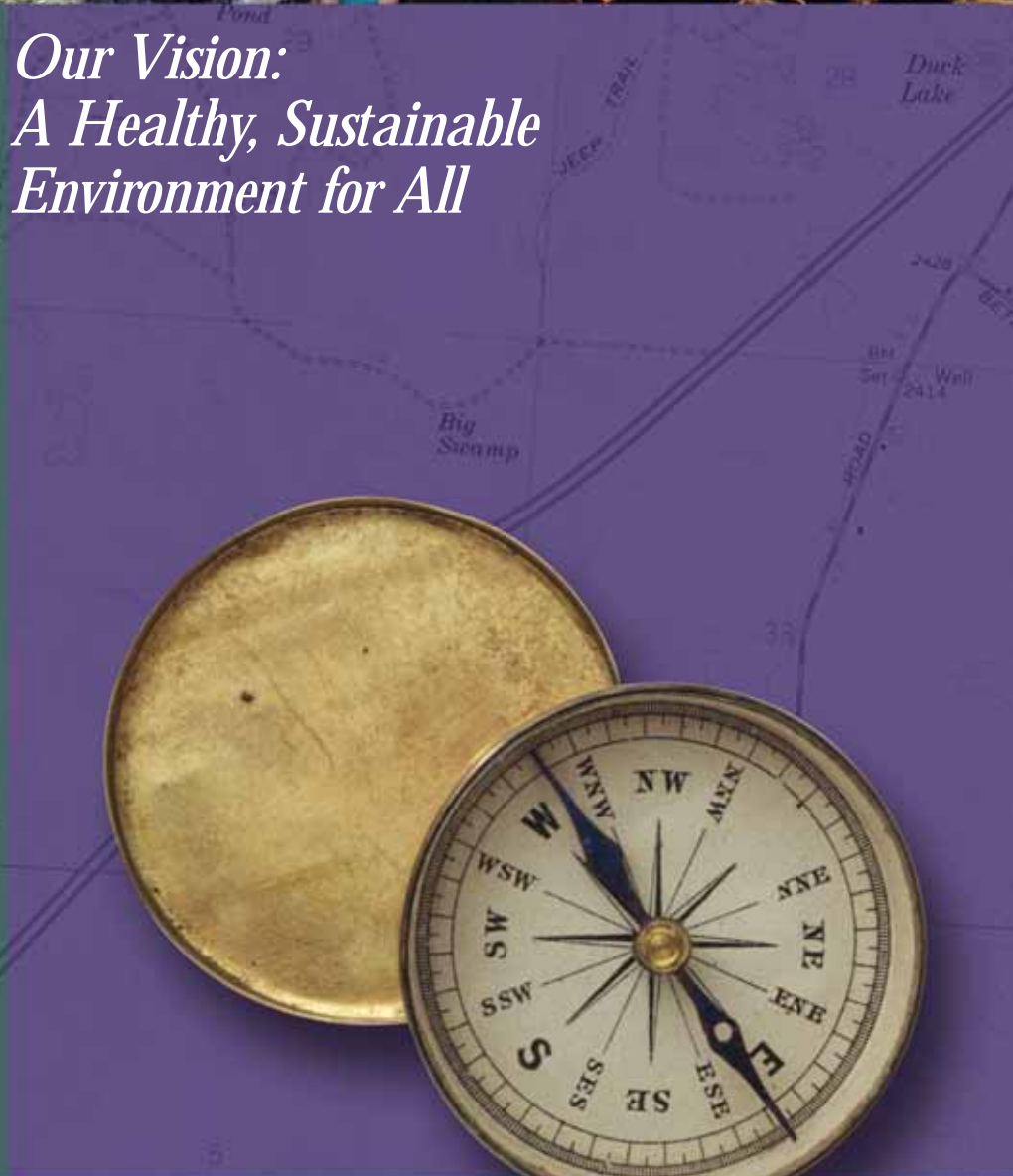




2007-2011 Region 10 Strategy



*Our Vision:
A Healthy, Sustainable
Environment for All*



Cover photo: Region 10 employees Debbie Flood, Brooks Stanfield, Joon Song, and Valerie Badon.

A Message from the Regional Administrator



I am proud to present the Environmental Protection Agency's Region 10 Strategy for 2007-2011. This living document represents the first commitment I made as I stepped in as Regional Administrator six months ago. Region 10 has a long history of investment in the highest priority environmental issues in the Pacific Northwest and Alaska. We developed this new strategy by building on the significant progress made in the past, and listening to and engaging with our federal, state, tribal, and local partners. We also surveyed Region 10 employees about progress to achieve our goals and their view on emerging issues. We have heard many internal and external stakeholder views on what we do well and not so well. This strategy is the result of "listening" to all of these perspectives. It defines our direction and reinvigorates our mission, vision and core values for the next five years.

Strategy drives priorities and the individual work we each must accomplish. Clear direction provides a basis for making fair and reasonable decisions to best use our resources to maximize our impact on public health and the environment. This plan sharpens our focus and establishes an accountable framework to monitor our progress. In each of our six endeavors we will be measuring our success every six months with a simple red, yellow or green light scorecard depicting our progress.

We are faced with unprecedented opportunities and daunting environmental challenges, and now, more than ever, we need to be strategic and work collaboratively with our partners to protect human health and the environment. As you review this strategic plan for the coming five years, I invite you to look for further ways we can collaborate to deliver the best results for our environment.

We in Region 10 will **LEAD: Listen and Engage with an Attitude to positively Deliver fair and equal results for the environment and all people in Region 10.** Thank you for your part in our efforts to **LEAD.**

A handwritten signature in blue ink, which appears to read "Elin D. Miller". The signature is fluid and cursive.

Elin D. Miller,
EPA Region 10 Regional Administrator

Executive Summary

This strategy applies to Alaska, Idaho, Oregon, Washington and the approximately two hundred seventy Tribal governments in the Pacific Northwest and Alaska. It has been developed in consideration of the EPA Administrator's four priorities, the EPA National Strategy, employee input received through an environmental survey; perspectives of our state, tribal, federal and local partners; and the Region 10 mission, vision and values.

Looking back to the 2005-2006 timeframe, the Region 10 plan included seven regional priorities: Columbia River Basin, Tribal Environmental Health, Oil and Gas in Alaska and Mining, Diesel Emissions, Coeur d'Alene and Spokane River Basins, Puget Sound Basin, and Grants Management. You will find these priorities worked into our new plan as part of a larger area of emphasis.

At the start of our planning process we revised and re-affirmed our mission, vision and values. We believe that an organization is like a tree, it must be rooted in deeply held values, with all employees sharing a common mission, vision and values. Our values will be reflected in the way we implement this strategy. For fiscal years 2007-2011, Region 10 will focus on the following six strategic endeavors.

Support the Core - The Agency has made significant progress in protecting the environment through key statutes like the Clean Water Act; Safe Drinking Water Act; Clean Air Act; Resource Conservation and Recovery Act; Comprehensive Environmental Response, Compensation and Liability Act; and the regulatory programs implementing these laws. The Region recognizes the importance of our core regulatory program work and will ensure that resource and programmatic decisions maintain these essential efforts. This will include improving strategies to better use existing resources and focusing additional resources where significant shortfalls exist.

Clean, Affordable Energy and Climate Change - Climate change poses a serious challenge to the people of the Pacific Northwest and Alaska and their environment. Energy production and use are closely linked to climate change. Our goal is to evaluate the current state of knowledge, and the tools currently in use, to determine our best course of action to address climate change in the region.

Enhancing Tribal Environments - Two hundred seventy tribal communities in Region 10 rely on natural resources for their physical, cultural and economic well-being. We will work with the tribes in Region 10 to build environmental management capacity, improve communication and consultation, and protect and restore the natural resources integral to their existence, with specific emphasis on improving air quality and better managing solid waste.

Protecting and Restoring Watersheds - To ensure clean, safe water for all, Region 10 will continue to emphasize watershed protection and restoration efforts in the Puget Sound, Columbia River, and the Coeur d'Alene Basin, as well as other locations. We will use integrated, cross-program approaches to address water quality problems on a watershed basis. We will expand our work to identify and reduce sources of mercury contamination, while continuing to support fish tissue analysis for mercury and the appropriate issuance of public health fish advisories by state and local governments.

Sustainability and Strategic Partnerships - We will promote sustainable practices that allow us to meet our environmental, social, and economic needs without compromising the ability of future generations to meet their needs. We will do this by fostering strategic partnerships, innovation, creating incentives, providing education and leading by example, focusing on efforts which give us the best return for the investment.

A Stronger EPA - Our people are our greatest resource. To maintain and further enhance our talented and highly skilled workforce, we will invest in their continued development. We will strive to increase the diversity represented by staff and managers in order to better address the needs of the diverse communities we serve. We will also conduct succession planning to create a smooth transition between retiring staff and future generations of EPA employees.

Early in our planning process, Region 10 reviewed and enhanced the regional mission, vision, and values, which are the foundation of this strategy.

Our Vision:

A healthy, sustainable environment for all.

Our Mission:

To protect and restore the environment of the Pacific Northwest and Alaska for present and future generations.

We will use science to make sound decisions to:

- Protect and restore ecosystems and ensure healthy airsheds and watersheds;
- Prevent pollution through source reduction;
- Reduce the generation of land, air, and water pollutants;
- Cleanup contaminated sites;
- Enforce federal environmental laws; and
- Conserve our valuable resources.

We are accountable for achieving our mission. Our success as stewards of the public trust will be measured by meaningful and lasting environmental results.

Our Values:

- **Making a Difference through People and Teamwork.** We support each other and the people who work with us by working cooperatively and collaboratively. We build bridges between organizations. Our regional team will be competent and culturally diverse.
- **Communication and Dialogue.** We talk with and listen to our customers about our values and our respective expectations for the Region's programs. We celebrate our successes and learn from our mistakes.
- **Expect Excellence.** We set and meet high standards of quality. We take pride in the fact that we are public servants and hold the public trust.
- **Professionalism and Respect.** We always treat our colleagues at EPA, representatives of other governmental entities, stakeholders, and the regulated community with professionalism and respect. We address conflict in a constructive and professional manner.
- **Honesty and Integrity.** We deal forthrightly with each other and the public. We meet our commitments.
- **Willing to Take Risks.** We are willing to take risks, while making environmentally sound decisions based on science, statutes and regulations.



Support the Core



The Region recognizes the importance of our core regulatory programs and will work to make and implement resource and programmatic decisions that ensure and maintain the integrity of our core programs under the Clean Water Act; Safe Drinking Water Act; Clean Air Act; Resource Conservation and Recovery Act; and the Comprehensive Environmental Response, Compensation, and Liability Act. Examples of core work under these statutes include: Combined Sewage Overflow (CSO) compliance; National Permit Discharge Elimination System (NPDES) permitting; implementation of the new Federal Air Rules for Reservations (FARR) in Indian Country; and hazardous waste site cleanup. Our initial intention is to strengthen the core programs identified below by improving strategies to better use existing resources and focus additional resources where significant shortfalls exist.

This strategic endeavor is dynamic in that current priorities will be re-evaluated periodically and replaced by others as appropriate. Additionally, the Region will be conducting an environmental justice review in 2008 to identify opportunities to enhance our ability to address environmental justice concerns within our core regulatory programs. Following are the currently identified core program areas in need of particular focus and attention at this time, along with supporting actions.

Stormwater Permitting and Compliance

- By September 30, 2007, the Region will increase staff level-of-effort in stormwater compliance and permitting by 2 FTE. This further investment will result in an increase in National Pollutant Discharge Elimination System (NPDES) stormwater compliance and permitting activity from 2007 levels.

Concentrated Animal Feeding Operations (CAFO) Permitting, Compliance and State Oversight

- By September 30, 2007, the Region will increase staff level-of-effort in CAFO compliance and permitting work by 1 FTE. By December 30, 2007, we will have a CAFO Program Implementation Strategy in place. This further investment and strategy will result in an increase in CAFO NPDES permitting compliance and permitting activity from 2007 levels.

Homeland Security

- By September 2007, the Region will assess our current level of preparedness, identify any gaps, and complete a workplan to ensure Region 10 is adequately prepared to respond to an incident of national significance within the Region.

Mining Operations Financial Assurance

- By September 2007, the Region will have a strategy in place that includes specific and measurable steps to ensure mining operations have adequate financial assurance mechanisms in place.



Animal feeding operations near water bodies have long been and will continue to be an area demanding EPA attention.



Placer mining poses potential water quality risks in the Pacific northwest and Alaska. EPA intends to minimize and contain those risks.



EPA staff taking water samples in flood damaged New Orleans after Hurricane Katrina. Region 10 provided approximately 89 people to help with homeland security, water sampling, and cleanup after the disaster.

Wetlands Compliance (Clean Water Act 404)

- By September 30, 2007, the Region will have filled wetlands compliance program vacancies and will have a Wetlands Compliance and Enforcement Strategy in place. This further investment and strategy will result in an increase in wetlands compliance activity over 2007 levels.

Agricultural Burning in Idaho

- By 2010, public health will be improved by reducing exposure to fine particulate matter from smoke by working with state, local and tribal partners to improve smoke management programs and increase the use of alternatives to fire as a crop management tool from crop residue disposal. Achieving this goal will be measured by ambient air monitors, number of acres burned, and number of complaints received.

Particulate Matter (PM 2.5) Reduction

- By September 30, 2007, the Region will have a strategy in place to improve public health by reducing fine particulate matter exposure by leveraging pending non-attainment designations to expedite control measures in priority airsheds.

Clean, Affordable Energy and Climate Change



The Region recognizes that energy production and use and climate change are closely linked, affecting many dimensions of the environment and the programs designed to protect and sustain it. The Region has extensive expertise from which to advance an integrated strategy for clean, affordable energy and climate change in the Pacific Northwest and Alaska. The three major components within this strategic endeavor are: (1) the development and implementation of a regional approach to address climate change, (2) participation in the West Coast Collaborative to address diesel, and (3) the appropriate application of EPA authorities related to oil and gas exploration, development, and production in Alaska to maximize permitting efficiencies and maintain environmental standards.

Climate Change

Climate change poses a serious challenge to the people of the Pacific Northwest and Alaska and their environment, threatening to erode environmental progress achieved over the past several decades, and contributing to the emergence of new problems. Energy-related initiatives will figure prominently in our strategy responding to the challenge.

By April 2008, EPA Region 10 will implement an integrated strategy for systematically: (1) characterizing current and projected greenhouse gas emissions (GHG), impacts, and programs in the Pacific Northwest and Alaska; and (2) mitigating, adapting to, and studying climate change impacts in the region. The strategy will feature three-year action plans for each of its principal components, including: logic models, performance measures/ environmental indicators, and adaptive management mechanisms.

By September 2007, Region 10 will finalize a plan for developing the overall strategy, including the following elements:

Characterization efforts will include gathering and analyzing information on:

- Current and projected GHG emission source inventories and needs.
- Monitoring and modeling (diagnostic and prognostic) information.
- Current and projected climate change impact scenarios in Region 10.

- Opportunities to support the efforts of Region 10 state, tribal, local, and federal entities.
- Opportunities for using existing grant and contract programs to promote mitigation, adaptation and science efforts.

Mitigation, Adaptation and Science/Technical efforts will involve analyzing and prioritizing:

- Internal Region 10 efforts to fulfill needs, perform work, and track progress.
- Opportunities to partner with EPA programs external to Region 10 and with other governmental, public, and private entities.

Integration efforts will involve:

- Promoting relevant elements of the Administrator's National Clean Energy and Climate priority in Region 10's strategy.
- Prioritizing activities across all of the foregoing elements, developing a coordinated implementation plan reflecting a schedule of major deliverables, significant milestones and completion timelines, relevant performance measures and/or environmental indicators, and an active communications (in-reach and out-reach) program.

The West Coast Collaborative

The West Coast Collaborative is a public-private partnership dedicated to reducing diesel emissions from legacy engines along the west coast. Working with partners in EPA regions in Seattle and San Francisco, the Collaborative has leveraged significant federal, state and local funds to reduce emissions from the most polluting heavy duty engines through cleaner technologies, practices and fuels. Since it was convened in April 2004, the Collaborative has made significant improvements in air quality and public health by targeting the highest polluting engines with the most cost effective control strategies. EPA Region 10 will continue to support the work of the West Coast Collaborative.

By 2011 we will:

- Reduce particulate matter emissions from heavy duty engines by 40%.
- Displace 10% of petroleum fuel use with biofuels, compressed natural gas and other alternative fuels which contain 25% of renewable fuels produced in the Northwest from regional feedstock (agriculture and forestry).

Achievement of these goals is contingent on Energy Policy Act 2005 Authority (over \$200 million per year through 2010) and proposed funding support of \$50 million annually in the FY2007 budgets and beyond (FY07 is presently at \$5 million and the President's budget for FY08 is \$35 million).

Alaska Oil and Gas Sector

EPA will exercise its authorities in a timely and coordinated manner in the oil and gas sector in Alaska to meet the highest standards of environmental and subsistence resource protection, while not unnecessarily limiting or restricting industry in contributing to the energy needs of the United States. As a component of the Clean, Affordable Energy and Climate Change strategic endeavor, sound decision-making will reflect integration of agency initiatives and programs with early project involvement to facilitate issue resolution. Working collaboratively with state, federal and tribal government partners, EPA programs and actions will be consistent with the need to:

- allow current production and exploration levels to be maintained or expanded in an environmentally sound manner; and
- assure that the effects, direct and cumulative, will be identified, minimized and mitigated, where possible, by integrating input from partners, stakeholders and the public.

Success in achieving these goals will be assessed by monitoring compliance with oil and gas permits and regulations that will result in protection of Alaska's surface and groundwater resources and air quality.



Attendees at the West Coast Collaborative Annual Meeting, February, 2007. Front, from left to right: Jon Scholl, EPA Headquarters, Elin Miller, EPA, Seattle; Wayne Nastri, EPA, San Francisco. Second row, Greg Johnson, USDA, Portland, and John Beyer, USDA, Fresno.

Enhancing Tribal Environments



Region 10 will work with Tribal Governments to protect and restore the natural resources on which tribal communities rely for their physical, cultural and economic well-being. Environmental influences have a vast impact on tribal "way of life" regarding subsistence, cultural resources, traditions, and human health risks. We respect and support the sovereignty of tribes as they develop and operate their own environmental programs, or choose to partner with other entities to manage natural resources.

Assistance for Capacity Building

- **By October 2008, Region 10 will develop an improved approach to awarding and managing Indian General Assistance Program (IGAP) grants that better assures effective use of funds and allows tribal coordinators to be more responsive to the broad interests of the tribes they serve. EPA will increase the number of tribes receiving grants by 10% each year; through additional pre-award monitoring and closer management, reduce by 10% each year the number of new tribal grant enforcement actions; and reduce grant workload to an average of 15 to 20 grants per Tribal Coordinator.**

Communication and Consultation

- **By January 2008, Region 10 will develop processes that more effectively inform tribes of the decisions and activities that may be of interest to them, thereby enriching consultation and enhancing our collaborative relationships. Region 10 will develop a web-based listing of consultations to establish a baseline and increase the number by 10% by December 2008.**

Regional Tribal Operations Committee (RTOC)

The RTOC ensures that multiple tribal perspectives are considered in the development of regional program directives to achieve environmental protection in Indian Country.

- **By February 2008, Region 10 will identify ways to improve committee representation to better meet the needs of the tribes.**
- **At the April 2008 Tribal Leaders Summit, tribal leaders will discuss satisfaction with the RTOC representation and any need for further enhancements.**

The Historic Preservation Act, Section 106

- By June 2008, Region 10 will develop standard operating procedures to ensure Section 106 compliance and train appropriate program staff.

Air Quality

- By 2011, Region 10 will provide air quality protection in Indian Country through implementation of the Federal Air Rules for Reservations (FARR) and expansion to up to two new tribal geographic areas or new source categories, as needed.

Solid Waste Management

- By 2011, the Region 10 Tribal Waste Program has two priorities: clean, close and upgrade nine open dumps in Indian Country and other tribal lands; and increase by 30 the number of tribes covered by an integrated waste management plan.



Water Quality to Protect Subsistence Resources

- By September 2008, EPA will facilitate discussions with the Oregon Department of Environmental Quality (ODEQ) and the Umatilla Tribe, to ensure that tribal perspectives are reflected in ODEQ's recommendation to the Environmental Quality Commission concerning tribal fish consumption rates for use in the development of Oregon Water Quality Standards.



The collaborative efforts of the Nooksack Tribe, EPA, and the Bureau of Indian Affairs have reduced the immediate threats to water quality by removing waste from the river's edge and temporarily stabilizing the bank.

Protecting and Restoring Watersheds



Region 10 will continue to place strong emphasis on our important watershed protection and restoration work. Several watershed efforts are already well underway and others are being planned. These projects involve a wide cross-section of Region 10 offices, and our collective efforts will be critical to meeting our environmental mission. Specific watershed projects include the following:

Puget Sound, Washington

The State has established a goal of restoring Puget Sound to a healthy state by 2020. To assist the State in attaining this goal, Region 10 will work with our state, federal and tribal partners to accomplish the following by 2011.

- Improve water quality and enable the lifting of shellfish harvest restrictions on 1000 acres of shellfish beds
- Remediate 200 acres of contaminated sediments
- Restore 3,500 acres of nearshore wetlands
- Reduce diesel emissions in the airshed by 8%

Columbia River Basin

The Columbia River Basin includes land belonging to Idaho, Oregon, Washington and Columbia River Tribal Governments. We are building an integrated program, with state, nonprofits, and tribal partners, to reduce the concentration of toxins in fish, sediment and water. Toxics reduction efforts in the Columbia River will be enhanced by the ongoing Superfund site-specific activities such as those on the upper Columbia, the lower Willamette, and at Hanford.

- By September 2011, working with our partners we will: ensure protection, enhancement, or restoration of 16,000 acres of habitat in the lower Columbia River estuary; ensure cleanup of 150 acres of known highly contaminated sediments; and work toward a 10% reduction in the concentration of contaminants of concern in water and fish tissue, using baseline data from studies conducted by the states of Oregon and Washington.

- By the end of September 2007, we will develop a plan to complete the Columbia River temperature total maximum daily load (TMDL).

Coeur d'Alene, Idaho

Through 2011, we will further reduce elevated blood lead levels in children and improve water quality for the benefit of aquatic life, waterfowl and other wildlife by engaging in a suite of activities to include:

- By the end of 2007, reissue three key NPDES Permits for Idaho phosphorus dischargers to the Spokane River.
- By the end of 2008, complete all residential and source control cleanup in the Bunker Hill Box and, by the end of 2011, complete residential cleanup throughout the Coeur d'Alene Basin.
- By the end of 2008, ensure the completion of the Lake Coeur d'Alene Management Plan.
- By the summer of 2009, approve no fewer than five TMDLs to address dissolved oxygen, PCBs, sediment, temperature, and nutrients.
- By the end of 2009, improve water quality to provide for recreational uses at two mine and mill sites, and at one Lower Basin recreational area by the end of 2010.
- By the end of 2009, reduce lead exposures and complete Phase 1 of the conservation easement project at the Schlepp property and, by the end of 2010, develop a strategy for implementing the lower Basin lead-sediment cleanup actions.

Mercury – A Watershed Contaminant

We will protect human health in all states via appropriate and feasible source reduction strategies and continue to support fish tissue analyses for mercury and public health fish advisories where necessary.

- By April 2008, the Region will develop a strategy to implement the EPA 'Mercury Roadmap' within Region 10.
- By December 2008, determine and characterize the sources of mercury contamination in water bodies of southern Idaho which are subject to fish advisories and TMDLs.

Other Priority Watersheds

Region 10 is using integrated, cross-program approaches under the Clean Water Act to address water quality problems on a watershed basis. Our primary tools are water quality standard setting, monitoring, listing impaired waters, developing TMDLs for impaired waters, ensuring permits are written to address point sources and stormwater, and providing various grants to encourage implementation of effective actions to address non-point sources. When appropriate, we work with other EPA programs to bring to bear the necessary tools and authorities to address watershed problems whose causes are outside or beyond the scope of Clean Water Act programs (i.e., cross-program efforts to address

phosphorus problems in the Portneuf River, addressing mercury in southern Idaho). Our approach to addressing water quality problems depends on building partnerships with states, tribes and other entities. These integrated efforts are resulting in implementation of actions to address water quality problems in the Snake River, and the Klamath, Boise, Willamette and many other watersheds in the region. Specific objectives are to:

- By December 2009, complete remaining TMDLs for the Snake River. This includes the mercury TMDL for the Brownlee portion of the Snake River as well as the temperature TMDL for the Upper Snake Rock section and the dissolved oxygen TMDL for the mid-Snake Succor.
- By December 2009, evaluate monitoring data for the mid-Snake River and evaluate effectiveness of implementation efforts and whether progress toward meeting TMDL targets is occurring.
- By December 2008, complete the nutrient TMDLs for the Portneuf River and revise NPDES permit limits to be consistent with TMDL waste load allocations.
- By December 2008, complete the nutrient TMDL for the Boise River and revise NPDES permits consistent with TMDL waste load allocations. Include water quality trading provisions in the TMDL to enable water quality trading in permits.
- By December 2008, complete the TMDLs for the Klamath River.
- By December 2009, complete the assessment by the Willamette Partnership (enabled by the EPA targeted watershed grant) to identify types of activities that could generate temperature credits that could be included in NPDES permits to enable trades.



Continued monitoring of Region 10 watersheds is a necessary part of our strategy for clean water now and in the future.

Sustainability and Strategic Partnerships



We will promote sustainable practices that allow us to meet our environmental, social and economic needs without compromising the ability of future generations to meet their needs. We will accomplish this by fostering strategic partnerships, innovation, incentives, education and leading by example, focusing on efforts which give us the best return for the investment.

Government Partnerships

- By June 2008, EPA Region 10 and Alaska Department of Environmental Conservation will coordinate efforts to develop a statewide greenhouse gas emissions inventory and identify opportunities to reduce greenhouse gas emissions.
- By September 2008, EPA and Idaho will have determined if a renewed Memorandum of Understanding is in the interests of the signatory parties. If so, by December 2008, the State and EPA will have a framework in place for improving the Clean Water Act NPDES compliance rates for beef cattle operations and addressing the issue of a new EPA CAFO rule.
- By September 1, 2007, states, tribes and federal partners will complete mapping identified contaminants of concern (DDT, PCBs, PBDEs and mercury) for the lower and mid-Columbia River basin, beginning at the mouth of the river in Astoria and ending at Grand Coulee Dam.
- By September 30, 2007, discussions will be completed with the Department of Ecology, King County and Seattle and the updated Source Control Agreement for the Duwamish Waterway signed.
- Continually improve the Performance Partnership Agreement (PPA) process in each state through management-to-management meetings in advance of negotiations, lessons learned sessions after PPAs are completed, and routine communication throughout implementation.
- By June 2008, complete a plan to enhance and implement tribal consultation and meaningful public involvement on the North Slope of Alaska. The plan will define how EPA will communicate, share knowledge and involve North Slope villages in our decision making, with consideration of unique cultures and subsistence practices.

Resource Conservation Challenge

- By 2011, two of the Region 10 states will have implemented sustainable partnerships with the private sector and/or universities to increase the amount of materials recycled. Through these collaborations, we will achieve a minimum of 10% waste reduction per partnership. (Sustainable is defined as committed funding, staffing and implementation for at least 5 years.)
- By 2011, EPA will have 15 National Partnership for Environmental Priorities partners who have collectively reduced at least 40,000 pounds of priority chemicals (persistent, bioaccumulative toxics such as lead, mercury, naphthalene, cadmium, PCB, and dioxins).

Smart Growth

- By 2008, we will identify the scope, interests, opportunities and partners for creating a regional Smart Growth network for Puget Sound for promoting, researching and practicing Low Impact Development and Smart Growth for a more liveable community and as a means of watershed protection.
- By 2009, we will promote, fund and encourage Smart Growth/LID as a major action in the storm water component of EPA's Priority Plan for Puget Sound.

Sustainability Education

- By 2010, we will educate EPA employees through a variety of activities, including partnering with the Regional Innovation Council and other federal agencies to provide presentations by speakers, conducting "Sustainability and EPA" training, and hosting at least one Sustainable Partners Forum. We will seek an 80% approval rating in course evaluations that course objectives have been met. We will maintain the Region 10 Sustainability webpage and track its usage, and review all locally generated Requests for Procurement to ensure grant solicitations identify sustainable outcomes as criteria for award whenever possible.

Sustainable Infrastructure

- By 2008, we will co-host a sustainable infrastructure workshop with Region 9, and establish a Regional action plan for EPA, states and utilities.



Continued growth is a reality in the Pacific Northwest and will likely be so in the future. EPA Region 10 hopes to partner with other government and commercial entities to work for sustainable future options we can all live with.



Region 10 is known as a great place to work, with a talented and highly skilled workforce. We want to keep it that way and build on these attributes by increasing our diversity. To best achieve our environmental mission, we continue to look for better ways to attract and keep top notch talent, enhance our diversity, support and train our employees, and improve communication between management and staff at all levels. The Region will focus on the following eight areas identified by staff and management, and re-survey the staff by the end of 2009 to determine our progress.

360° Feedback

- By September 30, 2007, complete 360° feedback for executive team members. In 2008, conduct 360° feedback for unit managers and explore options for a staff 360° feedback process, with an implementation goal of 2009.

Address Employee Performance and Conduct Issues

- In 2007, provide supervisors with training on available tools to address performance and conduct issues, and establish periodic follow-up meetings for supervisors.
- By October 2007, provide staff with generic information on types of actions taken to improve employee performance and conduct.

Strengthen Hiring and Promotion Process

- By February 15, 2007, survey staff regarding their specific concerns about the Region's hiring and promotion process. Communicate results of the survey by April 15, 2007.
- By May 11, 2007, each office will submit their proposed long-term Position Management Plan (PMP), describing their grade structure and succession planning needs to the Human Resources (HR) Unit.
- By March 2008, HR will provide three opportunities for staff to attend a workshop on merit promotions.

Succession Planning

- By July 30, 2007, the Region will develop a framework for a 3-year succession management plan for FY08 - FY10.

Target Recruitment to fill Priority Needs

- By April 15, 2007, management will determine and approve the number of budget supported external hires.
- By May 15, 2007, Human Resources (HR) will visit four or more universities to recruit and hire new graduates.
- By June 2007, HR and the Equal Employment Officer will provide joint diversity training to selecting officials on the Merit System Principles. All hiring decisions will be based on applicant knowledge, skills and abilities, in compliance with Merit System Principals.
- By July 2007, HR will develop and implement a process for the Recruitment Outreach Coordinator to communicate and advertise EPA employment opportunities, utilizing input from the Special Emphasis Program Managers and the Diversity Action Counsel, ultimately increasing the pool of qualified diverse candidates.

Enhance Employee Development Opportunities

- By June 30, 2007, provide training to all supervisors on "How to Conduct Successful Mid-year Reviews". By January 2, 2008, provide end-of-year Performance Appraisal and Recognition System (PARS) training to supervisors and staff.
- By January 2008, design a rotation process for supervisors and implement the process by March, 2008. In 2009, develop and implement a rotation plan for staff.
- By April 2008, provide three career development training sessions to assist employees with outlining the steps to achieve their career goals.

Improve Internal Communication

- In 2007, improve and maintain transparency and communication of Executive Team (ET) decisions by publishing the weekly ET notes on the intranet Info Page, providing regular updates on ET activities in the Regional Administrator's (RA) "In a Nutshell" newsletter to staff, and presenting significant decisions and issues at quarterly all staff meetings.
- In 2007, increase RA and Deputy Regional Administrator (DRA) visibility and staff contact by holding meetings on office floors. Goal: 20% of RA/DRA time, when in the Seattle office is spent outside of the RA's suite. In 2007, hold monthly RA "coffees."

- In 2007, develop a communications plan for Region 10's six strategic endeavors which includes a web presence, strategic external communication and involvement, and periodic progress reports.
- In 2008, restructure the Region 10 Intranet (InfoPage) into a comprehensive resource for internal communication, collaboration, and guidance for human resources, information technology, facilities, environmental assessment services, and more. Create an Intranet Coordinator Team, with representatives from each office, responsible for publishing internal electronic communications.

Environmental Justice

- By December 2008, all unit managers will have taken the advanced version of the Fundamentals of Environmental Justice Training.
- By December 2008, all Regional staff and the Executive Team members will have taken the one-day version of the Fundamentals of Environmental Justice. Major program areas will have had secondary level training in the form of program and issue specific consultations.



EPA needs engineers and scientists to carry out an increasingly demanding and complex mission.

We would like to thank the 75% of Region 10 employees who took the time to respond to our survey and provide their thoughtful comments. Additionally, we would like to thank and acknowledge the members of the survey team who designed the survey; correlated and summarized the data; verified the results; and refined the conclusions with EPA employees at several open meetings. This information was critical to building a sound strategy. Members of the survey team included Joyce Kelly, David Bray, Ben Cope, Debbie Flood, Kris Flint, Christine Psyk, Rick Parkin and Joann Hiatt, with information technology support from Jennifer Wolfe and Bill Clugston.

Region 10 Executive Team

The Region 10 Strategy could not have been developed without the engagement of the Region 10 Executive Team. Their commitment to the mission of EPA and to a healthy and sustainable environment is commendable.

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