

APPENDIX C:

Summary of Consultation Efforts



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Consultation with EPA's federal, state, local, and tribal government partners and with our many stakeholders has been an integral part of the Agency's strategic planning process. The views, comments, and concerns of our partners and stakeholders form the basis for developing our 5-year *Strategic Plan*, and their ongoing participation is vital to achieving the goals and objectives we have set forth.

EPA's national and regional managers organized meetings, participated in conferences, and presented briefings to ensure that our partners and stakeholders fully understood our process for developing this *Strategic Plan* and had the opportunity to participate. We distributed our proposed strategic architecture—goals, objectives, sub-objectives, and associated strategic targets—and subsequently the full-text draft of the *Strategic Plan* to hundreds of our partners and stakeholders. We posted working papers, the draft *Strategic Plan* architecture, and the full-text draft of the *Plan* on EPA's internet website, and we offered several options for individuals and groups to provide their comments. We carefully considered all the comments we received at each stage of the development process.

This appendix summarizes major activities we conducted to consult with parties interested in or likely to be affected by EPA's *Strategic Plan*. It briefly describes our consultation with the Congress and our state and tribal partners. It also includes a list of all organizations (for example, state, tribal, and industry associations) as well as federal agencies from which we solicited or received comments.

EARLY CONSULTATION ON STATE AND TRIBAL ISSUES AND PRIORITIES

Since states and tribes are major partners with EPA in environmental protection, we

were very interested in their views and concerns. In August 2005, EPA regional offices consulted with states and tribes about the issues and priorities they felt were important for EPA to consider as we revised our *Strategic Plan*. Regional offices prepared brief summaries of the concerns highlighted; these were posted on EPA's internet site for public view and provided to our strategic goal teams for consideration. We also posted goal team responses describing how the state and tribal issues and priorities raised were considered in revising the *Plan*.

RELEASE OF DRAFT ARCHITECTURE AND FULL-TEXT DRAFT

EPA considered all comments received from our state and tribal partners on our draft strategic architecture, which we sent to more than 800 organizations for review and comment in mid-February 2006. We solicited comments on the draft architecture from Members of Congress; states and state organizations; all federally recognized tribes; tribal organizations; local government representatives; other federal agencies; members of environmental, academic, and public policy groups; and representatives of the regulated community through March 2006.

We took into account all the comments we received on the draft architecture as we developed a full-text draft of the *Strategic Plan*. We provided this full-text draft to the more than 800 recipients noted above and solicited their comments through mid-July 2006.

Reviewers were offered multiple alternatives for submitting comments on the architecture and full text draft—electronically, via EPA's internet website; by mail; and by telephone. We designed a database to capture comments, which were immediately forwarded to appropriate staff and managers for consideration.

CONSULTING WITH STATE PARTNERS

In addition to the early outreach to states and tribes described above, EPA goal teams worked with media-specific state associations to develop the strategic architecture and means and strategies for achieving our goals and objectives. EPA also collaborated with the Environmental Council of the States (ECOS), the national association of state and territorial environmental commissioners, participating in several national meetings sponsored by ECOS and ensuring that ECOS members were well informed about the *Strategic Plan* revision process and the opportunities for engagement. ECOS assisted us during the development of this *Strategic Plan* by providing information and materials for review to individual state agencies and by coordinating responses from ECOS members on the full-text draft. In addition, Agency goal teams were encouraged to work with the appropriate ECOS media committees throughout the revision process.

CONSULTING WITH TRIBAL PARTNERS

In June 2005, EPA staff participated in the National Tribal Conference on Environmental Management to discuss the revision of EPA's *Strategic Plan*. This meeting brought together tribal leaders and senior tribal environmental managers from across the country and provided a forum for soliciting tribal perspectives on the most important environmental challenges in the years ahead.

We continued to consult with tribes at the national and regional levels throughout the development of the *Strategic Plan*. EPA

representatives met with the National Tribal Caucus in March 2006 to discuss their comments on the draft strategic planning architecture. Our strategic goal teams were encouraged to work with tribal liaisons identified by the Tribal Caucus and with tribal media associations. EPA representatives also participated regularly in Tribal Caucus meetings to keep members aware of progress and opportunities for engagement.

CONSULTING WITH THE CONGRESS

In February 2006, we provided the Chairmen and Ranking Minority Members of EPA's authorizing and appropriations committees, their staffs, and other interested Members with copies of our draft strategic architecture. We provided the full-text draft of EPA's *Strategic Plan* to Members and Congressional staff in early June.

Congressional contacts were encouraged to submit comments on these documents electronically, via the database link to EPA's internet site, by telephone, or by mail.

On April 11, 2006, EPA met (hosted by staff of the Senate Environment and Public Works Committee) with interested Senate staff to discuss the requirements of the Government Performance and Results Act, EPA's strategic planning process, our draft strategic architecture, and plans for next steps in developing the full-text draft of the *Strategic Plan*. This consultation session was followed by a briefing on May 10, 2006 for additional staff members of the Senate Environment and Public Works Committee. A briefing on the full-text draft for staff of the Committee was held on June 23, 2006.

LIST OF ORGANIZATIONS CONSULTED

In preparing our *2006-2011 Strategic Plan*, EPA consulted with several hundred organizations and individuals. In addition to the groups mentioned above, we solicited or received input on our draft documents from the following organizations.

Organizations

Alameda County, California, Waste Management Authority	Business Roundtable
Alaska Intertribal Council	California Department of Health and Human Services
Alternatives for Community and Environment	California Indian Basketweavers Association
American Association for the Advancement of Science	Center for Biological Diversity
American Chemical Society Task Force on Environmental Health and Safety	Center for International Environmental Law
American Chemistry Council	Center for Regulatory Effectiveness
American Farmland Trust	Central States Air Resources Agencies
American Forest and Paper Association	Cheyenne River Sioux Tribe
American Forests	Children's Defense Fund
American Indian Science and Engineering Society	Chippewa Ottawa Resource Authority
American Industrial Health Council	Clean Water Action
American Lung Association	Clean Water Network
American Petroleum Institute	Coalition for Effective Environmental Information
American Public Health Association	Coalition for Environmentally Responsible Economics
American Rivers	Columbia River Intertribal Fish Commission
American Society of Civil Engineers	Concurrent Technologies Corporation
American Water Works Association	Confederated Tribes of Siletz Indians
ARI Technologies	Confederated Tribes of the Umatilla Indian Reservation
Arizona Department of Environmental Quality	Conservation Fund
Aroostook Band of Micmacs	Construction Materials Recycling Association
Association of American Pesticide Control Officials	Corporate Environmental Enforcement Council
Association of Metropolitan Water Agencies	Council of Energy Resource Tribes
Association of State Drinking Water Administrators	Council for Excellence in Government
Association of State and Interstate Water Pollution Control Administrators	Council of State Governments
Association of State and Territorial Health Officials	CropLife America
Association of State and Territorial Solid Waste Management Officials	Defenders of Wildlife
Association of State Drinking Water Administrators	Duke University
Association of State Wetland Managers	EarthJustice Legal Defense Fund
Bowdoin College	Eco-Cycle
	Ecological Society of America
	Electric Power Research Institute
	Environmental Council of the States
	Environmental Defense
	Environmental Health Coalition
	Environmental Law Institute

Environmental Working Group	National Academy of Public Administration
Friends of the Earth	National Advisory Council for
Fund for Animals	Environmental Policy and Technology
Georgia Environmental Protection Division	National Association of Attorneys General
Great Lakes Indian Fish and Wildlife	National Association of Home Builders
Commission	National Association of Manufacturers
Greengoat	National Association of Schools of Public
Greenpeace	Affairs and Administration
Haudenosaunee Environmental Task Force	National Association of State Departments
Hualapai Nation	of Agriculture
Humane Society of the United States	National Association of State Universities
Idaho Department of Environmental Quality	and Land Grant Colleges
Indigenous Environmental Network	National Audubon Society
Indigenous Waters Initiative	National Congress of American Indians
Institute for Tribal Environmental	National Council for Science and the
Professionals	Environment
Intertribal Advisory Committee of the Nez	National Environmental Trust
Perce Tribe	National Federation of Independent Business
Intertribal Agriculture Council	National Fish and Wildlife Foundation
Intertribal Bison Cooperative	National Fisheries Institute
Intertribal Council of Arizona	National Indian Health Board
Intertribal Council of Michigan	National Mining Association
Intertribal Environmental Council of	National Parks Conservation Association
Oklahoma	National Pesticide Management Association
Intertribal Timber Council	National Pollution Prevention Roundtable
International City/County Management	National Research Council
Association	National Tribal Air Association
Iowa Department of Natural Resources	National Tribal Caucus
Kansas Department of Health and	National Tribal Environmental Council
Environment	National Wildlife Federation
Lac Vieux Desert Band of Lake Superior	Native American Fish and Wildlife Society
Chippewa Indians	Native American Rights Fund
Local Government Advisory Committee	Native American Water Association
Louisiana Department of Environmental	Native Ecology Initiative, Incorporated
Quality	Natural Resources Defense Council
Maine Board of Pesticide Control	Navajo Nation
Mercatus Center	Nevada Division of Environmental
Midwest Alliance of Sovereign Tribes	Protection
Midwest Tribal Aquaculture Network	New England Interstate Water Pollution
Minnesota Pollution Control Agency	Control Commission
Missouri Department of Agriculture, Bureau	New Jersey Department of Environmental
of Pesticide Control	Protection
Missouri Department of Natural Resources	New Mexico Environmental Department,
Mni Sose Intertribal Water Rights Coalition	Surface Water Quality Bureau
Montana Department of Environmental	New York State Department of Health
Quality	North Carolina Department of Environment,
Montana Department of Natural Resources	Health, and Natural Resources
Morgan, Lewis and Bockius	Northwest Indian Applied Research Institute

Northwest Indian Fisheries Commission
Ocean Conservancy
Oglala Sioux Tribe
Oklahoma Office of the Environment
Oklahoma Water Resources Board
OMB Watch
Oregon Department of Environmental
Quality
Pennsylvania Department of Environmental
Protection
People for the Ethical Treatment of Animals
Pesticide Policy Coalition
PPG Industries, Incorporated
Prescott Land and Livestock
Princeton University
RAND Public Policy Research
React For Environmental Justice
Resources for the Future
River Network
Rocky Mountain Institute
San Francisco Department of the
Environment
Solid Waste Association of North America
Southern Organizing Committee for
Economic and Social Justice
State and Territorial Air Pollution Program
Administrators and Association of Local
Air Pollution Control Officials
Tribal Science Council
Tribal Solid Waste Advisory Network
U.S. Chamber of Commerce Environment,
Energy and Technology Affairs
U.S. Composting Council
U.S. Public Interest Research Group
Union of Concerned Scientists
United South and Eastern Tribes,
Incorporated
University of Minnesota, Department of Soil,
Waste, and Climate
Utah Department of Environmental Quality
Vermont Department of Environmental
Conservation
Vermont Water Supply Division
Virginia Department of Environmental
Quality

Washington State Department of Health
Waste Management, Incorporated
West County Toxics Coalition (California)
West Virginia Department of Environmental
Protection
Western Governors Association
Western Regional Air Partnership
Wilderness Society
Wildlife Habitat Enhancement Council
World Resources Institute
Yukon River Intertribal Watershed Council

Federal Agencies

Army Corps of Engineers
Consumer Product Safety Commission
Department of Agriculture
Department of Commerce
Department of Defense
Department of Education
Department of Energy
Department of Health and Human Services
Department of Housing and Urban
Development
Department of the Interior
Department of Justice
Department of Labor
Department of State
Department of Transportation
Department of Treasury
Federal Emergency Management Agency
Federal Energy Regulatory Commission
General Services Administration
National Aeronautics and Space
Administration
National Oceanic and Atmospheric
Administration
National Science Foundation
Nuclear Regulatory Commission
Office of Management and Budget
Small Business Administration
Tennessee Valley Authority
U.S. Agency for International Development
U.S. Geological Survey
U.S. Trade Representative