

WHY CHANGE?

New Policy Values Emerging

- emphasis on place-based and common sense approaches require integrated, cross-media strategies
- desire to promote sustainable development, not just correct problems
- nature of pollution and remedies are changing
- increasing need to work with and through partners

Improved Scientific Understanding of the Environment

- new technologies provide new options for solving problems
- increased understanding of environmental interrelationships
- multiple pollutant exposures need new approaches

Resources are Diminishing

- diminishing budgets
- state/local resistance to unfunded mandates
- increased accountability for connection between budget expenditures and environmental results
- changing workforce requires new approaches to training and development

Expectations of Stakeholders and Public are Very High

Administrator's Message

EPA has achieved significant pollution reduction over the past 20 years, but the challenges we face now are very different from those of the past. New understanding of environmental relationships point to new integrated approaches. Tackling exposures to multiple pollutants presents new problems. Thousands of small, non-point pollution sources require new strategies for control. New technological advances offer new options.



The methods we used over the past two decades will not, by themselves, meet the nation's future environmental needs. To meet the challenges of tomorrow we must reinvent EPA and approach these problems with different strategies and better tools. Our new strategic plan is a blueprint for change at EPA and will guide our planning, resource allocation, and decisionmaking processes over the next five years. The plan sets the vision and direction for a "new generation of environmental protection" and lays out the guiding principles that will shape our efforts as we reinvent EPA.

As we move away from sole use of media-specific regulation we will bring more flexibility, innovation, and common sense to the way we approach every EPA action. We will solve environmental problems through an integrated system of community-based environmental protection. We will reinvent our management culture to assure that the skills and talents of every employee fully contribute to achieving our mission.

Times of change are difficult and filled with uncertainty. No one has all the answers - we will learn as we go, correcting our course when necessary. Together, we will work to identify hardships we can prevent or minimize, issues we can resolve as a team, and problems that may, in fact, offer opportunities for positive change. We have much to learn from each other. I am very excited about the remarkable innovation and creativity that many of you bring to developing new approaches to doing our work. I hope the examples provided here will provide a better understanding of what it means to reinvent EPA, and ideas for making our vision a reality.

Inside

Common Sense Initiative	2
Reinvention Showcase	3
Lightening the Load through Reinvention	4



A WINDOW ON THE FUTURE

EPA today faces a more highly diverse and complex set of environmental problems than ever before. To make the transition from reactive solutions to anticipating problems and preventing pollution, we must shift toward a more comprehensive approach to environmental protection. We must also be able to measure the degree to which our efforts protect and preserve human health and ecological vitality. The following initiative offers a window on EPA's future.

Common Sense Initiative

The Common Sense Initiative is a fundamentally different system of environmental protection that replaces the pollutant-by-pollutant approach of the past with an industry-by-industry approach designed to achieve stronger environmental protection at a lower cost. The initiative is based on the principle that we best protect the environment by setting tough environmental goals while encouraging flexibility and innovation in how the goals are met. Industry executives, environmental and community representatives, and federal, state, and local officials will work in teams to improve the environmental performance of six pilot industries: auto manufacturing, computers and electronics, iron and steel, metal plating and finishing, oil refining, and printing.

The work of these teams will provide unprecedented opportunities for employees in all parts of EPA to do new kinds of cross-media work and to test innovative ideas. Each team will examine opportunities for improvement in six areas: regulation, pollution prevention, reporting, compliance, permitting, and environmental technology. Mary Nichols (AA for Air and Radiation) and Bob Perciasepe (AA for Water) are co-chairing the initiative, and the other AAs will be leading the sector teams.

The Common Sense Initiative will build on and complement many existing EPA projects, including the Design for Environment Program, the Environmental Technology Initiative, and the Sustainable Industries Program. This example of "a new generation of environmental protection" is a showcase for working "cleaner, cheaper, and smarter" at EPA. For more information, contact Steve Harper in OAR at (202) 260-8953.

The Common Sense Approach

Industry-by-Industry

Bringing Everyone to the Table

Cleaner Goals, Flexible Means

Pollution Prevention

Tailored Protection

Measuring Environmental Results Against Environmental Goals

Over the past 24 years, EPA has focused on developing programs that effectively implement the statutes enacted by Congress. The most important measure of success of these programs is not the amount of activity underway - e.g. the number of regulations promulgated or permits issued - but rather the degree to which human health and ecological vitality are protected and preserved.

With this in mind, we are close to finalizing a detailed set of measurable, national environmental goals to be met early in the next century. We are working in collaboration with the President's Council on Sustainable Development and other federal, state, tribal, and local governments to identify the range of critical environmental concerns and set final national goals by April 1995.

The preliminary list of goal areas include clean air, clean surface water, cleanup of contaminated sites, climate change, ecological protection, improved understanding of the environment, prevention of oil spills and chemical accidents, prevention of wastes and harmful chemical releases, safe drinking water and safe food, safe indoor environments, stratospheric ozone layer protection, and worker safety.

Progress toward these goals will be measured using environmental indicators such as pollutants discharged, ambient levels of pollution, ecological conditions, and human health effects. Contact Kim Devonald in OPPE at (202) 260-4900 for more information.

Putting Customers First

Through Executive Order 12862, President Clinton has directed the Federal Government to become "customer-driven" by matching or exceeding the best customer service practices in the private sector.

Customer service at EPA is really about managing relationships - among ourselves, state/local/tribal governments, and the regulated community. Adopting a customer focus is an important way to strengthen our partnerships with the many other parties that deliver environmental protection to our ultimate customers - the American people.

Three customer service pilots are underway: responding to public inquiries (led by Region 3 and OCEPA); increased public access to information (led by OPPTS and OSWER); and strengthening our partners' ability to protect the environment (led by OW, OPPTS, and Region 6). These pilots are helping to pave the way toward transforming our culture, practices, and processes.

We are committed to setting clear performance standards for our products and services, assessing how well we meet those standards and whether they are the right ones, and making adjustments based on what we learn.

The Customer Service Steering Committee, chaired by Peter Kostmayer (RA for Region 3) and Shelley Metzenbaum (AA for Regional Operations and State/Local Relations), is charged with leading the Agency in identifying core business processes, developing customer service standards, and developing training plans and measures of success. The target date for putting final service standards in place for the entire Agency is September 30, 1996. For more information, contact Abby Pirnie at (202) 260-8079.

REINVENTION SHOWCASE

Reinvention is well underway in many parts of EPA. The following are only a few of the many examples of EPA employees putting our strategic plan into action.

Ecosystems Protection

Until recently, EPA has been "program driven" rather than "place-driven." We have concentrated on issuing permits, establishing pollutant limits, and setting national standards required by environmental laws. To achieve the ultimate goal of healthy, sustainable ecosystems, we must collaborate with other federal, tribal, state and local agencies, as well as private partners, to match environmental management with human needs, consider long-term ecosystem health, and highlight the strong connection between economic prosperity and environmental well-being. Several important "place-based" or geographic initiatives are underway, most notably in the Great Lakes, the Gulf of Mexico, and the Chesapeake Bay.

Unlike these initiatives, where new organizations were created, Region 4 has found a new way of operating within its existing structure. Recent development in the Southern Appalachians is causing environmental problems in air and water quality, habitat fragmentation, loss of scenic views, forest health, and introduction of exotic species. Region 4's efforts in this area are a model of cooperative partnership with other federal, state, and local agencies in addressing complex environmental problems.

Regional staff reach across agency boundaries to address large scale problems of air and water pollution, resource conservation, biological diversity, and sustainable economic growth. Eleven federal agencies have forged a working partnership to maintain, protect and enhance ecological resources in this area, which involves six states. Through this partnership, EPA staff are leading an ecological assessment project of the entire area with preliminary results expected in the spring of 1995. Contact Cory Berish at (404) 347-3555 for more information.

Pollution Prevention

Region 10's Urban Pesticide Initiative is an innovative approach to eliminating unnecessary, inappropriate, and illegal release of pesticides to the environment in non-agricultural settings. Normally, EPA would accomplish this through top-down regulatory requirements such as restrictions on the use of pesticides, licensing requirements, recordkeeping, reporting requirements, and new requirements for storage and disposal. This type of approach is broad enough to "catch everyone", although it probably makes sense for only about half of the pesticide users "caught in the regulatory net". These requirements are burdensome for the regulated community and resource-intensive and difficult to enforce.

The Urban Pesticide Initiative is empowering the regulated community to identify and solve the problems associated with poor pesticide practices. Rather than impose top-down regulatory requirements, Region 10 and its partners in five Washington State agencies, met with affected stakeholders and found concern and a desire for improving patterns of pesticide use in urban, suburban, and other non-agricultural settings. Stakeholder input has been used to identify causes of problems, barriers to change, and plans to bring about real reductions in unsafe and unnecessary use of pesticides.

Action plans are based primarily on education, outreach, and technical transfer. Stakeholders have an important role in developing educational programs and communication networks to educate themselves in integrated pest management and safe pesticide use. People are changing their pesticide practices not because of regulatory mandates, but because they have the informa-

tion they need to make informed decisions. For more information, contact Donald Priest at (206) 553-2584.

State Partnership

A number of states and regional offices are re-examining the functions, boundaries, and roles of the state/EPA relationship. Region 10's waste management staff and their state counterparts are making the shift from past conventions of oversight to a process of joint goal-setting, measurement of progress, and development of strategies for program improvement. The process is an effective way to share information, eliminate areas of overlap and build trust among state and EPA offices.

The state/EPA team established a common framework that defines specific characteristics of a quality waste management program and

indicators for measuring proficiency. They also developed guidelines for annual assessment of state operations. An innovative feature of the assessment is a voluntary self-appraisal by the state, which provides the opportunity to evaluate the region's role in state program performance. The process is also designed to find areas of overlap in state and EPA activities. This will help each agency determine where to concentrate its efforts, and identify state and federal roles that better complement each other at the local level, where the frontline work occurs.

The region recently conducted a successful trial with the state of Oregon. The program assessment, conducted by an interagency team of EPA and state staff and a peer from the state of Washington, served as an excellent opportunity to share experience and technical solutions in a collegial setting. Contact Ron Lillich at (206) 553-6646 for more information.

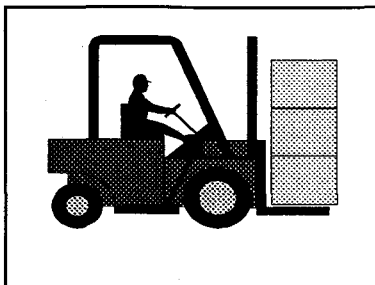
Lightening the Load through Reinvention

Management Integrity

EPA's system for assuring integrity in the way we manage our programs has been reengineered to drastically reduce reporting burden. The new process saves at least 50% of the time managers and staff formerly spent to complete paperwork required under the Federal Managers Financial Integrity Act. Frequency of internal reporting has been cut in half, the number of reporting units was reduced from 266 to 48, and the number of required reports for each organizational unit has been shaved from 10 to 1. Bottom line - 57,000 hours saved by eliminating over 50,000 pages of paperwork. Contact: Kathy Sedlak O'Brien (202) 260-9650.

Integrated E-Mail

EPA employees will soon have the capability to communicate electronically with all other employees regardless of whether they use ALL-IN-1, Word Perfect Office, or cc:Mail. Regions 1, 2, 5, 7 and Cincinnati are fully integrated and the rest of the Agency will be integrated in FY95.



Ask your local LAN administrator when your office will be ready to participate. For general questions, contact: Maureen Johnson (919) 541-2501 or E-Mail questions to Johnson.Maureen.

Small Purchasing

To speed up the process for making small purchases while maintaining competitive pricing, EPA has developed the Small Purchase Electronic Data Interchange (SPEDI). This system electronically issues and receives requests for price quotes, and issues purchase orders without using paper. Lead time is decreased by 2/3 with further decreases expected in the near future. Contact: Mickey Cline (202) 260-1677.

SNAPSHOTS OF REINVENTION

The Office of Underground Storage Tanks in HQ has reinvented itself to remove organizational barriers to meeting customer needs. By eliminating a layer of management (Division Directors) and moving to a **team approach**, they have improved **direct service to their customers**, which include their regional counterparts, state and local officials, and members of the regulated community.

Teams now provide on-site training, advice, and assistance to state officials and assist states in designing training programs and educational materials for the regulated community. The teams have done extensive research on what their customers need and want, and how they would best receive and use the assistance. It is now "office culture" to think about, research and incorporate customer input in all significant management decisions. Contact: Lisa Lund (703) 308-8850.

EPA's EarthVision Team in Bay City, Michigan, prepares competitively selected high school teachers and students for research on local environmental issues using high performance computing. The team extends the use of EPA's supercomputing capability and the expertise of its research scientists to teams in rural, inner-city, and suburban schools.

EPA scientists mentor students as they develop proposals for environmental research and then assist the students as they run their models on the supercomputer. In addition to bringing sophisticated environmental and computational science into the high school curriculum, EPA is reaching out in **educational part-**

nership to our youngest customers - America's children. Contact: Lynne Petterson (919) 541-3582.

Region 10's "P4 Project Team" reinvented the air emission permit system by developing a model permit that allows a company to make rapid process modifications (within the scope of their permit) without delay imposed by government approval. This innovation could allow U.S. companies to maintain a competitive edge and quickly respond to changing demands of the global marketplace. In return for this **permit flexibility, pollution prevention requirements** are included as a permit condition.

Working with the Oregon Department of Environmental Quality, EPA HQ, and the Intel Corporation, Region 10 has successfully tested the new concept and developed a model permit, now available to EPA, states, and private companies. Overall, the environment is the net winner because the Intel Corporation will reduce its air emissions over time through pollution prevention. Positive experience with this "team approach" was an important factor in Intel's decision to continue building new facilities in the U.S. Contact: Dave Dellarcho (206) 553-4978.

The Oil and Gas State Program Assistance Team, in HQ's Office of Solid Waste, has successfully leveraged outside resources in helping states improve their oil and gas waste management programs. Rather than imposing the usual "command and control" program, EPA has developed a **non-regulatory approach** that convenes representatives of

industry, environmental groups, state and local governments, and the local community to find solutions that protect the environment without posing undue burdens on industry or excessive requirements for states.

With the help of the Interstate Oil and Gas Compact Commission, the team developed voluntary guidelines for states to use in developing and strengthening their own programs for managing these wastes. Representatives of industry, environmental organizations and other state agency experts analyze the strengths and weaknesses of individual state programs and make recommendations for improving their legal authorities and administrative or enforcement programs.

State participation is completely voluntary, and to date, 15 states have participated, representing over 90% of total wells and production in the U.S. Costs saved through this approach are estimated at up to \$42 billion in initial costs and up to \$8 billion each year. Contact: Robert Hall (703) 308-8433.

The Office of the Administrator has put in place a new **hotline** to provide better flow of **information from the Administrator** to all EPA employees. Employees can now call (202) 260-1000 at any time to learn the latest messages from the Administrator or other top EPA officials. The correspondence identified can then be read on E-mail. For the first time in EPA history, employees can find out what's been issued and what to look for, and then read it electronically. For more information, call Kym Burke at (202) 260-0336.

Region 8 has created an **Environmental Information Service Center** to better meet citizens' desire for information on actions they can take to protect and enhance the environment. The center is a user-friendly, one-stop shopping point where people can obtain a broad spectrum of non-technical consumer-oriented information.

Staffed by knowledgeable public information specialists, the center also makes use of a toll-free hotline, a public-access computer with a wealth of data, a high-tech Geographic Information System capable of producing color maps, a variety of publications, and an award-winning exhibit with a built-in VCR describing EPA's mission and activities. The center has a TDD telephone for the hearing impaired and a Spanish-speaking employee to serve Hispanic clients.

Vice President Gore's National Performance Review and the Denver Federal Executive Board chose the center from a field of 28 contenders for a Hero of Reinvention Award. Contact: Nola Cooke (303) 294-1107.

Region 10's IRM team has enabled citizens to obtain the information they need from a **computerized bulletin board**. The elapsed time is now a few minutes instead of 10 days or more. The public can also use the system to send e-mail messages to Region 10 employees or take part in moderated discussion groups on various environmental topics. This system, as well as the Region's e-mail system and 13 LANs are set up and administered by a team of only two employees. Contact: Robin Gonzalez (206) 553-2977.

Region 7's Office of Public Affairs, has substantially cut the red tape in providing **public access to information** under the Freedom of Information Act. Where written requests for information were required in the past, Region 7 now takes **verbal requests** over the phone. Internal paperwork has been cut by 75% and customer service time has been cut by 50%. Contact: Pat Pennington (913) 551-7764.

Valerie Garcia, in HQ's Office of Acquisition Management, is successfully **procuring a major contract electronically** via Internet, a worldwide computer network. In February, she issued an electronic request for comments to vendors regarding the procurement, along with hundreds of pages of information, questions and answers, a bidders list, incumbent information and an extensive technical library. In the past, this information has been unavailable, required a formal written request, or was not released until the request for proposal.

This system has resulted in enhanced competition, reduced lead-times, substantial cost savings, and open, positive communication between EPA and the business community. EPA's experience with this approach is being studied by the Internal Revenue Service, U.S. Agency for International Development, and the Coast Guard for possible technology transfer. Contact: Valerie Garcia (202) 260-1227.

HQ's Office of Solid Waste has launched a **paperless office** campaign designed to reduce by 15% the amount of 8 1/2 x 11" white paper we use this year. Paper makes up about 38% of the municipal trash produced in the U. S. and office

paper is the third largest category of paper waste, after corrugated cartons and newspaper. Paper used for copying, computer printing and faxing accounts for almost half the office paper used in the U.S. At HQ alone, we generate about 17 tons of office paper a week.

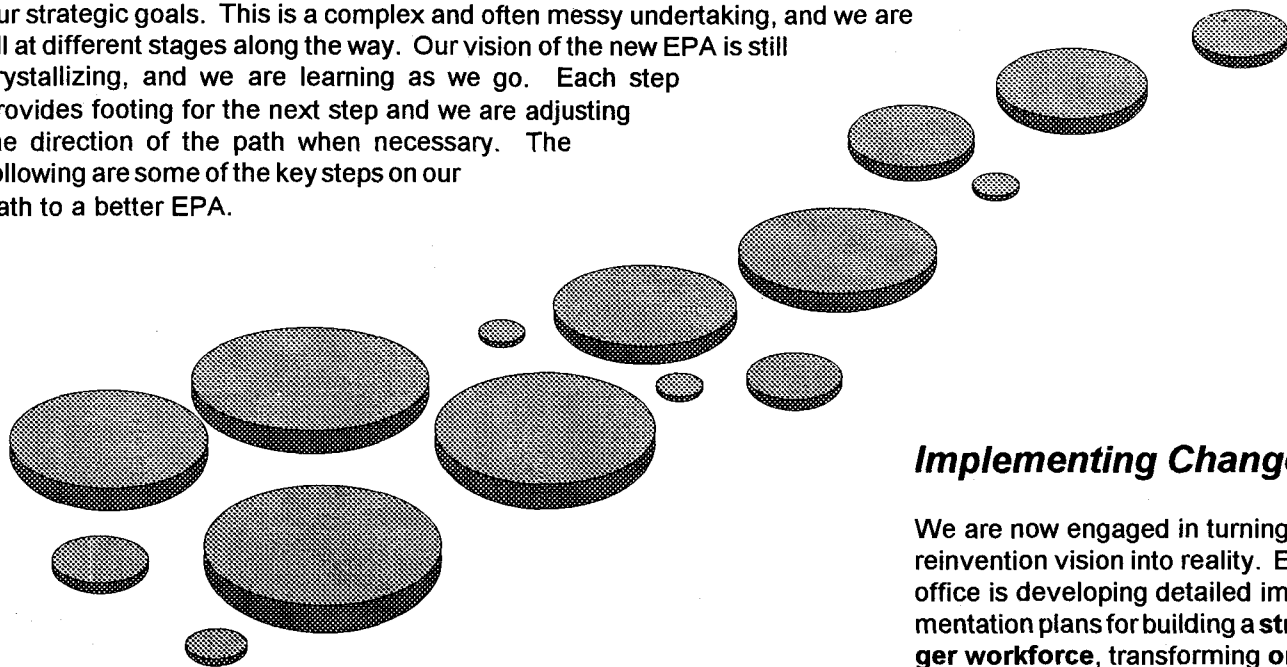
Everyone can help by making fewer photocopies, purging mailing lists, expanding use of electronic filing systems, and producing documents in electronic, rather than paper formats. Contact: Your Office Campaign Coordinator or the Paperless Office Campaign at (202) 260-4928.

Dr. Denice Shaw, in the Environmental Monitoring and Assessment Program, has saved the government \$30 million over the past year by forging a multi-agency agreement to **collect, process, and share satellite data** for environmental monitoring. This agreement between EPA, USGS, NOAA, and NASA, eliminates the overlap and duplication in federal spending when agencies separately purchase the same satellite data for use in different environmental monitoring programs. Contact: Denice Shaw (919) 541-2698.

Linda Ritch, in the National Data Processing Division at RTP, was given a GSA Award for Creative and Innovative Solutions. Linda developed **billing analysis software** that saved EPA over \$2 million on its long-distance FTS telephone bill. Linda's innovative software, which identifies inaccurate billings and areas of inefficiency, was then applied to GSA's nationwide telephone system netting an additional \$10 million savings. Contact: Linda Ritch (919) 541-7541.

STEPPING STONES TO A BETTER EPA

Over the past year, we laid down important stepping stones on our path to reinvention. Many of us are playing active roles in developing plans for new organizations that are better aligned with our strategic goals. This is a complex and often messy undertaking, and we are all at different stages along the way. Our vision of the new EPA is still crystallizing, and we are learning as we go. Each step provides footing for the next step and we are adjusting the direction of the path when necessary. The following are some of the key steps on our path to a better EPA.



Streamlining

Our first Agency-wide streamlining plan, completed last November, outlined our intent to achieve **savings through streamlining** and **reinvest** these savings into priority programs. In February, each HQ office and region completed a preliminary streamlining plan with the strong participation of many employees.

These plans focused primarily on **flattening** our hierarchies and **reducing the number of supervisors**. Several organizations included many good ideas for increasing **diversity** and streamlining administrative processes.

Reinvention

Emphasis then expanded from streamlining to broader Agency reinvention. In March, the Administrator chartered a Management Committee to spearhead reinvention and set priorities for change. We finalized a reinvention plan in June, which went well beyond organizational flattening and set the course for undertaking **fundamental change in the way we do business**.

In July the Administrator decided to accelerate the pace of change - to create a **more responsive** agency where the **skills and talents of every employee fully contribute** to our environmental mission. The 1:11 supervisor/staff ratio is an important measure of our progress.

Implementing Change

We are now engaged in turning the reinvention vision into reality. Each office is developing detailed implementation plans for building a **stronger workforce**, transforming **organizational structure**, creating a **customer focus** and **re-engineering** core work processes. Reinvention guidance has been issued to help each office and region take a hard look at the work they do and the customers they serve.

Reinvention implementation plans are due from all offices and regions in March of 1995, detailed reorganization packages are due in June 1995, and full implementation is to be completed by September of 1996.

Progress Underway

This issue of "Reinventing EPA" showcases many of the ways employees are making EPA work better and become a better place to work. In addition to these and other initiatives, many offices and regions are well into realigning their organizational structures.

The new **Office of Enforcement and Compliance Assurance** has successfully completed its reorganization - a model of **employee and stakeholder participation**. The new structure makes enforcement a more effective tool for promoting compliance, pollution prevention, ecosystem protection and environmental justice - all guiding principles in our strategic plan.

After extensive examination of its mission and customers, the **Office of Research and Development** is now realigning its laboratories into

four national labs focusing on **risk assessment and risk management**. This action, along with a substantial investment in long-term research, will enable EPA scientists to apply their skills more effectively.

Regions 1 and 8 have submitted innovative proposals that would reorganize offices to address statutory and strategic priorities, promote **multimedia problem solving**, concentrate enforcement activities, and **align resources**. These proposals **focus more on outcomes** and less on process, and are better designed to **serve local environmental needs**.

The Administrator gave her approval "in concept", if HQ and the Regions can work together to make sure the new structures meet the needs of national managers.

At no time in its history has EPA been more ready to make a change of this magnitude. As we have already discovered, true reinvention encompasses difficult cultural change and does not happen overnight. We must take the time now to do this as well as we can. We are set on a course to make long-lasting and significant changes to the way we do business, and the destination will be worth the trip.

REINVENTION TOOLBOX

Multiple Career Path Guide - provides key elements of non-supervisory work at senior grade levels in typical EPA positions. Includes optional standardized position-descriptions and a career path matrix that employees can use to design career management plans. Will be final in December. Contact: Mike Hamlin (202) 260-3268.

Buyout Program - Application window closed October 21, 1994. 859 applications were submitted for a total of 640 available buyouts. In most offices, buyout offers have been completed. Most buyout recipients will depart EPA during a window from November 28, 1994 through January 7, 1995.

Inventory of Organizational Development Consultants - identifies consultants with expertise in managing change and developing

empowered employees. Final in December. Contact: Carol Franklin (202) 260-7167.

Streamlined Green Border Process - will strengthen and streamline the current process for Agency review of internal policy proposals. Agency needs have been surveyed, and process improvements are now being circulated for clearance. Contact: Karen Holt (202) 260-5007.

Reinvention Educational Resources - Draft Guide provides sources, contacts, and cost information for workshops, books, consultants, videos, audio tapes and developmental programs in areas such as reengineering, customer orientation, benchmarking, labor-management relations, diversity, change management, teamwork, shifting role of managers, and managing personal change. Contact: Quality Advisory Group (202) 260-6241.

"Reinventing EPA - Steps Toward a Stronger Workforce" - Guidance for Reinvention Implementation Plans due in March, 1995. Discusses major workforce and organizational change issues to be taken into consideration in reinventing EPA. Includes attributes for AAs and ARAs to use in determining how best to structure their organizations. Contact: Reinvention Guidance Team (202) 260-5797.

Working in Teams - three guides currently available: "Work Teams", which describes what teams are and how they work differently; "Are You Ready for Teams?", a tool for determining your organization's readiness for teams; and "Work Team Strategy and Implementation", which provides guidelines for managing the transition to teams. Contact: Hector Suarez (202) 260-3308.

Share your experience in reinvention with your EPA colleagues. FAX articles to "Reinventing EPA" at (202)260-3885 or email to Burgan.Karen.

Administrator's Update



Number 12

July 29, 1994

COMMON SENSE INITIATIVE

Late last year, EPA announced that it would be launching a new program to change the way we protect human health and the environment through an industry-by-industry approach to environmental policy. This new effort -- called the "Common Sense Initiative" -- presents us with the chance to explore a new generation of environmental protection, and it is among my top priorities as Administrator. On July 20, I formally launched it by identifying the six industries that will be the focus of its first phase. As we start the process of translating the idea behind the Initiative into a concrete workplan, the Agency's expertise will be the key to success. I would like to take this opportunity to thank all of you who took part in the intensive outreach effort that led to the selection of the Initiative's first six industries, update everyone on the status of the Initiative and solicit your comments on next steps.

The Initiative is built upon innovative ideas that have been developing for many years at the Agency. It is based on the principle that we best protect the environment by setting tough environmental goals while encouraging flexibility and innovation in how the goals are met. To that end, we will convene teams of industry executives, environmental and community representatives and federal, state and local officials to improve the environmental regulation and performance of six pilot industries. The work of these teams will provide unprecedented opportunities for employees in all parts of EPA to do new kinds of cross-media work and to test innovative ideas.

Each team will examine the way EPA and our state partners interact with an industry to find areas for improvement in six key areas:

(1.) **Regulation.** Review regulations for opportunities to get better environmental results at less cost and look to improve new rules through increased coordination.

(2.) **Pollution Prevention.** Actively promote pollution prevention as a standard business practice and a central ethic of environmental protection.

(3.) **Reporting.** Make it easier to provide, use and publicly disseminate relevant pollution and environmental information.

(4.) **Compliance.** Assist companies that seek to obey and exceed legal requirements and consistently enforce the law against those that do not.

(5.) **Permitting.** Change permitting so that it works more efficiently, encourages innovation and creates more opportunities for public participation.

(6.) **Environmental Technology.** Give industry the incentives and flexibility to develop innovative technologies that meet and exceed environmental standards while cutting costs.

In each of these six areas, the United States -- led by EPA -- has become a world leader. Yet I have heard from many of you about the need to move beyond media-specific regulation to a more responsive system of environmental protection. The Common Sense Initiative, by looking at whole industries at a time and including all key stakeholders up-front, seeks a new generation of "cleaner, cheaper, smarter" environmental solutions. It offers us a tremendous opportunity to work together across internal, organizational boundaries.

Let me also assure you that "cleaner" is the Initiative's linchpin: we chose only those industries for our first phase that convinced us of their commitment to improving their environmental performance through the Common Sense approach. But by promoting flexibility and creativity in how businesses achieve "cleaner," we aim to make environmental protection less costly as

Phase 1 Industries

Auto
Manufacturing

Metal Plating
and Finishing

Computers and
Electronics

Oil Refining

Iron and Steel

Printing

Continued on back

well. Indeed, the Initiative should help EPA itself discover cheaper, cleaner (and thus smarter) ways of doing our job.

Assistant Administrators are currently being selected to lead the sector teams, each of which will include representatives from industry, environmental groups, state agencies, environmental justice and labor constituencies and other stakeholders. I have asked Mary Nichols and Bob Perciasepe to co-chair the Initiative and I hope to involve a wide EPA cross-section in the sector team efforts. We will be building on, and coordinating our efforts with, many existing Agency projects, including the Design for Environment program, the Environmental Technology Initiative, and the Sustainable Industries program. Ultimately, I would like to see the "cleaner, cheaper, smarter" ethic inform all EPA actions.

The Common Sense Initiative presents us with a chance to take a fresh look at the way we do our work. Our goal: greater protection for the public at less cost. As the program reaches full speed, I hope you share my excitement at the opportunities that lie before us. The Initiative, designed by EPA staff, is one in which we should all take pride. To those who have contributed to our progress to date, I offer my thanks and congratulations. For those of you joining the Initiative now and in the future, I welcome your contributions and any comments you might have on how to make the Initiative succeed. Please forward any suggestions to Alec Guettel, a Special Assistant in my office. He can be reached at EPA Mail Code #1101.

