



National Capacity Development Strategic Plan

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National Capacity Development Strategic Plan

Executive Summary

Safe, reliable drinking water is essential to the protection of public health. Because of this, the U.S. Environmental Protection Agency (EPA) identified *Water Safe to Drink* as a key sub-objective in its Strategic Plan for 2006–2011. The nation’s drinking water systems face a wide array of challenges in meeting the public health protection standards aimed at ensuring safe drinking water. The National Capacity Development Program is designed to focus available resources toward assisting public drinking water systems (PWSs) in acquiring and maintaining the technical, managerial, and financial (TMF) capacity to meet these challenges.

This plan provides a roadmap identifying how EPA’s National Capacity Development Program will support the Office of Water’s strategic goal to improve PWS performance. Furthermore, this plan explains how the National Capacity Development Program provides, promotes, and protects public health through safe drinking water. Through proactive communication and outreach, in collaboration with States, partners, and other stakeholders, EPA will seek innovative approaches and new technologies to help ensure that nationally, water systems have the TMF capacity to demonstrate long-term sustainability.

This plan consists of three goals for EPA’s National Capacity Development Program:

1. *Maintain Effective Oversight of State Capacity Development Programs*
2. *Assist Public Drinking Water Systems with Acquiring and Maintaining Technical, Managerial, and Financial Capacity*
3. *Elevate Awareness of Capacity Development Activities within EPA’s Sustainable Infrastructure Initiative*

In order to demonstrate full accountability of EPA’s efforts in the National Capacity Development Program, EPA intends to develop an internal National Capacity Development Program Update Report on a triennial schedule. This report will be initiated in FY08. It is not EPA's intent to specifically identify any individual State or to conduct State-to-State comparisons or analysis. It is, however, EPA’s intent to utilize this information in an effort to identify trends and further target resources. EPA will update this strategy to incorporate new information and activities on an as-needed basis.

The Capacity Development Program is a key component of the Public Water System Supervision (PWSS) Program. EPA has developed the PWSS Program Logic Model to link the activities of the Drinking Water Program to the overall outcomes of EPA’s Strategic Plan. The Model will be used extensively to assist in guiding the goals of the Capacity Development Program Strategic Plan. The Capacity Development Program Strategic Plan is an extension of the Logic Model and provides a higher level of detail in specific areas, as identified in Appendix C. The specific logic for the Capacity Development Program can be found in Appendix D of this plan.

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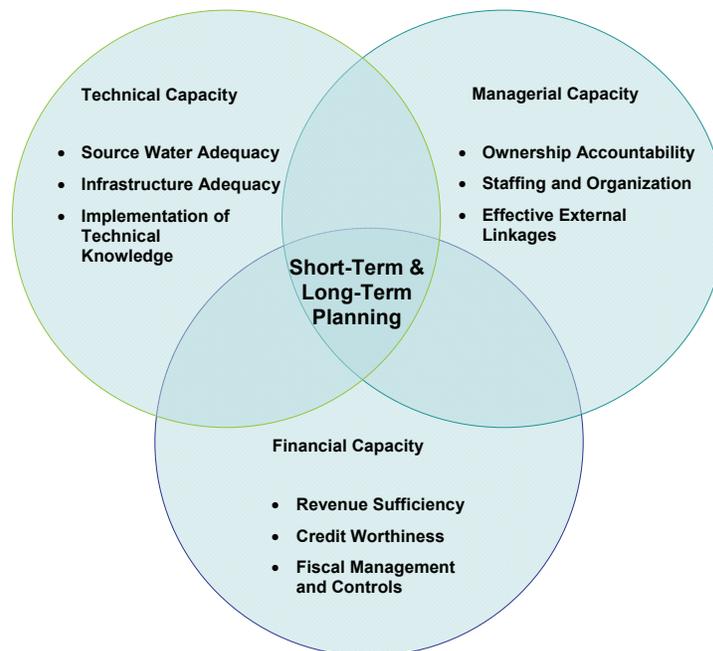
Background of the Capacity Development Program

Public drinking water systems serving 10,000 or fewer customers represent over 97 percent of the nation's PWSs (Safe Drinking Water Information System (SDWIS) Data, 2005). Smaller systems often have more challenges in TMF resources than their larger counterparts. Many small systems were created when regulatory standards were less protective and less demanding. These systems provided a simple and expedient way for small communities or subdivisions to obtain a supply of drinking water. Some of the challenges, for both large and small systems, are:

- The need to upgrade or replace aging infrastructure with inadequate funds.
- The availability of an adequate and safe supply of source water.
- The need to protect the water source.
- The public's increasing demands for lower utility costs.
- The establishment of more enhanced and protective regulatory requirements or rules.

In recognition of the challenges facing these smaller PWSs, Congress established several provisions of the 1996 Safe Drinking Water Act (SDWA) Amendments with a small system focus, including implementation of the Capacity Development Program. This provision places a significant emphasis on assisting PWSs of all sizes in acquiring and maintaining their TMF capacity. TMF capacity is the ability to plan for, achieve, and continually provide safe and affordable drinking water to customers. *Figure 1: TMF Capacity Elements* outlines the key elements of TMF capacity and illustrates the crucial role of planning for, achieving, and maintaining TMF capacity.

Figure 1: TMF Capacity Elements



Statutory Creation of the Capacity Development Program

Congress established broad direction for the development and implementation of the National Capacity Development Program in the 1996 SDWA Amendments with the following statutory provisions. In order to avoid Drinking Water State Revolving Fund (DWSRF) withholding:

- States must ensure that all new community water systems (CWSs) and nontransient noncommunity water systems (NTNCWSs) demonstrate technical, managerial, and financial (TMF) capacity (§1420(a)).
- States must develop and maintain implementation of a strategy to assist public water systems in acquiring and maintaining technical, managerial, and financial (TMF) capacity (§1420(c)(1)(C)).

Congress provided States with the flexibility to devise their own individual strategies to meet the 1996 requirements. While States have flexibility in developing and implementing their Capacity Development Programs, they must ensure the basic requirements are met. EPA annually assesses State Capacity Development Program implementation, which is compared to program reporting guidance and approved State programs. States that fail to meet their Capacity Development Program implementation responsibilities are subject to withholding of a portion of their annual DWSRF allotment.

Purpose of the Capacity Development Strategic Plan

The Capacity Development Strategic Plan is comprised of goals, objectives, sub-objectives, strategic targets, capacity development activities (outputs), and outcomes. All of these elements are intended to directly support the *Water Safe to Drink* sub-objective and the broader goals of EPA's Strategic Plan for 2006–2011 (see *Figure 2: Linkage Between EPA's 2006–2011 Strategic Plan and Capacity Development Strategic Plan*).¹ This strategic plan was developed in consultation with EPA Regions and States.

¹ Taken from the 2006-2011 EPA Draft Strategic Plan Architecture.

Figure 2: Linkage Between EPA’s 2006–2011 Strategic Plan and Capacity Development Strategic Plan



Five Key Attributes of Capacity Development

The Capacity Development Program is designed to better position water systems to provide, promote, and protect public health through safe drinking water. EPA will strive toward the most effective utilization of stakeholder resources, reducing the funding gap, and sustaining the nation’s water infrastructure for the future. This will be accomplished through the proactive use of effective and innovative approaches and technologies, and a commitment to long-term stewardship of drinking water resources, systems, and operators. This can only be performed through the use of open communication, collaboration, and coordination with all stakeholders. The effective promotion of capacity development depends on the program being:

- **Flexible** so that EPA and States can maximize the use of available resources and capabilities to implement capacity development processes that meet the unique needs of each State.
- **Proactive** in identifying and targeting assistance to water systems most in need of improving their TMF capabilities.
- **Integrated** so the resources of all Federal and State drinking water programs are considered.
- **Accountable** by demonstrating that capacity development helps water systems provide safe water to customers.
- **Collaborative** to the extent that all entities, agencies, groups, and associations act together to support one another.

National Capacity Development Goals

EPA is committed to using existing sources of data to support each goal and to measure progress. If it is determined that additional information is necessary to ensure accuracy and completeness, EPA will work closely with States to minimize any additional reporting burden. EPA recognizes that there are a number of critical factors that have the potential to affect the outputs and outcomes associated with each goal. Further discussion on each of these factors can be found in the *Challenges to Implementation* section of this document (p. 11). The goals of this program and their related outputs and outcomes are summarized in Appendix A.

Goal 1: Maintain Effective Oversight of State Capacity Development Programs

It is EPA's responsibility to ensure that State capacity development strategies are implemented as intended. It is through this oversight activity that EPA will support State efforts in obtaining a solid program foundation to help ensure that systems have the TMF capacity to demonstrate long-term sustainability.

Objective 1.1: Ensure State implementation of Capacity Development Programs.

Strategic Target 1.1: Annually assess and respond to State Capacity Development Program Reports.

Goal 1 Outputs

The data for these output indicators may come from a number of sources, including the Capacity Development Program Evaluation Tool (CDPET), SDWIS, DWSRF reviews and reports, Sanitary Surveys, Triennial Governor's Reports, and the State's Annual Capacity Development Implementation Reports.

1. State Capacity Development Programs assessed

One critical function of the Federal Capacity Development Program is to assess State Capacity Development Programs. This quantitative indicator will capture Federal government efforts in reviewing State programs.

2. New water systems assessed for capacity

State Capacity Development Programs are designed to ensure that all new CWSs and NTNCWSs have adequate capacity. Therefore, an output from this Capacity Development Program is the number of capacity assessments of new water systems (or proposed water systems) completed by the State primacy agency program, expressed as a percentage.

3. Existing systems assessed for capacity

One of the key tasks for a State Capacity Development Program is to identify existing water systems that have inadequate capacity and are most in need of assistance. The flexibility provided to States by Congress in the implementation of these programs allows discretion for frequency and method of assessments. The quantitative indicator of this output, *percent of existing water systems annually that have been assessed for capacity*,

will capture the portion of water systems that States have reviewed in identifying systems that need to build additional capacity.

Goal 1 Outcomes

The data for these outcome indicators are dependent on State Primacy information, both collected and provided. Main sources of information will be compiled from SDWIS, DWSRF National Information Management System (NIMS), State DWSRF Intended Use Plans (IUPs), and State's Annual Capacity Development Implementation Reports.

1. Fewer systems with long-term health-based violations

The collective capacity development efforts of Federal and State partners should improve the TMF capabilities of water systems, which should result in fewer water systems failing to meet all health based National Primary Drinking Water Regulations (NPDWRs) (See Goal 2, Outcome 1). This quantitative outcome indicator, *percent of systems that are in compliance with all health-based NPDWRs*, captures this benefit and provides a direct link to the strategic targets of EPA's PWSS Program. Additional support for this indicator will come from the compliance rate of PWSs by analyzing:

- A. The annual percentage of health-based Significant Non Complier (SNC) PWS, by size and violation type.

2. Reduction of new systems with inadequate capacity

The intent of this outcome is to demonstrate the effectiveness of the new system programs nationally as it relates to the number of new water systems that exhibit inadequate capacity. This is reflected through system compliance as reported in SDWIS. The quantitative indicator of this outcome will come from the compliance rate of PWSs by analyzing:

- A. The annual percentage of SNC New PWSs, by size and violation type.

3. Maintain a proactive working relationship with State co-regulators

One immediate benefit generated by Federal and State Capacity Development Program efforts is the continuous efforts of both parties in maintaining their existing open, proactive working relationship. This qualitative outcome indicator is created by the cooperative efforts of Federal staff, State staff, and water system staff working towards the same goal, which is to make water systems more self-sufficient in support of long-term goals.

Goal 2: Assist Public Drinking Water Systems with Acquiring and Maintaining Technical, Managerial, and Financial Capacity

Increasing the number of PWSs that achieve and maintain TMF capacity will provide PWSs with the tools and knowledge to provide drinking water that meets all health-based drinking water standards.

Objective 2.1: Coordinate with States to ensure that drinking water systems acquire and maintain the capacity to consistently provide safe drinking water to the public.

Strategic Target 2.1: Identify compliance trends and coordinate with States in addressing the potential causes for non-compliance.

Objective 2.2: Annually obtain input and feedback on SDWA training needs from EPA Grant Recipient Technical Assistance Providers, regional EPA Capacity Development Coordinators, and State primacy agency capacity development staff.

Strategic Target 2.2: Identify training needs and develop or improve tools for training. This effort is targeted towards assisting PWSs in the areas of technical, managerial, and financial system capability.

Goal 2 Outputs

The data for this output indicator will come from a number of sources, including the State's Triennial Governor's Reports, EPA Webcasts, DWSRF NIMS, SDWIS, PWSS Grant reports, technical assistance grantee reports, and National Service Center for Environmental Publications (NSCEP) Inventory System Distribution for Publications.

1. Systems receiving TMF assistance

Once States have identified PWSs with inadequate capacity, the intended role of the State Capacity Development Program is to provide assistance to those systems to help them acquire capacity. This assistance can take many forms and is often broadly termed as *technical assistance* and is not limited to outputs generated from the States. The quantitative indicator of this output, *number of systems that have received assistance*, will capture the efforts of States and other stakeholders to help water systems improve their capacity.

Goal 2 Outcomes

The data for this outcome indicator will come from the triennial Historical Significant Non-compliers (HSNC) report and SDWIS.

1. Fewer systems with long-term health-based violations

The collective capacity development efforts of Federal and State partners should improve the TMF capabilities of water systems, which should result in fewer water systems failing to meet all health based NPDWRs (See Goal 1, Outcome 1). This quantitative outcome indicator, *percent of systems that are in compliance with all health-based NPDWR*, captures this benefit and provides a direct link to the strategic targets of EPA's PWSS program. Additional support for this indicator will come from the compliance rate of PWSs by analyzing:

- A. The annual percentage of health-based SNC PWSs, by size and violation type.

2. Reduced number of Historical Significant Non-compliers

In addition to the overall improvements in compliance with NPDWRs, the Capacity Development Program should improve the capacity of water systems as identified through an HSNC trends analysis. This quantitative outcome indicator, *number of systems that are on State HSNC lists*, will capture the reduction in the number of systems

nationally with chronic compliance problems. The focus for this indicator will come from the compliance rate of PWSs by analyzing:

- A. The annual number of HSNC PWSs, by size and violation type.

Goal 3: Elevate Awareness of Capacity Development Activities within EPA's Sustainable Infrastructure Initiative

As more PWSs increase their awareness of sustainable practices, challenges affecting programmatic success can be identified, addressed, and overcome.

Objective 3.1: Identify Federal funding programs that focus on public drinking water systems and update this information as needed.

Strategic Target 3.1.1: Promote the DWSRF Program by providing program assistance and training to States.

Strategic Target 3.1.2: Coordinate, research, compile, disseminate, and maintain a list of Federal drinking water funding programs available for public drinking water systems.

Objective 3.2: Support Operator Certification Programs.

Sub-objective 3.2: Assist States in operator training and certification initiatives through active coordination and participation with various training and certification organizations and initiatives, and support of operator training programs.

Strategic Target 3.2: Annually assess State Operator Certification Program management.

Objective 3.3: Promote better management of public water systems.

Strategic Target 3.3: Develop, promote, and distribute tools (CUPSS, etc.) in support of asset management activities.

Objective 3.4: Promote new and current rule implementation activities into Capacity Development Program implementation.

Strategic Target 3.4: Incorporate information into training and guidance on new and current Safe Drinking Water Rule implementation issues.

Goal 3 Outputs

The data for this output indicator will come from the DWSRF NIMS, State DWSRF IUPs, EPA's Community Water System Survey, and trends identified within the Drinking Water Infrastructure Needs Assessment.

1. Identify States' use of capacity development DWSRF set-asides

A significant source resource for State Capacity Development Programs is the DWSRF set-asides that are available to all States. These funds can be used to pay for the staff and technical assistance efforts of State programs. The quantitative indicator of this output will be the *percent of DWSRF set-aside dollars expended for capacity development purposes*.

2. Provide effective guidance on new and current SDWA rule implementation issues

This is performed by EPA taking a lead role in assisting its partners in rule implementation initiatives for public drinking water systems through the development of rule-related guidance, training, and information materials.

3. Conduct and analyze customer satisfaction surveys for EPA provided training and tools

EPA, in accordance with the Information Collection Rule (ICR), will conduct customer satisfaction surveys with stakeholders that obtain EPA services, products, and training. This will assist EPA in obtaining its goals and identifying better use of its outputs.

Goal 3 Outcomes

The data for this outcome indicator will come from EPA's Community Water System Survey and trends identified within the Drinking Water Infrastructure Needs Assessment, DWSRF NIMS, Capacity Development Reports to the Governor, and PWSS work plans.

1. Better targeting of resources because systems have increased capacity

As the capacity of water systems across the country improves over time, water systems, especially small water systems, should become more self-sufficient. This change should allow Federal and State regulators to shift their focus away from triage of struggling systems to long-term planning and compliance efforts. The qualitative indicator for this outcome can be identified through increased compliance rates, any noticeable shifts in primacy agency workload or programmatic focus as identified in state reporting, trends in system consolidation, and position papers from stakeholder represented associations.

Implementation of the Strategic Plan

EPA, States, systems, and stakeholders have key roles to exercise in the successful implementation of the National Capacity Development Strategic Plan and, ultimately, in ensuring public health protection. Appendix B identifies the various areas of implementation and the role each party can play in making this strategic plan a success.

EPA anticipates aligning the Capacity Development Program with other ongoing program assessment efforts. EPA has developed the PWSS Logic Model to link the activities of the drinking water program to the overall outcomes of EPA's Strategic Plan. The Model will be used extensively to assist in guiding the goals of the Capacity Development Program Strategic Plan. The Capacity Development Program Strategic Plan is an extension on the Logic Model, and provides a higher level of detail in specific areas, as identified in Appendix C. The specific logic for the Capacity Development Program can be found in Appendix D of this plan.

An internal EPA National Capacity Development Program Update Report will be developed on a triennial schedule based on available data. This report will be initiated in FY08, allowing enough time for initial and second year national program data entered into the CDPET to be analyzed for trends and successes. It is not EPA's intent to specifically identify any individual State or to conduct State-to-State comparisons or analysis. It is, however, EPA's intent to utilize this information in an effort to identify trends and further target resources.

In carrying out this strategy, EPA will adopt the *Plan, Do, Check, Act* approach associated with continuous-improvement programs. EPA will update this strategy to incorporate new information and activities on an as-needed basis. Likewise, the strategic approaches for the three goals will be considered living documents that will be revised on an ongoing basis.

It is anticipated that discussions of progress towards achieving capacity development goals may be included in Agency reporting to Office of Management and Budget (OMB) and Congress, and may be reflected in external reports, such as the Drinking Water Needs Surveys and SNC Reports.

Strategic Plan Activities

The following are some of the Capacity Development Program activities that support the National Capacity Development Strategic Plan goals.

Activities to Support Goal 1: Maintain Effective Oversight of State Capacity Development Programs

- **Capacity Development Program Evaluation Tool (CDPET):** EPA will implement CDPET, a Web-based program evaluation tool that will compile information on and help EPA regional staff in assessing State capacity development activities.

- **Communication with primacy agency staff:** EPA regional staff is encouraged to continue open communication with State primacy agency staff in response to implementation reports and assessment findings.

Activities to Support Goal 2: Assist Public Drinking Water Systems with Acquiring and Maintaining Technical, Managerial, and Financial Capacity

- **Expanding Communication:** Provide opportunities that promote open communication between States, technical assistance providers, water systems, and EPA. This activity includes open discussion forums between EPA and its numerous stakeholders during various workshops, meetings, and conference calls to assist States with Capacity Development Program implementation issues and to identify training needs for all stakeholders.
- **Programmatic Assistance:** Provide programmatic assistance for the Capacity Development Program implementation through Webcast trainings, tool and document development, and grant program management and development. Continue, as needed, providing through EPA's Drinking Water Academy and other venues, training courses for States and water systems designed to enhance TMF capacity knowledge and capabilities.
- **Feedback:** Obtain feedback from operators and owners on their current training and assistance needs in all areas of capacity development.
- **Compliance Trend Analysis:** Perform compliance trends analyses to identify capacity needs of small PWSs.
- **Technical Assistance Centers (TACs) and Environmental Finance Centers (EFCs) Involvement:** Continue working with the EFCs and the Small System TACs to provide assistance in improving the capacity of water systems.
- **Tool Development:** Continue development, as needed, of the Simple Tools for Effective Performance (STEP) Guides and other targeted tools and documents that provide TMF capacity development support to small systems.
- **SDWA Rule Implementation:** Provide support for rule implementation by developing, as needed, rule-related information and training materials such as guidebooks, Quick Reference Guides, and classroom and Webcast training sessions.
- **Capacity Development Workshops:** Conduct, as needed, capacity development training workshops for EPA, State, and technical assistance providers to address the training needs of Capacity Development Program management personnel while providing a forum for information exchange.

Activities to Support Goal 3: Elevate Awareness of Capacity Development Activities within EPA's Sustainable Infrastructure Initiative

- **Program Promotion:** Promote programmatic tools and technical assistance in multiple program areas.
- **Participation:** Continue active participation with all appropriate stakeholders.
- **Program Oversight:** Continue to provide program oversight to EPA regions and States for the Operator Certification Program.
- **DWSRF:** Provide program assistance and information to States through the promotion of the DWSRF strategic plan initiatives.
- **Sustainable Infrastructure Initiative:** Engage stakeholders through proactive dialogue and face-to-face meetings to determine how to effectively promote long-term sustainability of systems through better management, full-cost pricing, water efficiency, and watershed protection.
- **Tool Development:** Continue development, as needed, of the STEP Guides and other targeted tools and documents that provide TMF capacity development support to small systems.
- **Integration:** Link activities of EPA's regional enforcement groups, capacity development coordinators, operator certification program managers, and State program managers through active communication and updates of each groups' activities relative to capacity development.

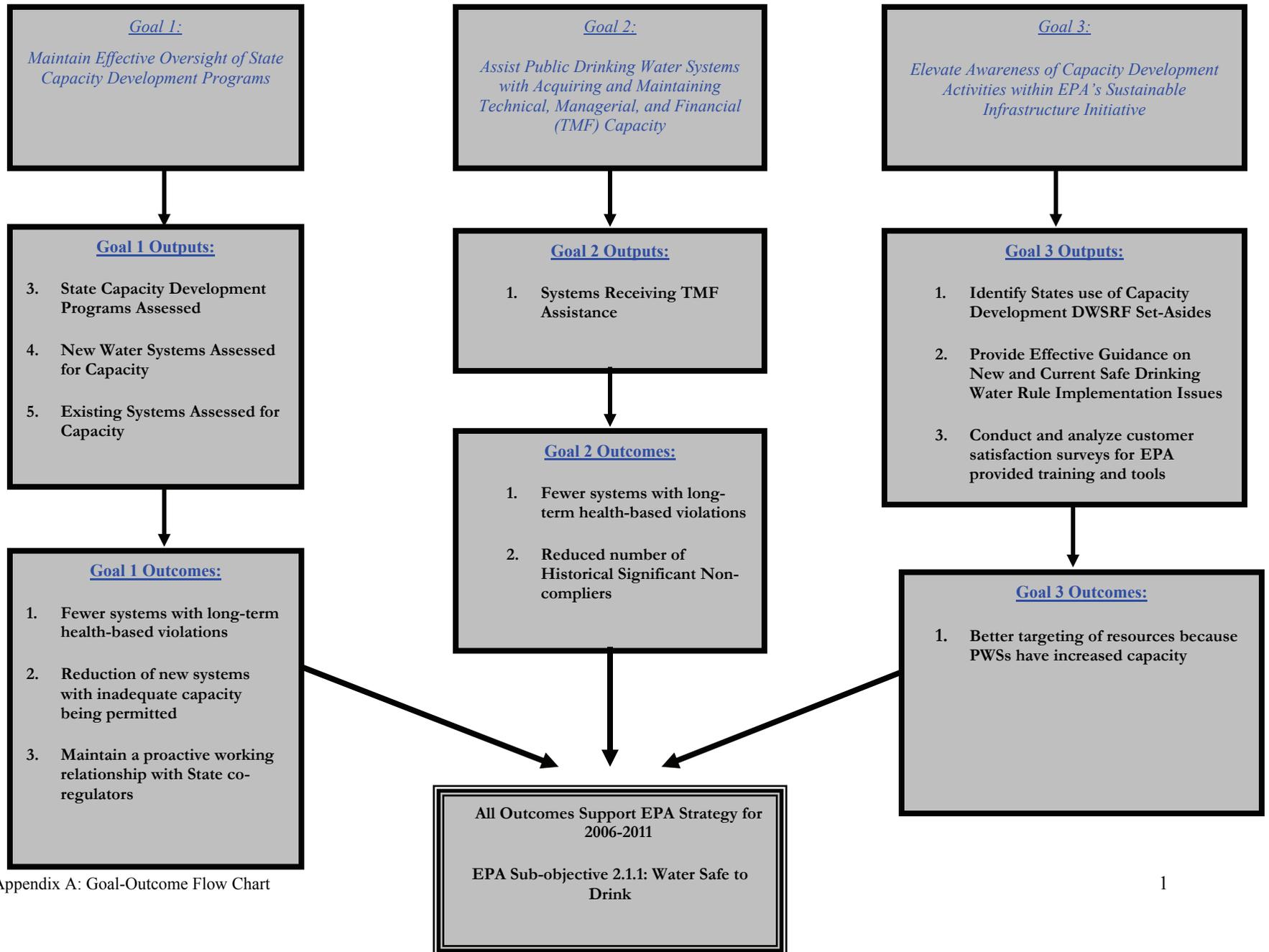
Challenges to Plan Implementation

A number of critical factors have the potential to affect the means and strategies for meeting the objectives and sub-objectives of the Capacity Development Strategic Plan, including:

- **Limited control over implementation:** While EPA has oversight responsibility, States and other stakeholders, such as associations and third-party contractors are primary partners in implementing the Capacity Development Program. EPA may have to consider pursuing, with stakeholder cooperation, ways in which to obtain more measurable information in support of the outcomes identified by this strategic plan.
- **Operation and maintenance costs:** Rising water system operation and maintenance costs make maintaining effective financial capacity challenging.
- **Water system operator staffing:** The retention of current operators and recruitment of new trainees is becoming more difficult due to the low national average salary of \$30,843 (based on EPA's Community Water System Survey 2000 [2002]).

- **Local-level leadership changes:** Board members, municipal leaders, owners, town managers and other PWS decision makers often change resulting in learning curves, new approaches, and changes in priorities.
- **Federal and State fiscal pressures:** Federal and State budget shortfalls may affect progress toward program goals.
- **Natural disasters/terrorist attacks:** Programmatic focus and priorities temporarily shift during these types of national events, as was demonstrated during Hurricanes Katrina and Rita.
- **Lack of comparability due to variability in approaches:** Congress gave the States great flexibility in designing and implementing capacity development. As a result, capacity development activities at the State level can be so variable there is little commonality in outputs. Finding elements that EPA can measure to provide a “national” picture is challenging under the circumstances.
- **Difficulty showing periodic progress:** The length of time required for capacity development activities to produce outcomes makes it difficult for EPA to report progress annually. Long-term outcomes may take years to manifest themselves, and capacity development is generally a long-term sustainability process. In addition, external factors can make it difficult to show a direct relationship between a specific program goal and the activities or outputs that caused the eventual outcome.
- **States’ concerns over data collection burden and accuracy:** The time and cost of collecting comprehensive data also are obstacles to developing performance indicators. The Government Accountability Office (GAO) has indicated that the following challenges with data collection as identified by Federal managers: using data collected by others; ascertaining the accuracy and quality of performance data; and acquiring data in a timely manner.
- **Challenge of keeping up with new program requirements:** The number of new rules recently promulgated may have a short-term *drag* effect on meeting performance targets. Water systems typically take additional steps to comply with the new requirements, which ultimately lead to overall improvements in drinking water quality. However, in the short-term, performance may actually appear to deteriorate, due to the challenges of *coming up to speed* with new rule requirements.

Appendix A: Goal-Outcome Flow Chart



Appendix A: Goal-Outcome Flow Chart

Appendix B: Major Roles and Responsibilities in Implementation of the Capacity Development Strategic Plan

Activity	EPA		States	Public Water Systems	Other Stakeholders
	Headquarters	Regions			
Develop Triennial National Program Update Report	Analyze national program data for trends and successes; Develop Report	Collect and submit State capacity development (CD) data; review draft Report and provide feedback	Submit annual CD implementation reports and data to regions; review draft Report and provide feedback	Submit CD data to States, where required	Association of State Drinking Water Administrators (ASDWA) - Review draft Report and provide feedback
Goal 1					
Implementation of the Capacity Development Program Evaluation Tool	Finalize development of Tool; implement and maintain Tool infrastructure; monitor data entered by regions; analyze data reports	Provide feedback on final draft Tool. Input State CD data	Submit annual CD implementation reports and triennial HSNC reports and data to EPA regions	Submit CD data to States, where required	Communication with EPA regarding needs and concerns
Facilitate open communication between EPA and States	Organize and attend various workshops, meetings, and conference calls to assist States on CD implementation issues; identify training needs	Organize and attend various workshops, meetings, and conference calls to assist States on CD implementation issues and identify training needs	Attend various workshops, meetings, and conference calls with EPA to identify and describe CD implementation issues and training needs	n/a	As invited, attend various workshops, meetings, and conference calls with States and EPA and provide input regarding CD implementation issues and training needs. ASDWA will collaborate with its membership to ensure timely information exchange; share information and ideas as appropriate

Activity	EPA		States	Public Water Systems	Other Stakeholders
	Headquarters	Regions			
Goal 2					
Facilitate open communication between EPA and water system operators	Organize and/or attend various workshops, meetings, and conferences that will be attended by water system operators	Organize and/or attend various workshops, meetings, and conferences that will be attended by water system operators	Inform water system operators of various workshops, meetings, and conferences that will be attended by EPA	Attend various workshops, meetings, and conferences that will be attended by EPA	National and State Rural Water Associations (NRWA), Rural Community Assistance Program (RCAP), Technical Assistance Centers (TAC), Environmental Finance Centers (EFC) - Inform/educate water system operators at various coordinated or co-sponsored workshops, meetings, and conferences.
CD implementation Webcast trainings, tool and document development, and grant program management and development	Develop and conduct CD implementation Webcast trainings; develop and distribute CD tools and documents; manage grant programs	Provide feedback on CD implementation Webcast training, tool, and document development; assist in grant program management	Attend CD implementation Webcast trainings; utilize CD tools and documents; utilize grant programs	Communicate needs and concerns to other stakeholders in support of future resource allocation decisions	ASDWA - Provide feedback on CD implementation Webcast training, tool, document development, and grant program development
Obtain feedback from operators and owners on their current training and assistance needs in all areas of CD	Solicit feedback from operators and owners on their current training and assistance needs in all areas of CD	Solicit feedback from operators and owners on their current training and assistance needs in all areas of CD	Pass on feedback from operators and owners on their current training and assistance needs in all areas of CD to EPA	Provide feedback on current training and assistance needs in all areas of CD	NRWA, RCAP, TAC, EFC - Pass on feedback from operators and owners on their current training and assistance needs in all areas of CD to EPA

Activity	EPA		States	Public Water Systems	Other Stakeholders
	Headquarters	Regions			
Perform compliance trends analysis to identify CD needs of small PWS	Compile compliance data from SDWIS and perform a trends analysis	Conduct Quality Assurance review of SDWIS compliance data with the States	Provide compliance data to EPA	n/a	n/a
Continue working with the EFC and TAC to provide assistance in improving the capacity of water systems	Provide guidance to the EFC and TAC on assistance needs of small systems from the perspective of the national program; manage grant program	Provide guidance to the EFC and TAC on assistance needs of small systems from the perspective of the region	Provide suggested guidance to the EFC and TAC on assistance needs of small systems from the State perspective	Provide suggestions for recommended activities guidance to the EFC and TAC on assistance needs of small systems from the PWS perspective	EFC and TAC - Obtain guidance from EPA, States, and systems on and develop products, trainings, and other resources that address assistance needs of small systems
Continue development of the Simple Tools for Effective Performance (STEP) Guides and other tools and documents that provide TMF CD support to small systems, as needed	Identify and develop additional STEP Guides and other tools and documents that provide TMF CD support to small systems	Identify needs for and provide feedback to EPA HQ on the development of additional STEP Guides and other tools and documents that provide TMF CD support to small systems	Identify needs for and provide feedback to EPA on the development of additional STEP Guides and other tools and documents that provide TMF CD support to small systems	Provide guidance to States and EPA on needs for additional STEP Guides and other tools and documents that provide TMF CD support	ASDWA, NRWA, RCAP, TAC, EFC - Identify needs for and provide feedback to EPA on the development of additional STEP Guides and other tools and documents that provide TMF CD support to small systems

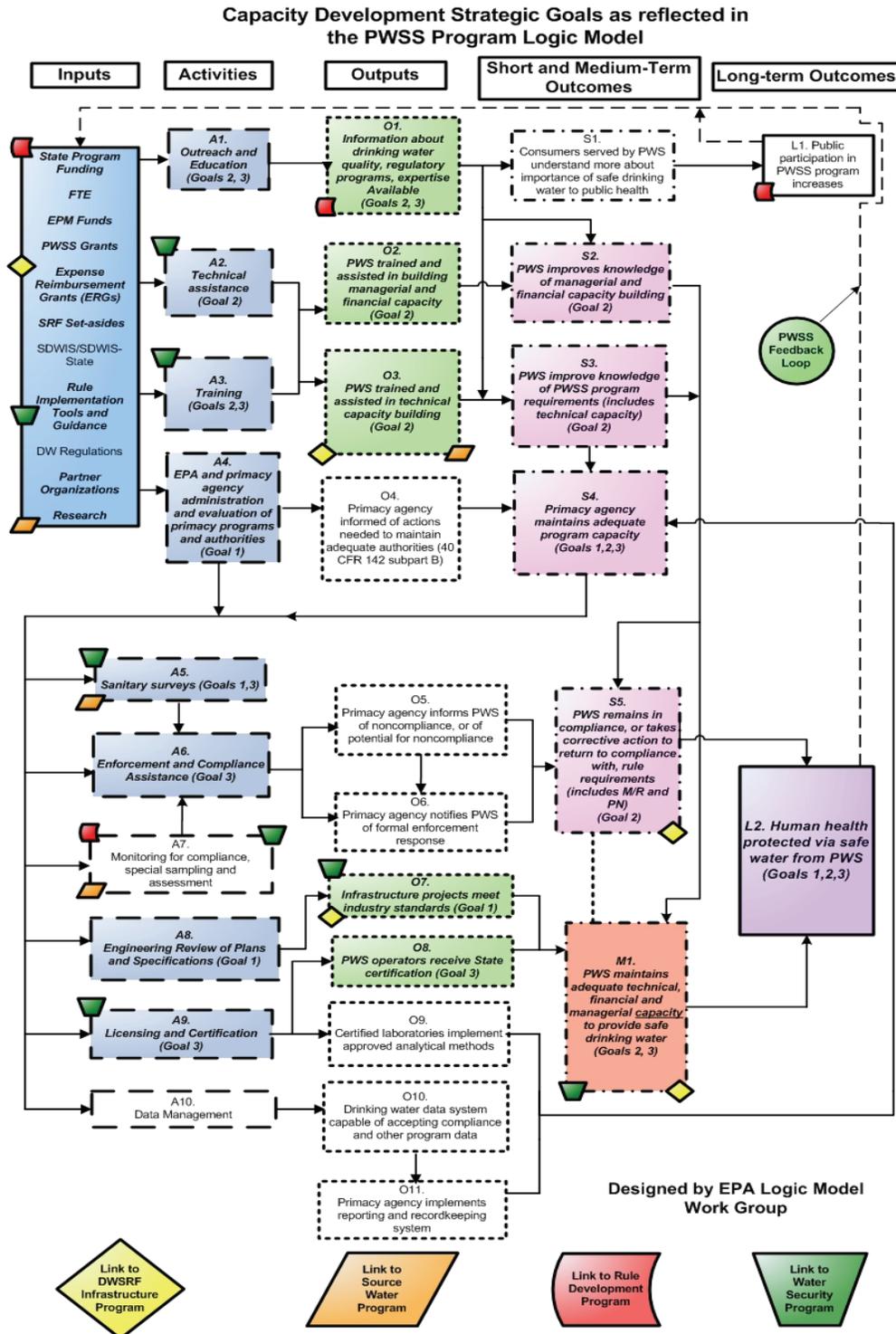
Activity	EPA		States	Public Water Systems	Other Stakeholders
	Headquarters	Regions			
Provide support for Rule Implementation by developing rule-related information and training materials such as guidebooks, Quick Reference Guides, and direct and Webcast training sessions	Identify needs for and develop rule-related information and training materials such as guidebooks, Quick Reference Guides, and direct and Webcast training sessions; conduct direct and Webcast training sessions	Identify needs for and provide feedback to EPA HQ on the development of rule-related information and training materials such as guidebooks, Quick Reference Guides, and direct and Webcast training sessions; assist in the coordination of direct and Webcast training sessions	Identify needs for and provide feedback to EPA on the development of rule-related information and training materials such as guidebooks, Quick Reference Guides, and direct and Webcast training sessions; assist in the coordination of and participate in direct and Webcast training sessions	Participate in classroom and Webcast training sessions. Provide feedback to training provider to improve outcome of future training initiatives	ASDWA, NRWA, RCAP, TAC, EFC - Identify needs for and provide feedback to EPA on the development of rule-related information and training materials such as guidebooks, Quick Reference Guides, and direct and Webcast training sessions
Continue providing training courses for States and water systems that are designed to enhance TMF capacity knowledge and capabilities	Identify needs to develop and conduct training courses for States and water systems that are designed to enhance TMF capacity knowledge and capabilities	Identify needs for and provide feedback to EPA HQ on training courses for States and water systems that are designed to enhance TMF capacity knowledge and capabilities	Participate and provide, when possible, training courses. Obtain attendee feedback to training provider to improve outcome of future training initiatives	Participate in training courses. Provide attendee feedback to training provider to improve outcome of future training initiatives	ASDWA, NRWA, RCAP, TAC, EFC - Identify needs for and provide feedback to EPA on training courses for States and water systems that are designed to enhance TMF capacity knowledge and capabilities
Conduct capacity development training workshops for EPA, State, and technical assistance providers to address training needs	Develop and conduct capacity development training workshops for EPA, State, and technical assistance providers to address training needs of	Attend training workshops. Provide feedback to training provider to improve outcome of future	Attend training workshops. Provide feedback to training provider to improve outcome of future	n/a	NRWA, RCAP, TAC, EFC - Attend training workshops

Activity	EPA		States	Public Water Systems	Other Stakeholders
	Headquarters	Regions			
of capacity development program management personnel	capacity development program management personnel; have EPA HQ staff attend training workshops as necessary	training initiatives	training initiatives		
Goal 3					
Promote programmatic tools and technical assistance in multiple program areas	Coordinate with EPA program management staff in developing and promoting tools and technical assistance addressing the goals and outcomes of various drinking water programs	Promote tools and technical assistance addressing the various drinking water programs	Promote and utilize tools and technical assistance addressing the various drinking water programs	Utilize tools and technical assistance addressing the various drinking water programs for utilities	ASDWA - Coordinate with EPA HQ to develop and promote tools and technical assistance addressing the security of drinking water utilities ASDWA, RWAs, RCAP, TAC, EFC - Promote tools and technical assistance addressing the various drinking water programs
Continue active participation with all appropriate stakeholders	Continue active participation with all appropriate stakeholders	Continue active participation with all appropriate stakeholders	Continue active participation with all appropriate stakeholders	n/a	ASDWA - Continue active participation with all appropriate stakeholders
Continue to provide program oversight to EPA regions and States for the Operator Certification Program	Continue to provide program oversight to EPA regions and States for the Operator Certification Program	Continue to provide program oversight to States for the Operator Certification Program	Manage and implement State specific Operator Certification Programs	Operators are required to maintain training for recertification requirements	RWA, RCAP, TACs, etc., to provide training for operators

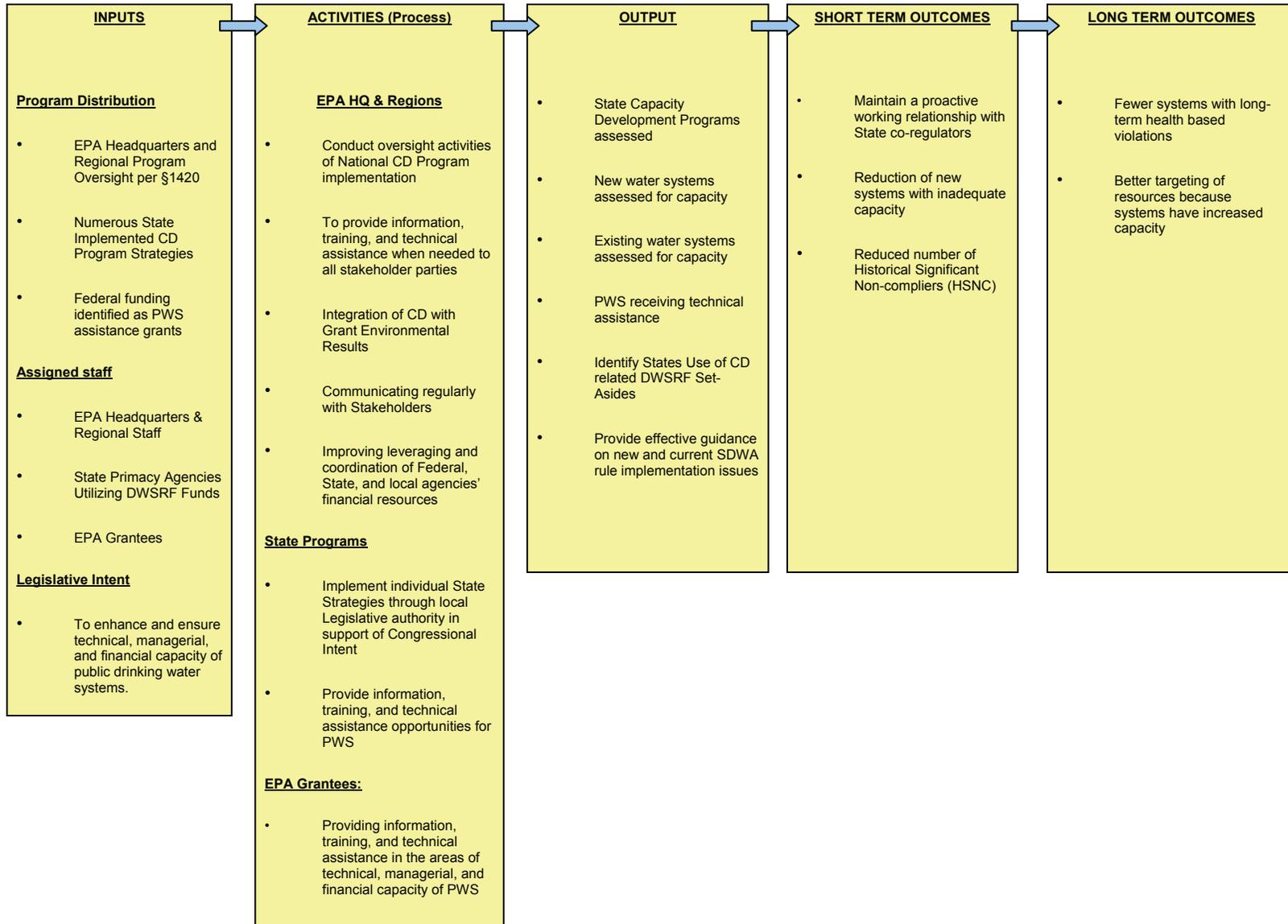
Activity	EPA		States	Public Water Systems	Other Stakeholders
	Headquarters	Regions			
Continue to provide direct grant program management oversight for the Operator Certification Expense Reimbursement Grants (ERG) Program	Continue to provide direct grant program management oversight for the ERG Program	Continue to provide direct grant program management oversight for the ERG Program	n/a	n/a	n/a
Provide program assistance and information to States through the promotion of the Drinking Water State Revolving Fund (DWSRF) strategic plan initiatives	Provide program assistance and information to States through the promotion of the DWSRF strategic plan initiatives	Provide program assistance and information to States through the promotion of the DWSRF strategic plan initiatives and DWSRF Grant management	Identify specific DWSRF program assistance and information needs. Manage DWSRF funds in accordance with work plans	Apply for loans/grants as offered through DWSRF programs. Request assistance from State primacy agencies where needed in the form of circuit riders, training, etc.	ASDWA - Identify specific DWSRF program assistance and information needs of States and provide these to EPA
Engage stakeholders through proactive dialogue and face-to-face meetings to determine how to effectively promote long-term sustainability of systems through better management, full-cost pricing, water efficiency and watershed protection.	Attend various workshops and conferences to promote and distribute various Sustainable Infrastructure Initiative training tools	Attend various workshops and conferences to promote and distribute various Sustainable Infrastructure Initiative training tools	n/a	n/a	n/a

Appendix C: Capacity Development Strategic Goals as Reflected in the PWSS Logic Model

This appendix demonstrates how various capacity development goals support the PWSS Program Logic Model. It is not intended to provide comprehensive discussion of the PWSS Program Logic Model. For further information go to <http://www.epa.gov/safewater/dwa/electronic/ematerials.html#PWSS>.



Appendix D: National Capacity Development Strategic Plan Summary Chart



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