plan for waste control. Design and construct "living classrooms" at Wide Hollow Creek and Sportsman State Park. ~ 3 FTE

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Office of Ecosystems and Communities, Yakima

EPA State Teams

State Teams are the focal point for coordinating EPA activities within a given state. Each state has a lead coordinator who assembles a small working group of key representatives of the major EPA office. The main tasks are to:

- Coordinate across programs and with others outside the agency
- Develop Geographic Priorities
- Assist in preparing Performance Partnership Agreements

The Teams can draw in others as necessary to coordinate cross-program activities on a community or geographic level. The teams need not be large, nor need they meet frequently. In time, it is expected that the State Teams will become well connected with the key players in any given state, including various state and federal agencies, community groups and industry. The State Teams are now in their second year. They were instrumental in the development of the first round of PPAs with each of the States and have set up the framework for internal collaboration and Regional prioritization. The first PPAs primarily emphasized water issues.

FY '97: The Teams will focus on improving collaboration and coordination among EPA programs and in developing the Performance Partnership Agreements. ~ 11 FTE

State Team Contacts:

Alaska	Steve Torok (907) 586-7658 torok.steve@epamail.epa.gov Alaska Office, Juneau
Idaho	Don Martin (208) 334-9506 martin.don@epamail.epa.gov Idaho Office, Boise
Oregon	Christine Reichgott (206) 553-1601 reichgott.christine@epamail.epa.gov Office of Ecosystems and Communities, Seattle Jack Gakstatter (503) 326-2710 gakstatter.jack@epamail.epa.gov

Washington

Oregon Office, Portland

Pat Springer

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Office of Waste and Chemicals Management, Seattle

Theme 3: Reorienting Internal EPA Programs and Procedures (this often involves working with others)

Effective Collaborative Processes

The Organizational Effectiveness Team in the Office for Innovation provides support to the Region by promoting and enhancing collaborative work. Many Regional staff have already been trained in these processes and are using them in their work. Others have expressed interest in learning about them. Specific improvement efforts include:

- ▶ Building collaboration skills through training, e.g., Search Conference, Designing and Facilitating Collaborative Processes, Facilitation Skills Building, Technology of Participation, Washington State University Cooperative Extension Workshop Series on Resolving Multi-Party Conflict;
- ▶ Facilitating collaborative processes, e.g... Search Conference Managers, Region 10 Facilitator Service, Watershed Management Plans;
- ▶ Providing team building expertise and support, e.g., Teaming Cadre, team formation, team development;
- ▶ Researching state-of-the-art collaborative processes and sharing information, e.g., Search Conference, real-time strategic change;
- ▶ Consulting on effective collaborative processes, e.g., process to Select Regional Geographic Initiatives, Strategic Planning, process for Performance Partnership Agreements; and
- ▶ Providing multi-party conflict resolution services, e.g., Region 10 discretionary funds for mediation and facilitation, Federal Executive Board Mediator Consortium.

FY '97: The Organizational Effectiveness Team will offer opportunities for the Region in all of the above categories. Implementation of specific components will depend on demand within the Region. ~ 6 FTE

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Office for Innovation, Seattle

Enforcement and Compliance Strategy:

Incorporating the CBEP Approach into Enforcement Activities

Over the past year Region 10 has been working to develop an "Enforcement and Compliance Strategy." The purpose of this effort is to articulate a cohesive strategy that will guide our compliance programs over the next several years. With regard to CBEP, the Enforcement Strategy recommends that:

- ▶ programs devote approximately 25% of their resources to "innovative" activities such as CBEP;
- ▶ programs develop "program-specific" strategies which describe, in part, how the program plans to implement relevant aspects of the Regional CBEP strategic plan (once the CBEP strategic plan is finalized);
- ▶ programs designate an individual within their group to serve as a CBEP contact.

FY '97: Finalize the Enforcement and Compliance Strategy. Each of the major Regional media programs (Air, Water, RCRA, Superfund) will describe in writing how they intend to implement relevant aspects of the Regional CBEP strategic plan (once the CBEP strategic plan is finalized). ~ .3 FTE

Contacts: **Ron Kreizenbeck** (206) 553-1265
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Office of Enforcement and Compliance, Seattle

GEOSCOPE

If the geographic characterizations presented in Appendix B are to be useful, we need to have an efficient and easy way of archiving the information and making it available electronically within the Region. A "GEOSCOPE" Local Area Network (LAN) group will be established, and electronic versions of all geographic scoping data will be sent to the entire group. A designated staff person will also enter the information onto the EPA Information page. Employees will then have access to information collected by other programs about areas of interest. Community

involvement plans could also be disseminated through the GEOSCOPE LAN group.

FY '97: Create electronic forms for geographic characterizations. Create a GEOSCOPE LAN group, and begin to enter information on the information page. (Because this activity is in a conceptual stage of development; an FTE estimate is not yet available).

Contact: **Robin Gonzales** (206) 553-2977
gonzales.robins@epamail.epa.gov
Office of Management Programs, Seattle

Keeping in Touch across Programs

Develop a "Touch Points" reference matrix of program links and opportunities for collaboration. Conceptually, every program would have a one-page matrix that highlights the links between that individual program and other offices in the Region. For example, if an individual program requires the issuance of a press release and the signature of the Regional Administrator on a letter, these two activities would be noted in the intersections of the program and the Office of External Affairs and the Office of the Executive. A pilot matrix has been completed, but not disseminated, for the Superfund Program.

FY '97: In addition to completing and distributing the Superfund touch point matrix, matrices for at least two additional programs will be developed. ~ .5 FTE

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Office of Environmental Cleanup, Seattle

Outreach Certification

The Outreach Certificate Course is a year-long training series designed to provide staff with the skills and experience to effectively conduct outreach and public involvement activities. Monthly training sessions will include working with communities, conducting successful public meetings, building external networks, and many other topics. Those who attend seven sessions and conduct two outreach-related activities will be awarded certification. Nearly 100 individuals have enrolled in the course.

FY '97: The training series began in January 1997, and sessions will take place monthly through November (no August offering).

Graduation and evaluation are scheduled for December 1997.

~1 FTE

Contact: Susan Hutcherson (206) 553-2852
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Office of Waste & Chemical Management, Seattle

Performance Agreements for EPA Employees

The Region plans to create a Critical Job Element (CJE) for EPA staff Performance Agreements emphasizing the importance of collaborative work. The purpose of the new job element is to:

- 1) Establish the expectation that employees should work collaboratively at an appropriate level for their positions and responsibilities;
- 2) Provide formal opportunities for managers and staff to discuss the actual implementation of collaboration in day-to-day work;
- 3) Encourage managers to coach employees and help them find collaborative opportunities; and
- 4) Broaden employees' vision of their individual jobs beyond "working for a program" toward "working for EPA as a whole agency."

This concept has been discussed at various times by Regional management. In the future it's likely that this concept will be broadened into a general code of conduct for EPA employees.

FY '97: A new critical job element reflecting the importance of collaboration skills will be ready for the FY '98 performance agreements. ~ .1 FTE

Contact: Tom Davison (206) 553-2957
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Office of Management Programs, Seattle

Resource Focusing

Resource Focusing is a tool for helping make investment and disinvestment decisions consistent with regional priorities. This new approach will focus on integrating financial, programmatic, and scientific information needed to establish priorities and make program investment decisions. It also includes accountability elements such as describing desired long-term environmental outcomes, as well as shorter-term performance goals and performance measures. Budgeting will be tied to the goals and measures of success and managers will be held accountable.

FY '97: The Region will work with EPA Headquarters over the next few years to implement this process. (An FTE estimate is not available for this activity).

Contact: **Kathy Davidson** (206) 553-1088
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Office of Management Programs, Seattle

Appendix B: The Geographic Characterization Tool



Region 10, Seattle
Office of Ecosystems and Communities

Appendix B: The Geographic Characterization Tool

Geographic Characterization began as a prioritization tool for helping to select areas for agency focus and investment. Though it still serves this purpose, it is now designed to benefit the whole region in a much broader range of circumstances. It establishes a minimum level of local knowledge expected of EPA staff about any area where Region 10 is involved.

The Office for Environmental Assessment and the Outreach Unit of the Office of Ecosystems and Communities are available to assist staff in completing these characterizations and, if appropriate, in developing a Community Involvement Plan for an area or community.

Purpose of the Characterization

Simply put, the Geographic Characterization Tool is designed to ensure that EPA managers and staff have consistent essential knowledge about the communities or basins in which they are working. With better knowledge of communities, we will not only be more effective in working at the local level, we will avoid being "blind sided" by issues of which we are unaware. Too often we have found ourselves working on projects or permits or enforcement actions in areas we have never seen. In an ideal world, our travel budget should allow us to visit the areas where we are working. We should do this whenever possible. Phone calls and correspondence can never replace face-to-face contact with our partners in their own surroundings. Travel budget or not, the Characterization Tools will help us to better understand the unique needs, perspectives and capabilities of communities across the region.

If we are serious about developing community based solutions to environmental problems, we must have an overall understanding of individual communities from a socio-economic, landscape, ecological, human health and risk perspective. We should also know who else within EPA has been working in the community so that our efforts can be coordinated through the State Teams and other informal mechanisms.

We have developed two forms to help characterize an area or community.

- The Basic Scoping Form. This form should be a standard part of doing business.
- The Intensive Geographic Characterization Form. This form should be applied when more detailed information is required or when a major Regional investment is being contemplated such as funding through the Regional Geographic Initiative (RGI).

The Basic Scoping Form

This form should be used whenever EPA is involved in an area. This fundamental information should be gathered as early in the process as possible. Staff have found it takes from one to two hours to collect the information for the basic scoping document. The "Basic Scoping Form" is designed to:

1. ensure that EPA staff and managers have a systematic understanding of the issues and concerns facing individual communities/areas;
2. help flag ecological or human health concerns for other programs;
3. flag potentially sensitive political, economic or social issues that managers may need to elevate;
4. improve cross-media cooperation; and
5. help determine when an "Intensive Geographic Characterization" is appropriate.

The Basic Scoping Form asks questions which are likely to arise in briefings with management. It helps identify other programs working in the area. It contributes to a data base of area-specific knowledge so that others can benefit from diverse perspectives and sources of information. Managers should expect staff to fill out the basic scoping form as a matter of course.

The Intensive Geographic Characterization Form

An Intensive Geographic Characterization may require assistance from the Office of Environmental Assessment, the Outreach Unit and others. Because of the potential resource commitment, the decision to proceed with an Intensive Geographic Characterization should be made in consultation with a supervisor. If appropriate, an in-depth risk assessment or a Community Involvement Plan may be in order. We expect that managers will use these forms both to educate themselves and to ensure that staff have adequate understanding of the areas we serve.

This Intensive Geographic Characterization should be completed for a community or geographic area if:

1. Substantial EPA resources are being considered for investment; or
2. EPA is currently heavily invested and will remain so for at least two years; or
3. Issues, problems or concerns are extremely volatile or have the potential to create significant precedents for the Agency.

This Characterization is designed to:

1. provide consistent information so that decision makers can more objectively compare funding proposals;
2. provide well-rounded community and area profiles so that EPA managers and staff can better respond to unique needs and situations;
3. alert other programs to critical issues and needs; and
4. maximize cross-program and cross-agency cooperation.

The Intensive Geographic Characterization can be utilized in several ways:

1. State Teams will be using the characterizations to help prioritize areas for receiving Regional Geographic Initiative (RGI) funds.
2. State Teams will use information from the characterizations to help set priorities for the Performance Partnership Agreements with the states.
3. The Executive Team will use the characterizations as a rough template for briefings on specific areas and to help determine regional priorities and candidates for increased regional resources (as distinct from RGI funds.)

4. Individual programs and offices will use the characterizations to help focus specific programmatic efforts.
5. The characterizations will act as the foundation for *community involvement plans and/or additional data collection and ecological or human health risk assessments*.
6. The information collected by both the basic scoping form and the intensive characterization will be archived electronically by sending the forms to GEOSCOPE on the LAN. By sending the information to GEOSCOPE, staff will ensure that the information will be accessible on the LAN and that the core members of each state team and management leads for the geographic initiative automatically receive the information.

It is the responsibility of the Unit Chiefs and Office Directors to see that each Intensive Geographic Characterization be routed to the appropriate individuals so that the information can be utilized and acted upon. Office Directors are responsible for informing staff of any decisions prompted by the characterization and what, if any, follow up is required.

Basic Scoping Form

When to use the "Basic Scoping Form" form:

To be used wherever EPA is currently or imminently directly involved in an area. (E.G. an NPDES Permit, a RCRA site, a watershed, an air non-compliance area, etc.)

This form is designed to:

- 1) ensure that EPA staff and managers have a broad understanding of individual communities/areas,
- 2) improve cross-media cooperation and help flag ecological or human health concerns for other programs,
- 3) flag potentially significant issues that may need to be elevated, and
- 4) help determine when an "Intensive Geographic Characterization" is appropriate.

Rate each category as High, Medium, or Low or as indicated. Please be brief on written sections.

Your Name: _____

Phone: _____ Unit: _____ Date: _____

The Community/Geographic Area:

The Key Environmental and Human Health Issues:

Ecological and/or Human Health Issues

How serious is the existing/potential ecological impact? H M L

How serious is the existing/potential human health impact? H M L

How time critical is this issue/risk?

H M L

Who did you consult? What data did you have in arriving at the above best professional judgements?

Public Impact

Is this a volatile issue?

H M L

Has there been any press coverage of this issue?

H M L

Do you anticipate public outrage if we do/do not engage in this issue?

H M L

Is there potential for involving proactive programs such as pollution prevention, sustainability, small communities, Project XL, etc.?

H M L

Is economic displacement or environmental justice an issue?

H M L

Policy/Technical/Legal Impact

Is a technical, policy or legal precedent involved?

Yes/No

Will the RA or Headquarters need to be involved?

Yes/No

What level of resources will be required?

H M L

What is EPA currently doing to address this/these issue(s)?

Who are your key contacts within the community, State, Tribes, Federal Agencies, non-profits, industry, etc. (Provide phone numbers if available)

Who from EPA or other agencies has worked in the area within the past few years and can act as a resource for you?

Who else from EPA is currently working in this area? On what?

Who from EPA could or should be working in this area? On what?

Who else needs to be kept informed about this area?

What immediate actions, if any, do you recommend?

Who will have the final responsibility to sign off on this matter?

Note: Please type and submit an **electronic copy** to GEOSCOPE on the LAN. Submit the document "left justified" without tabs, centers, or other formatting. The Basic Scoping Forms and Intensive Geographic Characterizations will be archived electronically and made available to all staff for future reference.

All information on this form is subject to the Freedom of Information Act.

Additional Comments:

Intensive Geographic Characterization Form

Intensive Geographic Characterizations may require assistance from the Office for Environmental Assessment, the Outreach Unit and others. **This form is intended to provide a framework for describing a geographic area. Please feel free to add explanations, even modifications. No single form can fit all situations.**

This Intensive Geographic Characterization should be completed for a community or geographic area if:

- 1) Substantial EPA resources are being considered for investment, or
- 2) EPA is currently heavily invested and will remain so for at least two years, or
- 3) Issues, problems or concerns are extremely volatile or have the potential to create significant precedents for the Agency.

This Characterization is designed to:

- 1) provide consistent information so that decision makers can more objectively compare funding proposals,
- 2) provide well-rounded community and area profiles so that EPA managers and staff can better respond to unique needs and situations,
- 3) alert other programs to critical issues and needs, and
- 4) maximize cross-program and cross-agency cooperation.

Because of the potential resource implications, the decision to proceed with an Intensive Geographic Characterization should be made in consultation with a supervisor.

Your Name: _____

Phone: _____ Unit: _____ Date: _____

The Community/Geographic Area:

Part A: The Landscape

Use readily available maps accompanied by a brief narrative of no more than one page.

Maps, Photos. Locate the area/community on a small (8 1/2 X 11) map of the region. Provide appropriate maps and photographs of the area. If available and helpful, include aerial photos and satellite imagery as well as ground-based photos.

Locations and populations of human settlements.

Areas of environmental concern. Indicate and briefly describe the areas at risk.

Physiographic characteristics. Briefly describe the physical geography of the area.

Part B: Community Make-up

Provide a brief narrative (no more than two pages) describing key demographic, cultural and economic issues. Include information about land use, land use trends (if available) and Tribal boundaries. The categories below are designed to trigger the need to explore certain topics in greater detail. We do not assume that each and every topic be explicitly addressed, rather that they all be explored.

Demographics

- What are the existing population densities of these communities?
- What are the current trends and future projections for population growth?

- What is the ethnic make-up of the community(ies), e.g., percent Caucasian, Latino, African-American, Asian, Native American, etc?

Cultural Issues

- Are there any Tribes within the area?
- What does the community value from a cultural standpoint? Is there a link between the economic base and the community's culture?
- What, if any, are the identifiable environmental justice issues?

Economics

- What is each community's primary economic base?
- What is each community's relative dependence on that primary economic base?
- What is each community's financial health? For example:
 - o What is the mean household income compared to the state mean?
 - o What is the unemployment rate compared to the state rate?
 - o What percentage of households are below the poverty level compared to the state percentage?
 - o What are the economic trends in the area, e.g., increase or decrease in certain industries? For example, an increase in real estate development and a decrease in farming; an increase in mining activity; a decrease in manufacturing; an increase in tourism, etc.
- Are there past, current, and/or short and long term future economic effects of taking or not taking action?
- Has there been any work to assess the value of environmental resources in question? If so and if available, share this information.

Land Use

- Indicate the dominant land uses; if possible, illustrate with a map or estimate aerial extent of the dominant land uses.
- Identify trends in land use, e.g., conversion of natural areas to farmland; conversion of forest land to residential, etc.

Part C: Ecological/Human Health Risk Assessment and Issue Identification

Summary of Results

Attach documents, data, methodology supporting the conclusions below.

Ecological Risk

There is existing environmental/ecosystem degradation. Existing degradation includes impaired beneficial uses of water, violations of air or water standards, habitat degradation, or other environmental indicators.

There is the threat or risk of environmental/ecosystem degradation. The risk of degradation involves a project, development, or the cumulative effects of human activities that are projected to pose unacceptable risk to unique, highly sensitive and/or culturally or ecologically valuable pristine areas; or a risk to beneficial uses of water; or will potentially cause violations of air or water standards; and/or will lead to habitat degradation or other threats to environmental quality and sustainability.

Ecological Risk

Existing _____ Certainty _____

Future _____ Certainty _____

Who assisted in this assessment?

Explanation (e.g., sources, stressors, effects, scale, reversibility, ecological values at risk):

Public Health Risk

There are existing public health issues. These issues include such things as drinking water contamination (e.g., from agricultural chemicals, chemical wastes, sanitary wastes), fish consumption advisories, other contaminated food supplies, contaminated soil, violations of air standards, or other public health threats.

There is potential risk to public health. This risk could include such things as potential drinking water contamination (e.g., from agricultural chemicals, chemical wastes, sanitary wastes), fish consumption advisories, other contaminated food supplies, contaminated soil, violations of air standards, or other potential public health threats.

Public Health Risk

Existing _____ Certainty _____

Future _____ Certainty _____

Who assisted in this assessment?

Explanation (e.g., sources, stressors, effects, population at risk):

Issue Identification

Based on the above risk analysis and on information gained from the community, the state, tribes and other sources, what are the issue of environmental concern in this geographic area? For each issue, is EPA currently involved and what ideas for potential projects or needed work have been identified, discussed or proposed? These issues should be described in broad terms.

Issue	Current EPA involvement or potential projects/work
-------	--

1

2

3

4

5

6

7

Part D: Management Criteria

Identify the issue or issues to which the management criteria are being applied. If an important issue is not in your program, a staff member from that program (E.G. Air, Chemicals and Waste Management, Superfund or Water) should complete the management criteria for that issue.

Issue(s)

Potential Projects or Needed Work

EPA Region 10's Vision, Mission, and Environmental Objectives

Please note which aspects of the Region's vision, mission, and environmental objectives are being emphasized:

- _____ practice ecosystem protection, management, and/or restoration at the landscape scale (emphasize ecological integrity, maintenance of biodiversity, and harmonious human activity)
- _____ prevent pollution or minimize waste
- _____ clean up existing pollution
- _____ advance community/geographic area-wide sustainability
- _____ rectify or prevent environmental injustice
- _____ educate and interact with the public
- _____ build capacity of our state, local, and tribal partners to address environmental issues

Please explain

Example

Check the description that most accurately represents each of the following elements, and supplement each response with an explanation. For any given range of issues, the response could be different. For example:

Local support

Local support exists for the effort. Local support consists of communities and/or non-profit/non-governmental organizations and/or industry from within the area.

<u>Salmon</u>	Local entities have been actively seeking EPA assistance for some time; groundwork is laid to begin work.
<u>Air</u>	Local entities show interest in the effort and are seeking EPA involvement. EPA would need to actively seek and build local support for the effort.
<u>Wetlands</u>	The community seems to be divided in its support for EPA involvement. The community is generally hostile to EPA's presence.

Please explain

The three major issues in this basin have distinctly different levels of support. The Salmon Habitat Restoration efforts have been supported by local environmental groups, the schools and the town council. The community is concerned about air quality issues and the town manager has inquired about EPA assistance. The majority of citizens are extremely upset that Wetlands Protection is preventing the construction of a new mall on the outskirts of town. There has been at least one "Congressional" on this issue.

Scale/Area Definition

- Extent of the problem(s) is/are reasonably correlated with the proposed geographic boundaries.
- Defined area is meaningful and manageable from a biological/ecological and socio-economic perspective.

- _____ A natural hydrological, ecological, or socio-economic unit, such as a watershed or urban area, correlates with the extent of the problem(s).
- _____ The proposed geographic unit contains areas that complicate management of the issue(s) and are not significantly related to the problem(s).
- _____ EPA has only a vague idea of how to define the geographic problem area.

Please explain

Feasibility

- Addressing the problem(s) is technically and financially feasible.
- Specified measures of success are achievable in a specified time frame.

- _____ Both feasibility elements are assured.
- _____ Prospects are good but not certain.
- _____ Prospects are low; some likelihood.
- _____ Feasibility is highly uncertain or unknown.

Please explain

Timing

- By acting now, EPA can take advantage of an important opportunity.
- Acting now prevents permanent or increased environmental degradation, costs and/or efforts to rectify the situation later.

- _____ EPA's involvement is needed now; any delays threaten success.
- _____ EPA's involvement would be helpful; delays could threaten success.
- _____ EPA's involvement is not critical at this time.

Please explain

Agency/Tribal support

There is support for EPA involvement in the area from a state agency(ies), a federal agency(ies), and/or an affected tribe(s), whether or not they are providing resources.

- ☐ A state and a federal agency(ies) and a tribe(s) support EPA involvement.
- ☐ An agency or tribe supports EPA involvement.
- ☐ A federal or state agency or a tribe has rudimentary interest in the effort.

Please explain

Local Support

Local support exists for the effort. Local support consists of communities and/or non-profit/non-governmental organizations and/or industry from within the area.

- ☐ Local entities have been actively seeking EPA assistance for some time; groundwork is laid to begin work.
- ☐ Local entities show interest in the effort and are seeking EPA involvement.

- _____ EPA would need to actively seek and build local support for the effort.
- _____ The community seems to be divided in its support for EPA involvement.
- _____ The community is generally hostile to EPA's presence.

Please explain and identify entities

Leverage

Other entities contribute resources to reflect their shared concern and to develop capacity.

- _____ All interested, affected, and responsible entities are willing to contribute.
- _____ A few stakeholders are willing to contribute.
- _____ There is minimal support from other partners.
- _____ EPA is the sole provider.

Please explain

Project Effectiveness

Please note that we are not referring to this as "cost benefit analysis." Done properly, this is a complex analysis that would require the assistance of our Regional economist or other experts in the field.

- Return per unit effort of time, staff, and dollars.
- Effort is transferrable to other locations.
- Where there is existing involvement, results can be greatly augmented by additional support.
- Significant measurable improvements are possible with modest investment; environment is not irretrievably degraded.

_____ A modest investment is likely to yield substantial improvements in environmental quality.

_____ A large investment is likely to yield substantial improvements.

_____ A modest investment is likely to yield modest improvements.

_____ A large investment is likely to yield modest improvements.

_____ A large investment is likely to yield little or no improvement.

Please explain

Leadership

- Emerging, unaddressed, and/or pervasive environmental problem(s) requires a champion.
- Nature of the problem(s) requires proactive steps and possible risk taking.

_____ No entity has stepped forward to address issue; problem is being ignored; issue may be controversial and require risk taking.

_____ Entity(ies) trying to address the problem(s) is largely ineffective.

_____ Entity(ies) addressing the problem(s) is meeting with limited success.

_____ Another entity(ies) is/are addressing the problem(s) with success; however, EPA's presence would be helpful.

_____ Issue is virtually risk free; other entities are addressing the problem(s) with good results; EPA's presence adds little or no value.

Please explain

Note: Please type and submit an **electronic copy** to GEOSCOPE on the LAN. Submit the document "left justified" without tabs, centers, or other formatting. The Basic Scoping Forms and Intensive Geographic Characterizations will be archived electronically and made available to all staff for future reference.

All information on this form is subject to the Freedom of Information Act.

Additional Comments:

Supplement to the Intensive Characterization Form

(This "Pass/Fail" form will only be used when the allocation of significant Regional resources is being considered.)

Essential Elements for Allocating Significant Regional Resources

These are screening criteria that are ranked as either "pass" or "fail." If a "fail" score is applied to a geographic area, the *ranking* process for that area should proceed no further. State teams should *rank* areas for additional regional funding only for those that pass *both* essential elements.

Progress is significantly enhanced by EPA involvement?

PASS/FAIL

Indicate "pass" if EPA could contribute *significantly* to the effort in at least one of the following ways:

- a. technical assistance _____
- b. funding _____
- c. statutory authority/responsibility/tribal trust responsibility _____
- d. catalyst, facilitator, organizer, communicator, or mediator _____
- e. fulfill role not fulfilled by others _____
- f. other; please explain _____

Explain:

Area distinguishes itself as needing or requiring regional-level attention/resource focusing?

PASS/FAIL

Indicate "pass" if the candidate geographic area is in need of Regional level attention for at least one of the following reasons:

- a. The area requires extraordinary effort for one or a few media programs such that routine programmatic functions cannot meet the need. . . _____
- b. The area is relatively pristine and of high ecological, cultural, and/or economic value such that extraordinary efforts are needed to protect it from degradation. _____
- c. The area requires a concerted multi-media, multi-programmatic effort. . . _____
- d. The area involves more than one state. _____
- e. Other; please explain: _____

Explain:



Appendix C: **Summary of Community Grant Programs**



Region 10, Seattle
Office of Ecosystems and Communities

Appendix C: Summary of Community Grant Programs

from USEPA Region 10, February 1997

	<i>Environmental Justice (EJ)</i>	<i>Environmental Justice Through Pollution Prevention (EJ/P2)</i>	<i>Brownfields Assessment Demonstration Pilots</i>
Purpose	To support low-income communities and/or communities of color to become aware of and participate in the decision-making processes that impact their environmental quality.	To help community-based and grassroots groups, and Tribal organizations implement projects that use pollution prevention to address environmental justice concerns.	To empower states, communities, & other stakeholders to work together in a timely manner to prevent access, safely clean up, & sustainably reuse Brownfields.
Eligible Applicants	Affected community-based and grassroots organizations, tribes, or other incorporated nonprofits.	State, city, county or local governments, federally recognized Indian tribal governments, or nonprofit organizations incorporated under IRS tax code 501(c)(3)	States, cities, towns, counties, U.S. Territories, & Indian tribes.
Award Amount	Up to \$20,000.	Up to \$100,000 for a local project. Up to \$250,000 for a multi-state or regional project.	Up to \$200,000
Total, FY96 in Region 10	\$299,027	\$207,000	\$700,000
Matching Share	No matching share is required.	For non-governmental applicants: grants under \$50,000, no match is required; over \$50,000, 5% match is required.	No matching share is required.
Application Due (approx)	March	April	January
Grant Announced	Summer	Summer	Spring
Priorities (Summary)	Projects that improve the environmental quality of the community by: <ul style="list-style-type: none"> • having wide application or addressing a high priority area; • enhancing skills in addressing EJ issues & problems; • establishing or expanding information systems for communities; • facilitating communication, information exchange, & community partnerships; • motivating the public to be more conscious of EJ issues, leading to action to address those issues. 	<ul style="list-style-type: none"> • Projects by community-based organizations & local governments that improve the environmental quality of affected communities using pollution prevention. • Proposals that encourage institutionalization & innovative use of pollution prevention as the preferred approach for addressing environmental justice issues, & whose activities and products can be supplied to other communities; • Cooperative efforts with business or industry to address pollution prevention goals. 	Projects that: <ul style="list-style-type: none"> • Encourage community groups, investors, lenders, developers, & other affected parties to join forces & develop creative solutions to assess & clean up contaminated sites and return them to productive use; • Create Brownfields inventories at a local level; • Provide models of administrative, managerial, and technical processes from which other states and localities can learn as they set up processes to assess, cleanup, and redevelop sites of their own. <p>Note: This program utilizes Cooperative Agreements, not grants.</p>
Contact	Susan Morales	Carolyn Gangmark	Lori Cohen
Telephone	(206) 553-8580	(206) 553-4072	(206) 553-6523

This information is NOT a substitute for each program's federal register or solicitation notice and Regional guidance

Summary of Community Grant Programs

USEPA Region 10, February 1997

	<i>Environmental Justice Community/ University Partnership (CUP)</i>	<i>Sustainable Development Challenge Grants (SDCG)</i>	<i>Environmental Education (EE)</i>
Purpose	To help community groups efficiently address local environmental justice issues through active partnerships with institutions of higher education.	To support communities in establishing partnerships to encourage environmentally & economically sustainable practices.	To provide financial support for projects which design, demonstrate or disseminate environmental education practices, methods or techniques.
Eligible Applicants	Institutions of higher education which have formal partnerships with one or more community group(s).	Local governments, tribes, educational institutions, & incorporated nonprofits.	State, Tribal, or local education agencies, colleges & universities, nonprofits, state environmental agencies, & non-commercial educational broadcasting agencies.
Award Amount	Up to \$250,000	New Program. Not available. Majority of funding is expected to be targeted to urban areas.	Up to \$25,000 granted regionally; \$25,001-\$250,000 nationally.
Total, FY96 in Region 10	\$205,000	\$100,000	\$150,000
Matching Share	5% non-federal share of costs is required. In-kind contributions may be used to meet this match. Matches greater than 5% are encouraged.	20% non-federal government matching share is required.	25% non-federal government matching share is required.
Application Due (approx)	March	New Program. Not available.	February
Grant Announced	Summer	New Program. Not available.	Summer
Priorities (Summary)	<p>EPA will emphasize meaningful, fully interactive two-way cooperation between communities and institutions of higher education to:</p> <ul style="list-style-type: none"> • address environmental justice issues; • identify pollution sources; • train residents on their rights and responsibilities; and • help resolve environmental problems. <p>Through these partnerships, communities are encouraged to become involved in accessing information from environmental databases, cleaning up & restoring areas that have environmental problems, & surveying & monitoring environmental quality.</p>	<ul style="list-style-type: none"> • Promote cooperation and collaboration among citizens, businesses, nonprofit organizations, educational institutions, government & others to develop locally appropriate tools & processes for sustainable environmental practices. • Encourage community investment in, & commitment to, environmental protection & increasing understanding of the dependence of long term economic health on the environment. • Build local & regional capacity for conducting & implementing sustainable planning. • Identify & design effective models & tools for supporting these purposes that can be widely shared by communities nationwide. • Use federal funds to foster long-term investments in innovative sustainability efforts at the community level. 	<p>Project must develop an environmental education practice, method, or technique which meets all of the following criteria:</p> <ul style="list-style-type: none"> • is new or significantly improved; • has the potential for wide application; • addresses a high priority environmental issue; and • reaches key audiences and advances the environmental education field. <p>These priorities may change from year to year.</p>
Contact	Joyce Kelly	Jim Werntz	Sally Hanft
Telephone	(206) 553-4029	(206) 553-2634	(206) 553-1207

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Summary of Community Grant Programs

USEPA Region 10, February 1997

	<i>Solid Waste Management Assistance (SWMA)</i>	<i>Pollution Prevention Incentives for States (PPIS)</i>	<i>Superfund Technical Assistance Grants (TAG)</i>
<i>Purpose</i>	To provide money for demonstration projects that promote effective solid waste management through source reduction, reuse, and recycling.	To promote the establishment and expansion of regional, state, Tribal, or locally-based multi-media pollution prevention programs.	To help communities affected by a site on the Superfund National Priorities List (NPL) to obtain technical assistance to understand and comment on site-related information, and thus participate in cleanup decisions.
<i>Eligible Applicants</i>	Government agencies, Indian tribes, and non-profits.	State environmental agencies and federally recognized Tribes.	Communities affected by an NPL site. All citizen groups must be incorporated as nonprofit organizations.
<i>Award Amount</i>	Limited funds available; typical award less than \$50,000.	\$100,000 for each state. \$25,000 for Tribes (competitive, \$75,000 total).	Up to \$50,000 initially for three years. For complex sites, additional funds may be available.
<i>Total, FY96 in Region 10</i>	\$419,300	\$452,500	\$ 0
<i>Matching Share</i>	5% non-federal government matching share is required.	50% matching share is required.	20% non-federal government matching share is required; in-kind contributions may be used to meet this match. Match can be waived.
<i>Application Due (approx)</i>	To Be Determined	March	Applications may be submitted after a site is proposed for listing on the NPL.
<i>Grant Announced</i>	To Be Determined	Summer	After community notification period (30 to 60 days), application review & processing time, & approval.
<i>Priorities (Summary)</i>	<ul style="list-style-type: none"> • Innovative recycling programs • Outreach & training in source reduction & recycling • Pollution prevention or environmental justice projects • Projects that use integrated solid waste management systems to solve municipal solid waste generation & management problems at local, regional, or national levels. 	<p>Statutory objective is promoting source reduction by businesses. PPIS resources support state and Tribal programs that:</p> <ul style="list-style-type: none"> • operate within both governmental and non-governmental institutions of the state • facilitate cross-state initiatives and Region-based projects. • leverage pollution prevention (P2) opportunities and activities from other organizations within the state. • target areas which advance the concept of P2 in new issues or priorities and facilitate new approaches to P2 which may vary from those outlined in existing programs. 	<ul style="list-style-type: none"> • Enable or enhance community involvement in decisions related to Superfund sites. • Because only one grant is available for each NPL site, EPA encourages groups to consolidate in order to provide technical assistance to the most widely representative group of people possible. • To this end, EPA notifies the community via a public notice in the local newspaper when a letter of intent is received from an eligible group.
<i>Contact</i>	Fran Stefan	Carolyn Gangmark	Michelle Pirzadeh
<i>Telephone</i>	(206) 553-6639	(206) 553-4072	(206) 553-1272

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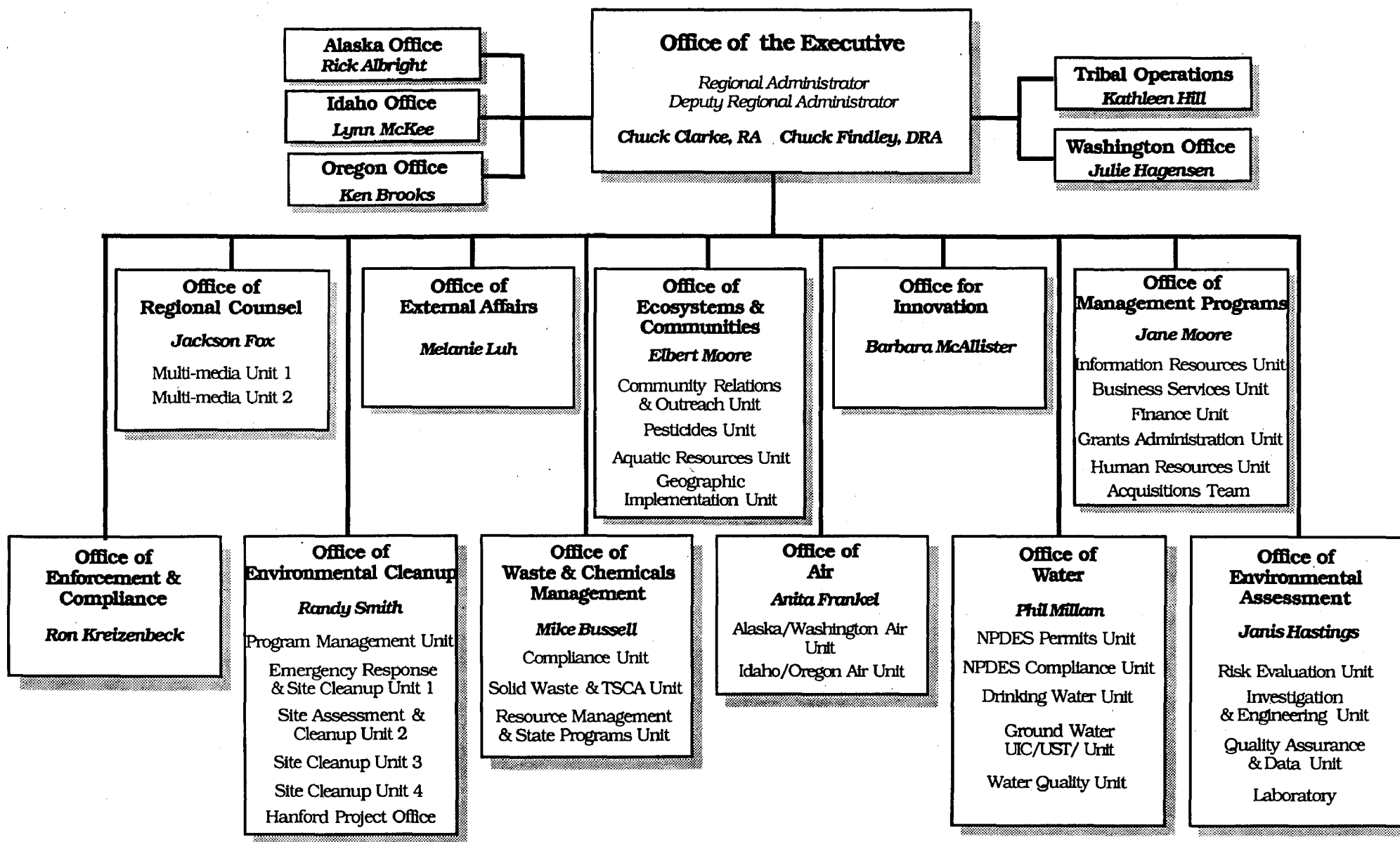


Community Based Environmental Protection

Appendix D: EPA Region 10 Organization



Region 10, Seattle
Office of Ecosystems and Communities



Organizational Phone List
EPA Region 10
Main Number in Seattle (206) 553-1200
Toll Free 1-800-424-4EPA

March, 1997

OFFICE OF THE EXECUTIVE

Chuck Clarke, Regional Administrator
(206) 553-1234
Chuck Findley, Deputy Regional Administrator
(206) 553-1793

ALASKA OFFICE

Rick Albright, Director
(907) 271-5083

IDAHO OFFICE

Lynn McKee, Director
(208) 334-1166

OREGON OFFICE

Ken Brooks, Director
(503) 326-3250

TRIBAL OFFICE

Kathleen S. Hill, Director
(206) 553-6220

WASHINGTON OFFICE

Julie Hagensen, Director
(360) 753-9083

OFFICE OF EXTERNAL AFFAIRS

Melanie Luh, Director
(206) 553-1107

OFFICE OF AIR

Anita Frankel, Director
(206) 553-2963

*** Alaska-Washington Air Unit**

Bonnie Thie
(206) 553-1189

*** Idaho-Oregon Air Unit**

Gil Haselberger
(206) 553-1094

OFFICE OF ECOSYSTEMS AND COMMUNITIES

Elbert Moore, Director
(206) 553-4181

*** Aquatic Resources Unit**

Gary Voerman
(206) 553-8513

*** Community Relations and Outreach Unit**

Michelle Pirzadeh
(206) 553-1272

*** Geographic Implementation Unit**

Rick Parkin
(206) 553-8574

*** Pesticides Unit**

Marie Jennings
(206) 553-1173

OFFICE OF ENFORCEMENT AND COMPLIANCE

Ron Kreizenbeck, Director
(206) 553-1265

OFFICE OF ENVIRONMENTAL ASSESSMENT

Janis Hastings, Director
(206) 553-1582

*** Investigations & Engineering Unit**

Phil Wong
(206) 553-5294

*** Laboratory**

Mike Johnston
(360) 871-8701
(206) 553-2601

*** Quality Assurance & Data Unit**

Barry Towns
(206) 553-1675

*** Risk Evaluation Unit**

Patricia Clione
(206) 553-1597

OFFICE OF ENVIRONMENTAL CLEANUP

Randy Smith, Director
(206) 553-1261

*** Hanford Project Office**

Doug Sherwood
(509) 376-9529

*** Program Management Unit**

Vacant
(206) 553-2104

*** Emergency Response and Site Cleanup Unit #1**

Bub Loiselle
(206) 553-6901

*** Site Assessment and Cleanup Unit #2**

Amber Wong
(206) 553-4061

*** Site Cleanup Unit #3**

Catherine Krueger
(206) 553-6694

*** Site Cleanup Unit #4**

Ann Williamson
(206) 553-2739

OFFICE FOR INNOVATION

Barbara McAllister, Director
(206) 553-6707

OFFICE OF MANAGEMENT PROGRAMS

Jane Moore, Director
(206) 553-4858

*** Acquisition Team**

Team Contact,
(206) 553-4044

*** Business Services Unit**

Jonell Allamano
(206) 553-2954

*** Finance Unit**

Kathy Kelly
(206) 553-2961

*** Grants Administration Unit**

Debbie Flood
(206) 553-2722

*** Human Resources Unit**

Tom Davison
(206) 553-2957

*** Information Resources Unit**

Robin Gonzalez
(206) 553-2977

OFFICE OF REGIONAL COUNSEL

Jackson Fox, Regional Counsel
(206) 553-1073

*** Multi-media Unit 1**

Meg Silver
(206) 553-1476

*** Multi-media Unit 2**

Ed Kowalski
(206) 553-6695

OFFICE OF WASTE AND CHEMICALS MANAGEMENT

Mike Bussell, Director
(206) 553-4198

*** RCRA Compliance Unit**

Kevin Schanlec
(206) 553-1061

*** RCRA/TSCA Permits Team**

Team Contact
(206) 553-1253

*** Resource Management and State Programs Unit**

Mike Slater
(206) 553-0455

*** Solid Waste and TSCA Unit**

Dave Croxton
(206) 553-1716

OFFICE OF WATER

Phil Millam, Director
(206) 553-0422

*** Drinking Water Unit**

Larry Worley
(206) 553-1893

*** Ground Water Protection Unit**

Lauris Davies
(206) 553-2857

*** NPDES Compliance Unit**

Sylvia Kawabata
(206) 553-1644

*** NPDES Permits Unit**

Bob Robichaud
(206) 553-1448

*** Water Quality Unit**

Sally Marquis
(206) 553-2116



Appendix E: EPA Region 10 State Teams



Region 10, Seattle
Office of Ecosystems and Communities

Appendix E: **EPA State Teams**

This attachment elaborates on the EPA State Networks, State Teams and PPA Task Forces which were described in the body of the strategy.

These three inter-related groups are key to coordinating between programs and agencies, avoiding duplication of effort, focusing resources where they will make the most difference, and leveraging each other's skills and knowledge.

- ▶ **EPA State Networks** - the base level at which work is accomplished.
- ▶ **EPA State Teams** - the primary mechanisms for supporting and fostering communication, coordination and prioritization within EPA and with our partners outside of the agency.
- ▶ **EPA Performance Partnership Task Forces** - the primary vehicles for negotiating the PPA/PPG agreements with the states, and serve to align EPA and state priorities to maximize the use of our limited resources.

The roles and responsibilities of the State Networks, State Teams and PPA/PPG Task Forces follow:

EPA State Networks (*ongoing*)

Lead: State Office Directors

Make-up: EPA staff and managers who are *consistently* working on issues in any given state.

Deliverables:

The networks are loosely structured and individuals are accountable to a wide range of managers. The major deliverable is to communicate and coordinate within the agency and to ensure coordination between programs.

State Networks

State Networks consist of EPA staff who are consistently working on issues in any given state. These are the people who are "doing the work on the ground," from permitting to cleaning up Superfund sites to overseeing state programs to providing technical assistance to communities. In many cases an EPA staff will be on more than one state network.

A State Network can be thought of as a series of issue/area driven subsets. For example, EPA staff working on Alaskan issues can be divided by program or office, by geographic area of focus (e.g. Southeast Alaska, the North Slope, or Cook Inlet), by sector (e.g. mining, seafood processing, rural sanitation), by specific sites or clusters (e.g. Elmendorf Air Force Base, Anchorage, Fairbanks) or by major policy issues (e.g. Performance Partnership Agreements, Water Quality Standards, etc.) Each of these subsets is likely to be small and manageable, and the members need to be in frequent contact with each other. Only occasionally will messages be sent out to the entire Alaska State Network.

State Teams *(ongoing)*

Lead: To be appointed by the State Office Directors with Executive Team concurrence (some directors may decide to have co-leads, one from the State Office and one from Seattle.)

Membership: State Team Leader(s), State Office Director, *one* representative from each major media office and others as appropriate. This group should be kept small (8-10 people) and should collectively represent the major issues and activities in any given state. *(To be effective, team members should be relatively outgoing, be good verbal and written communicators and be generally knowledgeable of the activities of their office.)*

Deliverables:

1. Annual scoping of environmental issues within the state, and identification of gaps and potential matches and linkages. (With State Network participation)
2. Development of a "work plan" for the team which reflects key environmental issues and areas of emphasis.
3. Identification of two to three priority areas which will benefit from focused cross program coordination.

State Teams

Initially, the State Teams will focus on coordinating internally and with each state's lead environmental agency. Over time, however, they will be coordinating with a much broader range of parties within each state, which could include the state, federal or local departments of natural resources, agriculture, fish and wildlife, and the general public. State Teams will be working with EPA's Office of Tribal Programs to ensure that tribal issues are identified and addressed. As the teams gain knowledge and expertise, they will be able to share their experience with other EPA staff.

Performance Partnership Task Forces (product oriented)

Lead: State Office Directors

Membership: The State Office Director, the State Team lead(s), at least two State Team members, *one* representatives from each major media program appointed by Office Directors specifically to work on the PPA and others as appropriate. (Additional support from media offices may be necessary to develop specific technical aspects of the PPAs.)

Deliverables:

1. Negotiate, develop and finalize PPA/PPGs with each state.
2. Ensure that agreements reflect mutually agreed upon priorities.
3. Monitor the implementation of the agreements.