



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY  
WASHINGTON, D.C. 20460

July 6, 2005

THE ADMINISTRATOR

**MEMORANDUM**

SUBJECT: EPA's 2006-2011 Strategic Plan

TO: Assistant Administrators  
General Counsel  
Inspector General  
Chief Financial Officer  
Associate Administrators  
Regional Administrators  
Staff Office Directors

As you know, we will be working across the Agency over the next 18 months to prepare our new 2006-2011 Strategic Plan. Our Strategic Plan presents our mission, sets out our goals and the objectives against which we will assess our performance, and describes the means and strategies that we intend to use to achieve results. As we begin this work, I want to emphasize a number of important aspects of this revision process.

First, we must continue the improvements that we made in the development of our 2003 Strategic Plan. In that Plan, our reduction of the number of goals and the creation of a cross-media goal were important first steps in focusing on environmental outcomes. We should carefully examine our current goals and objectives to identify additional ways to ensure that they are results-oriented and promote cross-Agency, cross-media approaches to our work.

Second, in developing our new Strategic Plan, we must build on our recent advances in strengthening regional/state/tribal planning. The Strategic Plan revision will create the framework for our joint planning with States and Tribes and provide an essential opportunity to solidify joint planning within each Region. I expect each Region to ensure that discussions occur between the Region and its partners (States and Tribes) that address the environmental and human health issues and priorities specific to each. I also expect Assistant Administrators to work with the appropriate lead Regions. This is especially vital where they serve as Goal Team co-leads, since information from these discussions will be an important element of the Agency-wide dialogue on Plan revision.

Third, our planning must truly be strategic and include consideration of emerging challenges and opportunities. Rather than react or confront problems out of necessity, we should try to anticipate them and adapt our programs accordingly. Failure to look beyond present conditions only ensures that emerging problems will be more difficult to address and that opportunities may be missed. We have made steady progress over the past few years to encourage the use of futures analysis and this work must continue in our strategic planning.

Fourth, we must take advantage of the work underway to develop better environmental indicators, like EPA's Report on the Environment, as we develop the long-term environmental outcomes upon which we will measure our success. In doing so, we must also identify and set priorities to fill gaps in the information needed to articulate our environmental objectives, to manage our programs, and to communicate to the public in the future.

Fifth, we must ensure that our strategic planning is informed by our experience in measuring performance under the Government Performance and Results Act (GPRA) and the Program Assessment Rating Tool (PART), as well as our efforts in measuring the performance associated with our more significant program/projects. The results of the PART assessments and our other performance measurement efforts provide useful insights, and we will integrate that information into our strategic planning. In considering our experience with this work, our goal will be the maximum integration of these efforts, so that our strategic planning and program assessment processes work together to improve our ability to set and meet meaningful goals.

The Office of the Chief Financial Officer (OCFO), which leads the development of the Strategic Plan, will soon issue more specific and detailed guidance on the process for developing our 2006 Strategic Plan. Each of us, whether in a Region, national media program, or supporting office, can contribute to this effort and ensure that our planning provides sound direction for the Agency's work in the coming years. I look forward to working with all of you over the coming months to produce a strategic plan that will guide us in achieving our environmental and human health results.



Stephen L. Johnson

cc: Deputy Assistant Administrators  
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