

1993 TRANSITION REGIONAL PROFILE



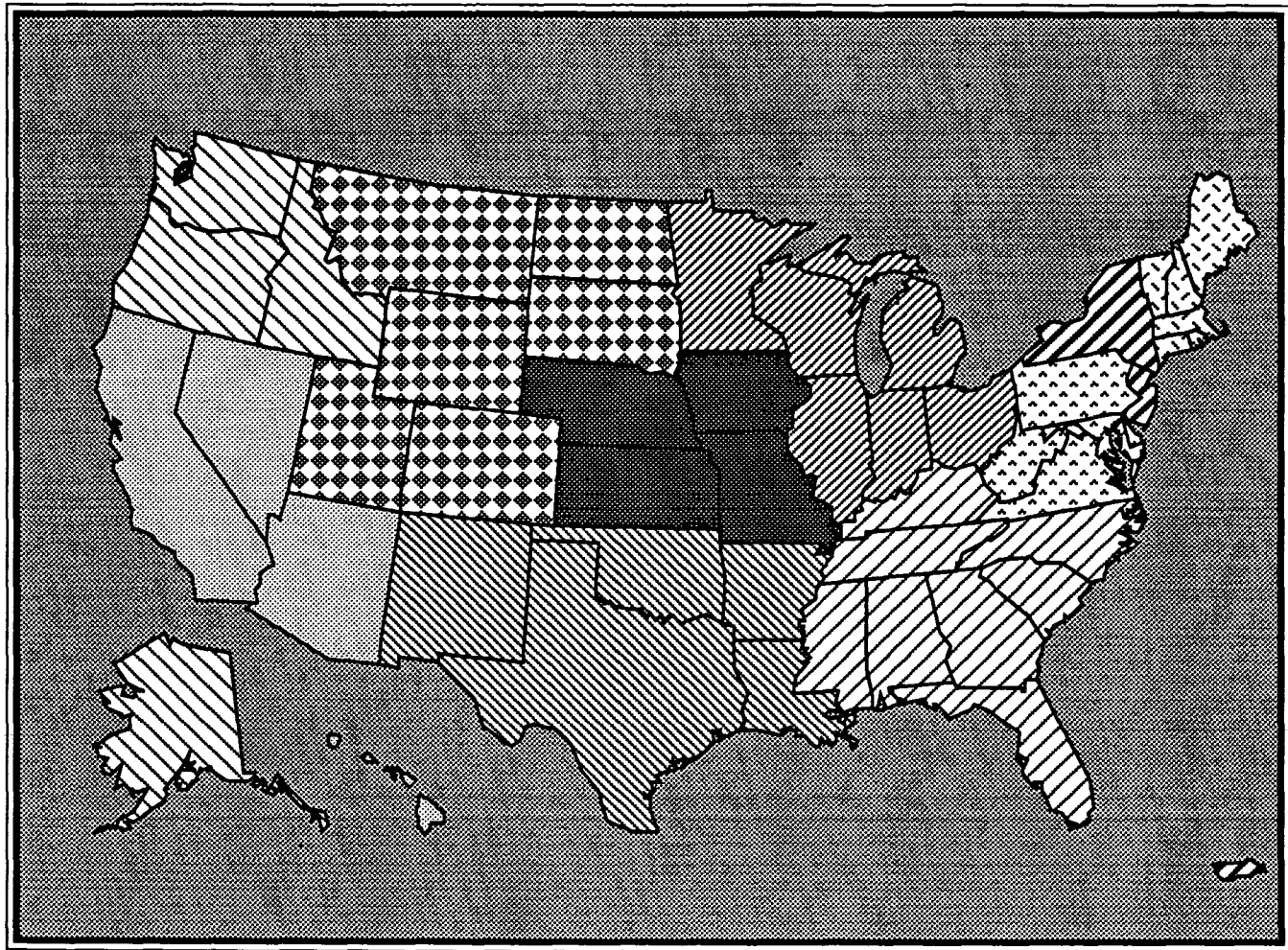
TRANSITION 93











REGIONAL PROFILES

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Regional Profiles



 <u>Region I</u>	 <u>Region II</u>	 <u>Region III</u>	 <u>Region IV</u>	 <u>Region V</u>
Connecticut Maine Massachusetts New Hampshire Rhode Island Vermont	New Jersey New York Puerto Rico Virgin Islands	Delaware District of Columbia Maryland Pennsylvania Virginia West Virginia	Alabama Florida Georgia Kentucky Mississippi North Carolina South Carolina Tennessee	Illinois Indiana Michigan Minnesota Ohio Wisconsin
 <u>Region VI</u>	 <u>Region VII</u>	 <u>Region VIII</u>	 <u>Region IX</u>	 <u>Region X</u>
Arkansas Louisiana New Mexico Oklahoma Texas	Iowa Kansas Missouri Nebraska	Colorado Montana North Dakota South Dakota Utah Wyoming	Arizona California Hawaii Nevada American Samoa Guam	Alaska Idaho Oregon Washington

REGIONAL OFFICE ADDRESSES / TELEPHONES

REGION I

Environmental Protection Agency
John F. Kennedy Federal Building
One Congress Street
Boston, MA 02203
DDD: (617) 565-3420

REGION II

Environmental Protection Agency
Jacob K. Javits Federal Building
26 Federal Plaza
New York, NY 10278
DDD: (212) 264-2657

REGION III

Environmental Protection Agency
841 Chestnut Building
Philadelphia, PA 19107
DDD: (215) 597-9800

REGION IV

Environmental Protection Agency
345 Courtland Street, N.E.
Atlanta, GA 30365
DDD: (404) 347-4727

REGION V

Environmental Protection Agency
77 West Jackson Boulevard
Chicago, IL 60604
DDD: (312) 353-2000

REGION VI

Environmental Protection Agency
First Interstate Bank Tower at Fountain Place
1445 Ross Avenue, 12th Floor Suite 1200
Dallas, TX 75202
DDD: (214) 655-6444

REGION VII

Environmental Protection Agency
726 Minnesota Avenue
Kansas City, KS 66101
DDD: (913) 551-7000

REGION VIII

Environmental Protection Agency
999 18th Street Suite 500
Denver, CO 80202
DDD: (303) 293-1603

REGION IX

Environmental Protection Agency
75 Hawthorne Street
San Francisco, CA 94105
DDD: (415) 744-1305

REGION X

Environmental Protection Agency
1200 Sixth Avenue
Seattle, WA 98101
DDD: (206) 553-4973

AUTHORIZED EPA REGIONAL ORGANIZATION

In general, the standard Regional organization consists of three programmatic divisions, one each for air, water, and waste, responsible for development, coordination, and delivery of their respective environmental programs in the Region. The programmatic divisions are supported by an Environmental Services Division which collects, analyzes, and evaluates environmental quality data. In addition, legal and enforcement support is provided by the Office of Regional Counsel. Policy planning, management advice, and administrative management support are provided by the Office of the Assistant Regional Administrator for Policy and Management. Staff functions such as Congressional and intergovernmental relations and public affairs report directly to the Regional Administrator and Deputy Regional Administrator. Except in Region I, the civil rights functions report to the Assistant Regional Administrator.

In several Regions there are variations from this standard organizational approach. Some Regions include toxic substances, pesticides, and radiation programs in the Air, Waste, or Environmental Services Divisions. Finally, in some cases certain emergency response functions are in either the Waste or Environmental Services Divisions. The depiction of each Region's organizational structure and characteristics is included with each Region's profile.

Within the geographic boundaries of each Region there are often EPA facilities that do not report to the Regional organization. These include Office of Research and Development laboratories, field stations or laboratories of Headquarters program offices, program offices themselves, or Office of Administration and Resources Management units that support Regional and field units.

EPA'S NATIONAL-REGIONAL RELATIONSHIP

SHARING RESPONSIBILITY

There is an important division of responsibility between Headquarters and Regional offices. The national programs are responsible for developing national policies, standards, and guidance; providing oversight and evaluating progress; and for taking actions that are of national significance or multi-regional in nature. The national program managers assure consistent implementation of national policy through the Regional apparatus.

The Regional offices are responsible for adapting Federal policies and objectives to state and local programs, and for providing a single point for Federal contact with state and local government officials on environmental matters. This includes authorities to negotiate the terms and conditions of financial assistance awards supporting state and local governments; enforcement; negotiate and monitor delegation agreements; review permits; assess state plans; provide technical assistance; and maintain appropriate oversight of environmental activity in their Region.

Where programs are delegated to states, the Regions are responsible for assisting, supporting and evaluating state programs. Where programs are not yet delegated to states, the Regions are responsible for directly carrying out program operations. The older national programs, such as the water program, tend to be decentralized, being largely delegated to the states with oversight responsibility in the Regions. EPA's newer programs, such as the Superfund program, are delegated to a lesser degree to the Regions and states.

INCREASING STATE INVOLVEMENT

During its first decade, EPA placed major emphasis upon large sources of pollution such as power plants, factories, sewage treatment plants, and automobiles. Most of these are now subject to regulations. By contrast, many of the remaining environmental problems reside in a large universe of relatively small sources. For example, the Agency is currently focusing on pollution sources such as gas stations, print shops, dry cleaners, and other small businesses, as well as the ways in which individuals contribute to pollution from activities such as using fertilizers and pesticides, driving cars, or having wood stoves in their homes.

The Agency's traditional regulatory approach of setting national standards and requiring compliance cannot effectively address many of these remaining environmental problems. These smaller, localized sources will require greater responsibility and action by state, county, and city governments. State and local entities will have an increasing role in local management and implementation of location-specific programs. However, each state is different, and programs within a state may be at varying levels of capability. The Regional offices are positioned to assure competent development and implementation of state and local environmental programs in diverse communities.

ORGANIZATIONAL STRUCTURE

EPA utilizes a "matrix management" structure. Both the Regional Administrators and Assistant Administrators in Headquarters report directly to the Administrator. At the Regional level, Division Directors report directly to the Regional Administrator but also get substantive direction through Headquarters program guidance and the priority-setting and budget allocation process.

Each headquarter's national program provides staff positions and funds to the Regions collectively, and those resources are then distributed to the Regions. Each Region's budget is thus created by combining the funds provided to it by each national program. Once the Region obtains its total budget, the Regional Administrator has the responsibility, and the flexibility, to manage that budget so as to both meet unique Regional needs and to accomplish program-specific work.

THE LEAD REGION SYSTEM

PURPOSE

EPA is highly decentralized in its operating management. The purpose of the Lead Region system is to ensure the overall quality of Agency decisions by providing an organized, consistent, and effective Regional role in all major phases of Agency decision-making and operations.

SCOPE

The Lead Region system promotes Regional participation in a broad range of issues. Examples include budget development and review; workload model development; Agency guidance and accountability systems; major regulatory development and review; and participation in research committees. Program evaluations and other major policy deliberations are also included. Examples are statutory reauthorizations, strategic planning efforts, and evolving program implementation issues like Regional application of risk assessment/risk management concepts.

Since the Lead Region system is a representation of cross-regional concerns, some topics are not appropriate for it. Issues that are limited to a single Region should not be handled through the system, nor is it intended to restrict the Headquarters or Regional offices from engaging in a free flow of ideas and information.

KEY PRINCIPLES

To the extent possible, assignments avoid repetition, alternate between programmatic and cross-cutting subjects, balance Regions of differing size and geographic location, and draw on regional expertise and interest. In addition to its lead assignment, each Region has a back-up assignment which will become its lead assignment during the next rotation. This allows each Region to develop expertise in its future lead assignment, and assures adequate coverage of major issues. Lead Region assignments are rotated every two years. Where disagreements between the lead Region and relevant National Program Managers occur on major issues, the Assistant Administrator or the Regional Administrator may elevate the issue to the Administrator or Deputy Administrator for resolution. The Associate Administrator for Regional Operations and State/Local Relations may be called upon to act as a mediator or facilitator in resolving the dispute.

ROLES AND RESPONSIBILITIES

The success of the Lead Region system depends on assertive action by both the National Program Manager and the respective lead Region. This includes establishing the various management level relationships that are needed to ensure good cooperation and communication.

LEAD REGIONS: The lead Region, principally through the Deputy Regional Administrator (DRA) and appropriate Division Director(s), is expected to take active steps to ensure Regional involvement in the major Agency decision-making and management processes. It works closely with the National Program Manager to identify and synthesize the concerns of all ten Regions into a "Regional view" that can be factored into Agency decision-making. The lead Region must also maintain close contact with Headquarters and keep the other Regions informed of significant Headquarters actions.

NATIONAL PROGRAMS: The national program, particularly through the Deputy Assistant Administrator and appropriate Office Director(s), must work actively with its lead Region to ensure that the Regions have effective involvement and representation in major headquarters activities. The national program must also ensure that the Regions are given adequate time to review and comment on major decisions and that the lead Region is informed of upcoming meetings and proposed major decisions.

**LEAD AND BACK-UP ASSIGNMENTS
FY 92 THROUGH FY 93**

<u>SUBJECT AREA</u>	<u>LEAD REGION</u>	<u>BACK-UP REGION</u>
Air and Radiation	5	4
Water	4	6
Pesticides and Toxics	3	1
Hazardous Waste/Underground Storage Tanks	1	10
Superfund	8	7
Management and Human Resources	2	9
Environmental Services Division/Monitoring/ Quality Assurance	6	3
Research and Development	10	5
External Affairs/Policy/International	9	2
Enforcement/General Counsel	7	8

Current back-up Regions will take the lead in October, 1994. New back-up assignments will be made in July, 1994.

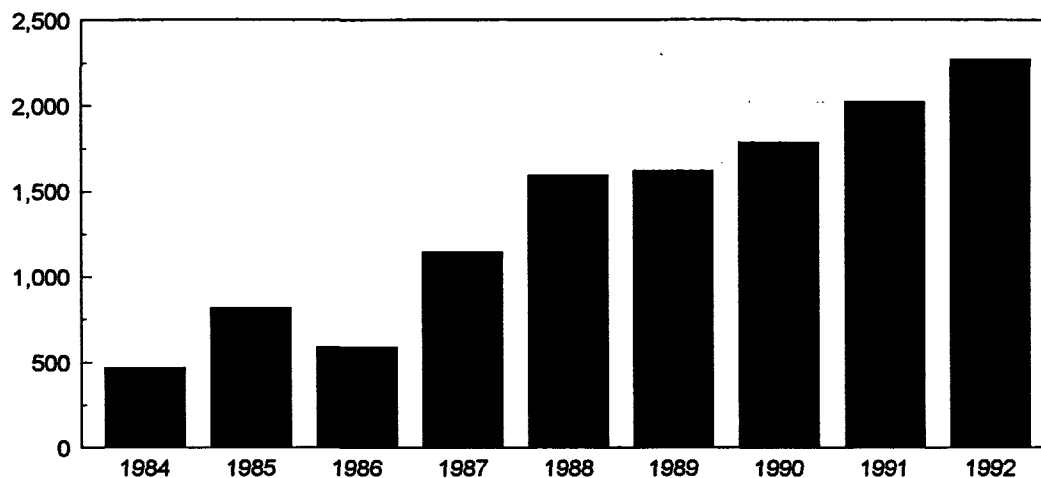
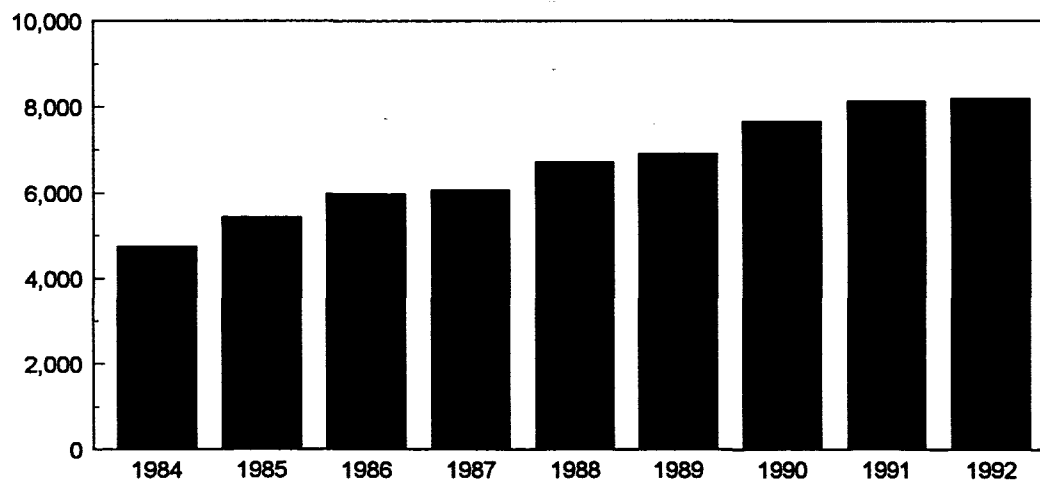
SUMMARY

Headquarters and Regional relationships are critical to EPA's success, especially as the Agency continues the process of delegating responsibility to its Regional offices and to the states. In assisting state and local efforts, the Regional offices will need to continue to expand their support through activities such as training and technology transfer, enforcement support, financial assistance, information resources, and data services. Assistance will also be needed to provide credible information about the risks posed by various contaminants. A management configuration that allows the Agency to successfully address environmental problems at state and local levels will continue to be a challenge.

RESOURCES

REGIONAL RESOURCES

(FY 1984 - FY 1992)

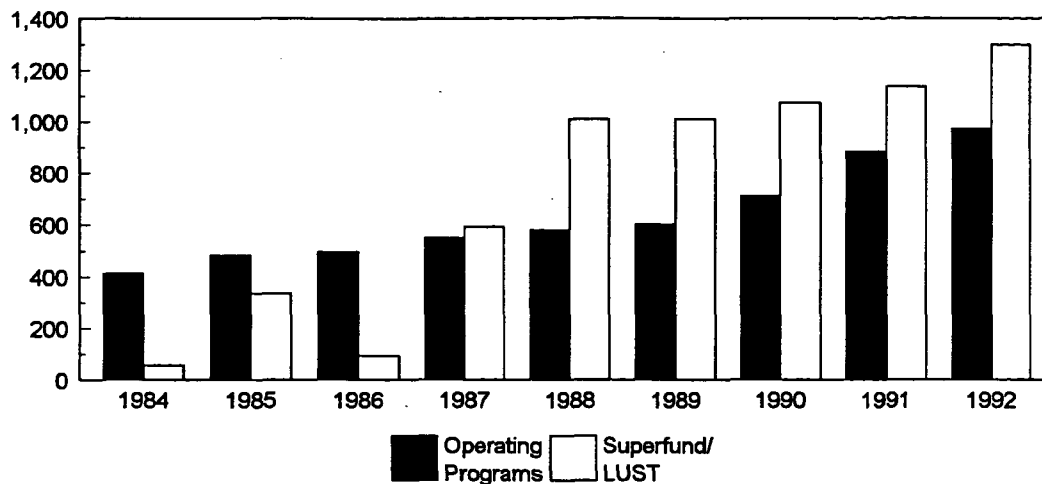
Dollars in Millions**Workyears**

- Regional dollars and workyears are from three appropriations: Salaries and Expenses, Superfund, and Leaking Underground Storage Tanks.
 - In FY 1986, dollars declined significantly due to the delay in Superfund reauthorization. In FY 1987, the large dollar increase was due to the rapid restart up of the Superfund program after the larger Trust Fund was enacted.
 - The workyear increases in FY 1984-86 and in FY 1988 were primarily in the Superfund program.
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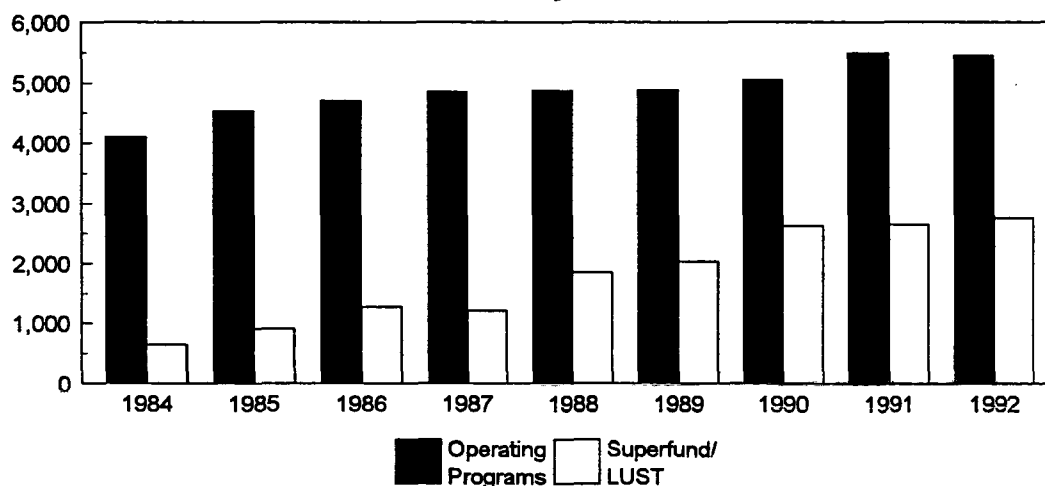
REGIONAL RESOURCES

(FY 1984 - FY 1992)

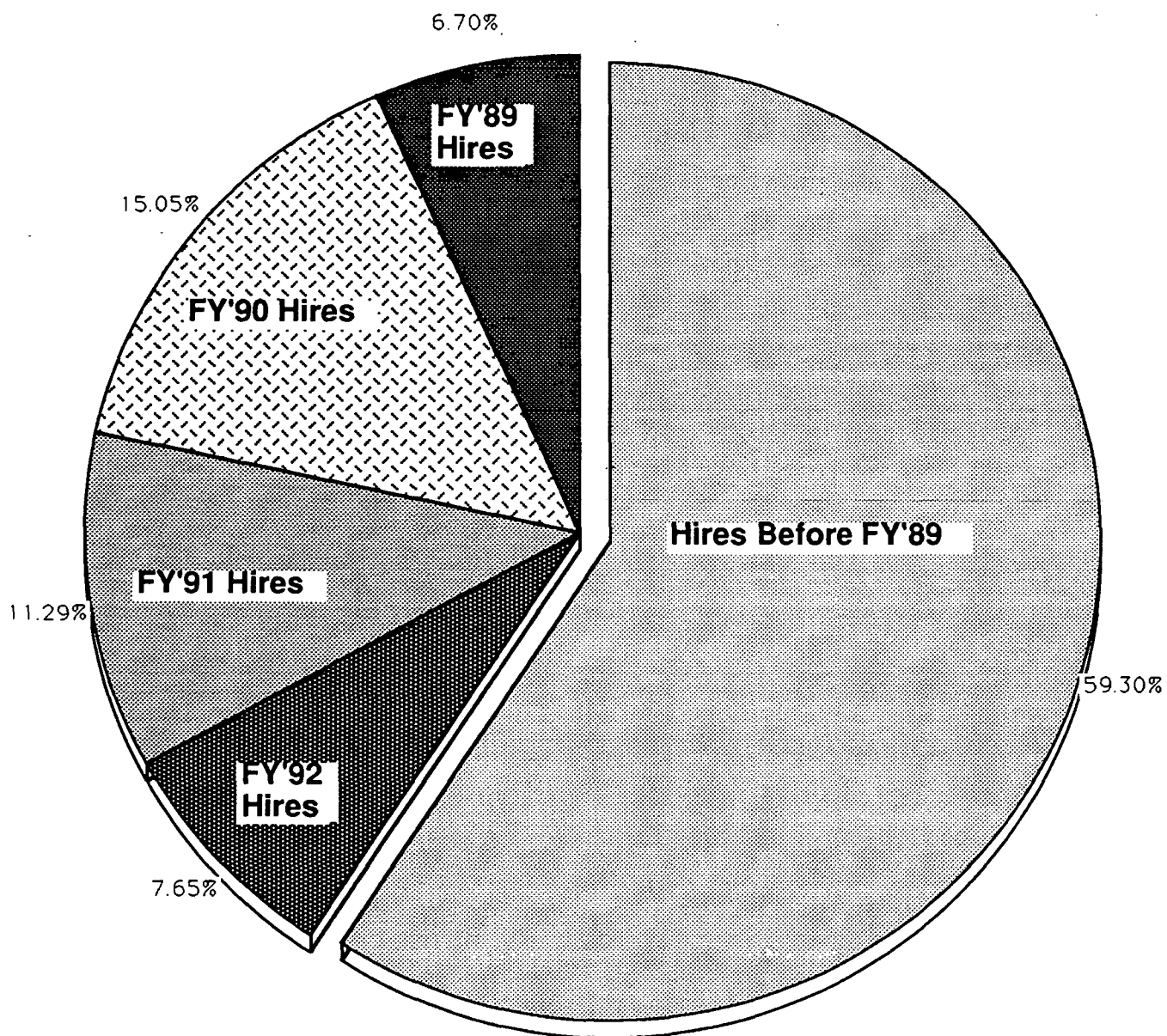
Dollars in Millions



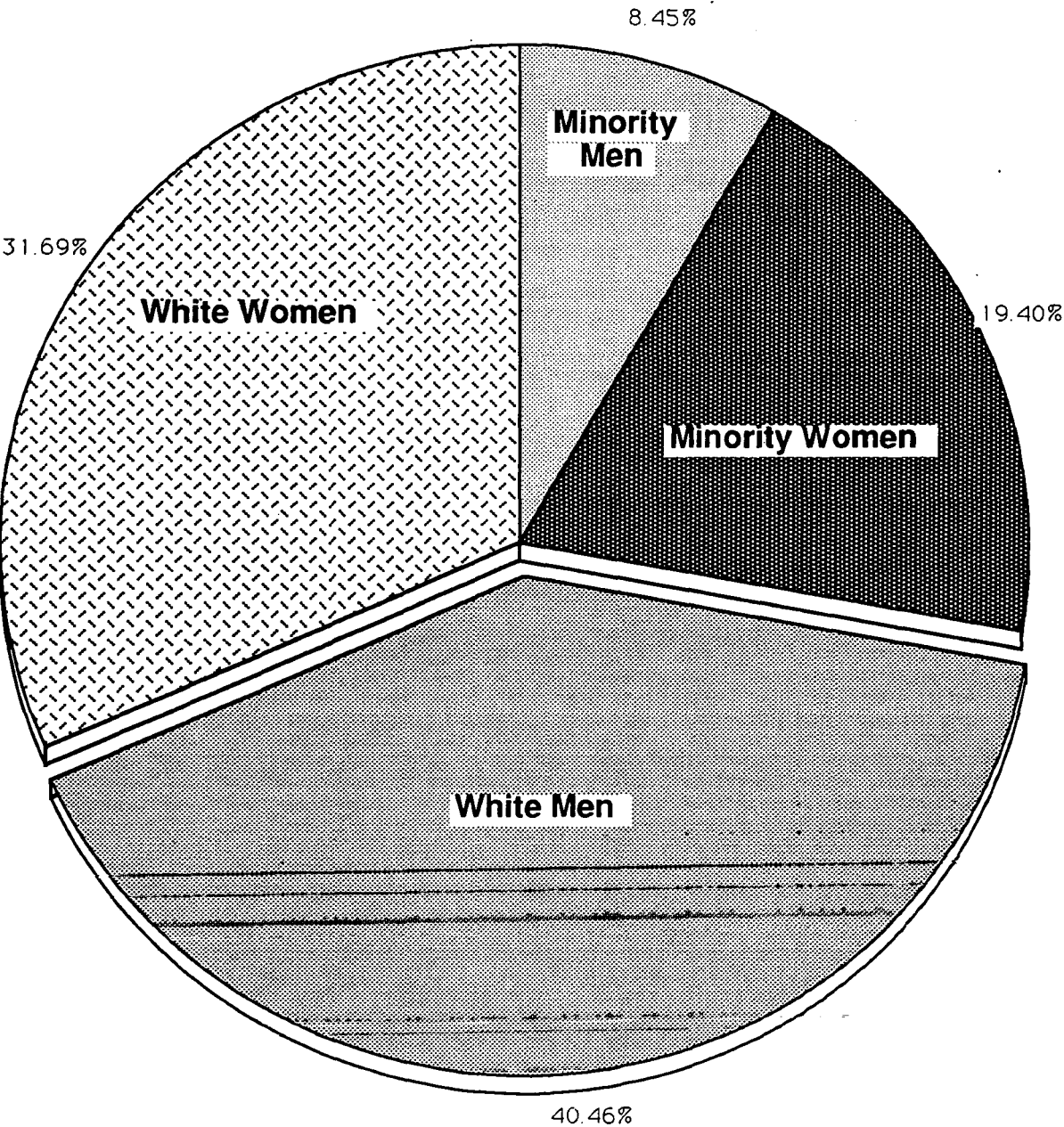
Workyears

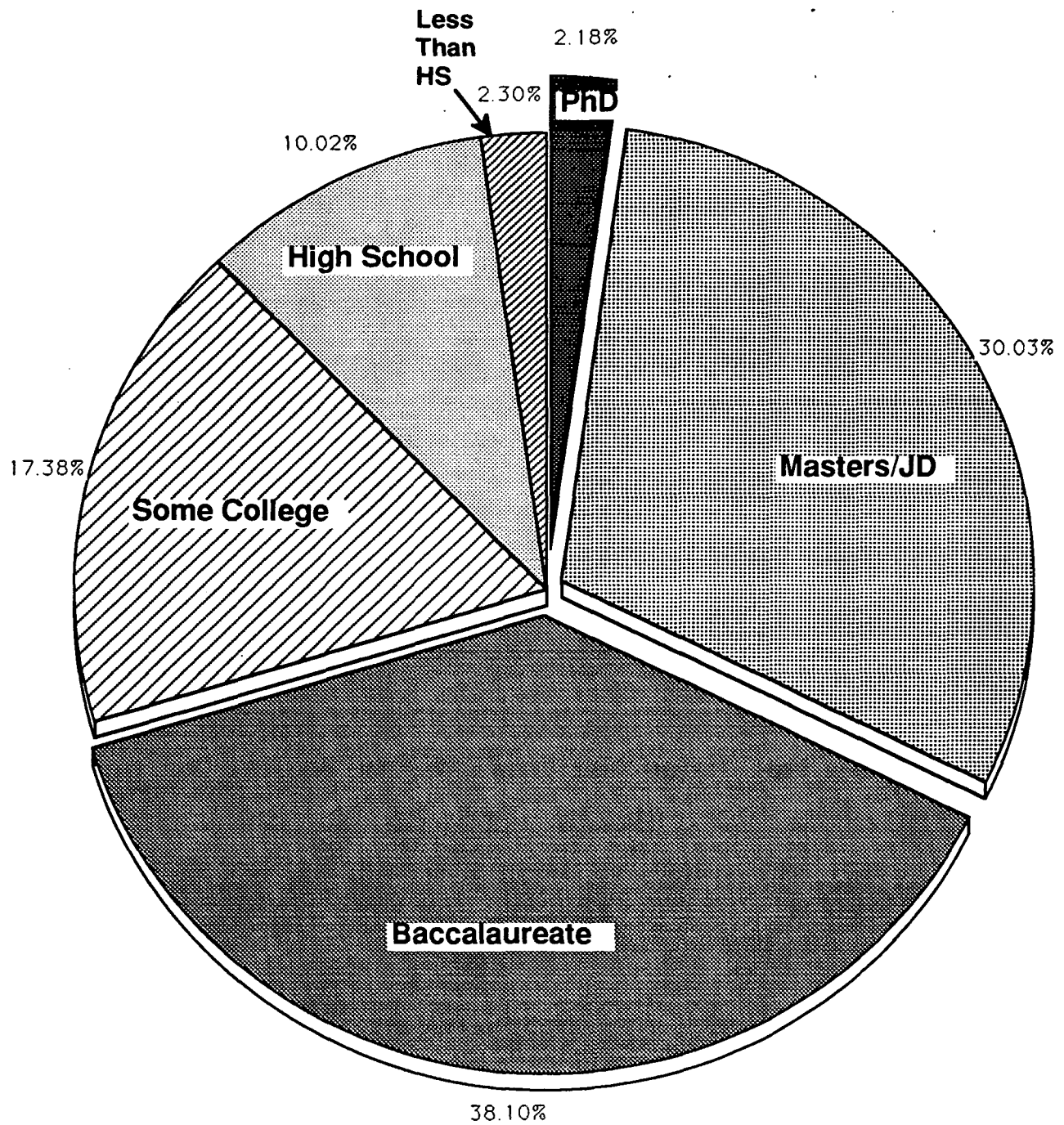


- Operating Program regional resources have been relatively stable.
- In FY 1986, Superfund resources were decreased due to the delay in reauthorization. The large increase in FY 1987 was from the pent up demand for site work after the Superfund program was reauthorized.
- Regional allocations for FY 1993 have not been made as of submission of the President's Budget.

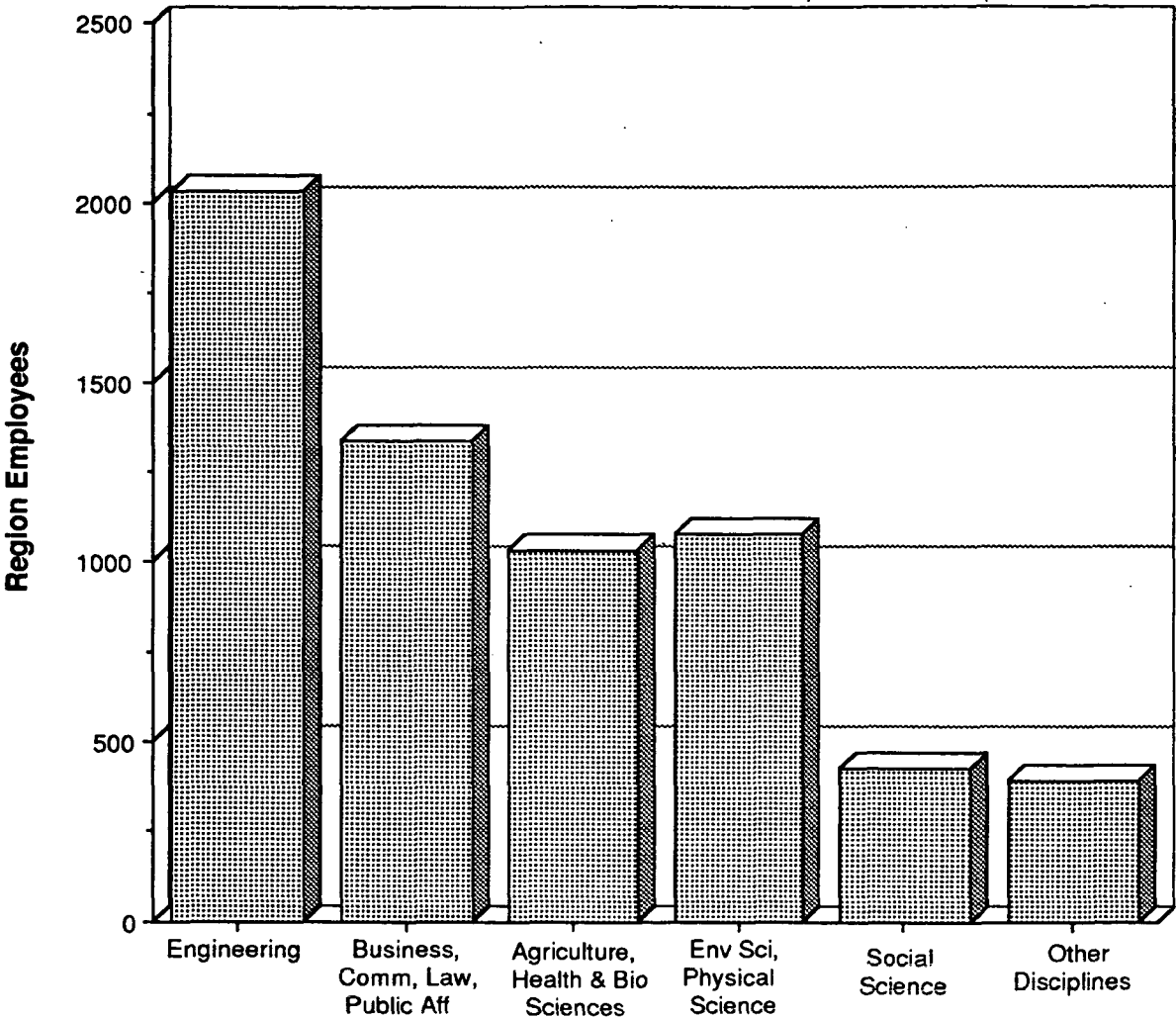
WORKFORCE DEMOGRAPHICS**Forty Percent of all Regional Employees Have Been
Hired in the Last Four Years**

MINORITIES AND WOMEN IN THE REGIONAL OFFICES

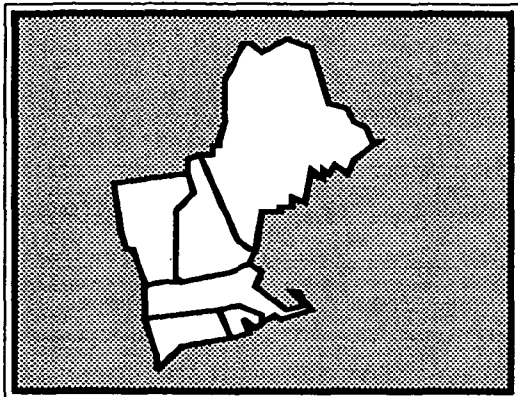


EDUCATION LEVELS OF REGIONAL EMPLOYEES

ACADEMIC DISCIPLINES FOR REGIONAL COLLEGE GRADS



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REGION I**LEADERSHIP****Julie Belaga****Regional Administrator**

Julie Belaga has served as Regional Administrator since January, 1990. Julie was an adjunct lecturer on public policy at the John F. Kennedy School of Government at Harvard in 1988 and 1989, and a Fellow at the Kennedy School of Government's Institute of Politics in 1987. From 1976-1986 she served as a Representative in the Connecticut Legislature. Julie ran for Governor of the State of Connecticut as the Republican Party candidate in 1986. She received her Bachelor's degree in Education from Syracuse University.

Paul G. Keough**Deputy Regional Administrator**

Paul Keough has served as Deputy Regional Administrator since 1983. He has been with EPA since its establishment in 1971, and has held a variety of posts in Boston's Regional Office, including Director of the Office of Public Affairs and Senior Policy Assistant to the Regional Administrator. Before joining EPA, he held several positions in Massachusetts state government and was a former newspaper reporter. Paul holds a B.A. and a M.A. in Journalism and Public Administration.

PROFILE

POPULATION: 13,206,943

SQUARE MILES: 66,672

MAJOR INDUSTRIES: Non-electrical machinery manufacturing
Electric and electronic equipment manufacturing
Food and kindred products processing
Jewelry manufacturing and metal finishing

SPECIAL CONSIDERATIONS: Oldest manufacturing center in U.S.
Heavily forested
Strong tourism and recreation industry

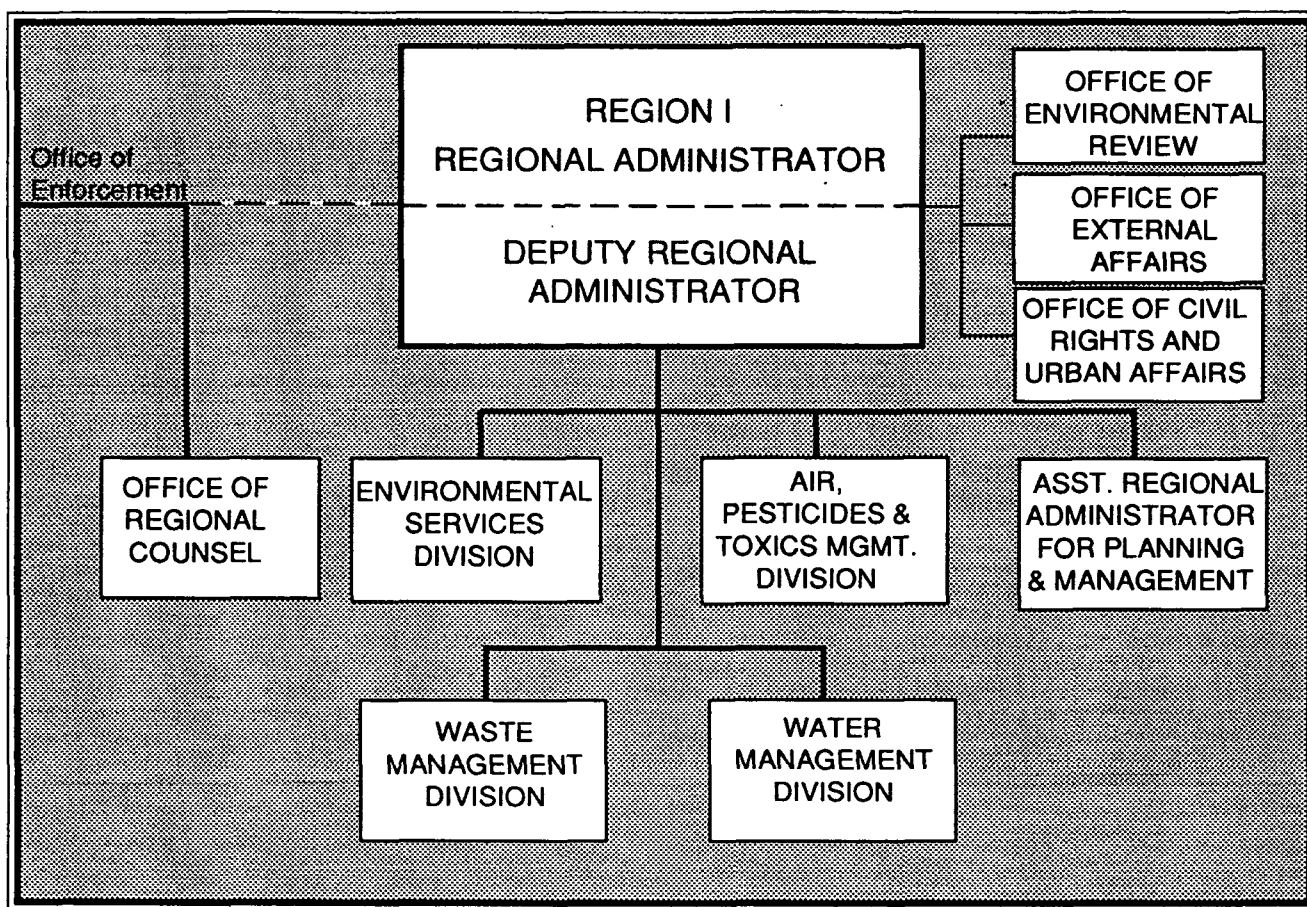
STATES: Maine, New Hampshire, Vermont, Connecticut, Rhode Island, Massachusetts

UNIQUE ENVIRONMENTAL FEATURES/CONSIDERATIONS:

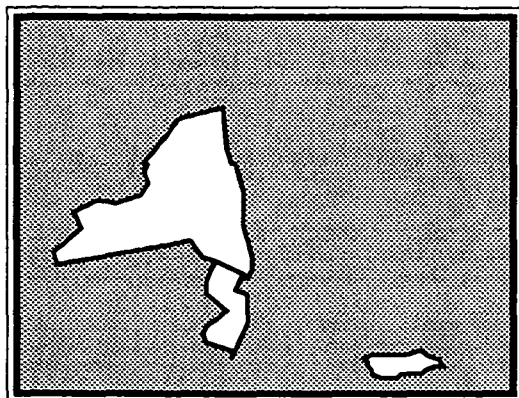
Boston is one of the few metropolitan areas in the country that fails to provide secondary sewage treatment.

Growth and development issues are emerging as major environmental concerns.

Boston Harbor cleanup is on a Federal Court ordered schedule for secondary treatment cleanup.

REGION I**Significant Organizational Characteristics**

- ☐ The pollution prevention function resides in the Planning and Management Division.
- ☐ The Environmental Services Division houses the Superfund removal function.
- ☐ The Waste Management Division has four branches that are organized along geographical lines and has also established a Superfund Federal Facilities Section.

REGION II**LEADERSHIP****Constantine Sidamon-Eristoff
Regional Administrator**

Prior to his appointment as Regional Administrator, Constantine Sidamon-Eristoff was a member of the Metropolitan Transportation Authority for the State of New York for 15 years. He was Administrator of the New York City Transportation Administration from mid-1968 through 1973. Previously, he served as Commissioner of the New York City Department of Highways and as Assistant to the Mayor. Constantine has a B.S. degree in Geological Engineering from Princeton University and a Law degree from Columbia Law School.

**William J. Muszynski,
Deputy Regional Administrator**

Bill Muszynski has served as Deputy Regional Administrator since 1985; and from August, 1988 through September, 1989 he served as Acting Regional Administrator. Bill joined EPA in 1971 after positions with the U.S. Army Corps of Engineers and the Federal Power Commission. He served as Deputy Director, Water Management Division; Director, Water Division; Chief, Caribbean/New Jersey Construction Grants Branch; and Chief, Municipal Permits Section. Bill received his B.S. and M.C.E. degrees from the Newark College of Engineering. He is a licensed professional engineer in the state of New Jersey.

PROFILE

POPULATION: 29,024,000

SQUARE MILES: 58,523

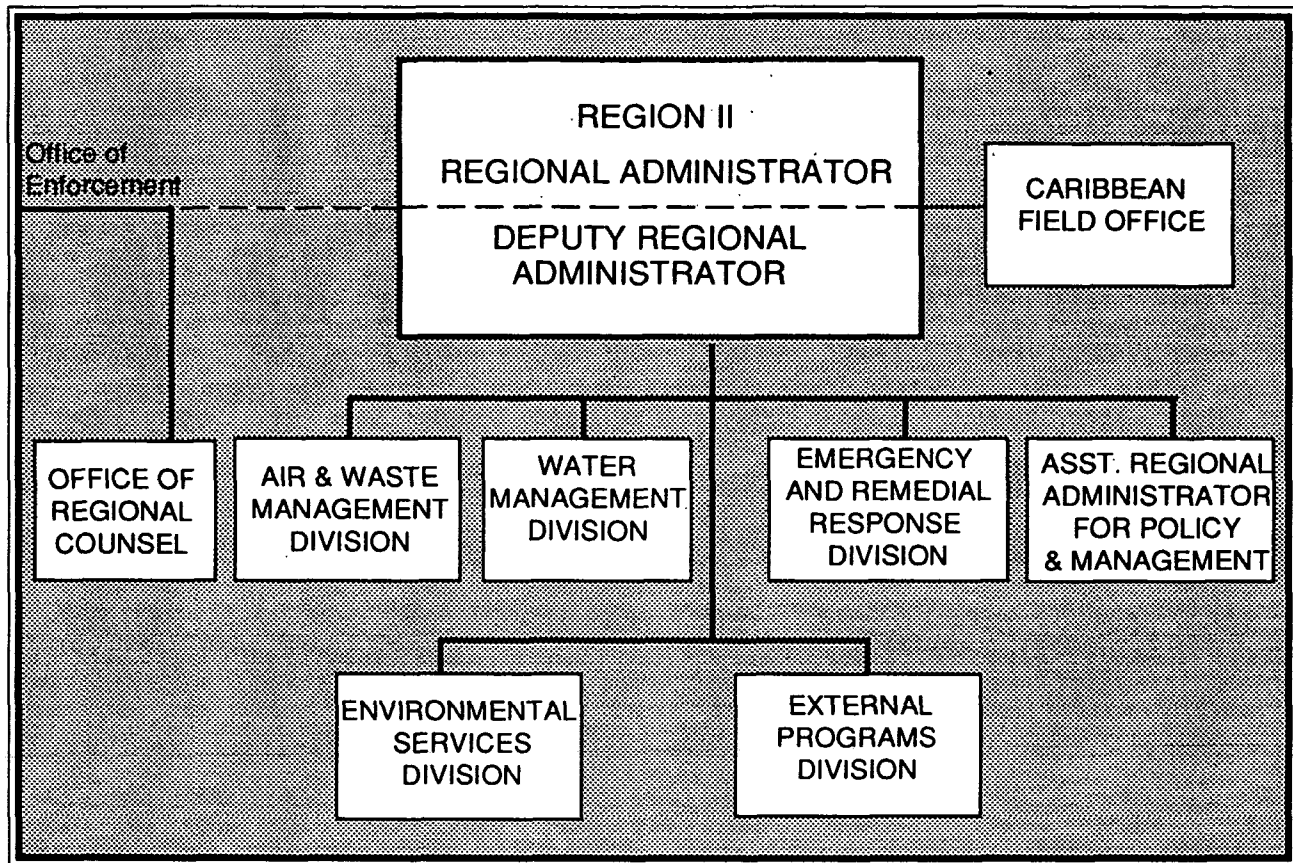
MAJOR INDUSTRIES: Printing and publishing
Chemicals and allied products manufacturing
Electric and electronic equipment manufacturing

SPECIAL CONSIDERATIONS: Densely populated
Intensely concentrated industrial sector

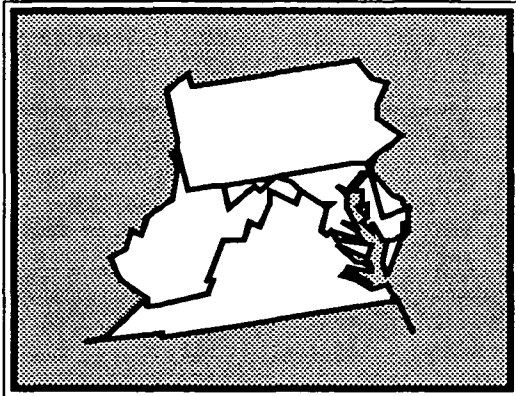
STATES: New York, New Jersey, Virgin Islands, Puerto Rico

UNIQUE ENVIRONMENTAL FEATURES/CONSIDERATIONS:

Extensive coastal marine environment with diverse and conflicting uses
Unique tropical ecosystems (coral reefs and rainforests) in the Caribbean
Toxic chemical problems in three major waterways bordering Canada

REGION II**Significant Organizational Characteristics**

- ☐ The Caribbean Field Office in San Juan, Puerto Rico, provides support to the Region's activities in Puerto Rico and the Virgin Islands.
- ☐ The Region's Superfund removal and emergency response programs and the Environmental Services Division are located in Edison, New Jersey. The Environmental Services Division provides laboratory, monitoring, and quality assurance support, and implements programs on pesticides and toxic substances.

REGION III**LEADERSHIP****Stanley L. Laskowski****Acting Regional Administrator**

Stan Laskowski has served as Acting Regional Administrator since November 1992, after serving as Deputy Regional Administrator since 1982. He joined EPA in 1972 and has held the positions of Director, Surveillance and Analysis Division; Acting Director, Enforcement Division; Chief, Permits Enforcement Branch; and Acting Chief, Air Enforcement Branch. He worked for four years as a Sanitary Engineer for the U.S. Geological Survey. Stan received a B.S. and an M.B.A. from Drexel University. He has studied pollution control at Villanova University.

William T. Wisniewski**Acting Deputy Regional Administrator**

Bill Wisniewski became Acting Deputy Regional Administrator on November 30, 1992. He joined EPA in 1976 and has held the positions of Assistant Regional Administrator for Policy and Management; Acting Deputy Regional Administrator; Acting Director, Water Management Division; Deputy Assistant Regional Administrator; Director, Management Analytical Center; Chief, Program Management Branch; and Personnel Officer. Bill graduated cum laude from Temple University with a B.S. in Management and has done graduate work at the University of Pennsylvania.

PROFILE

POPULATION: 25,317,014

SQUARE MILES: 122,351

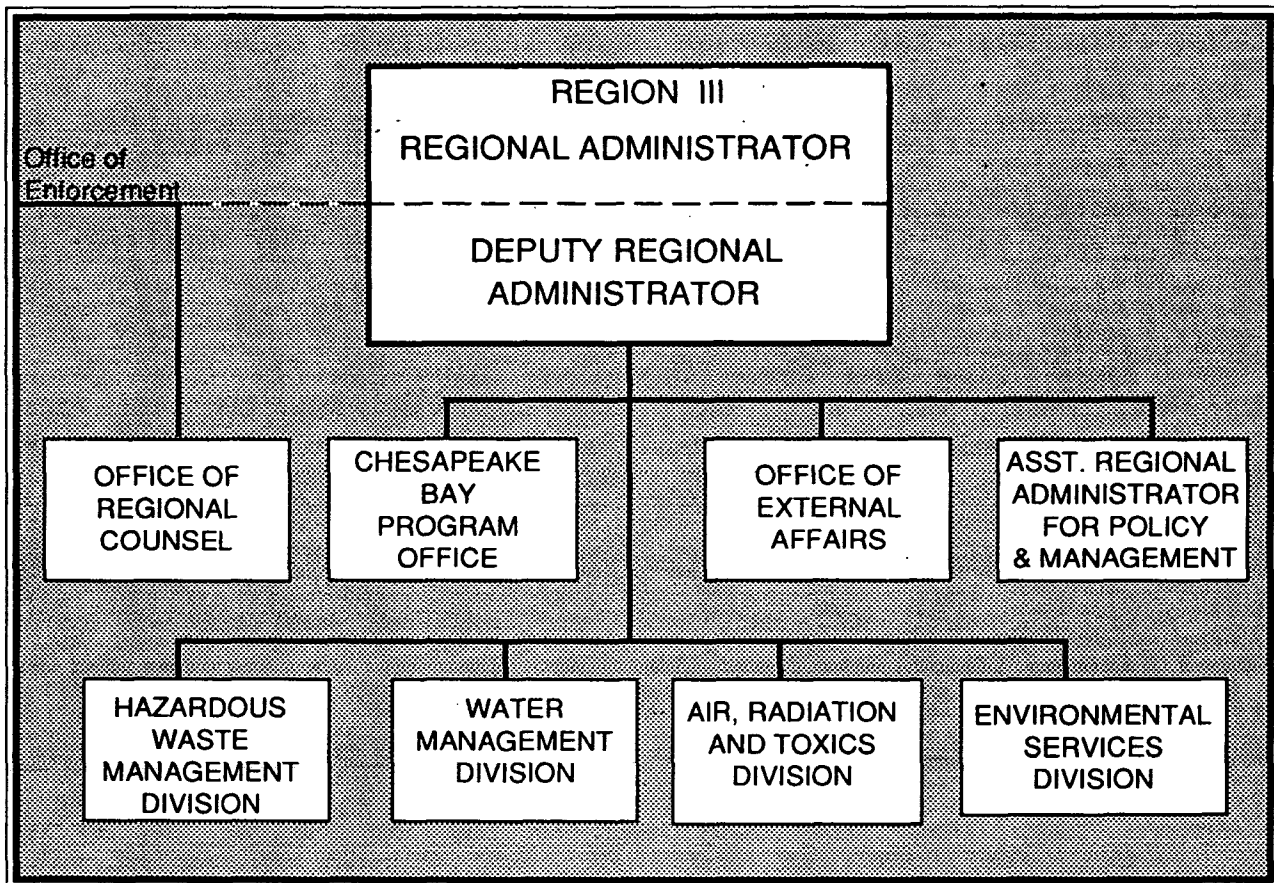
MAJOR INDUSTRIES: Food and kindred products processing
Chemicals and allied products manufacturing
Primary metals processing
Mineral, coal and petroleum extraction
Electronics

SPECIAL CONSIDERATIONS: Varied geographic features
Old industrial base

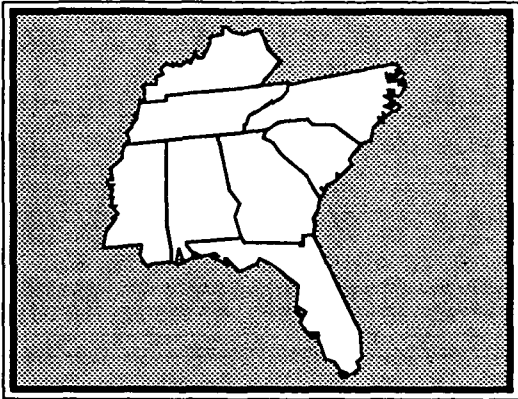
STATES: Pennsylvania, Virginia, West Virginia, Maryland, Delaware, District of Columbia

UNIQUE ENVIRONMENTAL FEATURES/CONSIDERATIONS:

Chesapeake and Delaware Bays: environmental problems have a significant impact on economic and human health problems in the Bay areas.

REGION III**Significant Organizational Characteristics**

- ☐ The Office of External Affairs includes the Office of Congressional and Intergovernmental Liaison, the Office of Public Affairs, the Center for Environmental Learning, and the Superfund Community Relations staff.
- ☐ The Chesapeake Bay Program Office coordinates multi-media approaches to the Bay's problems.

REGION IV**LEADERSHIP**
Greer C. Tidwell
Regional Administrator

Greer Tidwell has served as Regional Administrator since March, 1988. He has twenty-five years experience in environmental engineering: he served as President and owner of EMPE, Inc., Consulting Engineers; Chairman to the Tennessee Solid Waste Disposal Control Board; Research Associate and Instructor at Vanderbilt School of Engineering; Designer, Sanitary Engineer, and Staff Chief with the Tennessee Valley Authority; and with the U.S. Environmental Protection Agency. Greer received his B.S. and M.S. from Vanderbilt University, and was a Fellow of the National Institute of Public Affairs at Harvard University.

Patrick M. Tobin
Deputy Regional Administrator

Pat Tobin has held the position of Deputy Regional Administrator since November, 1990, after having served five years as the Director of Region IV's Waste Management Division. He also has experience at Headquarters, having worked from 1981-1986 as the Director of the Criteria and Standards Division, Office of Water; from 1975-1980 as the Deputy Director of the Drinking Water Standards Division, Office of Drinking Water; and from 1971-1975 as a Staff Engineer in the Office of Research and Development. Prior to this, Pat worked as a Staff Engineer in the Oil and Hazardous Waste Research Program in New Jersey, and served as an Officer in the U.S. Air Force. He holds a Bachelor's degree in Civil Engineering and a Master's degree in Environmental Health Engineering.

PROFILE

POPULATION: 45,317,000

SQUARE MILES: 382,588

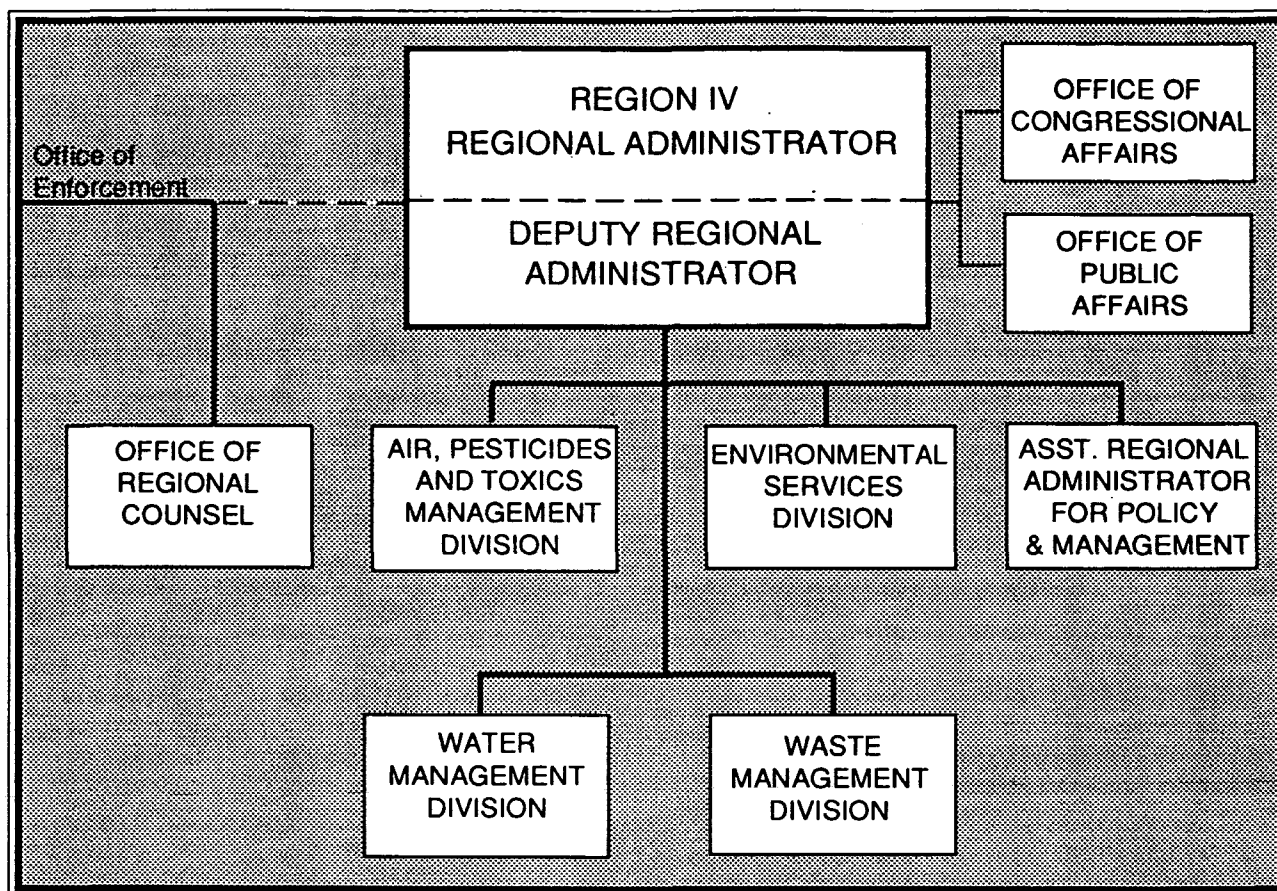
MAJOR INDUSTRIES: Textiles production
 Food and kindred products processing
 Chemicals and allied products manufacturing
 Mineral, coal and petroleum extraction
 Tourism

SPECIAL CONSIDERATIONS: Varied geographic features
 Rapid population growth
 Evolving from agrarian to service and industrial economy

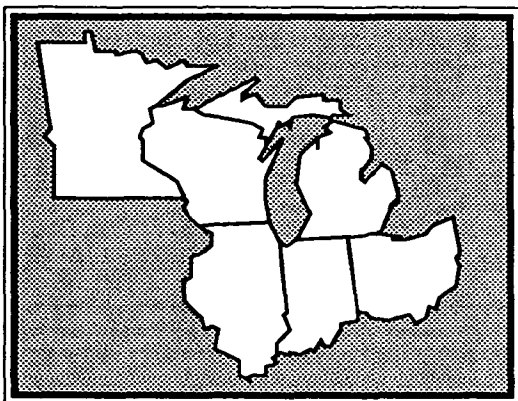
STATES: Kentucky, Tennessee, North Carolina, South Carolina, Mississippi, Alabama, Georgia, Florida

UNIQUE ENVIRONMENTAL FEATURES/CONSIDERATIONS:

More wetlands than any other Region
 Very large coastline, especially Florida
 Unique sub-tropical environment in Florida

REGION IV**Significant Organizational Characteristics**

- ☐ The Office of Integrated Environmental Analysis, located in the Office of Policy and Management, develops and implements integrated environmental information management techniques and technologies for Regional and state use. This office coordinates Regional environmental data collection activities to assure that required information is available to support multi-program and multi-media analytical efforts.
- ☐ The Office of Radiation and Emergency Preparedness Response is located in the Air, Pesticides and Toxics Management Division.

REGION V**LEADERSHIP****Valdas V. Adamkus
Regional Administrator**

Valdas Adamkus has been the Regional Administrator since 1981, after serving as Deputy Regional Administrator since 1970. He has frequently been called to represent EPA on environmental matters in the former Soviet Union and other Eastern European countries. He is the U.S. Chairman of the Great Lakes Water Quality Board, an advisory body of the U.S./Canadian International Joint Commission. He is also U.S. Working Group Chairman Area II (prevention of pollution) under the U.S./USSR Environment Agreement. Val received a B.S. from the Illinois Institute of Technology.

**David A. Ullrich
Deputy Regional Administrator**

David Ullrich has been with EPA since 1973, working as Director of the Waste Management Division for the Region; Associate Director for the Region's Resource Conservation and Recovery Act program; and Deputy Regional Counsel. He also served as a manager in the Air Enforcement Branch for six years and as a Water Enforcement attorney for three years. Dave graduated from Dartmouth College with a degree in English, and from the University of Wisconsin Law School in 1973, with an emphasis in Environmental Law.

PROFILE

POPULATION: 46,147,000

SQUARE MILES: 330,770

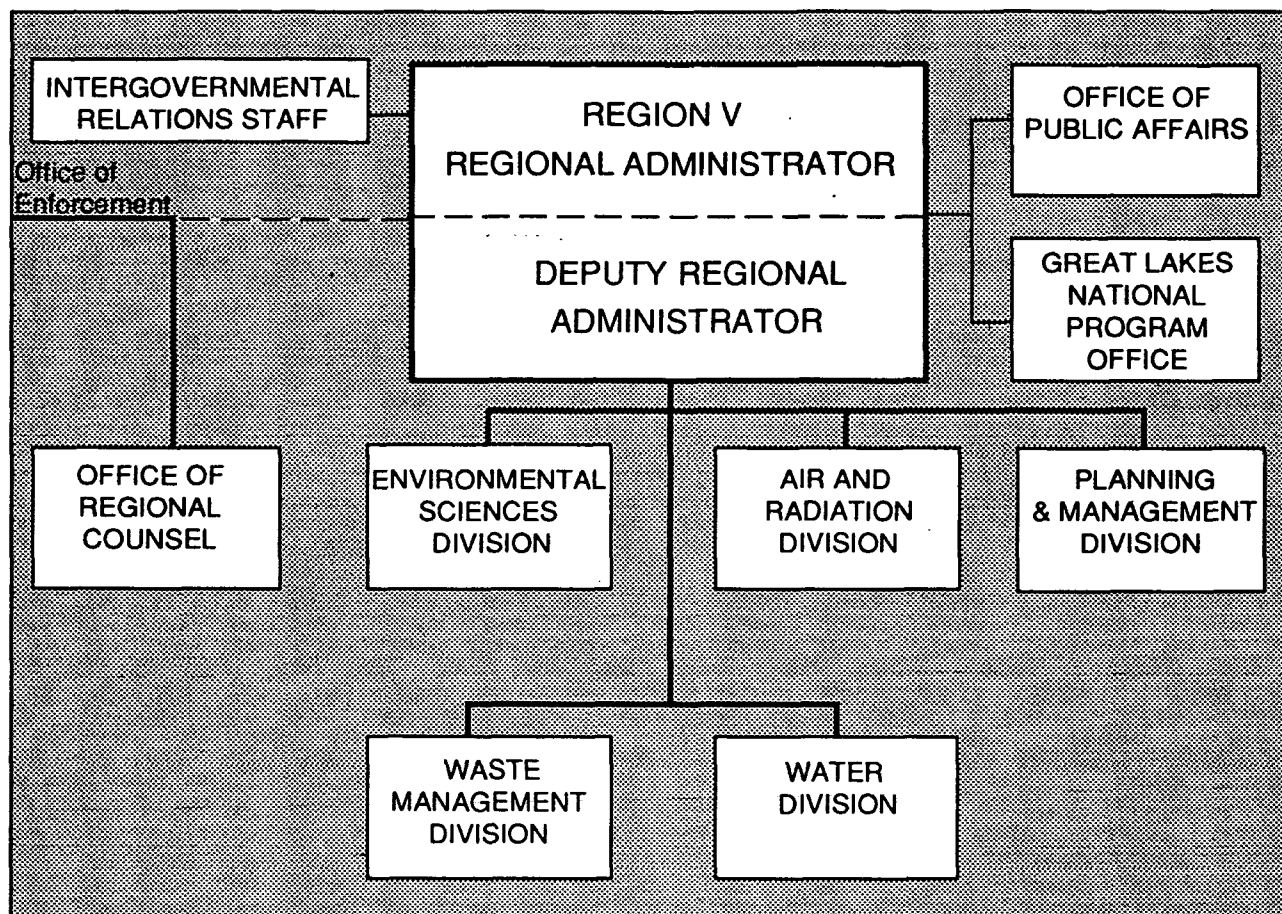
MAJOR INDUSTRIES: Non-electrical machinery manufacturing
Food and kindred products processing
Primary metals processing
Fabricated metal products manufacturing
Paper
Auto industry

SPECIAL CONSIDERATIONS: Large manufacturing and agricultural industries

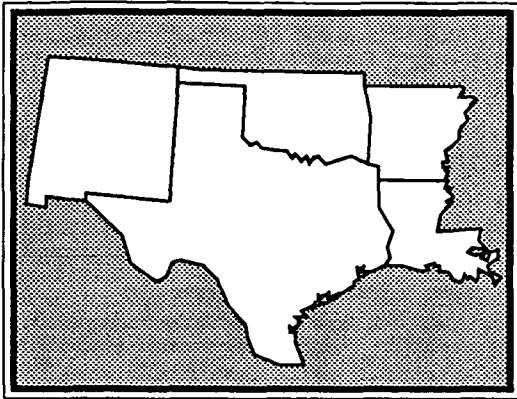
STATES: Wisconsin, Michigan, Minnesota, Illinois, Indiana, and Ohio

UNIQUE ENVIRONMENTAL FEATURES/CONSIDERATIONS:

Great Lakes contain 95% of the U.S. fresh water supply
Great Lakes are the largest system of surface fresh water on earth, containing 18% of the world's supply
Great Lakes Basin is home to approximately 20% of the U.S. population and 25% of the Canadian population

REGION V**Significant Organizational Characteristics**

- ☐ The Great Lakes National Program Office (GLNPO) is a National Program Office located in Chicago. The Regional Administrator is the national program manager for GLNPO.
- ☐ The pesticides and toxics function is in the Environmental Sciences Division.

REGION VI**LEADERSHIP****B.J. Wynne
Regional Administrator**

Buck Wynne was named Regional Administrator in January, 1992. He was a member of the Texas Water Commission from 1987-1991, serving as Chairman of the Commission from 1988-1991. Before his appointment to the Commission, Buck served as Legislative Counsel to the Texas Governor's Office, and practiced law. He received his B.S. degree from Tulane University and a Law degree from Southern Methodist University.

**Joe D. Winkle
Deputy Regional Administrator**

Joe Winkle became Deputy Regional Administrator in April, 1988. Prior to joining EPA, he spent six years as Assistant Associate Director for Disaster Assistance Programs in the Federal Emergency Management Agency. This assignment culminated more than 20 years of experience in the field of disaster response and recovery. During this period, Joe served as the Federal Coordinating Officer for more than 50 Presidentially-declared major disasters. He joined the Federal government in 1962 as an engineer for HUD, after serving three years as an officer in the U.S. Air Force. Joe received a B.S. from Texas A&M University.

PROFILE

POPULATION: 28,339,000

SQUARE MILES: 620,878

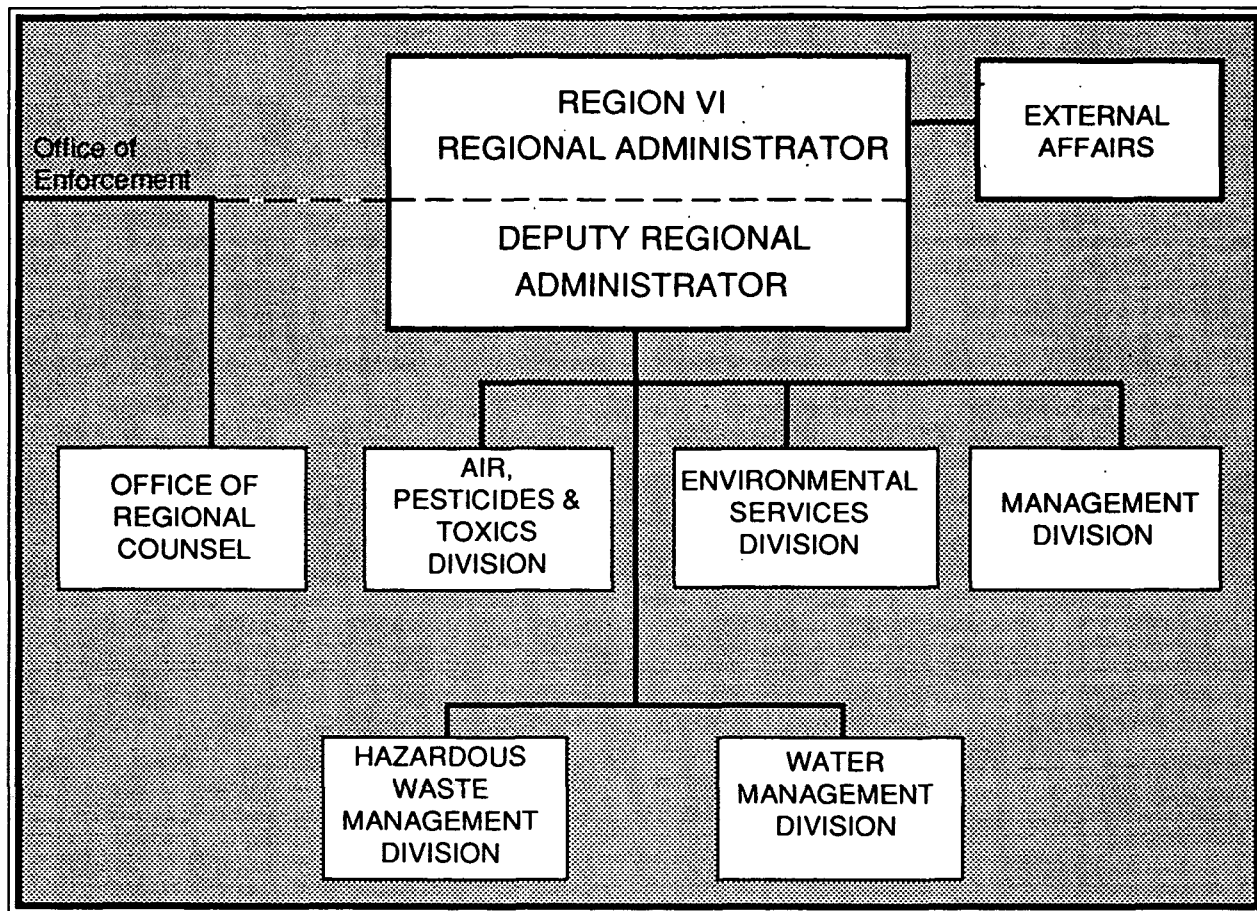
MAJOR INDUSTRIES: Petroleum refining
Agriculture
Chemical and allied products manufacturing
Machinery production

SPECIAL CONSIDERATIONS: Varied geographical features
Rapid population growth

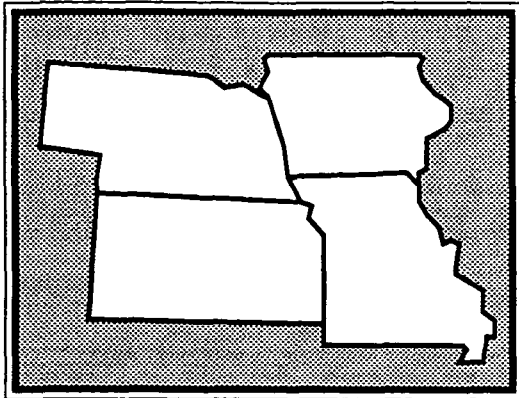
STATES: Arkansas, Louisiana, New Mexico, Oklahoma, Texas

UNIQUE ENVIRONMENTAL FEATURES/CONSIDERATIONS:

Majority of the nation's chemical manufacturing and oil refinery capacity
Large number of low flow streams
Large percentage of the nation's wetlands

REGION VI**Significant Organizational Characteristics**

- ☐ The Superfund removal and emergency response program and the wetlands programs are in the Environmental Services Division.

REGION VII**LEADERSHIP**
Morris Kay
Regional Administrator

Morris Kay has served as Regional Administrator since December, 1982. He has experience and leadership in both business and government as a member of the Kansas House of Representatives, Majority Floor Leader, and Republican State Chairman; Republican nominee for U.S. Congress and Governor; President, Chamber of Commerce; and member of the Kansas Advisory Council for the Kansas State Geological Survey. He served two terms as Chairperson of the Greater Kansas City Federal Executive Board. Morris received a B.S. from the University of Kansas.

William W. Rice
Deputy Regional Administrator

Bill Rice has been with EPA since 1970, serving as Deputy Regional Administrator since 1980 and on two occasions serving as Acting Regional Administrator. He has held several positions during his EPA career, including: Director, Environmental Services Division; and Chief, Planning and Management Staff of the Industrial Environmental Research Laboratory in Research Triangle Park. He also gained industrial engineering experience with a private firm in California. Bill received a B.S. from Oregon State University, and an M.S. from Duke University.

PROFILE

POPULATION: 11,950,000

SQUARE MILES: 215,209

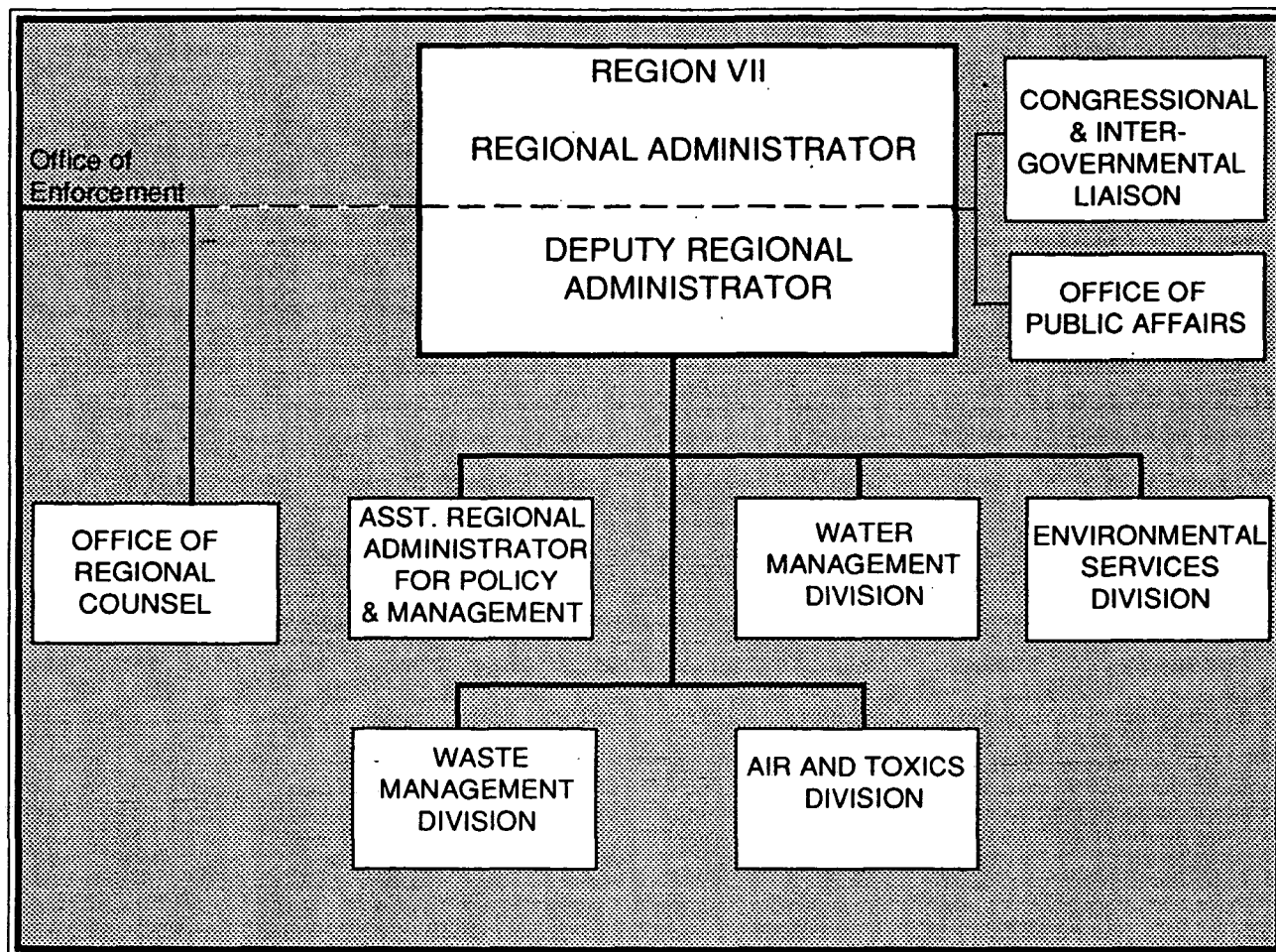
MAJOR INDUSTRIES: Food and kindred products processing
 Agriculture and agriculture related industry
 Non-electrical machinery manufacturing

SPECIAL CONSIDERATIONS: Geography well-suited to farming
 Dependent on agriculture and transportation
 Oil and gas production

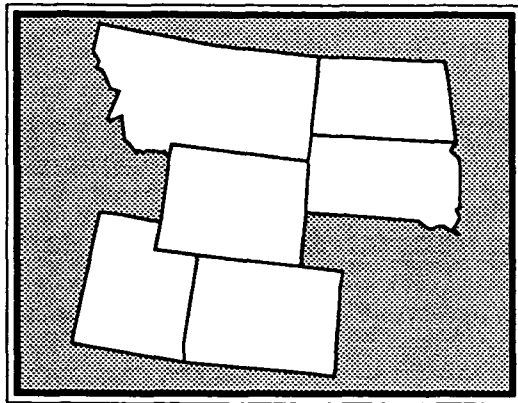
STATES: Iowa, Kansas, Missouri, Nebraska

UNIQUE ENVIRONMENTAL FEATURES/CONSIDERATIONS:

Diverse geography: low mountains, hills, plains and prairie
 Groundwater is a vital resource; major source of drinking water for 75% of Region's population
 Protection of groundwater and surface water is a major concern; Region has one of the highest pesticide uses in country
 Forefront of dioxin monitoring, analysis and removal
 Heart of Central Flyway for migratory birds
 Extensive lead and air toxics monitoring

REGION VII**Significant Organizational Characteristics**

- ☐ The Wetlands, National Environmental Policy Act compliance, Federal Facilities, and Indian programs are in the Office of Policy and Management.
- ☐ The pesticides and toxics function is located in the Air and Toxics Division.
- ☐ The Superfund removal program is in the Environmental Services Division.

REGION VIII**LEADERSHIP****Jack W. McGraw****Acting Regional Administrator**

Jack McGraw became Acting Regional Administrator in January, 1992. From 1988 to 1992, he was Deputy Regional Administrator, after serving as the Deputy Assistant Administrator in the Office of Solid Waste and Emergency Response (OSWER) for five years. In 1985, he served as Acting Assistant Administrator in OSWER. Prior to joining EPA in 1983, Jack was Deputy Director for Emergency Operations, and Assistant Associate Director for Response Planning and Coordination for the Federal Emergency Management Agency. Jack has a B.A. from the University of Charleston and a graduate degree from Texas Christian University.

Kerrigan G. Clough**Acting Deputy Regional Administrator**

Prior to being named Acting Deputy, Kerry Clough served as the Assistant Regional Administrator for Policy and Management. He has worked in many Region VIII positions over the past twelve years, including Assistant to the Regional Administrator. Before moving to Region VIII, Kerry served nine years at EPA Headquarters, including as senior Special Assistant to the Administrator. He received his Bachelor's degree in Biology and his Master's degree in Geography from Central Michigan University.

PROFILE

POPULATION : 6,604,701

SQUARE MILES: 573,305

MAJOR INDUSTRIES: Tourism
Agriculture
Mineral, coal, and petroleum extraction
Petroleum refining and coal processing
Food and kindred products processing
Non-electrical machinery manufacturing
Government

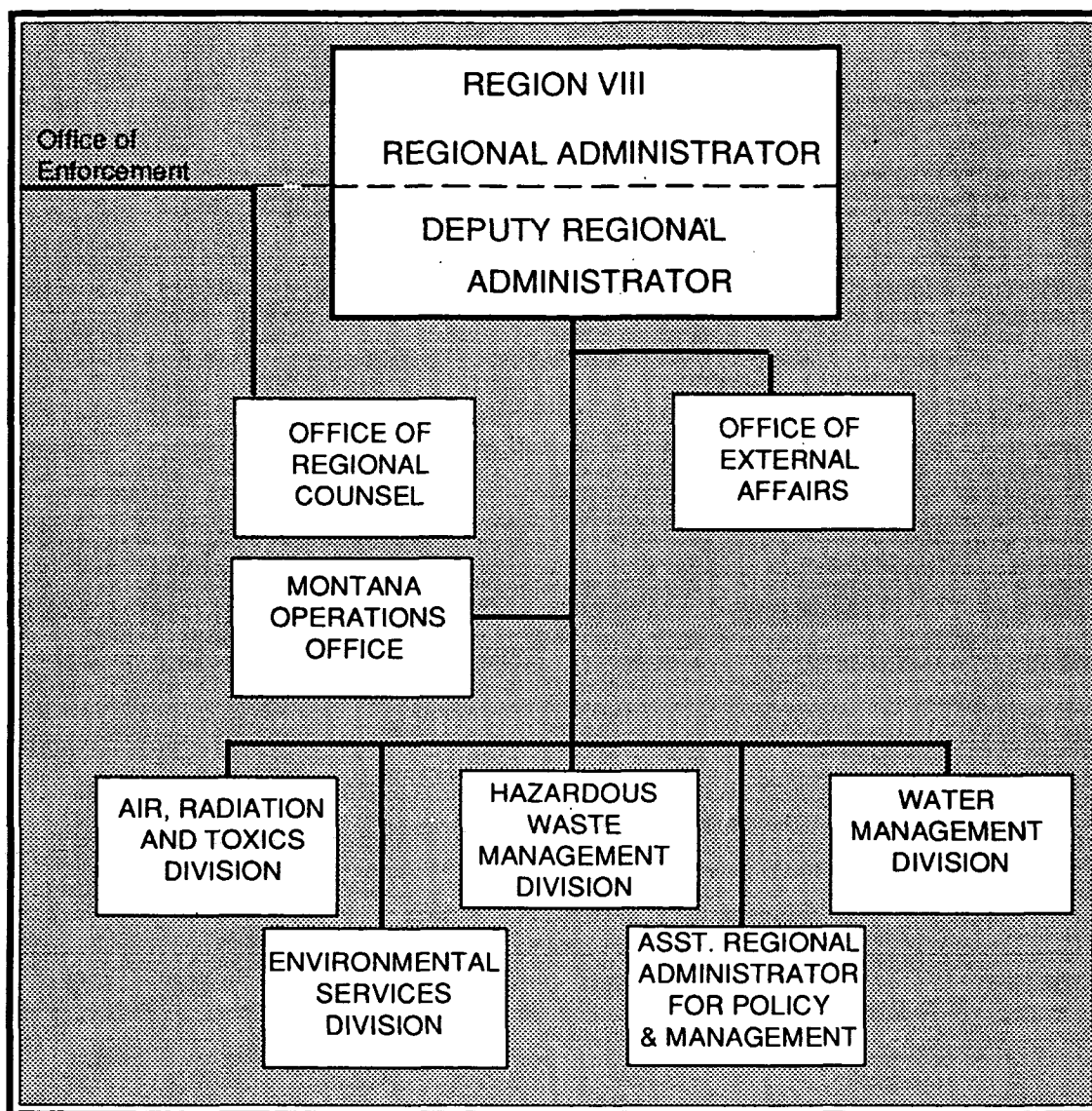
SPECIAL CONSIDERATIONS: Varied geographical features
Varied industries
Vast land areas
Many large Indian reservations

STATES: Colorado, Utah, Wyoming, South Dakota, North Dakota, Montana

UNIQUE ENVIRONMENTAL FEATURES/CONSIDERATIONS:

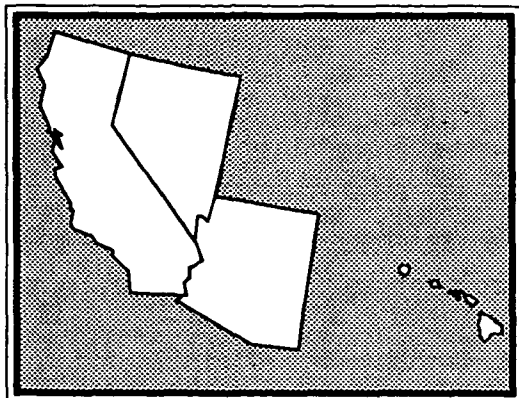
Mining wastes
Large Federal facilities, many contaminated with hazardous substances
Large Superfund sites
Pesticides application and impact on groundwater
Headwaters for U.S. major rivers (Missouri, Colorado, Rio Grande, Arkansas, Platte, Snake/Columbia)
Denver's and Utah's air quality

REGION VIII



Significant Organizational Characteristics

- ☐ Region VIII reorganized to effectively manage and strengthen multi-media activities, field inspection and enforcement, as well as collection, analysis, and use of environmental data such as geographic information systems. Region VIII uses quality management tools and principles in managing its environmental programs.
- ☐ Production, validation, and quality assurance oversight of environmental data and multi-media enforcement are coordinated in branches in the Environmental Services Division.
- ☐ Statistical and geographical modeling of environmental data are consolidated with multi-media strategic planning and integration in the Office of Policy and Management.
- ☐ The Montana Operations Office oversees the State of Montana implementation of EPA-delegated programs; direct implementation of non-delegated Agency programs in Montana; and is responsible for Agency efforts on the seven Indian reservations in Montana.

REGION IX**LEADERSHIP****Dan W. McGovern****Regional Administrator**

Dan McGovern was appointed Regional Administrator in February, 1988. Prior to joining EPA, he served as General Counsel of the National Oceanic and Atmospheric Administration in the U.S. Commerce Department and Principal Deputy Legal Advisor and Acting Legal Advisor to the U.S. State Department. From 1973-81, he was a senior research attorney on the California Supreme Court staff of Justice William Clark; and from 1971-73, a California Deputy Attorney General. Dan holds a J.D. from the UCLA School of Law, and pursued graduate studies at UCLA and the University of California at Berkeley.

John C. Wise**Deputy Regional Administrator**

John Wise has been with the Federal government and EPA's San Francisco region for 18 years. He assumed the position of Deputy Regional Administrator in February, 1982, serving as Acting Regional Administrator on two separate occasions. He has served in a variety of management positions involving: resources management and budgeting, air and water quality management planning, safe drinking water programs, construction of wastewater treatment works and EIS review. John received a B.S. degree from the University of Colorado and his Master's degree from Stanford University.

PROFILE

POPULATION: 32,448,230

SQUARE MILES: 383,400

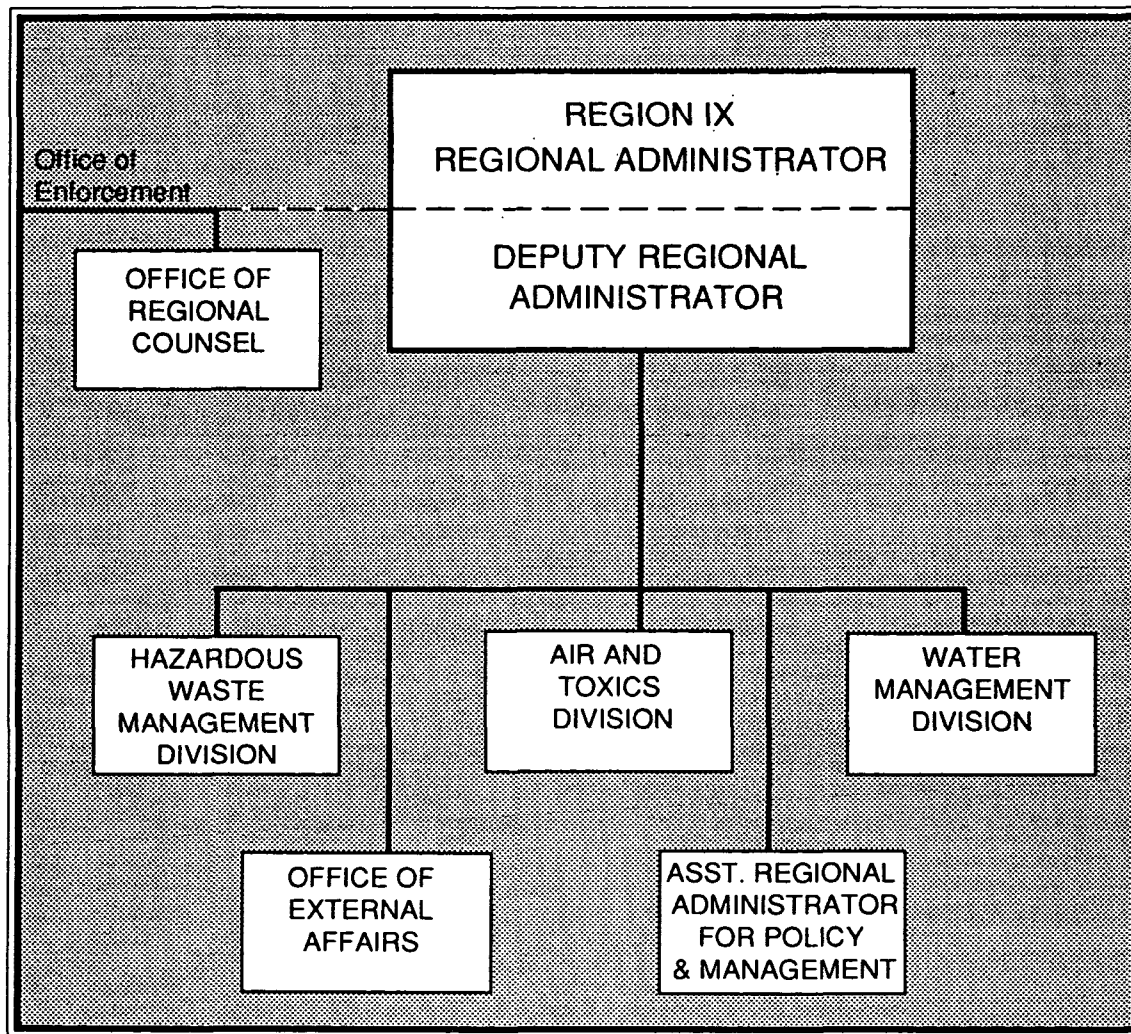
MAJOR INDUSTRIES: Manufacturing
Tourism
Mining
Agriculture
Gaming and recreation

SPECIAL CONSIDERATIONS: Rapid population growth
Widely varying environmental, geographic, and economic issues

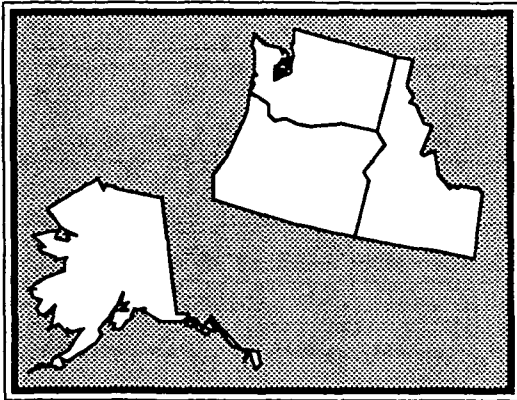
STATES: California, Nevada, Arizona, Hawaii, Guam, American Samoa

UNIQUE ENVIRONMENTAL FEATURES/CONSIDERATIONS:

Extreme pressure on water supplies due to uneven distribution, both geographically and seasonally
Poor air quality in southern coastal areas
Widespread pesticide use causing cross-media problems

REGION IX**Significant Organizational Characteristics**

- ☐ Region 9 does not have an Environmental Services Division. However, ESD functions, such as quality assurance, are performed in the Office of Policy and Management.
- ☐ The pesticides and toxics function is located in the Air and Toxics Division.

REGION X**LEADERSHIP**
Dana Rasmussen
Regional Administrator

Dana Rasmussen was named Regional Administrator in June, 1990. Since 1985, she had been Assistant Vice President and Chief Counsel for Federal regulations of U.S. West in Washington, D.C., and from 1977 to 1985, practiced law in Portland. She also worked for two years as a legislative assistant for Oregon Congressman John Sellenbach in Washington on environmental and energy issues. Dana received her Bachelor's degree from Stanford University and her Law degree from the University of Oregon.

Gerald A. Emison
Deputy Regional Administrator

Gerry Emison was appointed Deputy Regional Administrator in August, 1990. He has been with the EPA for 14 years, and with the Federal government for 18, serving twelve years in supervisory roles. Prior to joining the EPA, he worked for the Montgomery County, Maryland Council; the Roy F. Weston Company; and served in the U.S. Navy Seabees. He also taught management at Catholic University as an adjunct professor. Gerry received his Bachelor's degree in Civil Engineering from Vanderbilt University, his M.R.P. in City Planning from the University of North Carolina, and his M.S. in Engineering Management from the Catholic University.

PROFILE

POPULATION: 9,205,000

SQUARE MILES: 819,046

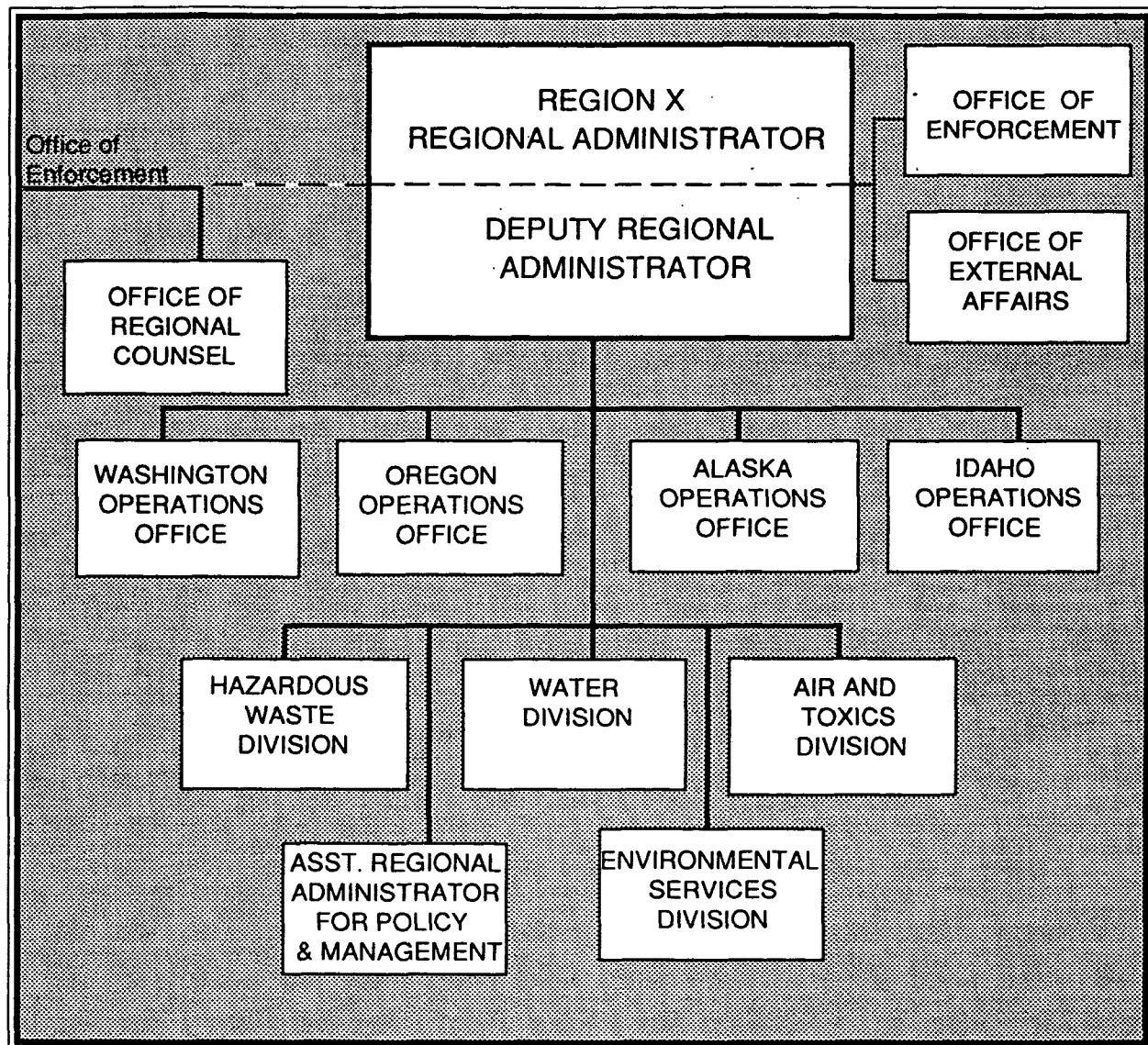
MAJOR INDUSTRIES: Agriculture and food processing
 Forest products, including pulp and paper
 Transportation equipment
 Electronics instruments
 Petroleum extraction
 Transportation and warehousing

SPECIAL CONSIDERATIONS: Significant population and economic growth
 Diverse climate
 Vast land areas
 Alaska is remote and has newly discovered natural resources
 Water resources are intensively controlled for irrigation and hydroelectricity

STATES: Washington, Oregon, Idaho, Alaska

UNIQUE ENVIRONMENTAL FEATURES/CONSIDERATIONS:

Major share of nation's wilderness and national parks
 Over half of the nation's coastlines

REGION X**Significant Organizational Characteristics**

- ☐ The Region has four State Operations Offices. The heads of the Operations Offices are titled "Assistant Regional Administrator for (State) Operations."
- ☐ The Region has an Office of Enforcement, a staff office that reports directly to the Deputy Regional Administrator.