

STRATEGIC PLAN

ISSUE SUMMARY:

Federal agencies are required to develop a Strategic Plan at the start of each Administration. Developing the Strategic Plan provides the Administration an opportunity to communicate the agency's vision, priorities, and strategies for the next four years. Early decisions from the Administrator and policy team on agency priorities and agency leadership roles in plan development are critical to complete the *FY 2026-2030 EPA Strategic Plan* given the tight deadlines.

UPCOMING MILESTONES:

- **February 2025:** Issue Administrator priorities, decisions on role of leadership and approach to Strategic Plan revision (internal deadline – strongly suggested)
- **May 30, 2025:** Submit to OMB – draft components of *FY 2026-2030 EPA Strategic Plan* (mission, strategic goals and objectives – mission and stewardship, crosscutting as appropriate); FY 2026-2027 Agency Priority Goal (APG) impact statements; initial summary of Learning Agenda; and outline of the Capacity Assessment (REQUIRED)
- **September 2025:** Submit to OMB – full draft *FY 2026-2030 EPA Strategic Plan*, including Long-Term Performance Goals (LTPGs) and APGs, draft Learning Agenda, and draft Capacity Assessment, and Draft APG impact and achievement statements (REQUIRED)
- **October – Early November 2025:** Public comment period following OMB Red Flag Review (REQUIRED)
- **December 19, 2025:** Submit to OMB – final draft *FY 2026-2030 EPA Strategic Plan*, including final draft Learning Agenda, and final draft Capacity Assessment for final clearance review (REQUIRED)
- **February 2026:** Issue final *FY 2026-2030 EPA Strategic Plan* at same time as FY 2027 President's Budget (REQUIRED)

BACKGROUND:

- The Government Performance and Results Act (GPRA) Modernization Act of 2010 requires federal agencies to develop a Strategic Plan every four years, due one year after the presidential inauguration (February 2026).
- The EPA's Strategic Plan establishes the framework for the agency's budget structure and also serves as the basis for agencywide program planning, priority setting, and resource allocation. Decisions on strategic goals and objectives are critical to formulating EPA's FY 2027 budget and should be made in early spring.
- At a minimum the Strategic Plan should identify strategic goals and objectives. There is also the option to include *stewardship objectives* (focused on mission support: financial management, acquisition, human capital, information technology, etc.) or *crosscutting objectives or strategies*, not tied to a strategic goal.

- The Strategic Plan also includes LTPGs, which measure the outcomes or accomplishments to be achieved in the five-year horizon of the plan. The budget contains a set of measures to track annual progress toward the Plan's longer-term goals and objectives.
- The Foundations for Evidence-Based Policymaking Act of 2018 requires agencies to incorporate a Learning Agenda and Capacity Assessment as part of the Strategic Plan. Agencies are required to consult with Congress and obtain input from partners, stakeholders, and the public in developing the plan.

KEY EXTERNAL STAKEHOLDERS:

☒ Congress ☐ Industry ☒ States ☒ Tribes ☐ Media ☒ Other Federal Agency
☒ NGO ☒ Local Government ☐ Other (name of stakeholder) _____

- States and Tribes are interested in influencing the Strategic Plan development because they are co-regulators (EPA delegates implementation of regulatory programs to them). EPA has historically engaged early with co-regulators in strategic planning and priority setting. EPA also engages with other stakeholders who are impacted by the plan (e.g., local governments, community organizations).
- In the previous plan, EPA conducted early engagement with states, Tribes, local governments (e.g., Environmental Council of States, National Governors Association, National Tribal Caucus, Regional Tribal Operation Committees, National League of Cities, etc.) and with other non-traditional stakeholder groups (Children's Environmental Health Network, etc.) to get input on the draft goals/objectives. This occurred in the late spring/summer after the Presidential Inauguration. Formal consultation with Tribes and Congress on the full-text draft, and its publication in the Federal Register for public comment was in the Fall.
- EPA participated in the federal Strategic Plan Working Group (SPWG), where CFO Act agencies engaged on shared areas of emphasis/concern in Plan development. The SPWG was led by the Office of Management and Budget.

MOVING FORWARD:

- Administrator issues priorities for the EPA.
- OCFO works with Administrator's policy team to obtain decisions on approach and roles for the *FY 2026-2030 EPA Strategic Plan*.
- OCFO engages with agency programs and regions to develop the Plan.

LEAD OFFICE/REGION: OCFO

OTHER KEY OFFICES/REGIONS: ALL EPA HEADQUARTERS AND REGIONAL OFFICES