



INTRODUCTION

Since the U.S. Environmental Protection Agency (EPA) was established in 1970, we have worked with our federal, state, tribal, and local government partners to advance our mission to protect human health and the environment. Together, we have made tremendous progress in protecting and restoring the nation's air, water, and land.

But while we have achieved a great deal, we recognize that much work remains. The environmental problems we are facing in 2006 are more complex than those of 30 years ago, and implementing solutions is more challenging. Recent national and international events, such as the devastation left by Hurricane Katrina, the advance of Avian flu, threats to homeland security, and population growth and its associated resource consumption, are altering the environment in unprecedented ways. Scientific advances and emerging technologies offer new opportunities for protecting human health and the environment, but also pose new risks and challenges. We recognize that today's environmental problems cannot be solved by traditional regulatory controls alone; they will require the combined expertise, perspectives, and resources of many. More than ever before, we need to look toward the future to anticipate potential threats to human health and the environment, establish clear priorities, and prepare ourselves to address them.



GOALS OF THE 2006-2011 STRATEGIC PLAN

- Clean Air and Global Climate Change
- Clean and Safe Water
- Land Preservation and Restoration
- Healthy Communities and Ecosystems
- Compliance and Environmental Stewardship

CROSS-GOAL STRATEGIES

- Results and Accountability
- Innovation and Collaboration
- Best Available Science



OUR GOALS AND STRATEGIES

EPA's 2006-2011 *Strategic Plan* sets out an ambitious road map for environmental protection over the next 5 years. In developing this *Plan*, we have sharpened our focus on achieving measurable environmental results. Our five strategic goals reflect the results we are striving to achieve: Clean Air and Global Climate Change, Clean and Safe Water, Land Preservation and Restoration, Healthy Communities and Ecosystems, and Compliance and Environmental Stewardship.

EPA Administrator Steve Johnson has established key principles to accelerate the pace of environmental protection, and these three principles are reflected in our “cross-goal” strategies—common themes for our work under each of our strategic goals:

- **Results and Accountability.** EPA is committed to being a good steward of our environment and a good steward of America’s tax dollars. To provide the public with the environmental results it expects and deserves, we must operate as efficiently and effectively as possible. Accountability for results is a key component of the President’s Management Agenda, designed to make government citizen-centered, results-oriented, and market-based.
- **Innovation and Collaboration.** Our progress depends both on our ability and continued commitment to identify and use innovative tools, approaches, and solutions to address environmental problems and to engage extensively with our partners, stakeholders, and the public. Under each of our goals, we are working to promote a sense of environmental stewardship and a shared responsibility for addressing today’s challenges.
- **Best Available Science.** EPA needs the best scientific information available to anticipate potential environmental threats, evaluate risks, identify solutions, and develop protective standards. Sound science helps us ask the right questions, assess information, and characterize problems clearly to inform Agency decision makers.



GUIDING MANAGEMENT AND BUDGET DECISIONS

In setting out our goals for the coming 5 years and describing how we intend to achieve them, our *Strategic Plan* provides the foundation for all of EPA’s planning, budgeting, performance measurement, and accountability processes. We will design annual performance goals and measures, which are presented in the President’s budget request to Congress, to achieve the long-term strategic goals set out in this *Plan*. We will report on our performance against these annual goals and measures in our annual *Performance and Accountability Report* and

use this performance information as we establish priorities and develop future budget submissions. This process will come full circle as we evaluate these performance data to develop our 2009-2014 and future *Strategic Plans*. In addition, our strategic planning and decision making



benefit from information provided by new environmental indicators that we are developing, in particular for our forthcoming *Report on the Environment*. Information derived from these indicators help us better articulate and further improve the long-term measures contained in our *Strategic Plan*.

IMPROVING OUR STRATEGIC PLAN

While EPA's 2006-2011 *Strategic Plan* retains the five-goal structure introduced in our 2003 *Plan*, it contains a number of improvements and additions. For example, under each goal we have provided a discussion of "Emerging Issues and External Factors"—important new challenges and opportunities that are likely to arise in the coming years. The goal chapters also include new information about developing the long-term measures included in the *Plan*, particularly their relationship to annual performance measures, measures provided in the Office of Management and Budget's Program Assessment Rating Tool, and the new environmental indicators being developed for EPA's *Report on the Environment*. This *Plan* also reflects our increased emphasis on activities and measures that address tribal environmental and health issues, environmental justice concerns, environmental stewardship, and strategic management of human capital.



We have prepared this *Strategic Plan* to present our vision for the future and to guide our work over the coming years to achieve these results. We hope that you will join with us to realize our common desire for a cleaner, healthier environment for all Americans.

Lyons Gray
Chief Financial Officer