Message

From: Greaves, Holly [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=ABCB6428B3DF40A9A78B059A8BA59707-GREAVES, HO]
Sent: 7/17/2017 9:48:01 PM
To: Bowman, Liz [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c3d4d94d3e4b4b1f80904056703ebc80-Bowman, Eli]
Subject: FTE 1970 - now
Attachments: image2017-07-17-175715.pdf

EPA Funding and FTE History

(Dollars in Thousands)

Funding

Account	FY 1970 Approp	FY 1971 Approp	FY 1972 Approp	FY 1973 Approp	FY 1974 Approp	FY 1975 Approp	FY 1976 Approp	FY 1977 Approp	FY 1978 Approp	FY 1979 Approp	FY 1980 Approp	FY 1981 Approp	FY 1982 Approp
Operating Programs	$ 203,984	$ 288,784	$ 447,520	$ 477,221	$ 518,348	$ 698,807	$ 771,695	$ 783,705	$ 998,603	$ 1,202,544	$ 1,269,399	$ 1,351,089	$ 1,086,013
EPM	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
S&T	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Inland Oil Spills	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
B&F	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,100	$ -	$ 1,172	$ 2,177	$ 4,115	$ 3,621
IG	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
STAG - Categorical Grants													
PRO (formerly S&E)	$ 203,984	$ 285,284	$ 440,520	$ 79,911	$ 100,906	$ 111,460	$ 71,583	$ 129,536	$ 156,480	$ 185,152	$ 524,773	$ 561,694	$ 555,106
AC&C	$ -	$ -	$ -	$ 216,089	$ 256,015	$ 286,815	$ 434,691	$ 386,501	$ 520,877	$ 680,683	$ 506,430	$ 534,794	$ 372,970
R&D	$ -	$ -	$ -	$ 177,221	$ 159,427	$ 300,532	$ 265,421	$ 260,566	$ 317,246	$ 332,837	$ 233,481	$ 250,486	$ 154,316
Emanifest System Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ 3,500	$ 7,000	$ 4,000	$ 2,000	$ -	$ -	$ 5,000	$ 4,000	$ 2,500	$ 2,538	$ -	$ -
Trust Funds	$ -	$ -	$ 45	$ 5	$ -	$ 28	$ -	$ 40	$ 32	$ 17	$ 16	$ 74,743	$ 190,000
Superfund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 74,743	$ 190,000
LUST	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ 45	$ 5	$ -	$ 28	$ -	$ 40	$ 32	$ 17	$ 16	$ -	$ -
Infrastructure Financing:	$ 800,000	$ 1,000,000	$ 2,000,000	$ 1,900,000	$ -	$ -	$ -	$ 1,980,000	$ 4,500,000	$ 4,200,000	$ 3,400,000	$ 1,604,837	$ 2,400,000
Construction Grants	$ 800,000	$ 1,000,000	$ 2,000,000	$ 1,900,000	$ -	$ -	$ -	$ 1,980,000	$ 4,500,000	$ 4,200,000	$ 3,400,000	$ 1,604,837	$ 2,400,000
Clean Water SRF	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Drinking Water SRF	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
WIFIA													
Other	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Cancellation of Funds													
TOTAL	$ 1,003,984	$ 1,288,784	$ 2,447,565	$ 2,377,226	$ 518,348	$ 698,835	$ 771,695	$ 2,763,745	$ 5,498,635	$ 5,402,561	$ 4,669,415	$ 3,030,669	$ 3,676,013

Actual FTE

Category	FY 1970 Actuals	FY 1971 Actuals	FY 1972 Actuals	FY 1973 Actuals	FY 1974 Actuals	FY 1975 Actuals	FY 1976 Actuals	FY 1977 Actuals	FY 1978 Actuals	FY 1979 Actuals	FY 1980 Actuals	FY 1981 Actuals	FY 1982 Actuals
Operating Programs	4,084	5,744	8,358	9,077	9,743	10,438	9,481	11,315	11,986	12,160	13,078	12,667	10,878
Trust Funds	-	-	-	-	-	-	-	-	-	-	-	-	524
TOTAL	4,084	5,744	8,358	9,077	9,743	10,438	9,481	11,315	11,986	12,160	13,078	12,667	11,402

Notes:

Other category in Operating Programs was Overseas Scientific account, except for FY 80, when it was for U.S. Regulatory Council.
Superfund transfer resources are in the superfund appropriation.
Superfund transfer FTE are in their respective S&T and IG appropriations.
FY 70-72: All Operating Programs activities were funded by the Operations, Research, & Facilities account.
FY 73-79: Enforcement included in S&E account, as these were primarily workforce and support costs.
FY 73-79: AC&C and R&D accounts included workforce costs.
FY 76: Three month total of $188,856 K appropriated for conversion to new fiscal year calendar in 1976 NOT included in FY 76.
FY 80: Workforce and support costs in all Operating Programs accounts were moved to the S&E account.
Other category in Operating Programs was Overseas Scientific account, except for FY 80, when it was for U.S. Regulatory Council.

ED_001863D_00003729-00001

EPA Funding and FTE History

(Dollars in Thousands)

Funding

Account	FY 1983 Approp	FY 1984 Approp	FY 1985 Approp	FY 1986 Approp	FY 1987 Approp	FY 1988 Approp	FY 1989 Approp	FY 1990 Approp	FY 1991 Approp	FY 1992 Approp	FY 1993 Approp	FY 1994 Approp	FY 1995 Approp
Operating Programs	$ 1,048,688	$ 1,172,000	$ 1,347,573	$ 1,438,341	$ 1,541,792	$ 1,581,042	$ 1,745,125	$ 1,909,454	$ 2,313,108	$ 2,577,625	$ 2,693,896	$ 2,688,748	$ 2,773,887
EPM	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
S&T	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Inland Oil Spills	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,000	$ 21,239	$ 20,000
B&F	$ 3,000	$ 2,600	$ 12,500	$ 4,785	$ 7,500	$ 23,500	$ 8,000	$ 14,652	$ 39,999	$ 39,300	$ 134,300	$ 18,000	$ 43,870
IG	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 30,803	$ 37,000	$ 41,200	$ 42,799	$ 27,648	$ 28,542
STAG - Categorical Grants													
PRO (formerly S&E)	$ 555,613	$ 579,800	$ 865,698	$ 654,766	$ 727,107	$ 765,000	$ 815,000	$ 864,409	$ 974,687	$ 1,040,500	$ 823,607	$ 850,625	$ 922,000
AC&C	$ 369,075	$ 443,900	$ 480,500	$ 565,007	$ 609,685	$ 606,192	$ 719,625	$ 769,670	$ 1,006,525	$ 1,133,625	$ 1,318,965	$ 1,352,535	$ 1,417,000
R&D	$ 121,000	$ 145,700	$ 188,875	$ 213,793	$ 197,500	$ 186,350	$ 202,500	$ 229,820	$ 254,897	$ 323,000	$ 323,000	$ 338,701	$ 350,000
Emanifest System Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 31,225	$ 80,000	$ (7,525)
Trust Funds	$ 210,000	$ 460,000	$ 606,082	$ 451,300	$ 1,461,300	$ 1,142,400	$ 1,460,000	$ 1,604,325	$ 1,681,206	$ 1,691,228	$ 1,648,528	$ 1,573,179	$ 1,505,000
Superfund	$ 210,000	$ 460,000	$ 606,082	$ 451,300	$ 1,411,300	$ 1,128,000	$ 1,410,000	$ 1,530,228	$ 1,616,207	$ 1,616,228	$ 1,573,528	$ 1,497,131	$ 1,435,000
LUST	$ -	$ -	$ -	$ -	$ 50,000	$ 14,400	$ 50,000	$ 74,097	$ 64,999	$ 75,000	$ 75,000	$ 76,048	$ 70,000
Other	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Infrastructure Financing:	$ 2,430,000	$ 2,435,000	$ 2,400,000	$ 1,774,200	$ 2,361,000	$ 2,304,000	$ 1,950,000	$ 1,948,029	$ 2,099,973	$ 2,400,000	$ 2,550,000	$ 2,397,000	$ 2,962,000
Construction Grants	$ 2,430,000	$ 2,435,000	$ 2,400,000	$ 1,774,200	$ 2,361,000	$ 2,304,000	$ 1,950,000	$ 1,948,029	$ 2,099,973	$ 2,400,000	$ 2,550,000	$ -	$ -
Clean Water SRF	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,798,000	$ 2,962,000
Drinking Water SRF	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 599,000	$ -
WIFIA													
Other	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Cancellation of Funds													
TOTAL	$ 3,688,688	$ 4,067,000	$ 4,353,655	$ 3,663,841	$ 5,364,092	$ 5,027,442	$ 5,155,125	$ 5,461,808	$ 6,094,287	$ 6,668,853	$ 6,892,424	$ 6,658,927	$ 7,240,887

Actual FTE

Category	FY 1983 Actuals	FY 1984 Actuals	FY 1985 Actuals	FY 1986 Actuals	FY 1987 Actuals	FY 1988 Actuals	FY 1989 Actuals	FY 1990 Actuals	FY 1991 Actuals	FY 1992 Actuals	FY 1993 Actuals	FY 1994 Actuals	FY 1995 Actuals
Operating Programs	10,107	10,424	11,060	11,249	11,241	11,728	11,492	12,801	12,815	13,386	13,575	13,330	13,801
Trust Funds	725	996	1,350	1,643	2,201	2,714	2,878	3,517	3,600	3,624	3,705	3,776	3,707
TOTAL	**10,832**	**11,420**	**12,410**	**12,892**	**13,442**	**14,442**	**14,370**	**16,318**	**16,415**	**17,010**	**17,280**	**17,106**	**17,508**

Notes:

Superfund transfer resources are in the superfund appropriation.
Superfund transfer FTE are in their respective S&T and IG appropriations.
Other category in Operating Programs was Overseas Scientific account, except for FY 80, when it was for U.S. Regulatory Council.

ED_001863D_00003729-00002

EPA Funding and FTE History

(Dollars in Thousands)

Funding

Account	FY 1996 Approp	FY 1997 Approp	FY 1998 Approp	FY 1999 Approp	FY 2000 Approp	FY 2001 Approp	FY 2002 Approp	FY 2003 Approp	FY 2004 Approp	FY 2005 Approp	FY 2006 Approp	FY 2007 Approp
Operating Programs	$ 3,011,479	$ 3,109,148	$ 3,329,921	$ 3,489,802	$ 3,532,286	$ 3,657,509	$ 4,035,621	$ 4,050,242	$ 4,323,210	$ 4,269,635	$ 4,282,755	$ 4,297,364
EPM	$ 1,675,921	$ 1,752,221	$ 1,801,000	$ 1,846,700	$ 1,895,267	$ 2,083,396	$ 2,093,511	$ 2,097,876	$ 2,280,046	$ 2,294,902	$ 2,346,711	$ 2,358,370
S&T	$ 524,476	$ 552,000	$ 631,000	$ 660,000	$ 642,303	$ 695,467	$ 788,397	$ 715,579	$ 781,685	$ 744,061	$ 730,810	$ 733,387
Inland Oil Spills	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 14,974	$ 14,967	$ 15,000	$ 15,480	$ 16,113	$ 15,872	$ 15,629	$ 15,734
B&F	$ 109,582	$ 87,220	$ 109,420	$ 56,948	$ 62,362	$ 23,878	$ 25,318	$ 42,639	$ 39,764	$ 38,688	$ 39,626	$ 39,626
IG	$ 28,500	$ 28,500	$ 28,501	$ 31,154	$ 32,380	$ 34,019	$ 34,019	$ 35,766	$ 37,336	$ 37,696	$ 36,904	$ 37,172
STAG - Categorical Grants	$ 658,000	$ 674,207	$ 745,000	$ 880,000	$ 885,000	$ 1,005,782	$ 1,079,376	$ 1,142,902	$ 1,168,266	$ 1,138,416	$ 1,113,075	$ 1,113,075
PRO (formerly S&E)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
AC&C	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
R&D	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Emanifest System Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Trust Funds	$ 1,356,474	$ 1,454,245	$ 1,565,000	$ 1,572,500	$ 1,469,760	$ 1,339,143	$ 1,384,292	$ 1,336,459	$ 1,333,089	$ 1,316,917	$ 1,314,027	$ 1,327,132
Superfund	$ 1,310,647	$ 1,394,245	$ 1,500,000	$ 1,500,000	$ 1,400,000	$ 1,267,206	$ 1,311,292	$ 1,264,616	$ 1,257,537	$ 1,247,477	$ 1,242,074	$ 1,255,097
LUST	$ 45,827	$ 60,000	$ 65,000	$ 72,500	$ 69,760	$ 71,937	$ 73,000	$ 71,843	$ 75,552	$ 69,440	$ 71,953	$ 72,035
Other	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Infrastructure Financing:	$ 2,155,000	$ 2,236,000	$ 2,468,125	$ 2,528,050	$ 2,560,765	$ 2,635,559	$ 2,658,900	$ 2,692,002	$ 2,709,121	$ 2,436,932	$ 2,100,634	$ 2,100,634
Construction Grants	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Clean Water SRF	$ 1,348,500	$ 625,000	$ 1,350,000	$ 1,350,000	$ 1,345,421	$ 1,347,030	$ 1,350,000	$ 1,341,225	$ 1,342,035	$ 1,091,200	$ 886,759	$ 1,083,817
Drinking Water SRF	$ 500,000	$ 1,275,000	$ 725,000	$ 775,000	$ 820,000	$ 823,185	$ 850,000	$ 844,475	$ 844,985	$ 843,200	$ 837,495	$ 837,495
WIFIA												
Other	$ 306,500	$ 336,000	$ 393,125	$ 403,050	$ 395,344	$ 465,344	$ 458,900	$ 506,302	$ 522,101	$ 502,532	$ 376,380	$ 179,322
Cancellation of Funds											$ (80,000)	$ -
TOTAL	$ 6,522,953	$ 6,799,393	$ 7,363,046	$ 7,590,352	$ 7,562,811	$ 7,832,211	$ 8,078,813	$ 8,078,703	$ 8,365,420	$ 8,023,483	$ 7,617,416	$ 7,725,130

Actual FTE

Category	FY 1996 Actuals	FY 1997 Actuals	FY 1998 Actuals	FY 1999 Actuals	FY 2000 Actuals	FY 2001 Actuals	FY 2002 Actuals	FY 2003 Actuals	FY 2004 Actuals	FY 2005 Actuals	FY 2006 Actuals	FY 2007 Actuals
Operating Programs	13,580	13,796	14,290	14,580	14,430	14,341	14,364	14,471	14,367	14,314	14,230	13,943
Trust Funds	3,502	3,356	3,449	3,530	3,296	3,217	3,226	3,270	3,244	3,181	3,125	3,129
TOTAL	**17,082**	**17,152**	**17,739**	**18,110**	**17,726**	**17,558**	**17,590**	**17,741**	**17,611**	**17,495**	**17,355**	**17,072**

Notes:

Superfund transfer resources are in the superfund appropriation.
Superfund transfer FTE are in their respective S&T and IG appropriations.
FY 98 had line-item vetos that were restored later in the fiscal year
FY 99 had an omnibus bill that increased Boston Harbor and CCTI
FY 00 rescission of 0.38%
FY 01 rescission of 0.22%
FY 02 includes HS supplemental of 175.6M.
FY 03 rescission of 0.65%
FY 04 rescission of 0.59%
FY 03 and 04 include proposed new legislation for retirement benefits and health care costs
FY 06 rescission of 0.476% and an additional 1% reduction, also excludes hurricane supplemental.
FY 08 rescission of 1.56%
FY 08 Resource totals include $10.828 M in Specified Infrastructure Grants for Hunter's Point, CA & Tar Creek, OK.

ED_001863D_00003729-00003

EPA Funding and FTE History

(Dollars in Thousands)

Funding

Account	FY 2008 Approp	FY 2009 Approp	FY 2009 ARRA	FY 2010 Approp	FY 2011 Approp	FY 2012 Approp	FY 2013 Approp	FY 2014 Approp	FY 2015 Approp	FY 2016 Approp	FY 2017 ACR	FY 2018 PresBud
Operating Programs	**$ 4,258,799**	**$ 4,374,464**	**$ 101,500**	**$ 5,056,445**	**$ 4,773,654**	**$ 4,657,311**	**$ 4,378,726**	**$ 4,535,882**	**$ 4,508,384**	**$ 4,556,657**	**$ 4,547,994**	**$ 2,858,388**
EPM	$ 2,327,962	$ 2,392,079	$ 81,500	$ 2,993,779	$ 2,756,470	$ 2,678,222	$ 2,511,406	$ 2,624,149	$ 2,613,679	$ 2,635,279	$ 2,630,269	$ 1,717,484
S&T	$ 760,084	$ 790,051	$ -	$ 846,049	$ 813,480	$ 793,728	$ 743,791	$ 759,156	$ 734,648	$ 734,648	$ 733,251	$ 450,812
Inland Oil Spills	$ 17,056	$ 17,687	$ -	$ 18,379	$ 18,342	$ 18,245	$ 17,291	$ 18,209	$ 18,209	$ 18,209	$ 18,175	$ 15,717
B&F	$ 34,258	$ 35,001	$ -	$ 37,001	$ 36,428	$ 36,370	$ 34,467	$ 34,467	$ 42,317	$ 42,317	$ 42,236	$ 39,553
IG	$ 41,099	$ 44,791	$ 20,000	$ 44,791	$ 44,701	$ 41,933	$ 39,740	$ 41,849	$ 41,489	$ 41,489	$ 41,410	$ 37,475
STAG - Categorical Grants	$ 1,078,340	$ 1,094,855	$ -	$ 1,116,446	$ 1,104,233	$ 1,088,813	$ 1,032,031	$ 1,054,378	$ 1,054,378	$ 1,081,041	$ 1,078,986	$ 597,347
PRO (formerly S&E)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
AC&C	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
R&D	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Emanifest System Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,674	$ 3,674	$ 3,674	$ 3,667	$ -
Other	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Trust Funds	**$ 1,359,814**	**$ 1,397,601**	**$ 779,000**	**$ 1,419,642**	**$ 1,393,783**	**$ 1,317,950**	**$ 1,211,963**	**$ 1,183,335**	**$ 1,180,710**	**$ 1,186,110**	**$ 1,183,854**	**$ 809,492**
Superfund	$ 1,253,998	$ 1,285,024	$ 582,000	$ 1,306,541	$ 1,280,908	$ 1,213,808	$ 1,113,268	$ 1,088,769	$ 1,088,769	$ 1,094,169	$ 1,092,088	$ 762,063
LUST	$ 105,816	$ 112,577	$ 197,000	$ 113,101	$ 112,875	$ 104,142	$ 98,695	$ 94,566	$ 91,941	$ 91,941	$ 91,766	$ 47,429
Other	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Infrastructure Financing:	**$ 1,858,711**	**$ 1,881,609**	**$ 6,339,500**	**$ 3,861,777**	**$ 2,654,680**	**$ 2,524,124**	**$ 2,360,415**	**$ 2,480,783**	**$ 2,490,783**	**$ 2,437,120**	**$ 2,552,487**	**$ 2,356,120**
Construction Grants	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Clean Water SRF	$ 689,080	$ 689,080	$ 3,969,000	$ 2,100,000	$ 1,521,950	$ 1,466,456	$ 1,376,082	$ 1,448,887	$ 1,448,887	$ 1,393,887	$ 1,391,237	$ 1,393,887
Drinking Water SRF	$ 829,029	$ 829,029	$ 1,980,000	$ 1,387,000	$ 963,070	$ 917,892	$ 861,326	$ 906,896	$ 906,896	$ 863,233	$ 961,592	$ 863,233
WIFIA								$ -	$ -	$ -	$ 20,000	$ 20,000
Other	$ 340,602	$ 363,500	$ 390,500	$ 374,777	$ 169,660	$ 139,776	$ 123,007	$ 125,000	$ 135,000	$ 180,000	$ 179,658	$ 79,000
Cancellation of Funds	$ (5,000)	$ (10,000)	$ -	$ (40,000)	$ (140,000)	$ (50,000)	$ (50,000)	$ -	$ (40,000)	$ (40,000)	$ (40,000)	$ (369,000)
TOTAL	**$ 7,472,324**	**$ 7,643,674**	**$ 7,220,000**	**$ 10,297,864**	**$ 8,682,117**	**$ 8,449,385**	**$ 7,901,104**	**$ 8,200,000**	**$ 8,139,887**	**$ 8,139,887**	**$ 8,244,335**	**$ 5,655,000**

Actual FTE

Category	FY 2008 Actuals	FY 2009 Actuals	ARRA Actuals	FY 2010 Actuals	FY 2011 Actuals	FY 2012 Actuals	FY 2013 Actuals	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Actuals	FY 2017 ACR	FY 2018 PresBud
Operating Programs	13,946	13,725	61	14,194	14,268	13,999	13,046	12,663	12,118	12,168	12,821	9,511
Trust Funds	2,970	3,263	0	3,084	3,092	3,107	2,868	2,745	2,607	2,610	2,595	2,101
TOTAL	**16,916**	**16,988**	**62**	**17,278**	**17,359**	**17,106**	**15,913**	**15,408**	**14,725**	**14,779**	**15,416**	**11,611**

Notes:

*Other in Operating Programs was Overseas Scientific account, except in FY 60, when it was U.S. Regulatory Council
Superfund transfer resources are in the superfund appropriation
Superfund transfer FTE are in their respective S&T and IG appropriations
FY 09 and FY 10 resource totals include $8M in Specified Infrastructure Grants for Hunter's Point, CA
FY 10 and FY 11 FTE levels do not include estimated obligations of Recovery Act resources
FY 10 Excludes $2 million in Oil Supplemental
FY 11 rescission of 0.2%
FY 12 rescission of 0.16%
FY 13 rescission of 0.2% and sequestration
Hurricane Sandy relief supplemental resources are excluded from resource totals
Hurricane Sandy relief supplemental FTE are included in FTE totals
FY 17 President Budget Operating Programs includes Infrastructure Financing FTE

ED_001863D_00003729-00004

To: Press[Press@epa.gov]
From: Alex Guillen
Sent: Fri 1/5/2018 5:49:06 PM
Subject: Comment on employee survey results
Efficient EPA Survey Results_Final REDACTED B6 PW.xlsx

Hello all,

I'm writing a story based on results released to me under FOIA of an anonymous employee survey EPA conducted in May on ways to better achieve the agency's mission. With more than 1,400 responses, I'll be focusing on the broad themes raised after we conducted a search for key terms in the responses — budget shortfalls, Superfund, state outreach, teleworking, etc. I also plan to highlight some of the smaller number of answers that criticized the political leadership of EPA and the president.

The survey was announced in the staff-wide May 2 email from Ryan Jackson titled "Creating a More Efficient, Effective and Accountable EPA." I've attached the responsive records for your reference.

In addition to any comment EPA may want to provide on the results, I wanted to ask if you can tell me how the results have been or will be used — to inform new streamlining initiatives, advocate for more funding, etc.

We plan to publish a story on the results late this afternoon.

Thank you,

Alex Guillén

Energy Reporter

POLITICO *Pro*

(o) 703.341.4619 | Ex. 6 - Personal Privacy

aguillen@politico.com | @alexcguillen

	A	B	C	D	E	F	G	H
1	survey_id	Date	q1	q2	q3	q4	q5	q6
2	1	5/2/2017	Why are there 4 SES people on the Environmental Appeals Board? Plus a staff of 12. **[REDACTED B6]** did this job for many years as the Chief Judicial Officer with 2 attorneys and one assistant. The docket is small and it appears this has become an SES dumping ground for the likes of **[REDACTED B6]**. YOU WANT TO STREAMLINE? START HERE!	Stop the "Mother May I approach." Clean up CONFUSING REGULATIONS. MAKE STATES REAL PARTNERS.				
3	2	5/2/2017	Nothing I can think of	More money for travel to meet with states and tribal members	Continue what I'm doing - phone calls, webinars, and travel	Holding more webinars. To do that - more training on how to conduct a webinar	Provide apps onto government phones and IPADs	Get the word out onto our website of our good work
4	3	5/2/2017	PNET - I've worked for other agencies that do not have this level of approval for purchases					
5	4	5/2/2017	Limited ability to connect with the people we are charged with protecting.	More face to face time with tribes, states and community.	See #2 above.	Getting closer to community so that we know what protections are understood and valued.	It's obvious	Again, more collaboration with sister agencies to identify synergies which will maximize our efficiencies and effectiveness.
6	5	5/2/2017	I have not identified any administrative requirements, management procedures, or organization processes that prevent me from doing my job.	EPA grants to states, tribes, and local communities are vital to forming these partnerships. There does not seem to be a guarantee that these groups will get this support from any other area of the government without sacrificing other state priorities	Ensuring EPA grants to states, tribes, and local communities are maintained are very important. Continued support for EPA public involvement is also very important as EPA has the technical knowledge and history of working with the public and is best positioned to offer customer service.	It is important to keep all current EPA offices open since closing them would result in huge inefficiencies in working with state partners. Closing offices would burden communities, particularly poor and minority neighborhoods.	Increasing telecommunication capabilities (virtual meetings/conferences).	Understanding that shared responsibility often means one party cannot replace another. Instances were responsibilities were completed shifted to another agency had resulted in issues when states do not fully understand federal regulations. The EPA needs to maintain oversight roles even when there are state-authorized programs.
7	6	5/2/2017	Hire people with science degrees who actually UNDERSTAND science. Fire all of #45's team.	SEE #1	For the new administration to quit being racist and pretending to care. HIRE PEOPLE WHO CARE ABOUT THE COMMUNITIES WE SERVE.	It doesn't matter because you don't really give a shit.	Does the new staff know what accountability is? If so, get ready to poison more people!	Quit being morons
8	7	5/2/2017	The current Administration should avoid the appearance of denying the fact that humans are a primary contributor to climate disruption.	Adopt the most effective means for addressing climate disruption.	Ask these various entities how EPA should address climate disruption.	EPA staff should receive extensive education about the dramatic impacts of climate disruption.	Reestablish EPA's climate change (disruption) webpage.	Expand the cooperation between EPA and other Agencies/Departments on climate disruption.

	I
1	q7
2	
3	No
4	
5	Building trust in untrusting communities and thereby surfacing significant health and environmental challenges which might otherwise be unidentified. - See Flint, MI
6	
7	Yeah, learn how to take responsibility for harming the public and environment all while trying to make money.
8	Seek input from climate scientists on steps EPA should take to address climate disruption.

	A	B	C	D	E	F	G	H
9	8	5/2/2017	Since the new administration has come in, we are required to get approval for every facebook post, tweet, as well as every response to every single reporter inquiry across the country. This process is burdensome and results in an agency that is NOT AT ALL responsive to the media. We rarely make deadlines, rarely are able to accept interview requests. The public is the loser in this scenario. The media plays an important role in getting information to the public about the GOOD WORK WE DO. It is time for the White House to trust the agency to do the GOOD WORK WE DO and have done for a long time. Regional public affairs offices have been handling media from the states in our regions with great skill for ages and the new process PREVENTS US FROM DOING OUR JOB EFFICIENTLY AND EFFECTIVELY.		Decentralize public affairs and let us do our jobs.			
10	9	5/2/2017	none	Strong support of EPA staff provides for more leverage in negotiating with the private sector. This does not mean always take punitive enforcement actions, but you can't successfully negotiate from a position of weakness.	Improve web pages to make more information easily available.		Improve web pages to make more information easily available.	

	I
9	
10	

	A	B	C	D	E	F	G	H
11	10	5/2/2017	Having to still do paper copies of packages for review through the various layers of management. It would be much more efficient if things were forwarded electronically. Also things can "sit" with the IO for a very long time and it is often hard to determine whether things are even signed or not. We need better electronic tracking of things that are being reviewed.	We need to consider using the regions more efficiently. I work in the TSCA program and I honestly don't really know what the regions are doing to support our program. Because a lot of TSCA isn't delegated, what I would like them to do is to do enforcement even with program office FTEs. That would be the biggest bang for the buck. They should do multi-media inspections looking at TRI, RCRA and TSCA CDR at the same time.	I think we need to first ask them, as they are our customers, what they thing we should be doing a better job at. We used to have in the TSCA program regular meetings with states but those were discontinued. Perhaps we need to reopen those communication lines so that we learn more about what they need from us.	Yes. EPA has a tendency to start a "boutique" program and keep it going forever without evaluating whether it is still producing results. For example, the Compliance Assistance Centers in the Office of Compliance were established almost 20 years ago, are they working? Are they helping the states with their compliance assistance efforts? Are there parts of EPA that should be privatized, such as the Energy Star program. If industry does the LEED program, why can't they do Energy Star on their own? We need to get back to our statutory obligations, including enforcement of the law.	We have way too many separate databases within the various program offices. I am certain that HUGE efficiencies would be created and tons of funds saved if we joined together thru OEI's leadership on cloud support.	TSCA must by statute work more with OSHA. But we could still do more here. Similarly with CPSC. We need to look at how we can jointly address chemicals of concern.
12	11	5/2/2017	There are no process that prevent me from doing my job efficiently and highly effectively. Our whole office works together like a team.	Communication between our state partners is key. Many states do not have the experience or employees to get the job done without federal oversight.	Once again better, communication and outreach.	Our office just consolidated space to save money on our operating budget. We were able to lower costs internally without sacrificing experience or employees.	Our office has reliable technological tools.	A common complaint from the States is that they do not have enough workers or budget thus relaying on the experience of EPA employees.
13	12	5/2/2017	Reducing the number of timekeeping systems and forms would save a considerable amount of time. Also, forms and systems for travel purposes are redundant and inefficient. They could also be streamlined so that management would not have to approve the same item multiple times along the process.				Reducing the number of timekeeping systems and forms would save a considerable amount of time. Also, forms and systems for travel purposes are redundant and inefficient. They could also be streamlined so that management would not have to approve the same item multiple times along the process. Also, creating an electronic library (Wikipedia like?) for our processes, subject experts, and resources would save a lot of time.	

	I
11	Personally, I think our Chemical Data Reporting (CDR) database is an excellent example of a program that is really working. Industry is happy with it and OPPT consistently asks the American Chemistry Council and others for feedback for improvements. How many programs regularly do that? We need to think about further consolidation with other similar reporting tools like the TRI program. Why should industries report to two different databases?
12	The employee review process lets EPA employees identify areas of weakness and then presents a plan to improve on those weakness.
13	

	A	B	C	D	E	F	G	H
14	13	5/2/2017				We are the EPA! Why don't we have more people teleworking from home regularly to help lower emissions and reduce office costs? Programs now allow for accountability measures to be taken to ensure employees are still achieving a productive job performance that is beneficial to the EPA and tax payer dollars. Not having to rent facilities from GSA or others to provide working space for employees could potentially save millions of dollars, lower emissions, paper waste, office supply waste, e-waste, save the roads, peoples time, quality of life, happier employees, etc. Huge cost savings to be had with telework.	Yes, employees working full time telework and doing business through virtual meeting places. Time for EPA to get with the times and save dollars and the environment too!	
15	14	5/2/2017	I think we should improve the Performance Appraisal Review process. In my opinion, it does not often reflect all the work an individual completes, or their entire portfolio of accomplishments. I think PARs should be based more on direct supervisor interaction with their staff, and supervisors need to be empowered to immediately provide feedback, positive or negative. They could be asked to maintain portfolios of performance. These portfolios could provide notes from meetings, products delivered, feedback from peers, etc.	Eliminate been counting exercises and focus on measuring environmental results. This might require more monitoring.	One thing we have to consider are the hours of operation. Regulated entities may operate around the clock, but we tend to only be available during normal business hours (e.g., 8am - 6pm EST). We need to be able to have support available on weekends, after hours, etc. This would also accommodate stakeholders located across all time zones.			Develop web services that are mutually beneficial for reporting/sharing information and data.
16	15	5/2/2017						

	I
14	Yes, again Telework. So much to be saved in so many ways
15	
16	

	A	B	C	D	E	F	G	H
17	16	5/2/2017	Duplication of efforts when it comes to document management. I would address this issue by ensuring everyone is educated and actively using the computer systems we have in the agency.	Better Collaboration through the use of technology. Using Share Services available from other agencies, e.g., MAX Portal managed by OMB.	Continue to do what we have been put focus more on partnerships with customers.	Yes, Yes, Yes. We need to utilize technology better. We have an IT department that focus more on themselves than providing technology support to staff. We do have SharePoint, but we need folks in the region to be more astute about the capabilities of the system as well as have IT folk support the building of applications with the system. The application that would be developed would enhance our relationship with our stakeholders.	More plugins for SharePoint. Microsoft recently discontinued supporting InfoPath - a software program that allows us to create input forms to collect information from our customers with our in depth programming skills. InfoPath is still available but not supported as such by Mir	utilize shared services from other federal agencies, like GSA and OMB.
18	17	5/2/2017	Having the Comrade in Chief as President and Scott " What Climate Change" Pruitt as EPA Administrator. Get rid of them and then maybe we can do our job of protecting the environment instead of polluting it.	Keeping environmental laws and regulations instead of getting rid of them	Actually using science to make decisions instead of grade school talk.	Getting rid of the administrator would help		
19	18	5/2/2017						
20	19	5/2/2017						
21	20	5/2/2017						
22	21	5/2/2017						
23	22	5/2/2017	The entire contract structure within EPA is completely broken. It takes over two months to make adjustments to WA. Several of my contract mechanisms are over the performance period by 2-3 years. I find this completely unacceptable and an incredible waste of FTE and extramural funds. If you were able to streamline that structure, I believe that you could easily increase the level of effort by 20-30% of extramural funds. Another issue that I would like to bring up is the insane amount of middle management that has been in the past 10 years. One great example is the National program directors in ORD. Why is there a need for two complete set of management structures? It was supposed to help serve the program offices better, but it has only resulted in putting money into the NPDs pet projects. Please do a robust evaluation of any programs like the NPDs. It will be an immediate addition by subtraction.	I think you should explore more in the CRADA area and offer limited NAA in order to push measurement and control technologies. We need to research these areas but credible evidence makes it very hard. Also, please do not assume that private sector, s/t/l can fix the problems alone. While the cost of regs look high, the market is relatively small and cannot support the necessary research and development for implementation. Even in the large markets (telecom, computer, car, energy, etc), the US govt supports a LARGE amount of the research through DOD, NSF, etc.	Better customer service would be a great thing, but we are really stretched so thin that I think those stakeholders are the ones that generally take the brunt.	I would take a serious look at the wasted FTEs (commonly inflated grades) at the IO levels of most divisions and office level. Most of these people are failed management that are maintained there as they have no skills of use to the agency. Reduction of middle management.	There are always new technologies and processes out there, but rarely does one size fit all work and we are not nimble enough to quickly adopt the new tech/processes. Please consider the time loss and the expertise available on any changes before making those changes.	It practice we should do this a lot more on the federal level. It reality there is rarely shared responsibility and mutual interest between the agencies as they have different goals and statutory limitations. I commonly work on interagency projects in which the two depts/agency are working to different end, thus wasting amazing amounts of federal monies.

	I
17	We are already doing it. We have implemented a Lean based approach. I and others of my Process Improvement Group are reaching out and assisting various Programs with Lean efforts in making their work more efficient and effectives. Thank you.
18	
19	
20	
21	
22	
23	

	A	B	C	D	E	F	G	H
24	23	5/2/2017	Region 1 is pretty efficient and non-bureaucratic about document approvals and organizational processes. The primary barrier to more effective/efficient work is a lack of case developers, inspectors, and lawyers. With too many priorities to handle, it is hard to them to move matters efficiently, and matters can get bottle-necked when only one or two people are experts in a subject matter. Additionally, I am quite worried about the adequacy of succession planning.	Regular meetings have worked well. We have a good relationship with the trade association in my primary area, which provides helpful communication between regulators and regulated parties.	More personnel to handle the work. For example, when one person is handling too many matters, it is really hard to drop everything and be responsive to the time demands of a redevelopment deal that could ultimately provide the resources to clean up a site.	I think that one of the work week options should be a 35 hour week (7 hours per day, 5 days per week). Right now there is a big gulf between working full time (40 hours) and the 32 hour part-time option. I think many parents, retirees, and others would be interested in a 35-hour part-time option, and it would save the government money. People would probably get the same (or close to the same) amount done as they would in 40 hours.	There is a certain amount of time wasted in the review and editing of people's work. Some people just can't write well. Any technology that could help non-writers write better would be appreciated.	States should be convinced to take over the TSCA RRP program (although most don't want to). The regulated entities are just too small for our big federal penalties. For our chemical safety work, we should go over inspection targets with OSHA. We do a lot of coordination with OSHA, which has helped reduce inefficiencies. BUT neither agency should give up their focus on chemical safety. We have different focuses, penalties, and time frames for completing the work.
25	24	5/2/2017						
26	25	5/2/2017	I have no complaints.	I think the EPA is doing fantastic work as is.	In our office I think we do a fantastic job of meeting the public's needs as far as customer service is concerned.	Give us back some of the people we have lost so we can all do better work and not have to rush through everything.	I have no idea.	I have no idea.
27	26	5/2/2017	The People Plus system is hard to use/understand and I often make mistake that need later fixing.	I do not have any.	More efficient communication between divisions working on the same project will improve efficiency.	More standard operating procedures that are easy to understand by staff and prevent waste of time because we do not know the next step, or who to contact for something. And staff should be held accountable for adhering to the SOPs.	I do not know	Not sure, because my area does not share much responsibility with other US agencies. We already collaborate with international agencies that do same job, sometimes even share the workload; for example with Canada.

	I
24	
25	
26	I have no idea.
27	No

	A	B	C	D	E	F	G	H
28	27	5/2/2017	update IGMS grants management system. Its outdated and slow.	More regular face to face contact. This helps build partnerships and allows EPA staff to offer technical assistance to states tribes and territories.	Help them more, go see them, when they are stuck on an issue due to resources, lack of expertise or time be able to get on the ground to assist them.	If we had more resources we would be better able to serve our public and keep Americans safe. The budget cuts we have already faced have crippled some of the work we could do.	The grants management system needs to be updated.	We need to learn who is doing what at other federal agencies and have workgroups so we aren't duplicating efforts, and we can pool resources to help the public on various issues that multiple agencies are addressing. For example the Pollinator Protection is a cross-cutting issue for multiple agencies, and if we were able to work together at the regional level we could make a larger impact. .
29	28	5/2/2017	The multiple layers of management review/scrutiny of agency decisions in the Superfund program (in particular the emergency response and removal program) is a major hindrance to getting cleanups underway and completed. As an example, it is not at all unusual for there to be 2 or 3 (and sometimes 4) "pre-briefings" with varying levels of lower-middle management spread over weeks before the people most involved in the issue/situation are allowed to bring the matter to the actual decision maker (typically the Division Director). There is little to no value added by all these pre-briefings that also require briefing papers, slide shows, and power point presentations. There are simply too many levels of management that are "required" to review/approve (nit-pick) through the matters-at-hand just to get them to the decision maker.... it's the ultimate in "paralysis by analysis"					

	I
28	We need to keep morale up. It takes a certain type of person to want to invest their life to public service, and we should foster that type of will, and keep it up. As an EPA staffer i get to work with some of the smartest and most dedicated individuals in our country. We care about the public, and should have our leadership promote the great work that we do every single day to make life possible for the American public. Not to let politicians demonize the basic human needs we address every single day.
29	

	A	B	C	D	E	F	G	H
30	29	5/2/2017	There is no reason for us to have to maintain two timekeeping systems in both PeoplePlus and LotusNotes; complete waste of time. I am a lawyer and I spent significant portions of my time performing administrative tasks, like putting together binders, mailers, formatting, etc., because we have very little administrative support. We need funds to hire competent administrative staff.	It is essential to maintain the regional offices. We can't partner with states and local communities if we don't actually meet with them. More operations offices would be helpful. Also, stop this rhetoric of Pruitt coming in and rescuing the states from EPA's grasps. EPA has been partnering with states for decades; maybe the Administration could learn about those partnerships by actually talking to EPA employees. Finally, our focus must remain on SCIENCE and PROTECTING HUMAN HEALTH AND THE ENVIRONMENT. This is the EPA.	Increased budget to talk to the regulated community about how they can comply with their permits. We need resources in order to provide customer service.	FOIA requires a tremendous amount of staff resources. We need a centralized FOIA office so the rest of us can focus on our primary responsibilities.		
31	30	5/2/2017						
32	31	5/2/2017						
33	32	5/2/2017	Employee forms for admin tasks (schedule changes, teleworking, etc.) must still be printed, signed by multiple people, scanned, and provided to the office timekeeper. It would be more efficient to have automated forms embedded within our timesheet software, since our managers have to review our hours in that software anyway.	My office works hard to partner with states and other stakeholders, but we need more staff and more funding in order to be effective. The best way to partner with public and private sector stakeholders is to attend meetings in person, hold webinars, create useful marketing materials, and travel to regions where there is increasing interest in partnering with EPA. We could achieve better results if we had more communications and stakeholder engagement staff and if we afforded them the ability to travel to stakeholder meetings when appropriate.	We need to be able to communicate with the public articulately, and to provide information that is relatable to everyone's daily lives.	Yes. We could reduce costs and inefficiencies over time by updating our databases and IT systems, and by providing our staff with continuous, relevant training opportunities (as opposed to borrowing training from other agencies that isn't very relevant). However, we don't seem to have the funding to do this.	We need updated IT systems.	We already engage with other federal agencies and states on a regular basis.
34	33	5/2/2017						
35	34	5/2/2017						
36	35	5/2/2017	We need a NARA-approved electronic document management system. Once implemented, it would simplify and make more effective many processes.	Public sector: Continue grants that are needed for all infrastructure improvements. Incentivize private sector to address pollution and waste problems.		More money and autonomy in the Regions, with HQ giving guidance for broad overall strategy but not needing to review / be involved in so many specific processes and decisions.	See response to #1. A user-friendly, integrated NARA-approved electronic document management system. To be efficient and effective, it would need to be something that can be searched by individuals and can feed into systems like FOIA etc.	More money and autonomy, staff in the Regions instead of so much control and staff at HQ would allow the Regions to better communicate with and partner with corresponding state agencies.

	I
30	
31	
32	
33	Provide staff with clear paths to promotion, professional growth, and leadership, like in the private sector. Staff are more likely to work hard and be efficient when they feel that their efforts are valued. We could also reduce costs by hiring more direct staff so that we can be less reliant on external consultants.
34	
35	
36	

	A	B	C	D	E	F	G	H
37	36	5/2/2017	Arbitrary limits on the number of accomplishments that we can do in a given fiscal year and how it appears to be a significant problem if we exceed our targets by even a small amount. I would recommend far more flexibility in setting GPRA targets and allowing us to exceed them without having to justify increased productivity or having that increase cause problems.	Increased funding for cooperative agreements and community grants.	Increased funding and staff levels. Not being able to effectively respond to major incidents or problems (like Flint, MI or East Chicago), without having to make significant sacrifices in other areas of EPA's programs, is a very big problem. Certain programs, like the Removal Program in Superfund, are constantly strapped for funding, which makes it extremely difficult to do the necessary work, especially emergency clean-ups. Regular budget cuts makes it all the more difficult to provide good customer service, especially for the public.		Continuing to increase adoption of electronic deliverables and communication.	Increased funding. Along with that, allow EPA more flexibility in working together with other federal agencies, such as perhaps allowing EPA to take a lead role (or co-lead role) in the assessment of federal facilities.
38	37	5/2/2017	Enforcement cases with consent decrees need not be routed through the White House for approval.	Encourage renewable able energy projects, waste minimization and reducing water/electricity use of private sector by being more innovative, competitive and forward thinking.	Provide BMP for industry sectors via their trade associations,e.g., waste minimization of generators, substitutions of toxic chemicals with green ones, reducing water use	Streamline permitting with on-line help	Citizen should be able to correct our environmental data on Envirofacts via a two-way communication, correct acuuracy or timeliness, location of facilities.	NOAA on ocean health and BIG waste maelstrom in Pacific, NPS and noise/air pollution/ozone in non-attainment areas, lead in housing with HUD, California and LCFS and better mileage requirements for cars
39	38	5/2/2017	The timing between receiving funds from accounting and the self imposed procurement deadlines is consistently off. We run into funds expiring before we can get them obligated onto contracts. Seems like the folks at these offices need to get together and rectify this. It wastes quite a bit of time and risks funds getting swept that could be used for good work by contractors.				We should be purchasing the best versions of software. The versions we receive often lack the few features that make them worthwhile. Examples include Outlook, which is not reliably searchable for replying to FOIAs and SharePoint which is rather clunky to use.	

	I
37	
38	Account for ecological footprint of operation of EPA, look at energy consumption of labs, reduce single occupancy commuting, provide incentives for ridesharing, biking,
39	We have been using Lean with mixed results. A few of the projects have actually made more work for staff (seeking reimbursable authority is one). If we are going to utilize these private sector tools, they need to be implemented in a way that saves staff time and effort rather than making the process more complicated.

	A	B	C	D	E	F	G	H
40	39	5/2/2017	The various databases for travel arrangements, such as "CONCUR", are very non-intuitive. A better system would significantly reduce the administrative work involved in making travel plans, authorizations, and vouchers - if it was truly better. If, however, it is only marginally better it would not be worth doing because those who travel more often have likely learned their way through the system and learning a new system will have its own downsides, even if it is marginally better. Similarly, the FPPS system is very nonintuitive - although again by now those who already have used it have learned work arounds to remember what to do.		Many State rely extensively on EPA toxicity assessments, such as the IRIS assessments, and multiple other EPA guidance documents on best management practices and risk assessment practices. Continuing to provide those would allow us to continue to provide good customer service.			
41	40	5/2/2017	Having to triple report to Washington on all media inquiries and wait for proposed responses to be approved by Washington, in writing, is terribly wasteful. The messages are not getting out. Reporter deadlines are not being met. One or two people in the Office of Public Affairs managing the approval of all media responses, press releases and social media for the entire agency is bad business practice and inefficient.	We need to understand what is meant by "respecting state's rights". What does that mean? What is a great model of success? What does great look like? No one at HQ has been able to clearly articulate to the regions what the management objectives are and what great looks like. Does giving more power to states mean agreeing with them on everything. Does it mean agreeing with California or New York governors on all positions, or some?	Get political appointees in place and get them familiar with the great work that their staff can do to achieve the president's agenda. The current skeletal staff of appointees aren't communicating with career EPA professionals. Priorities haven't been set. Goals and objectives haven't been laid out. How can we provide better customer service if our agency (career staffers and political appointees) don't, can't or won't work together.	Using Lean principles is a great way to reduce costs and inefficiencies. EPA embraced Lean in the previous administration, as has private industry and corporations world wide. Continuous improvement - invest in the people that can lead the Lean teams.		We need a fully staffed and functioning EPA team of political appointees (Asst. Administrators, Deputies, Regional Administrators, etc.) and staff to work as a team. Until that's put in place, we can't accomplish more, we can't accomplish anything!
42	41	5/2/2017	Stop requiring us to use ethanol blended gasoline (E10) in government vehicles. It has been proven that it is not better for the environment, it reduces fuel efficiency, and it requires us to waste time and money driving extended distances to find appropriate gas stations. What a waste!			During work related travel, allow employees to book housing through www.Airbnb.com in order to save money. It can be considerably cheaper than conference hotels.		
43	42	5/2/2017	Your current time and attendance system is very resource intensive the agency needs to look into going to shared services for time and attendance services. Such as the interior business	Involve states and decision-making decision	Solicit input from states and tribes	Doing more shared services with other agencies	Time and attendance	

	I
40	
41	Put a team in place. Announce who they are. Have them define the priorities, goals and objectives. Until the agency has its leadership team in place, we can't possibly improve on customer service, increase our productivity, etc.
42	Offering fellowships to undergraduate and graduate students to conduct environmental research is certainly a best practice because it allows us to leverage partnerships with academia as well as train the next generation of scientists.
43	

	A	B	C	D	E	F	G	H
44	43	5/2/2017	- Complex, burdensome, confusing and redundant timekeeping systems - Not being permitted to use tools that would enable us to be more efficient/streamlined (i.e. using Concur to it's fullest extent; using the TripIt app/site; several different phone apps	- Our state, tribal, local, private and federal partners need more money to get what we need from them. Without the funding, the work falls onto EPA, and we're being slashed.	- communicate, communicate, communicate. - Focus on positive stories about how we're making a visible, positive difference, where staff are actively protecting human health and the environment - Be proactive with press releases and media stories - tow	Yes! Put all of our processes (contracts, travel, payroll, HR, permits, etc) through a lean process review! There's SO much waste, redundancies , rework, and systems/tools that don't meet the needs of our work.	- Move to Macs. - Increase internet/network speeds for the Regions...it's SO slow!!	
45	44	5/2/2017	Stop the newly-instituted OP over-review and scrutiny of simple FR notices and let program offices do their jobs.	Grant programs need funding in order to create meaningful partnership opportunities with public entities. Do not cut funding for lead prevention or enforcement. Be realistic about state ability to pick up enforcement duties -- most are not properly equipped. Take lead out of water, wheel weights, aviation gas, soil, and dust. Keep the RRP rule and move on the soil and dust standards. Finish the lead and copper rule. Do not soften lead or ozone or any of the naaqs. Do not kill popular voluntary and low cost programs such as Energy Star.	Listen to them. The docket for OA 2017 0190 is clearly telling EPA to continue its work, to protect air and water quality. The public may not know how to identify specific regulations to modify, but they do not want EPA to relax rules that are in place. The public likes the Clean Power Plan and clearly supports EPA's mission to protect human health and the environment. It is not EPA's job to create jobs, though our rules often do just that. Keep all regional offices open.	Commit to environmental health literacy for all. Support environmental education programs -- they pay off in many ways. Consolidate space in DC offices.		Support interagency task force work and do not shirk responsibility for problems off onto other agencies. Communities do not experience issues in a vacuum and they do not make much distinction between federal agencies.
46	45	5/2/2017	Anything surrounding federal register notices, Redundancies within processes, for example having to make 6 paper copies of a federal register notice when we are also turning in a digital copy. I would solve that by overhauling the entire federal register process. Another issue is when dealing with FACAs especially if you have new members the process is way too long and burdensome. I would have a LEAN event on that process alone and analyze what steps can be eliminated and implement the changes.	To achieve better environmental results with partnering states, tribes, private sector, and local communities, I think we need to rebuild trust with each of those stakeholders. States view us as their enemies instead of their partners and we both need to work together to achieve results. We also need to use our role as a convener to bring other stakeholder groups together so we can definitely reach the nexus of environmental results and positive economic impacts.	I think one way to provide better customer service is to provide more staff at headquarters the opportunity to work more with states, local communities, the regulated community, an the public at large. Too often HQ staff are viewed as the rule makers that don't know what happens when the rubber meets the road and we need to change that so we can better serve our stakeholder's needs.	One of the biggest untapped opportunities is to allow for maximum use of telework. Most offices don't grant employees the full use of the teleworking agreements mandated by OPM. By doing this, we could decrease the amount of office space needed through the introduction of hoteling. Also, our technology has improved over the past couple of years but it seems they always pick the cheapest contract which in return provides poor results so what seemed like a cost savings initially really ends up costing more money due to the inexperience and inefficiency of our IT contractor EZ Tech.	We could definitely make some existing software like SharePoint so much better if we had the full working version of it. Also, we need more access to programming and even journal articles. Also getting training should not be as difficult as it is, for example EPA will not pay for certifications which is unfair particularly for those of us that are project managers and would like to have a Project Management Professional Certification which would make us more efficient in program management and other areas. Where there is a need and a willing staff member ready to become and expert, that should be encouraged.	We could accomplish more by allowing the federal family to break out of the stovepipes. For instance, sharing funding between agencies should not be as hard as it is now. Also there are agencies where we have overlapping duties and we need to work with them better.

	I
44	Training for managers on how to manage Require each office, program, unit to establish clear goals, vision statements, strategies, etc
45	
46	I know that FEMA institutes the full teleworking agreement with their employees and have switched over to hoteling which has provided a good amount of cost savings. The accountability is there because they are still required to be available for meetings because people meet virtually.

	A	B	C	D	E	F	G	H
47	46	5/2/2017	I don't understand why we need to have committees to do work that should be part of certain people's jobs!	Cannot answer.	Better response times.	Fewer meetings!!	Cannot answer.	Cannot answer.
48	47	5/2/2017	Stop the newly-instituted OP over-review and scrutiny of simple FR notices and let program offices do their jobs.	Grant programs need funding in order to create meaningful partnership opportunities with public entities. Do not cut funding for lead prevention or enforcement. Be realistic about state ability to pick up enforcement duties -- most are not properly equipped. Take lead out of water, wheel weights, aviation gas, soil, and dust. Keep the RRP rule and move on the soil and dust standards. Finish the lead and copper rule. Do not soften lead or ozone or any of the naaqs. Do not kill popular voluntary and low cost programs such as Energy Star.	Listen to them. The docket for OA 2017 0190 is clearly telling EPA to continue its work, to protect air and water quality. The public may not know how to identify specific regulations to modify, but they do not want EPA to relax rules that are in place. The public likes the Clean Power Plan and clearly supports EPA's mission to protect human health and the environment. It is not EPA's job to create jobs, though our rules often do just that. Keep all regional offices open.	Commit to environmental health literacy for all. Support environmental education programs -- they pay off in many ways. Consolidate space in DC offices.		Support interagency task force work and do not shirk responsibility for problems off onto other agencies. Communities do not experience issues in a vacuum and they do not make much distinction between federal agencies.
49	48	5/2/2017	There are too many people recreating the wheel without working with other Regions to use one method of data storage and analysis for a variety of media and uses. Using too many different programs leads to redundancy and waste across the EPA and within the grants department who are usually awarded money to manage various databases or create new ones. In order to do our jobs more effectively and efficiently, we need to streamline our data warehouses and keep them consistent across Regions. We need to examine why we use the databases we're using and who is the end user of the data. Some data warehouses serve little function to an end user and some are obsolete, but everyone is afraid to let go or transfer records because the purpose of that database is now unknown or not understood. There are way too many databases to list here but there are a multitude of databases in every office in every Region that could be consolidated and/or transferred to more efficient databases that are used in	We need to realize that achieving better results costs money. You can't cut EPA and then expect better results to occur. Our funding is already low. Protecting the environment doesn't make money for businesses. You can't trade it on Wall Street. Protecting the environment has to be a priority of the federal government in order to protect the air we breathe, the water we drink, and the land we live off of. There has to be more funding available to states, tribes, and local communities in order to pay people and processes and activities that will help protect our environment at the local level. Upper level management also likes to impose action items on the states to prioritize their work for them. This is a hinderance to the specific needs of each state, tribe and local community. Let them decide when the priorities	I think we should be working more closely with non-profit organizations and coordinating with them to help magnify the impact we have at the state and local levels. HQ deals with grandiose large organizations, but the smaller groups that are on the ground getting work done need to be coordinated with as well. Regional representatives work the best to communicate and work efficiently and effectively with states, tribes, and local communities. We get more face to face contact, we know and understand the area and states' individual needs. We know the culture(s). We know the people. We go to bat for our states and communities and we care about them. They know we care about them and want to help them and I think that is the most important aspect of customer service and buoys our states and communities up to accomplish difficult tasks.	Having a centralized HR system has been the WORST idea ever implemented at EPA. It is atrociously inefficient and ineffective. The HR reps going through resumes and applications have no understanding of what they are reading or looking at. The system they use to weed out applicants is horrid and ends up delivering a limited pool of applicants that aren't necessarily fit for the job because they are bogged down too much in education course titles or degree titles that they don't understand. We need regional HR representation so that staff and managers can help HR pull together a pool of applicants to interview that we'd actually want to hire. Really invest in a good		
50	49	5/2/2017		focus on prevention				

	I
47	Cannot answer.
48	
49	
50	

	A	B	C	D	E	F	G	H
51	50	5/2/2017	Time cards at EPA make no sense. When I worked in the private sector, what you entered into your timecard was not important as long as you delivered on the tasks assigned to you. At EPA timecards are considered to be as important as actually doing the work you are assigned. Currently, I am required to account for my official time in three different places: An excel spreadsheet, PeoplePlus (An Oracle software product), and Webforms. I have to manually copy my time from People Plus into an Excel spreadsheet and then email this to three people for review, my first line supervisor and two administrative assistants. The administrative assistants make sure that the excel spreadsheet and People Plus time cards match up. Multiple people are comparing two spreadsheets with several lines to make sure they match.This is onerous and a recipe for human error. Furthermore it serves no purpose to protect against fraud, which is the alleged reason why					
52	51	5/2/2017	Lack of leadership: My office has been playing musical chairs with managers. I had no manager for two months, when mine went on detail. Right now, I report to an acting branch chief, who reports to an acting division directory (we have no deputy division director). Because we've had so much turnover, no one has the knowledge or willingness to make the decisions that Transfers have to be approved by our Acting AA -- this is ridiculous and a waste of time.	Communication.	Develop more decision support tools that our stakeholders can access, so we can support and educate them, but also make our processes more transparent.	Move forward with more high throughput toxicological screening and incorporation of that data into regulatory decision making. Develop more predictive models for exposure and toxicity, and allow us to use those as well. Apply a Lean approach: identify processes that can be automated (such as site specific risk assessments in Superfund, or literature reviews in IRIS) and work on implementing those approaches, to allow staff to focus on other tasks. We have staff who oversee contractors who basically do the jobs of the staff. Why not have staffers do their jobs themselves, and eliminate the contracts? For example, someone I work	Lean six sigma -- more process mapping and process improvement! There's an enormous amount of resistance to Lean in the government, but it does work. Maybe form a special lean team that can consult -- with people who actually know what their doing. Look at rapid application development to automate simple tasks and empower staffers to do more work better.	EPA offices often have duplicative functions -- figure out what those are, and have the same staff handle those tasks for both offices. It creates better cohesion between offices and reduces costs. Skills marketplace is a great way to have people fill those types of roles.

	I
51	
52	High throughput chemical screening, predictive toxicology/cheminformatics, and high throughput exposure assessments. Use low cost and fast approaches to prioritize animal testing or expensive systematic reviews, and work on strengthening those approaches to ultimately eliminate old school approaches. EPA has some of the world's leading experts, in ORD -- NCCT and NERL, and when I worked in the private sector, we collaborated closely with them. Work on having more of the program offices understand and utilize their tools and technology.

	A	B	C	D	E	F	G	H
53	52	5/2/2017		Well-defined and publicly-shared data systems! These would help reduce duplication, and would allow EPA, states, the regulated industry and the public to work from the same set of "books."		Although establishing robust, public data systems would require an initial expenditure, the end result would vastly improve efficiency. Across the agency and the nation, we have hundreds of data systems for tracking one thing (air or water quality, for example) that do not "play well" together. This leads to a lot of duplicative effort, and a lot of confusion across the board. Public systems would also enable EPA to focus its work nationally on the most significant problems.	Yes! An IRS-style system for compliance inspections that combines targeted inspections (focused on facilities with known issues) with a separate system of random inspections (for gauging overall compliance).	Again to the data systems. States are struggling to maintain experienced environmental data staff. States and EPA have been at odds for years over data because states would like to establish and maintain their own data systems. This is completely understandable. But, if we could review and identify the best state systems, and then support states to adapt to these, it would benefit both states and EPA in the long-run.
54	53	5/2/2017						
55	54	5/2/2017						
56	55	5/2/2017		Several programs require EPA approved/accepted strategic planning documents before EPA grant dollars can be spent to meet state/tribal/local community goals. In the eyes of the community, the plan serves only the purpose of being eligible for EPA grant dollars; it's seen as overkill and often duplicative of other local planning efforts. By reducing these administrative planning burdens, states, tribes, and local communities could better focus limited resources on achieving environmental results.				Organize into interdisciplinary teams (a la "Team of Teams" by General Stanley McChrystal). Often times, the focus on ecological science often fails to recognize the value of economics, agronomy, and other science fields. Generally, employees with these backgrounds are isolated and grouped together rather than being interspersed with scientists and policy writers. As a result, ideas are often discarded before they're fully considered because they're not phrased in ecological terminology.

	I
53	
54	
55	
56	Look into the Bazile Groundwater Management Area project in Nebraska. If it shows results, it's a replicable model for small communities who will face drinking water infrastructure upgrades they can't afford if groundwater pollutants like nitrates aren't addressed.

	A	B	C	D	E	F	G	H
57	56	5/2/2017	Telework policies are archaic and make no sense. Employees should not be limited to working at a single designated Alternate Work Location. Eligibility for telework should be made on a case-by-case basis based on whether work is portable and performance history of the employee. The "business case" for telework should take into account cost savings from reduced lease space and other accomodations. Employees should either get a stipend for home office equipment or should be able to write off home office expenses.	Provide adequate grant funding for state Cooperative Agreements.	Increased funding for grantees is key. States, tribes, and communities have seen declines in funding every year since I've been employed, despite rising costs to do business.	Improve data systems across the board. One area that needs attention is time and reporting. There are huge inefficiencies in tracking our time across multiple systems. We currently have credit hours work sheets, PeoplePlus time reporting, PeoplePlus absense requests (not connected to time reporting), a Lotus Notes in/out calendar system, Webforms for reporting episodic flexiplace, a separate time sheet for tracking Guam related activities, and individual communication with my supervisor and team on a day-to-day basis regarding everyone's individual statuses in the office.	Our individual computer systems are horrific in their inadequacy. There is not enough memory in my (practically new) computer to run needed programs. Databases we use need upgrades; they run incredibly slowly even when connected to a wire. The Agency's main grants database runs on an antiquated Lotus Notes Database that barely functions. Investments in IT infrastructure are critical. On the same note, we need better options for transferring files to other agencies, contractors, and the public.	Agencies should align on the response to lead poisoning prevention and lead remediation.
58	57	5/2/2017	There are very few administrative requirements or management procedures that prevent me from doing my job (I'm a staff level engineer doing direct program work). My EPA regional office is very lean, managerially. In fact, our organizational processes are so slim that we are verging on being unable to function organizationally.	100% of my job is working with states (I work in the TMDL program, which is a "cooperative federalism" program), and I work regularly with Tribes and local communities and the private sector as well.	Because my job involves direct and regular interaction with states, tribes, local communities, the only thing that could help me do that better would be to have more time and resources. In general, I take a lunch break once per week, or less often, so that I can continue to maintain my relationships with external partners.	Actually no, I don't see any easy ways to maintain environmental protection. My state counterparts and some of the industries I work with (e.g. paper recycling facility) are requesting MORE EPA staff involvement (not less).	EPA's adoption of Microsoft products that support remote participation in meetings has been great, and has saved EPA a lot of money. Please continue supporting that kind of technology.	We are already aligning our interests with States (in the water program). Aligning our activities with federal agencies is more difficult because our missions are often very different; and we don't' have the staff or management time to establish the agreements / procedures that allow that kind of realignment.

	I
57	Our Environmental Justice program (slated for elimination in the presbud) has succeeded, despite few resources,to build awareness of the differential burdens of pollution that impact minority and low-income communities.
58	It would be useful to provide project management training to staff in the Water, Air and Haz Waste programs; and to set up a workplan tracking system that allows staff and managers to easily prioritize and track the work that staff are doing.

	A	B	C	D	E	F	G	H
59	58	5/2/2017	Headquarters "oversight" of regional office activities is often disproportionate to the value added and thus, at times, just slows down the process. This can cause delays in the pace to which we can respond to states, tribes and members of the community. I recommend the HQ offices all review the actions they take to review work completed by the regions and, in association with regional staff/management determine areas where oversite is no longer needed.	Each entity has a unique and important role in attaining environmental results. It is important to recognize which entity is best suited to address each aspect of a program and allow activities to occur at that level. The closer proximity to those we partner with, the more efficient it typically is. Thus, when evaluating cuts, look first to cut the excess in the DC offices who have little to no daily contact with our partners and leave the positions in the regions funded.	In my regional office I think there is good customer service and work with our partners and regulated community. Further investment in our web space would be beneficial -- but it has to be done in a user friendly way for both EPA and the user. Our current system is not EPA friendly and there are many roadblocks to getting information posted.		Please do not introduce new technology/programs etc without fully vetting them and making sure they will work for all of EPA. LOTS of time is wasted when new "tools" are launched and we are required to learn how to use them, esp. when it seems like you have to have a book of special tips to navigate them.	We can only go as far as our individual authorities and budgets allow. When we/they don't have the budget to invest, that should be openly discussed and appropriate decisions made as to how the work will move forward with more limited input. When we have shared responsibility but somewhat differing roles or statutes, that has to be acknowledged and a path forward charted that aligns with those limitations. We won't always lie on the same side but need to work towards moving projects forward.
60	59	5/2/2017	How about an Administrator who is admittedly in hock to the Koch Brothers and the rest of the fossil fuel industry, and to avoid legitimate charges of conflicts of interest, should at least recuse himself from any more decisions connected with the 14 times he sued EPA as AG of a Petrochemical state (I think he as already granted the fossil fuel industry victories with his decision to withdraw information requirements on methane leaks from the O&G sector, and to stay the Waters of the US rule).	Fully fund State Revolving Funds to provide assistance to the States. Pushing more responsibilities onto the states while cutting EPA funding is likely to be self-defeating in protecting public health and the environment.	Respect Tribal treaty rights by supporting rights to fish, hunt, collect food and medicines at their "usual and accustomed" places of doing so. Respect responsible members of the regulated community by diligently enforcing laws against "bad apples" that have little concern for public health and ecosystem protection. Respect states and the general public by telling the Truth, speaking Truth to Corporate Power and Fox Fake News. Telling the truth is likely to increase public credibility in the Agency's actions. Recognize that EPA's "customers" should be the U.S. public, not large corporate donors who wish to destroy democracy. To paraphrase Justice Brandeis, we can have democracy, or we can have a small portion of the population with concentrated wealth; we cannot have both.	Organophosphate pesticides are left over from nerve gases developed by the Nazis. They may do a great job of killing insects, but they have side effects for workers, children and neighbors of farm families, and to adults and children through consumption of food and contaminated water; and to important non-target species. In the current regulation cutting fever in DC, each food use of a pesticide is a separate regulation. The Administration could protect public health and ecosystems by revoking all remaining tolerances for organophosphates, and cancelling their registrations.	Biological-based control for pests is already being practiced by agricultural growers. Cancelling old, dangerous pesticides will encourage the development of safer, more nature-friendly pest control measures. The atomic power industry is dying of its own economic weight. Stop supporting measures that further coddle an industry that has been subsidized to the teeth since the Manhattan project. Coal similarly is economically unsustainable, and exists only through continued subsidies and socialization of its human and environmental costs. On the other hand, renewable energy technologies already employ more peopled than the coal industry. A carbon tax will help the nation move to the	Advocate for eliminating federal subsidies for corporate polluters, such as the coal industry, the oil and natural gas industry, the atomic power industry. The economic unsustainability of atomic power, for example, is demonstrated by the bankruptcy of Westinghouse, which incurred cost overruns even on a power plant that was built only with foolish federal loan guarantees.

	I
59	Pilot test the idea on a small group first and then be open to the possibility that it might be a good idea but not right for here.
60	Well, Mr. Kusher said govt should be operated more like a business. As a public health Agency, we can increase our fund by fining corporate misfeasance, malfeasance, and nonfeasance more effectively, and protect human health and ecosystems at the same time. The nation should also not be running a deficit, nor allowing profits to be privatized but costs to be socialized. Support real reform of the tax system, with those who have had the party for decades being expected to pay their fair share for the party, and not subsidized.

	A	B	C	D	E	F	G	H
61	60	5/2/2017	There is not enough money from congress for EPA to invest into adequate and up to date IT, database, and other technical systems. Because our budget is spread so thinly, we cannot afford to invest in improving IT infrastructure. Our HR departments, contracts departments, and OEI are all spread so thin because there is not enough money, and therefore are not able to provide adequate support to the staff and programs.	EPA needs more money from congress to invest money into staff, legacy transitioning, and contracts. Staff and contract dollars are spread so thin that they cannot be focused on outcomes. We are planning from continuing resolution to continuing resolution, not allowing us to properly plan for the future. We have to be conservative with our current dollars for fear that they will be cut so heavily that we will have to stop work. This leads to poor morale internally, and also puts strain on the private sector contractors that we are paying through these contracts. the states/tribes/local communities cannot get the attention and focus they need when staff are spread so thin that only one person knows any expertise in a subject area. EPA needs to be able to hire new people regularly in order to maintain knowledge of	EPA needs more money from congress to invest money into staff, legacy transitioning, and contracts. If we had more staff to do the work of one person, rather than of 5 people that retired before them, it would be much better for EPA to be customer service advocates for the public.	The only way to increase efficiency at EPA is to increase the budget and allow room for innovative ideas. There is no time or money to focus on innovation because staff are spread too thin. EPA staff are focused on the work and committed to the mission, more than any other agency. The only thing we can do to increase efficiency is to alleviate pressure by hiring more staff, allowing for legacy transition, and introducing innovative practices into environmental protection.	Hiring processes need to happen quicker and more often. There are many, many people at EPA eligible for retirement who have worked here for their whole career. These staff need to be recognized for the amazing work they have done and the unique and invaluable knowledge they hold. We need to focus on transitioning that knowledge to the next generation, without creating a giant burden on the next generation of having to take on 3 people's jobs at once when they retire and the budget doesn't allow for hiring. Start with hiring HR staff because they are spread very thin.	The states do not want to raise their taxes to accommodate for cuts in funding from EPA. If we cut funding from state programs, the communities will suffer. there is plenty of room in the federal budget for EPA to increase its budget without taking away from other agencies. EPA is constantly audited, and is always trying to do what is best and most efficient, more than any other agency out there. Areas of "shared responsibility" are a myth that does not play out in actual practice at EPA. EPA does what is within its authority to protect human health and the environment for the public.
62	61	5/2/2017	I spend hours daily opening the mail. We are the EPA. Can companies not send things electronically? There is no reason that someone should overnight a box of bound documents only for an admin to have to open that box, code it, and then send it to the file room and it never is seen by a staff member. It's a waste of the company's money and it's a waste of EPA's money to store such documents not to mention the mountain of trees that are used daily for these reports.	Require electronic reporting. Give the folks that go out in the field a means of electronically gathering information (tablet, camera, etc.) and paper will not be needed.		There are many untapped opportunities dealing with replacing paper with electronic formats, not just regarding the mail.	Instead of making copies of documents while on inspection, why can't the inspectors bring small, portable scanners?	I understand that Concur Travel or BCD should be paid for times when they are questioned however, I do not agree that they should be paid each time we schedule a trip. That seems a little unnecessary and a way that we are spending too much.

	I
61	There is no where left to reduce costs at EPA. The only way to increase efficiency is to spread the work across generations of employees to allow for smooth transitions over time. These are SUSTAINABLE business practices.
62	

	A	B	C	D	E	F	G	H
63	62	5/2/2017	The only thing preventing us from doing our job effectively are resource constraints and management policies and decisions that are inconsistent with established science.	Ensuring that agency policies and decisions are based in the law and science.	Being provided adequate resources to effectively engage with our partners and provide certainty and federal oversight.	Move away from the contractor model (i.e., outsourcing government work to private contractors), which has proven more costly and ineffective than simply providing the same resources directly to the agency in the form of staff dollars and FTE.	This impies that the agency is not already efficient, effective, and accountable. Over the last several years of budget restrictions and sequestration the agency has been struggling to cover our core work with less and less and less resources. I belive we are operating about as efficiently and effectively as possible given our resource limitations, and as someone who works day in and day our I take issue with any assertion to the contrary. As far as accountability, EPA has a robust culture of public engagement and involvement, and is constantly under the watch of congressional oversight committees.	We cannot. Contrary to the opinions of our current Administrator, nearly every state environmental agency is strapped for resources with minimal capacity to even accomplish their mandated duties as it is. They cannot be expected to take on additional responsibilities.
64	63	5/2/2017	While fraud and abuse should always be identified and eliminated, some of EPA polices spend thousands of dollars to prevent the loss of mere tens of dollars. For instance, I once made a small error in my mass transit subsidy, amounting to approximately $8. The person who caught it and sent me a menacing letter, as well as my time to make the correction were paid approximately $100 for our total time to correct the error. This could have been prevented by a) having that person just make the correction, since my time sheet revealed the error and b) creating a payroll data system that automatically accounted for transit subsidy (and absences, scheduling and flexiplace, etc.) that would be accountable and accurate and make fraud impossible.	Overall, working to better match regulations to implementation and data management. One major problem is that EPA HQ is largely in charge of writing regulations, while the Regions, States, Tribes and local communities are charged with implementation, and other branches of government or EPA are in charge of data management and tracking while yet other departments are in charge of enforcement. The disconnects in this process are hugely inefficient and problematic. Regulations should always be written with the implementation, data management and enforcement much more closely connected so that the final product, though it may take a bit longer to complete, would better facilitate the long-term costs of executing the regulations.	Actually our customer service is top-notch. What could be improved though would be to ease the burden for communicating via the internet, freeing up information sharing. Right now, putting up a web page is far too tightly controlled. Training staff members to empower them to make faster, dynamic and up to date web updates would go a long way.	The proportion of EPA HQ staff and management is far too high. More needs to be done in the Regions, as that is where the work is, not in D.C. With better information management online, software improvements (see below), the need for so many people in D.C. to write regulations and report to Congress could be trimmed considerably. More resources to Regions, Fewer resources in D.C.	Contracting for software is especially wasteful. Software needs are not "one-time" and are more inherently governmental than was once thought. Specialized software must be developed and re-developed constantly. Using very expensive fixed price contracts makes for huge budgets. The end product is the most expensive software on the planet, which performs the worst, usually obsolete once finally made available. EPA should invest in more "in house" software developers who can manage teams of level of effort software developers, who are contracted to just work 8 hours a day, under the direction of EPA software experts. All software source code should be owned by EPA. Contracting is OFTEN	Reporting requirements, inspection requirements, contracting regulations, construction standards, and certification requirements should all be aligned across federal agencies. For example, If the Public Health Service has an inspection requirement for public water systems, and EPA has an inspection requirement, the content, timing and manner of these inspections should be aligned exactly so that the federal resources will be most efficient and the regulated community would have the least burden to meet the requirements.

	I
63	
64	Too much is done indirectly and through contracts that yields higher costs for poorer quality. We must pay contractors to be our "people in the field" at a much higher cost than if we had adequate travel budgets. Those contractors do not have the EPA mission at heart, nor are they necessarily the experts in the field. Offer this deal to each EPA program: We give back $100,000 in contracting dollars for every $20,000 additional travel budget given. EPA could save millions by this re-alignment of funding allocations, and we would DIRECTLY get better results with the regulated community.

	A	B	C	D	E	F	G	H
65	64	5/2/2017	Create a repository of Best Practice documents that could be utilized for Team (see below) review and use them to streamline into Standard documents. Create a Team that would look directly at all the process documents (data calls, contracts, grants, Interagency Agreements, memo formats, etc...), required and then streamline them into Standard documents that are utilized across the Agency.	Transparency - EPA Public Website Show on the EPA Public Website; Best Practices within the states, tribes, local communities, or the private sector. EPA to Develop and then Share Tools that could also be used at the state, tribe, local community or private sector (e.g., water quality)	EPA should hold public meetings across the US. EPA should be visible to the public in terms of the news media (e.g., guest speaker(s) on Good Morning America). Stop the gag orders for EPA Research and Scientists.			
66	65	5/2/2017				The Region 8 lab highly efficient processes should be utilized at all regional labs. This is an untapped opportunity for the EPA. These processes includes: one-year work planning; Lean process improvement; a dedicated IT person for all laboratory computer, LIMS systems, and data processing activities; complete utilization of the Element LIMS software package; regular weekly staff meetings to discuss all issues and to train people on more efficient uses of Element. The lab has offered to train other lab personnel on these processes, but with no takers. Perhaps they are afraid that it may mean more work for them and their staff and asking for assistance may be implying that they	The Lean process is an excellent method for achieving this goal. However, many management and supervisors have not adapted this process and refused to accept and incorporate changes suggested by the Lean committees. This process should be more whole heartedly utilized by all levels at the EPA not just at the lower levels. Change is not something to be afraid of.	

	I
65	
66	The one year out Planning Process utilized by the Region 8 Laboratory and their active Lean process improvement methods have continuously improved the laboratory quantity (twice what other regional labs are producing) and quality of work. Despite the extremely small number of personnel at the R8 lab (one-third the number of personnel), efficiency has continued to climb. All personnel (including management) are actively involved in all improvement activities. Communication with management is excellent with an open door policy.

	A	B	C	D	E	F	G	H
67	66	5/2/2017	Minimize multiple layers of document reviews and try to get responsible charge of issues to the lowest reasonable level allowed by law and relevant delegations of authority. Encourage peer level technical reviews.	Support with time and travel and training funding, joint training and even informal education between state and tribal counterparts. We should have the opportunity to better understand "their world" and vice versa.	For project management level personnel, like Superfund RPMs, keep the active Site load light to allow more timely attention to specific Sites.	Optimize the use of PAID overtime (not "comptime," for productive and efficient individuals). Having come from the private sector, I have a driven work ethic and would gladly put in 8-10 hours of paid OT to get more things accomplished in a week. I get plenty of paid vacation and holidays so compensatory time off isn't needed, plus that time off is obviously non-working time.	Software tools at EPA seem to have been driven from the top down (e.g., Office 365). Since joining the Agency in 2009, I never recall a survey asking what software tools would help me do my job...seems ridiculous. I'm a project manager who can't get a copy of Microsoft Project (PM planning/schedule software), even though we are so schedule-driven. Ugh.	This is a tough one. Given I am in Superfund under OLEM, I think EPA's role is quite unique. The NCP (40 CFR Part 300) gives RPMs and OSCs and EPA specific duties that lead to emergency and non-emergency actions at uncontrolled hazardous waste sites. Our training and expertise is robust compared to our state counterparts. Cross pollination as suggested in No. 2 would be helpful.
68	67	5/2/2017	Administratively, we need to make sign-off processes digitized, to improve the speed at which we can review documents. The same could be done for FOIAs. With respect to management procedures and organizational processes, we need to ensure that the procedures and processes in effect within programs are advancing environmental results. All too frequently, procedures and processes are made for the federal bureaucracy, as opposed to the law or the environmental benefits they seek. For example, management procedures for funding and organizational structures emphasize bureaucratic preferences, as opposed to the results that political appointees seek. Here, political appointees should have far more control on budgeting and oversight matters.	I would like to see EPA take the approach of HHS/CDC, and better dedicate staff to States, Tribes and local governments as they need. This could be done by placing staff within State/Tribal/local government offices to help them with issues surrounding environmental improvements or sustainability goals. CDC and USDA, among others, are better at siting and staffing federal employees in areas where they are most needed and most effectual, all while reducing travel dollars.	The best first step is a Senior Management Metric/Key Performance Indicator for such customer service. For far too long, EPA Senior Managers have not been held accountable in being responsive to State/tribal/local concerns. To this end, all Senior Managers with responsibilities to State Commissioners / Tribal Leaders should be evaluated by such stakeholders in some way, perhaps in a yearly survey or in the context of ECOS. More accountability must be had in this area.	Yes, particularly in better consolidating certain programs with similar missions (e.g., better consolidating Brownfields, RCRA Corrective Action and Superfund staff to coordinate and streamline actions; streamlining EPCRA, FIFRA, SPCC, RMP and TSCA reporting, etc.) As part of such consolidations, the layers of management should be reduced. For example, within my program, I have more managers than staff, and staff is overstretched.	Yes, we should be better harnessing big data, and how it can inform our decision making. As part of that effort, we also should be working with State/tribal/local governments, industry, NGOs and associations and citizens to make both reporting to EPA, and acquiring EPA data simpler and easier. Currently, many EPA reporting programs are separately designed and developed, without any attention to complementary programs or other data collection in place.	I would start with a chart of programs that are inherently federal versus those that are delegable. Then, I would poll the States/tribes on the delegable programs and gauge their interest in taking them on. For programs with high interest at the State level, we should be better working to delegate and better fund the States/tribes. For those that States/tribes do not want, or for which authorities are not delegable, we need to be sure that EPA is resourced to meet those missions and help States/tribes without such interest. For example, for certain non-delegable programs,

	I
67	See responses to Qs 1 and 3. Optimize number of FTEs with providing paid OT for estimated actual work hours needed to perform a mission.
68	In increasing accountability, we desperately need to consider new mechanisms for improving employee performance, particularly for managers who are unaccountable to their Supervisors and their staff. Within my Region (Region 5), there are many managers actively bullying, harassing or otherwise discriminating against individuals, many times the highest performers. The same applies to staff actively not meeting their metrics from year-to-year. Consider GE's personnel approach (e.g., "the bottom 10% are out") in addressing these issues. With respect to reducing costs, we need to reduce the layers of management in overseeing operations, as

	A	B	C	D	E	F	G	H
69	68	5/2/2017	I have thousands of permittees, many in rural Idaho. We need more money for database design and support. When we have well designed databases it helps ease both data entry by the permittees and data retrieval by state watershed managers. Knowing what is in the air and water is very important to our communities and reliable, accurate, publically accessible databases are a key part of that. EPA budgets have been cut and cut, leaving us unable to hire the programming talent needed to fix bugs and adjust the databases to make them as easy as possible to use.	We used to have staff available for compliance assistance, which was very popular with states, tribes, local communities, and the private sector. The funding for those positions has been slashed, leaving us with very few people to answer the telephone and process concerns, complaints, and questions. We no longer have travel money to go out to communities when they ask us to come and help them understand water permitting options. Re-funding these positions and providing travel money is critical to making sure that we understand the needs of states, tribes, local communities, and the private sector and are able to respond to those needs.	As in my answer to Q2, re-funding the compliance assistance positions and the now totally zeroed out travel budgets. When we had knowledgeable people available to answer the telephone and go out to community meetings we learned much more about how to adjust both our communications about existing regulations for clarity and about how to best support our state, tribal, and private sector partners in our shared goals for clean air, land, and water. I answer the telephone for 4 states, 30 tribal governments, and 2,356 permittees. I do my best, but our states and tribes are shedding employees and it is close to impossible to empty my inbox with the sheer volume of inquiries.	As in Q1, there is great potential for improving our public access to information and reducing the time spent on FOIAs if we could invest in computer programing talent to make our databases more user friendly and effective. In addition, there are excellent opportunities to tap into citizen scientists to expand our assessment and understanding of environmental metrics, but to take advantage of those opportunities requires up front investment. Trash tracking apps, game-ifying reporting, and other ways to make it psychologically rewarding for citizens to be active participants in environmental protection have great potential, but need support to get launched and maintained.	Ah, I anticipated this question in Q4. So many! For example, allowing federal purchasing to take into account life cycle costs rather than just initial cost, would improve taxpayer value for goods purchased. Buying 5 pairs of cheap boots is ultimately more expensive than a single, durable pair.	Travel funds are key. In person meetings are irreplaceable to create relationships of trust. We currently have no travel $, and that results in longer, less productive negotiations.
70	69	5/2/2017	We have too many time keeping systems that don't talk to each other: Maxi-Flex in Lotus Notes, PeoplePlus and the Travel Comp system. Vast amounts of time are spent correlating and x-referencing these systems that could better be spent on real work. I get fewer calls at my desk today. Possibly some numbers could be shared efficiently. On the other hand, the agency has yet to issue a cell phone to me. An office cell with a docking station and headphone might address some of this.	Frankly, we need more and better staffing in the Community Involvement portions of Superfund and the Congressional Liaisons in the RA offices. The CIC's should be formally available to all Divisions and trained to have broader knowledge of agency programs--not just Superfund. The Small Business Ombudsman roles could be upgraded too (what do they do?), and elevated to RA direct staff like the Congressional Liaisons. The various voluntary programs that impact the private sector could probably be consolidated with a senior manager assigned--and probably some could be eliminated.	Our customer service is probably better than we get credit for with some groups. Generally, we need better coordination and more veteran managers with broad knowledge of the agency in the mix so that these outreach/customer service efforts are not as stove-piped. Regional Team Leaders who coordinate all the activity in a state or metro area would add efficiency and expertise, and give stakeholders a senior person to take concerns to. FOIA needs more training, skill and investment. It's a function that never goes away and probably could be further consolidated. If we invest in higher skill staff, efficiencies and responsiveness will follow.	End the SEE program and either hire people at a decent wage or explore say, hiring recent college graduates on a 3-year contract in which they can develop some skills and later be hired by the Agency or elsewhere in the Government or Private Sector. The SEE program pays a terrible wage and is endlessly at risk of being cut. We don't invest much in it and we get what we pay for. There are very few administrative or paper shuffling jobs anymore.	Finish the tablet inspection report templates that HQ never seems to finish or have enough money for, and then give all of our inspectors tablets with inspection report macros on them. This would help immensely. Our Oil and Spill Response capacity needs to be better resourced--especially with the Administration's focus on fossil fuel development. More production and aging pipelines inevitably means there will be more spills to contain and cleanup. The States are not resourced to do this.	The States don't have the resources or political will to take on much work from EPA unless we pass considerable $$ to them to do this work. EPA's core statutes should be handled consistently from state to state; Air and Drinking Water standards, and cleanup standards should not be subject to local conditions--that's not fair to communities or businesses, especially if they operate in multiple locations. There may be some scientific chemical review work that EPA and OSHA could work closer on, or an effort could be made to streamline worker and public health standards.

	I
69	Fully funding enforcement staff time and travel, particularly for remote tribal communities, is key to making our rural citizens feel secure. We receive many complaints from people who feel like we are ignoring their concerns because we cannot get out to respond in a timely way.
70	Hiring a few more people with current technology and industry sector skills, who will stay sharp and in touch with private industry, who can share with the Regions and Labs, would be helpful. Technology is constantly evolving.

	A	B	C	D	E	F	G	H
71	70	5/2/2017	Some of the training classes here are ludicrous. Laugh-elocity (Did you know laugh in the workplace is good for you?), Body Language (I am very good at this and do not need to take a class), Retirement Training (Really?), Mental Health First Aid (Because of you and your boss), Navigating the Political Landscape (ditto). We have unit retreats that are a total waste of time. How would you like to run around a room for 8 hours with adults (I think) being red, yellow, or blue? Maybe on Sesame Street. New class starting about the uncertainty that you and your boss are putting the EPA through. All I can think of is Gloria Gaynor's "I will Survive."	That's a whole lot of work you are talking about. Get rid of endemic work allergies in the building. The big talkers, little doers.	If they have a problem like Flint, Michigan, caused by any of the above, then the EPA needs to be there and assess immediate citizen needs. We're all about the citizens, right? Not the harm doers.	We have an incredible amount of who we call the "walking dead." They wander the halls and the mall. They have: a) nothing to do, b) a lot of well-deserved time on their hands to socialize, c) no work in progress, d) retirement dreams, e) a free $1800 Eco Pass that they can roam the light rail system on, f) Starbucks on every corner, g) a new Union Station with umpteen places to hide.	I don't see very many expanding or fine tuning their technical skills. Not that it doesn't happen. But this organization appears to be sorely computer illiterate. Sad day for all those that call themselves scientists and engineers. Looks like you're good at the eating set of skills.	Good luck. Have fun. More hard work.
72	71	5/2/2017	I have the benefit of having worked in HQ for many years, as well as in a Region now. When I was at HQ, I found that there were too many middle managers (branch chiefs, division directors, associate division directors, associate office director, office director) between my position and the AA. In the Region where I am now, the offices/units are smaller of course, but there is only one manager between me and the Director. This collapsed management structure ensures there is less bureaucracy for me to go through to get concurrence/approval on my work. in sum, I think there are too many middle managers in programs at HQ and the bureaucracy is inefficient - this could be streamlined.	To achieve better environmental results, you have to know what environmental problem you are tackling first. I had the benefit of working on our new National Enforcement Initiatives (NEIs) and the problem I saw at the outset is that we were "targeting" specific entities. Instead, we should focus our efforts first on identifying the issue or problem and then deciding how to remedy that problem - maybe it is an enforcement action against private or public entities, maybe not. I encourage the new Administration to read Cynthia Giles' article, "Aiming Before We Shoot" from June 1997. This was instrumental in changing how I thought about environmental enforcement and achieving environmental results.	I now have the benefit of working in a Region. We have great customer service and the states really do look to us for help on interpreting regulations and drafting permits. This dialogue should be encouraged and leads to less confusion amongst the regulated community. Reducing the EPA workforce will negatively impact these types of interactions. If you reduce our workforce too much, the states will not get the answers they need and this communication will stop. Be prepared that citizen and non-profit groups will see an opportunity to file lawsuits if there are vague permit requirements, etc.	Yes - we drive a lot of our enforcement results based on "numbers" -- how many cases we resolve, pounds of pollutants reduced, etc. When a Region has to meet a certain case quota, this can lead to less enforcement discretion. In other words, if a manager thinks that they need to have "x" number of cases resolved by FY end, then attorneys and compliance managers may feel the need to prosecute every case/violation, regardless of severity. Instead, we should be focusing our resources on the cases/issues that are most pressing, regardless of "results."		

	I
71	Get rid of people who abuse the wonderful benefits paid by taxpayers.
72	

	A	B	C	D	E	F	G	H
73	72	5/2/2017	The cost of in-processing ($10K) is too high to maximize the use of students and interns. Students and interns complete extremely valuable work at a low cost. When regions don't receive additional or separate funds for this purpose it affects our ability to utilize this great resource. Salary for SEE employees could have a range and be assessed regularly to assure these employees are being fairly compensated for their actual work. For example, one SEE in my unit is doing the same work as other permanent employees in the unit but being compensated at $16/hr rather than at $36-60/hr that FTE's receive. Make daily processes more reasonable to manage. For example, it would be helpful to have the travel voucher automatically drafted with the information in the TA request. Upon their return, the traveler would then just make any necessary changes and submit, rather than going through an					
74	73	5/2/2017	The Office of the Federal Register imposes incredibly exacting and curious requirements upon us, and other agencies, before publishing our documents. As an example, if the date typed next to the signature does not end with a period, the document will be sent back to be corrected.	Work from the best available scientific information in setting standards. This insures that we and our partners derive the greatest benefit for the resources spent.	Hire more librarians to work with the public. They are worth their weight in gold.	We could run some MOVES modelling scenarios to see where we could discontinue reformulated gasoline requirements. Conventional gasoline is much cleaner than when the CAA amendments were passed in 1990 and vehicles have far fewer evaporative emissions with the Tier 3 standards in place.	There are a few options now available for reading data from the OBD systems in cars and trucks, although there are also some privacy concerns too.	Honestly, I think that "realignment" is a euphemism for diminished activity.

	I
73	
74	I'm not trying to be snarky, but EPA staff value technical competence - particularly from their leaders. Here's an example of what I mean: https://hbr.org/2016/12/if-your-boss-could-do-your-job-youre-more-likely-to-be-happy-at-work And to be more specific, I worry that our top leadership (the few that have arrived) do not and will not possess technical competency with the work we do. I fear they will not value technical competency nor be particularly interested in it.

	A	B	C	D	E	F	G	H
75	74	5/2/2017	EPA sorely needs professional document management software. Without it, we are ill prepared for FOIA requests, discovery in litigation, and basic office management, and we spend enormous amounts of time manually doing what proper software would otherwise do for us. This has not been possible despite years of requests for it.	By strictly adhering to the principles of transparency, sound legal process, and scientific information. The EPA is losing credibility when it rejects scientific consensus and panders to polluting industries, as is increasingly the practice of new political management.	EPA constantly receives complaints and concerns about environmental and public health threats. Due to severe budget restraints, we are able to act on only a slight fraction of such citizen concerns, and in many cases the States also cannot act. EPA must maintain capacity to respond to the majority of such concerns, and this includes inspectors and travel budget.	The question presumes that there is adequate environmental protection for Americans. There is not. The EPA's budget has been woefully inadequate for years, and there are no opportunities for meaningful savings that would not further compromise people's health.	If EPA is serious about being more effective with fewer resources, then it should continue to use "Next Generation" compliance approaches as laid out by the prior Administration. This would include requiring polluting industries to report--to states, EPA, and the public at large--on their polluting activities. Such reporting has been shown to prevent noncompliance in the first place, and the reported data is invaluable for appropriate rulemakings.	The question presumes EPA has discretion on its jurisdiction and statutory obligations. We do not.
76	75	5/2/2017		Step up EPA oversight and enforcement under the Safe Drinking Water Act, especially small drinking water systems. We must allow no more "Flint, Michigans" to happen on our watch. Make this a top priority. Reassign staff and managers from other programs to work on this, if need be. The public is depending on us, and will not tolerate unsafe drinking water anywhere in the USA.	Keep the regional EPA libraries open to the public and fully staffed. In our region, library staff answer calls and emails from the public. We can't let our responses to public inquiries get backlogged, because that appears to be unresponsiveness to the public.	EPA employees' personal safety is important, but do we really need so many private security contract employees in our leased space? In our regional leased space, they seem to duplicate the work of the building owner/manager's own security guards and staff.	Drones could be used to sample air emissions around the fencelines of factories, refineries, and other regulated air emission sources, as well as schools and neighborhoods.	

	I
75	One practice from other agencies and the private sector that works well is to appoint leaders to run the organization. OECA is suffering from a total absence of direction from or time with the new political management. It is a fantasy to think we will become "efficient, effective and accountable" when you deprive us of basic leadership and direction.
76	Our Assistant Regional Administrator (Serena McIlwain, Region 9) has introduced the Lean Six Sigma process. It has already been very effective in our regional office and it should be extensively used to streamline operations in EPA HQs. If reductions in staffing are needed, look for them in HQs. Our region has already suffered from the previous VERA/VSIP two to three years ago, which has reduced our staffing levels substantially. And now another round of VERA/VSIP is proposed. This should only be used as a last resort (to avoid RIFs) after Congress approves our FY 2018 budget, not right now.

	A	B	C	D	E	F	G	H
77	76	5/2/2017	better computer system with fewer malfunctions	good liaison; obtain knowledge from people on the scene	See No. 2.	People move from staff to supervisory positions. In making such moves, they normally obtain a higher grade. If they surrender being a supervisor, they should revert to the previous, lower grade. Under current conditions, they do not. They are being paid as a supervisory without those duties.		Coordinate with FDA and USDA.
78	77	5/2/2017	Responsibility for personnel actions was shifted to shared service centers (SSCs) in 2009 with the goal of performing these functions quicker and more efficiently. Instead, the SSCs have become somewhat of a bottleneck to getting work done. Regions have had to maintain HR staff in order to help get actions through the SSC. As a result, it now takes more FTE and twice the time to process personnel actions. The SSCs have worked well for travel voucher processing, but not for HR actions. Restoring personnel processing offices in Regions and AAships would be more efficient.	EPA approval of state CWA 303(d) impaired waters lists is a contentious process with little or any benefit to the environment. We should either do away with the EPA approval step entirely or make approval automatic unless the agency takes a disapproval action within a limited amount of time.		In addition to #2 above, EPA review of USACE draft CWA 404 permits is a resource-intensive and sometime contentious process. If the Corps is the permitting authority, they should bear the responsibility for CWA compliance, not EPA. Better yet, if states could be given incentives to take delegation of the 404 permitting program, that would be even better. Currently only 2 states nationwide are delegated for CWA 404.	many of our data systems are outdated and don't communicate with each other. Bringing our data systems up to date would be a good investment for us, our state and tribal partners, and the public.	
79	78	5/2/2017	Too many mid-management layers. There is NO need to have a branch office between division and section. A good employee to manager ratio should be 1 to 11, i.e. every 11 employees for one first line supervisor/manager. Eliminates the branch office layer.	Authorize states, tribes, local communities, or the private sector to detail their employees to EPA offices/regions so they can work side-by-side with EPA employees to resolve EPA issues.	Conduct quarterly customer support forum, and invite our states/local partners to the forum to discuss customer service improvement needs.	Expand EPA???s National Environmental Information Exchange Network to environmental protection authorities of foreign countries.	Make GIS environmental information accessible via mobile devices.	Consolidate 10 regional offices into 5 mega geographical EPA centers, i.e. the Eastern Center, the Western Center, etc???

	I
77	Communicate well. Treat people on the basis of merit, not "identity politics."
78	
79	Defense Finance and Accounting Services (DFAS) consolidation strategies and experiences.

	A	B	C	D	E	F	G	H
80	79	5/2/2017	Almost all obstacles emanate from OARM. OARM's archaic and inefficient processes in OAM & OHR prevent staff from performing their primary missions. Purchasing, contracting, recruitment, employee development and training, and disciplining poor performing/behaving employees all suffer due to a lack of competency and expertise in organizational development. The biggest obstacle is procurement and acquisition regulations and policies that make purchasing slow, long, laborious and highly inefficient. Most issues arise from the Federal acquisition Regulation but OAM adds tremendously to the burden due to EPA's risk averse culture. Ultimately we need a major rewrite of the FAR to allow the government to purchase under standard business procedures. This would allow organizations to purchase any item or service they need, when they need it immediately with a credit card and not have to write volumes of text to let companies bid. Give senior managers the credit cards and the approval	Lift collaboration restrictions on EPA employees. Too many restrictions on our people that other federal science agencies do not have.	Lift collaboration restrictions on EPA employees. Too many restrictions on our people that other federal science agencies do not have.	We can reduce costs and inefficiencies without sacrificing environmental protection. Hire the people with the right skills and leadership ability to hold the workforce accountable and strategically plan and remove regulations and policies designed to keep every task slow and inefficient such as purchasing, contracting, hiring, EPA collaboration with non-federal entities.	Yes, tons but we need to go purchase them and we need to get rid of inefficient and unreliable FAR and OAM policies, so we can do this. EPA wastes time and money on outdated and useless IT solutions. Big companies use the best and latest software and apps to conduct business, we need to do the same.	Any federal science agency that does research on water and air should move to EPA so this research can be combined and done by one centralized organization. Regions should have more of a regulatory focus with mostly lawyers and scientists collaborating with states, tribes, etc. Create super regions to reduce duplication. Regions don't need labs. Emergency response and superfund employees can use labs in the private sector especially by eliminating ridiculous FAR requirements.
81	80	5/2/2017	Yes, EPA CID currently has the agents do car logs monthly. These logs were started approximately a year ago based off of recommendations by an Inspector General audit (it is not required by any statute or regulation). But almost all of the information in the logs track are already tracked electronically when pay for gas using the GSA card. Also Time keeping is tracked several different ways. We fill out a monthly activity report (MARs) for what we did each month. We also track our time in peoples plus, we also fill out leave slips. Everyone in all of CID acknowledges that the MARs reports are a complete waste of time and no one can ever fill them out perfect so all of them have mistakes in them. On top of that they are not used for any purpose other than a gotcha when management wants to mess with someone. They also take each agent about 4 hours a month to fill out. So we have 150 agents x 4 hours at an average of $55 per hour that works out to be the	None	None	Yes our hiring process is terrible. We need to be able to hire people who will work effetely for the agency with out the restrictions of only hiring vets or certain classes of people. For example we recently (with in the last 6 months) hired two agents in WV. Neither of them were from WV. The EPA spent over $100,000.00 training them at the FLETC and neither of them want to stay with EPA in WV so one is already going to another agency and the other has stated he wants to leave soon. These issues were oblivious before they were hired. But we were restricted in who we could hire so there were good candidates that did not get hired because of the hiring restrictions. So now we will lose the $ spent training	none that I know of.	For environmental crimes. I don't think you can state AG offices are not equipped or staffed to handle large complex environmental cases. No other federal agencies do environmental crimes other then the FBI and I have been told by several FBI agents that there management dose not want them to do environmental work because it is not a priority for them.

	I
80	See response to Q1 - create a Manpower and Workforce Analysis Division and hire former military manpower experts. This type of organization uses science based methods to determine organization's missions, workforce size, implement organizational development principles, determine organizational inefficiencies and use tools such as LEAN and Six Sigma to cut the useless functions and determine necessary tasks. If EPA tries to do these things in-house with the people we have in OARM now, we will fail. Reducing management interference with useless polices that cause extra work and implementing lean leadership that holds people accountable will be the result.
81	no

	A	B	C	D	E	F	G	H
82	81	5/2/2017	Physically working in the office reduces the amount of time I am able to spend on projects. For example, staff are required to attend several meetings per day, which requires several minutes to walk, catch the elevator or stairs, etc. Now, this may not seem like a lot of time, but let's say a typical staff member attends to meetings per day, requiring approximately five minutes to arrive and return to his or her desk, totaling 10 minutes per day of lost productivity, per employee. Now, let's multiply that by just a portion of the workforce per day, 8,000 staff members. This 80,000 minutes per day, or ~1,333 hours lost per day from physically attending meetings. I'm not clear on the average amount of pay for the employees but we'll go with $25/hr just to paint a picture. That's $33,325/day or $866,450/year being paid in time for physically going to/from an employee's desk to a meeting space. These are very modest numbers and I would suspect they could be much higher, but there is a solution! Virtually meeting from an	No comment.	First, properly enter the digital era of the rest of the United States. Fully leveraging digital technology available to federal entities that streamline processes and promote a convergence of real-time customer service with the latest technology to provide an "easy to understand" methodology for doing business with the public.	Do you really want to spend all my time filling out this survey to provide the many opportunities to reduce costs, and more than maintain, but IMPROVE environmental protection? You can reach me at **[REDACTED B6]**	Do want an idea or a detailed plan? Let's start with, Stop printing anything! I don't want to hear that it can't be done. Several businesses in our country do it and it leaves a better audit trail than the hardcopy way of business. It also sets up the agency for leveraging big data across agencies that would further allow for creating new efficiencies. The list goes on but my fingers are getting sore from typing. If I were able to dictate verbally into this machine, I would have been done with this survey much sooner. I can dictate an entire document on my smartphone in minutes, yet we still type everything.	Big data; centralized and open. Mandated open data architecture is a start. For example, if we need to implement a new database, require that all of that data is EASILY accessible by other agencies and state partners. If our data is open and available, States could actually implement processes more efficiently and take back some responsibility.
83	82	5/2/2017	As a scientist in the field and at the bench, the paperwork keeps becoming more and more burdensome. I understand we need QA/QC for science, and we've always had that, but it seems we get told to do more and more paperwork or paper trails for just that, which takes way too much time and thus lessens my actual time I have to spend doing the hands-on research. And then ordering supplies, that's yet another feat, not to mention if something has to go through EAS, then there's even more documentation. Not only does that demand my time and writing those documents, then it takes months to even receive the item that goes through EAS after numerous reviews. It's not the scientists fault or the EAS person. It's the load of required documents plus more and more reviewers in the tier of the agency. Do you not trust us?? I imagine someone in an upper level position has no idea what the equipment even does, and yet there are numerous people assigned to review the EAS orders. There's been many times I've had to	My project does partner with states and communities. I don't really need to improve on that as I have a Regional partner that is in frequent communication with the local states and community organizations regarding their concerns over an urban polluted watershed. I however, work at an ORD Division but I have great partnerships with Regional program offices.	My project also has a Citizens' Science component so we are in the community at least twice/month. The community knows we are doing our best to solve their pollution problem, we involve local volunteers including middle school students, college students and retired citizens. However, most of my colleagues at my Division do not have a Citizens' component in their projects. Maybe it should be encouraged, if possible? Some of the public may have a mis-conception about scientists or EPA in general. When you're in their community and they see you get dirty, sink in the mud and are an approachable person that is concerned about their livelihood, they want to be a part of what you're doing to help them.	It would greatly reduce costs by reducing administrative burdens as you lose that salary per hour time by having scientists too burdened by admin requirements. This has gotten so much worse since ORD went to their so called "efficiencies" program. They took away all of our local admin staff and distributed them across ORD. Half the time, I don't even know who to contact, so it wastes my time trying to keep up with it all. Before that, I just walked to an office of someone down the hall and gave them the paper or request, and it was done! And once the "efficiencies" program was created, then more and more supervisors were hired for each of those programs. That was insane! And if that wasn't enough, then ORD		

	I
82	A results driven workforce rather than the baby boomer methods of approaching business. Give me a deadline, I will deliver. Adopt open-source first way of thinking. ORD paid a contractor upwards of $120,000 to build its Intranet, I built the Region 8 Intranet (using the same open-source tech) in my spare time along with one other employee in half the time for a cost of $0. Well, I did get an award of $800 and certificate. I could give you several more, but it's time to go home, sit in traffic, pollute the air, and waste money on fuel just so I can sit in a cubical that 3 days a week (that's right, we pay for it to be empty 4 days a week). Our usable building space could be drastically reduced by
83	

	A	B	C	D	E	F	G	H
84	83	5/2/2017				CERCLA, i.e. Superfund law, needs a overhaul. While Superfund may be great for addressing large contaminated "mega" sites, I believe its a poor mechanism for dealing with small residential/commercial/Industrial areas with limited types of contamination where usually a dig and haul or cap in place remedy is what is needed. A more efficient mechanism, such as an expanded removal program or a "Superfund light" program, would better address the contamination while reducing the cost, reducing the amount of time exposure remains to site contaminants and provide better reuse/revitalization opportunities.		
85	84	5/2/2017	The procedures that have been put in place since Jan. 20, 2017 involving briefing and consulting with the political staff in HQ before certain sorts of enforcement or programmatic actions are taken by the Regions, and the time that then sometimes elapses before the Region gets an answer from the HQ political staff, are very inefficient and are delaying our work to protect human health and the environment and our service to communities. It is highly inefficient to require this much case-by-case consultation, followed by slow response times.	It is absolutely essential that EPA maintain its roles of: 1) setting national standards, consistent with federal statutes, that all states and regulated parties have to meet; 2) setting consistent enforcement and compliance expectations for the states; 3) overseeing the states' implementation of delegated/authorized programs and of federal grants; 4) being a backstop of the states by bringing federal enforcement actions in appropriate cases in delegated/authorized programs, in consultation with each state (in addition to the enforcement actions EPA brings in the "Direct Implementation" programs). If EPA doesn't do all of these things, then there is a great risk of there being a "rush to the bottom" among the states, as they will not want to put themselves at a competitive disadvantage relative to those other states that apply a	The single most important factor to ensure better customer service is to ensure that EPA's environmental programs, and EPA's state and tribal grant programs, are fully funded. Making a significant cut to EPA's staffing and, at the same time, making significant cuts to EPA's grants to the states is a guaranteed recipe for worsening our and the states' service to our customers. A second factor that is key is the need for EPA to conduct regular outreach to states, tribes and the regulated community regarding environmental requirements that need to be met (especially when new requirements are taking effect) and about EPA's compliance expectations. With regard to the public at large, EPA and the states must continue to invest time and resources in holding public meetings, seeking public input, and providing timely information to the public via web sites and other mechanisms.			I don't think we can. It is a fallacy to think that there is currently some significant duplication of effort between EPA and the states, or that EPA is investing a lot of resources in work that the states can do by themselves. If this were true, then the states would already be doing more than they are doing! The states have significantly limited funding and limited expertise. If EPA disinvests, then either the work is not going to get done at all, or the states will be put under much greater resource pressure and be forced to do triage in their work. Either way, there will be a loss in public health protection. EPA

	I
84	
85	It is crucial for EPA and the states to ensure that there is a level playing field across the country, in terms of environmental requirements. If the regulated community were to start getting the impression that environmental requirements are not going to be enforced in certain states or regions of the country, it will make our job much harder and ultimately increase costs and inefficiency. The regulated community needs to have an expectation that EPA or the state may very well take an enforcement action if there is noncompliance; that way there will be more voluntary compliance, which saves costs in the long run.

	A	B	C	D	E	F	G	H
86	85	5/2/2017	We need better tools to manage electronic records. The lack of such tools creates significant inefficiencies in complying with requirement under the Government Records Act and the Freedom of Information Act. While this may cost something on the front end, significant cost savings would occur thereafter.	Continue to sustain strong working relationships with these stakeholders. Face to face meetings, trainings, and work groups focused upon specific issues foster good communication, understanding and finding creative solutions.			Better records management.	
87	86	5/2/2017	Requiring grant recipients to submit MBE/WBE reports. This would be a burden reduction for the grant recipient as well as the EPA. Simply eliminate the requirement to submit the reports. The majority of reports have nothing to report but we are required to receive them and enter zeros for reporting into the IGMS Post Award database under MBE/WBE tracking. Also, eliminate the need for states to submit PreAward compliance Reports, EPA 4700-4. This is a Civil Rights report required for all grant recipients however EPA doesn't do anything with the reports. They go to our Civil Rights office to sign and returned to file in the grant file. This would be another burden reduction for EPA and grant recipients.	Eliminate unnecessary "red tape" such as the above forms which are unnecessary and thereby allow our partners to focus on the environmental results rather than unnecessary administrative requirements.	I think EPA does an excellent job of providing customer service to our grant recipients. However, housing all of the Tribal grants out of one office may provide better service to the Tribes since they are unique.	Elimination of Radon grants. Funding was to have been eliminated almost 5 years ago but because they government is always operating under a continuing resolution this program continues to receive funding. Eliminate voluntary program grants. These are usually low funded awards that produce very little environmental benefit. Programs include Pollution Prevention, Source Reduction, Environmental Justice and Environmental Education grants.	The use of GRANTS.GOV across the Federal government would be ideal and then one system for the Agencies to receive applications and award grants. I went to work for another Agency that did not have a grant system. The states had to use two different systems operated by the program offices rather than grant offices. One stop shopping would be beneficial to all grant recipients and the utilization of one system across all agencies would mean that grants could be processed across agency or assistance could be provided by one agency to another if there was a need.	Again, I would reiterate the need/use of a single grant system so any grant specialist could assist another agency through an Interagency agreement if one agency has a lull in processing and there is a need in another agency. If one system was used by all agencies we could cross those lines to provide assistance without having to "learn" something new.
88	87	5/2/2017	We all are required to take many trainings. Most are of some value, although when you add them all up I doubt they're worth all the time we spend taking them. One of them, the COOP training, stands out for uselessness. The training is boring, because it seems that the developers just plunked down text from a Federal guidance manual. And it's useless, because when the shit hits the fan, it won???t help anyone in the slightest to know the difference between a Delegation of Authority and an Order of Succession. The training should be dumped.		Everyone I know works hard to serve the public and our regulatory partners, and we get thanks from them for it.		EPA should expand and encourage the use of cloud computing instead of traditional hosting at NCC. Cloud computing is cheaper, more versatile, and more adaptable than traditional hosting.	

	I
86	
87	It's late in the day, I can't think of anything right now but would love the opportunity to provide a response at a later date if possible.
88	

	A	B	C	D	E	F	G	H
89	88	5/2/2017	The EPA has done a pretty good job of doing this over the last 30 years.	States usually want EPA to be the bad guys when making companies clean up sites or when it comes to enforcing the law on a recalcitrant violator. That way state programs escape political repercussion from other state programs and the governors office and do not have to deal with the state politics. That is how it works.	A better work ethic must be installed in folks and that needs to start at the TOP.....President, senators, congress, appointees, etc. Not passing budget and going home for Thanksgiving, Christmas, Easter, etc. shows exactly the work ethics of the federal government at the top...who should be setting a better example. Until that changes and our representatives can lead by example, I really doubt much will change. Folks with a good work ethic will always have a good work ethic regardless. Folks that need to be ridden to have a good work ethic wont until ridden and the way our leaders are going and riding, looks like that may not happen for sometime.	Hire better educated/dedicated employees. The veterans preference makes it where the most qualified person is not always hired. The military should not hand out disabled veterans preferences like candy to folks who really are not disabled.	Doing that.	The EPA is like .03 percent of the budget. If EPA is realigned into another agency, EPA's mission will likely be forgotten. That is why each agency has its own mission. Prior to the creation of EPA in 1972, there were several environmental laws/programs that were aligned under other agency authority (Dept of Interior, National Parks, etc.) It did not work that way and that is why EPA was created, to provide a clear mandate to help provide clean water, air, and land to citizens of the US. If EPA is combined with the military, we will just more weapons. Good weapons are great but so is clean water.
90	89	5/2/2017	Redundant time entry requirements, training databases (for tracking training) and even training requirements. Develop working groups focused on finding and fixing these throughout the organization.	develop environmental task force/working groups within every state. Ideas can be shared, cross-training can occur and overall better relationships can be built. Also, seek to solicit this same information from the various state environmental offices...see what they have to say	Ask these groups what they want/expect from the EPA (more than just grant money). What do they want the EPA to do for them, the ultimate customer?	Re-organization throughout the agency. There seems to be redundant programs in several areas. Look into creating "Centers of Excellence" throughout the country, that focus on issues from a national perspective vs. just at a regional level. Also, better leverage technology, especially in tracking training, equipment, etc.	Again, I think technology can improve efficiency, but also improve moral. The less times an employee has to document or track information, the more efficient they are. As an example, EPA has a learning Management System (LMS), yet there are various training requirements that are not loaded into or tracked in LMS. This requires the originating office to send out an email instructing all required "attendees" to take the training, then the employee must print, scan and email the certificate to someone for tracking purposes. Why not leverage the system already in place to do all of that? This is one small area where resources can be saved, through the use of existing technology...which is not	

	1
89	Doing that.
90	

	A	B	C	D	E	F	G	H
91	90	5/2/2017	The final clearance and issuance of the Revised Federal Cross-Cutting Authorities Handbook has been delayed for over 4 years. This has left states and EPA staff without the proper guidance and knowledge to ensure that entities are aware and complying with all federal requirements under the State Revolving Fund programs.		I suggest combining the operations of the EPA Clean Water State Revolving Fund Program and the Drinking Water State Revolving Fund Program. There appear to be real opportunities for achieving efficiencies and economies by moving toward the combined operations of the two SRF loan programs at the federal level. EPA could achieve efficiencies in its own Clean Water and Drinking Water SRF management by combining the operations at headquarters where two separate SRF operations are maintained within the Office of Water. A cue can be taken from many states and EPA Regions that are already demonstrating an effective and efficient use of resources along with efficiencies both in financial and programmatic management through the combined operation of their loan programs (CalEPA, California State Water Resources Control Board, Division of Financial Assistance and EPA Region 9 are excellent examples	See Comment in Q.3 above.		
92	91	5/2/2017		Focus on the important aspects of a regulation, don't sweat every detail - especially when auditing a program. Giver direction to states on priority rather than "everything is important"	Providing more travel money, especially when EPA has a directly implements a program, such as for tribes	Improve CONCUR travel, get more assistance with travel so someone familiar can assist rather than a GS 13 spending hours trying to solve a problem	Drones to do inspections	Combine the CWISA (CWA infrastructure) program with Indian Health Service,
93	92	5/2/2017	FTEs for the Superfund program are spread around EPA. In the early days while the Superfund program was relatively well funded the other programs were not. However, now that most of the EPA programs are state delegated, those Superfund FTEs and dollars would be much better spent by the Superfund program.		Provide more money for EPA staff and/or contractors to provide more classroom training. Travel funds are an issue for EPA HQ staff to travel to provide training (we are not allowed to use travel as training funds when we are giving training, only when we are taking training). Training we provide at regions or conferences can provide better service to regions, states, tribes, local officials, PRPs, and contractors.		Please do NOT listen to our IT contractors on their ideas on better equipment/software. This Drupal fiasco is still causing problems.	We did a lot of realigning in Superfund back during the administrative reforms of the 1990's (increased state/local role on land and groundwater use expectations, state concurrence on NPL listings, etc). Seems to have worked well

	I
91	
92	Reduce the number of multi layered contracts - they may save contract resources, but cost more money through layers of overhead within the contract.
93	The internet based training that EPA has given on Clu-in, or in concert with ITRC (state led workgroups) are widely appreciated by technical staff in federal, state, tribal, local officials, contractors, industry, and environmental groups. Also the ITRC workgroups (which are state led but include feds, tribes, local gov, industry, and enviros) have come out with some well received guidance documents.

	A	B	C	D	E	F	G	H
94	93	5/2/2017	Localize control of our budget. The ability to move funds where needed would greatly improve efficiency.	EPA office in each state which partners with state environmental agencies. EPA 's role would be that of advisor, use funding "opportunities" to help "guide" programs.	Local control of state offices, give the people a sense of shared responsibility.	Eliminate "if you don't spend it you don't get it" mentality. Allow unspent funds to "roll over" into a capital equipment fund for technology upgrades.	Have an audit performed by an outside agency adopt "good science" practices.	Each state have its own EPA office.
95	94	5/2/2017	Political interference in enforcement cases often causes inefficiency. Political feedback belongs in the rulemaking process, but not in the enforcement process. Enforcement of existing laws should be left to enforcement officials, without input or intervention from political appointees. This is true for a few reasons. First, it is fundamentally unfair that well-connected defendants are able to exert political pressure on enforcement actions, whereas smaller defendants do not have equal capability to do so. When politicals then act to intervene in enforcement actions at the prompting of trade groups or specific defendants, it creates an un-level playing field because larger defendants are able to influence and achieve better results for themselves than smaller defendants. Second, political intervention in enforcement cases is very inefficient. It drains significant staff and middle management resources to attempt to brief the full status of each enforcement case to the political appointees, who should be occupying	State governments are frequently beholden to industry, even more so than EPA (which is not immune from the influence of defendant or trade group lobbying efforts). The EPA should step up its efforts to serve as a backstop of national consistency where state governments are politically incapable of ensuring compliance. On the other hand, some state governments actively serve as laboratories for the development of regulations that prove effective at furthering environmental results in a manageable way. For example, the State of Colorado has developed a robust State Implementation Plan for regulation of oil and gas well pads. The EPA should work with states, like Colorado, to continue to develop and adopt sensible, effective regulations that have been proven at the state level into federal regulatory requirements. In this way, states	The EPA provides customer service by: 1) being a leader in the development and oversight of regulations that push industry to achieve environmentally protective practices; 2) effectively enforcing those regulations so as to maintain a level playing field among states and companies; and 3) developing sound scientific knowledge to support identification of potential harms from pollutants so as to set standards to ensure that the public is protected. The EPA could spend more efforts to further any of those three objectives, and that would improve the customer service (i.e. protection and expertise) received by the states, tribes, local communities, regulated community, and the public at large.	In attempting to provide flexibility, our regulations become overly complicated. It would be more efficient if we were to write regulations with clear requirements that did not attempt to provide exceptions or alterations for particular contingencies. My understanding is that many of these inefficient changes happen during OMB review for cost-effectiveness. In carving out exceptions and allowing alternatives, we should keep in mind the added costs of reduced regulatory clarity and simplicity.	We would be more efficient with a higher budget. Because of budget cuts, support staff positions have largely been eliminated over the years. This means that engineers and attorneys are forced to use their work time to do ministerial tasks like word processing tasks, photocopying, mailing, booking travel, etc. Increasing our budget and hiring more support staff would help free up time for professionals to work on more complex matters within their field of expertise.	EPA is a resource to other federal agencies and states. Where appropriate, we partner with those entities to achieve shared goals. Our resources then supplement their resources. We provide expertise and guidance in implementation and oversight of our statutory authorities. Even in areas of shared responsibility or mutual interest, cutting our activities will only place greater burden on the other federal agencies or states to pull more weight, or will lead to a situation where that work goes unperformed and neglected. Likewise, increasing our activities in those areas of shared responsibility and mutual

	I
94	Hire and promote based on talent, public service should not be a test tube for social justice.
95	My ideas have been covered by responses to the previous questions.

	A	B	C	D	E	F	G	H
96	95	5/2/2017	NA	More retreats and partnership building and outreach events to build relationships. Also, more grant funding from HQ.	More outreach events and speaking engagements. We especially need to be more present at local schools and colleges., giving talks in the science rooms and having a presence at events such as Earth Day and Career Fairs.	Definitely need to tap into the Work At Home option. It saves $$ on commuting and it can also be a huge $$ saver when you account for less office cubicle spaces.	Newer computers and laptops. We also need to provide more staff with EPA blackberries.	In order to leverage our authority and accomplish more, we need to have more partnership building retreats on an annual basis with our sister agencies, such as the Army Corps of Engineers and US FWS. Buidling strong partnerships helps us get our job done easier and it saves time and money for applicants as well, when they don't have to wait so long (sometimes years) in order to have EPA and Corps get on the same page about a project. Many times EPA and Corps are at odds more with one another than w/ the applicant. This is easily solvable by doing more to build stronger relationships.
97	96	5/2/2017	We've been required to take a lot of trainings which take time away from our work. Some of these are necessary but I think there are like 5 or more trainings such as annual ethics training, annual computer security training, annual continuing of operations training, annual records management training, working effectively with Tribal governments, and others. Maybe we don't have to take these annually? Our performance evaluations are a headache and demotivational. How many times do we need to be asked what we are doing? Why do some people get all the plum assignments while others get all the work? Doubt that will change but a management culture of encouragement and motivation is better than constantly being beat on for a couple of decades. It get's tiring. No appreciation or understanding of good work. Politics rewarded most and I don't expect that to change.	Some of the water grants are poorly researched prior to being awarded. The grants are for worthy causes but money may not always be well spent as projects aren't always completely thought out before being granted. Some of the grants to organizations which have minimal environmental skills. These grants best awarded to more scientifically qualified individuals and organizations for max benefit (e.g. those with scientific/engineering backgrounds).	we work closely with States and Tribes. Tribes seem to privately appreciate our help while publicly criticizing us. They have a great need for assistance. Some tribes would rather not deal with us but I don't think that is really in their best interests. States can be hard to deal with. Some are very strict whereas others very lax. Some over-enforce laws while others don't enforce. Not fun. It's a process. I feel bad for regulated community because cleanup costs can be very high and public often has misunderstanding of actual risks from sites and can get very agitated. More cost effective remedies is recommended. Better communication of risks to public also recommended.	Each Region has it's own analytical laboratory (10) and for Superfund they have the National Contract Laboratories. The work overlaps and is duplicative. Both could be eliminated and private labs could be contracted on an as needed basis through subcontracts. Quality of work could be diminished however due to less direct oversight because of lax State oversight of labs (private labs not overseen by USEPA).	Actually the old technology Lotus Notes was better than our new technology "Microsoft Office/SharePoint." Although the new service make data sharing easier, it doesn't not have the database capabilities as Lotus Notes. To replace Lotus Notes one needs to reprogram hundreds of dbases in Access and we don't have the staff for that. Even our new email system "Outlook" is not as good as our old one "Lotus Notes" Suggest reorganizing HQ IT Office that makes all those bad decisions for us. Really need to ask the end users what they need rather than having HQ tells what we need. Also, we use to have an onsite contractor to manage	I think we already do a lot of that. What the States don't want or won't do, they give to us to do. Seems we defer to the states a lot. Also DOD facilities have primary responsibility for Sfund cleanups but they really don't have the expertise and there is a lot of waste that results from that. DOE facilities somewhat too, although they have some very nasty sites which of course are very expensive to cleanup.

	I
96	Places like Deloitte Touche hold annual classes that they call DT school..... in order to not only build their own employees, but also build partnerships across the industry. We need to create this type of atmosphere at the federal agency level, so that employees not only build on their skills, but also build stronger partnerships. This type of relationship building ultimately helps agencies understand each others missions better and help work more united, saving time and money, and creating much more efficiency across the board.
97	We "consolidated" some of our services to Cincinnati and Las Vegas "service centers." and quality of service really dropped. Don't know how much cost savings was achieved but if you have to send a dozen emails to get your travel voucher improved, it's very frustrating and inefficient. We switched are payroll system around a few times and it went from good to horrible to better now. Forget which system was the bad one. I think we have PeopleSoft now which is OK but there are something like 200 payroll codes you sometimes need to figure out. Best idea is don't create softwarwe in house. EPA is not a software company. Private sector is much better at software design.

	A	B	C	D	E	F	G	H
98	97	5/2/2017	Centralization of administrative support for travel, personnel, contracting leads to more difficult administrative work.	1) Enhance our social science capacity so that our interactions can be even more rigorous and so that our capacity to draw inferences from our interactions is enhanced. 2) Ensure that partnering is rewarded in TQB decisions and 3) Ensure that funds are available to support effective collaboration.	1) Ensure that staffing is available secure and rewarding for this collaboration 2) Ensure that programmatic direction is clear and viable over the long term, and 3) ensure that funds for the support of these interactions are more than sufficient. 4) Promote people who take care of our customers	Support national scale environmental accounting as an aid to strategic decision making.	1) Integrate IT systems and ensure that they are friendly to even infrequent inexperienced users 2) Technologies that underlie national scale status and trends reporting on environmental status need to be expanded and nurtured. The accounting that such technoligies provide is essential for the strategic allocation of management talent and a wide range of state tribal and Federal resources.	1) Support travel to professional meetings where collaborations can be developed and cultivated across agencies. 2) Hold national, state and local workshops to focus on this potential 3) Support ECOS and other similar organizations.
99	98	5/2/2017	Job categories that follow 1940s formats and don't encourage x-program work or acknowledge that employees in one category (eg. environmental protection specialist) CAN in fact do a job that an engineer is doing need modernization.	Allow us to do our jobs and implement our regulations. Removing regulations do not help build partnerships to achieve better environmental results. Provide funding to support partnerships that develop analytical tools, research effects of contaminants and activities on the environment and public health, coordination and activities of local watershed alliances, put local governmental protections in place, map out sustainable activities for smart growth, etc etc etc. We cannot partner without funds and employees with needed expertise. Both of these critical elements are proposed to be severely cut. That's why this survey seems disingenuous.	We already provide great customer service. Better service requires more employees who can travel (funding to travel) to meet face to face with tribal leaders, municipal governments, chambers of commerce, planning and county commissioners, land owners, etc. More employees and funding to help convene problem solving activities with interested groups and others who ask for help. We get a lot of requests for funding and technical assistance and don't have any discretionary funding like we did 15-20 years ago to help with a wide range of requests from all sectors; they loved our participation at that time when we had the people and funding to help.	Employees are incredibly efficient and skilled, but micromanagement creates the single largest inefficiency in the system. It's amazing that we have anything to report given the massive load caused by micromanagement. Ideas like using ADP to track activities that are already tracked in data bases built to track the activities will create enormous inefficiencies and are a symptom of further micromanagement and ignorance. We are already so reduced that we are cannibalizing program to program. There is no fat - no meat either. We don't have enough funds to even archive records according to regulations. Our computers are ridiculous. Other inefficiencies are caused by	Modernizing takes money. Given the proposed budget, this question can't be serious. We are limited by funding to use basic technologies that people have at home - GIS applications, advanced google earth type of technologies, a screen that isn't miniscule. The number of licenses we can have are very limited for say, adobe pro, for crying out loud. Our existing processes operate well if they aren't constantly interrupted by admin demands (see above) or shunted into centralized services that are understaffed. The main problem with current processes of any kind is lack of employees. EPA employees are plenty accountable - all the time - demoralizing and insulting	We do this already all the time, every single day. You can accomplish more with more employees who can create more partnerships. What do you mean by realign? We've been aligned for decades with our state and federal partners. We do this really well. I assume by "more" you mean meeting our mission better because there is a lot of the environment that is not protected by whole swaths of sectors and a lot environment that is contaminated and a lot of people suffering health impacts from unregulated sources of pollutants. Under that assumption we can do more by supporting the

	I
98	1) Hire great young people and mentor them with our best. 2) Make a real emeritus program available to aging Feds comparable to that in academia 3) Support an extensive but competitive sabbatical program for managers and researchers.
99	Best practices are to have enough employees to do the job, honor the employees for their incredible skill, expertise, and dedication - they ARE the best in class - and give them the resources to do their job. Instead what this administration is doing is the opposite of well-known best practices for leading any organization to meet its mission; this administration is doing everything possible to prevent employees from doing their jobs, to prevent them from being accountable to the responsibilities the agency has to the American people, to degrade them and their efforts. There is an assumption that EPA and its employees are wasting money and not accountable or efficient which is

	A	B	C	D	E	F	G	H
100	99	5/2/2017	Waiting weeks or months for concurrence or approval to put a process in place. Also getting funding to implement new process that will automate and improve productivity.	Automating a lot of the manual process we do. By automating data input and data scanning would allow us to better find, respond, and enforce environmental laws. Also set up more web based data input from companies and states to decrease our time for inputting and sifting through data.	Working to automate data needed by EPA. Using that data to communicate changes that are needed to bring environmental change.	Again automating a lot of our processes.	There are technologies that allow us to enter data once and create multiple documents while keeping track of what we are doing. These are not being used enough. People are still creating documents manually over and over. And a number of them are not standardized.	I see the same and similar work being done across divisions in our Region. Why? If the work process is similar why are two or three different divisions working it when one one is necessary. Many times one area does not know what another area is doing. If information was shared we could decrease the number of people needed to process an action.
101	100	5/2/2017					A very large amount of time and money is spent responding to FOIAs and discovery for electronic documents. This will continue to increase as the volume of electronic records continues to grow exponentially. Most electronic documents are emailed to many different people and large email groups result in email chains with dozens of responses. Each persons email and electronic files with potentially responsive documents are searched separately and put into the database. The de-duplication software does not work properly and it is difficult to search departed or separated employees emails. It would save a lot of time, money, and resources if all of our documents, particularly	
102	101	5/2/2017	We need more admins.	More funding.	More funding.	No, we've already been milked dry.	How about current computers with updated systems and printers that aren't breaking all the time?	

	I
100	We are using a self built Project Management Tracking that has assisted in tracking projects, workload, and decreased out time in completing a project. We also have a self built electronic routing system that has saves thousands of dollars in paper, ink, time walking documents, and missing documents.
101	
102	

	A	B	C	D	E	F	G	H
103	102	5/2/2017	EPA Region 9 simply has too many layers of management. We have section managers, ADs, deputy directors, directors, a deputy regional administrator, and an acting regional administrator. The ADs and deputy directors are not necessary and only slow down work flow, making our region less efficient. Rather than reorganize from within, EPA should hire an unbiased management consulting firm to make the tough choices.				We should stop using Concur and switch back to GovTrip for travel. Concur has wasted employee time, and time is money. The Outlook calendar and email is only available on a computer or an EPA issued phone. Assuming one is in the field and does not have an EPA issued phone, Outlook is worthless. I have to keep a separate calendar so I don't miss appointments. Urgent emails go unread. Either the technology needs to be changed or staff should be issued EPA phones to access their email and calendar.	
104	103	5/2/2017	The suspension of funding contracting actions in January resulted in significant delay in Superfund projects. Also the requirement to run all press notifications regarding Superfund sites through HQ is burdensome and can result in communication delays and delays in our ability to respond to situations. The inability to inform congress of what we are doing on Superfund sites in their districts without HQ approval also stifles open communication and does not serve the public well.	Best results come when responsible parties are willing and committed to cleaning up sites. However, this cannot be legislated. It depends entirely on the people involved. Where everyone is in agreement and working together for a common goal (e.g. cleaning up sites) results will be rapid and dramatically positive. If there are other priorities at play (e.g politics, divisiveness, profit motive, lack of money, lack of participation, lack of committment) progress will be piecemeal and slow.	Keep the EPA website information intact, uncensored and up to date. Scientific information should not be political	Invest in EPA as an investment in our future. For a few decades now EPA's budget has been cut back every year as we have had to do more with less. We are and have been doing less with less for some time now. Staff is extremely demoralized by the threats of 30% budget cut, elimination of programs and possilble RIFs. You cannot threaten people with possible termination and then turn around and ask them how to improve their jobs. This is no way to run an agency. this survey reads like a cruel joke.	None that don't cost money. Right now we need to focus on preserving what we have. Increasing EPAs budget and staffing to previous levels could make us more efficient , effective and accountable. At this point we can only do less with less.	Other federal agencies e.g. DOD has shared responsibility, but not necessarily mutual interest. This is evident in significant disputes and project delays despite more than adequate budget.

	I
103	Pay-for-Performance. Currently, 1% of EPA R9's payroll goes to awards. If EPA wants to improve efficiency, we should consider increasing that amount to at least 10%. Incentivize performance. How many people work at EPA? Answer: About half.
104	We still have some best practices at EPA and unmatched technology and expertise; focus now needs to be on saving them for the future needs of the country. Nothing needs to be "fixed" - that is a big part of the problem when management changes, there is always a need to fix or break what isn't broken to begin with.

	A	B	C	D	E	F	G	H
105	104	5/2/2017	We seem to have a hard time getting direction from our political leadership on decisions they have asked to be involved in. I feel we are constantly providing updates to HQ on our work. A lot of information goes in, but we don't get direction back. Do we move forward? Do we take a different direction? This seems to be due in part to the limited number of people in our political leadership that we can get direction from. They seem overloaded with too much going on to make a decision and provide direction.	Inspectors spend a lot of time in the field and see where facilities have a hard time with compliance. EPA should fund travel for inspectors to give presentations to the regulated communities (industry groups, government groups, operator trainings, etc.) on common issues. We used to do a lot of this, but as our travel funds have dwindled over the last few years, we are no longer able to do this type of outreach. We could also do a better job of outreach to the general public. We need to provide general education on things they can do to help their air and water (knowing where the paint they wash down the gutter goes, knowing how to properly dispose of chemicals, etc.). Sometimes states need EPA to be the guerilla in the closet. We have had states ask us to step in when they can't get a facility to	You can only provide customer service if you have the resources to do so. We can only provide assistance or good information to the public, governments, etc. if we have the people, the expertise, and the other resources to do so. The number of people, expertise, and other resources has been on a downward trend for a long time, and our customer service has also gone down.	Require facilities to post compliance documents on their website. For example, construction sites would post their stormwater plan and self-inspection reports online. This public transparency would lead to better compliance, and EPA and states could do some limited reviews of documents in lieu of on-site inspections.	We need to have software to electronically concur on documents (permits, RODs, letters, enforcement, etc.).	I don't see any areas where our responsibility overlaps with other federal agencies. As far as states, we already have state delegated programs that have committed people. We let them do their thing unless they need EPA help.
106	105	5/2/2017	We are required to report on ACS measures to HQ for 3 quarters during the year. Suggest just reporting on ACS measures at the midyear and end of year. We also need access to people who can help us with database and other data management efficiencies. Many of us use manual processes to do our work, whereas people with programming and computer expertise could help create more efficiencies. We also would benefit from creating portals on our website, where people from outside EPA can submit documents directly to EPA through the website instead of through emails.		Better communication tools for sending outreach materials - bulk emails sent to many people at once, etc.	We are woefully low on staff, and need to hire more FTE instead of relying on SEE employees to do important work. SEEs have frequent turnover since they are paid such a low salary, and they don't have the commitment of regular FTE. There is a lot of required work that we cannot do since we don't have the FTE staff to do it all.	yes, better database efficiencies and tools as described above.	Other federal agencies or states cannot do the work that EPA is required to do by statute.

	I
105	Our PARS have elements that are very measurable (# of days to draft or review a document; # of days to submit a form; do a, b, and c every quarter, etc.). I know not all groups have this. They don't have anything to measure outputs. I know not everything is easily measured (e.g., professional interaction with states, etc.), but there should be something measurable in PARS. I hesitate to say this, because I don't miss this tracking from the private sector. Billable hours
106	sadly, no, except the use of web portals to receive public info, as suggested above. That technology is used by the state of Colorado and Utah.

	A	B	C	D	E	F	G	H
107	106	5/2/2017	Currently, it is extremely difficult to get a management-level decision on any matter. This appears to be due to a perfect storm of several deficiencies arising since January 20 -- the sudden loss of managers with knowledge and experience in subject areas, the slow pace at which new leadership has been brought to EPA, the surprising degree of unfamiliarity of the limited number of new managers arriving with agency practice, information pools, and legal structures governing agency business, and the rather na??ve approach to top-down clearance of each and every item of import that new leadership appears to favor. So, my suggested solution if for EPA leadership to convince the WH to get its vacant political posts filled, so that the agency can at least begin to address the mounting backlog of decisions that need to be made post-January 20. Basically, the "improvement" needed is to return to the full strength we had before the inauguration, as efficiency and effectiveness have dropped off	One of the things that slows EPA down and makes it take longer and more money for us to make decisions is the absence of needed technical and scientific information. This is informational poverty that is partly our own making, as we do not maximize use of our legal authorities to direct others to provide needed info and data. For example, if we made earlier and more frequent use of our Clean Air Act section 1114 authority, it would not take EPA so long to deliver regulatory certainty in the form of regulations that are well-supported by real world data.	We tend to too freely fall behind due to our own resource allocations. We need to invest more money and staff into completing required actions even when the results of those actions may be politically unpopular. Better to take the action, let people who don't like it get their day in court attacking it, and move on, rather than keep everyone waiting and wondering.	Yes, we should follow long-standing OMB guidance and require those who benefit from some of our services to pay for them (e.g., polluting sources should pay for permits, as OMB has long said they should).	I am not knowledgeable on this subject.	We end up doing too much of the work that states should do, in response to states saying they don't have the time, money, staff or political courage to do it. We should spend less effort cajoling states into doing their own jobs poorly, and more effort holding them accountable for when the do not fulfill their duties. A way to leverage better state behavior might be the use, fr example, of discretionary sanctions under Clean Air Act section 110(m).
108	107	5/2/2017	1) IT approvals for non-standard software often take a very extended period of time once submitted to the IT deparment, even for free software. 2) Reevaluating the delegated authorities and delegating more of them down to as low a possible would also increase efficiency, and reduce stress on managers who have to review these documents. 3) Supervisors and Counsel often worry about formatting issues (margins, page breaks) during routing of correspondence, with no real change to content. An overall reminder to them that this would probably be better left to the final administrative reviewer on the routing chain. 4) A lack of administrative support. In my branch, 1 Branch Chief, 3 Section Chiefs, and ~33 staff are served by just 2 administrative assistants. In addition, their time seems to be stretched further by financial reporting requirements for purchases for computers and office supplies, these seem to be rather surprisingly burdensome.	If we make our expectations and regulations clear and understandable as possible, and are proactive in our messaging on those fronts, we can achieve better, more uniform compliance. That way our partners know what to expect. In many ways this process often feels like we are building the airplane in midair due to our workloads and lack of administrative support. Fully staffing positions and having less turnover and limiting the length of how long positions are left acting would help provide consistency as well.	Personally, I am in the process of crafting detailed and explicit clarifications and explanations on how forms and submittals need to be filled out and explaining terms and common errors. And include the procedures in our decision making process. I hope these walkthroughs explain the regulatory requirements and how to meet them. I'm also in a continual process of reformatting and clarifying the language in the permits I issue to improve readability and ensure that the states or regulated entities understand their responsibilities. Such documents will also help any member of the public understand these documents should they request them in a FOIA.	Reevaluating the delegated authorities and delegating more of them down to staff or managers as low on the chain of command as possible would increase efficiency, turn around time, and reduce stress on managers who have to review these documents.	1) The agency as a whole has woefully underspent on tech. We need updated and flexible databases & geodatabases (and the tech support to maintain and keep them current) to help: a) automate many routinized procedures, which may include allowing the regulated community to make digital submissions to reduce manual reentry of data and generating form letters. b) use our accumulated data to make better, permitting, enforcement, and regulatory decisions c) use more statistical and big data techniques to find underlying trends that are not apparent on surface inspection of data. 2) Where possible moving more of our administrative record into safe and secure	1) If we could have US Fish & Wildlife Service make the determinations for Section 7 of Endangered Species Act consultations, in the same way that State and Tribal Historic Preservation Offices make the Section 106 determinations under the National Historic Preservation Act that would help immensely. 2) Work with states on a more regular and consistent basis by forming more national technical work/support groups that help maintain the overall knowledge base (especially important due to institutional knowledge loss), help states share resources/expertise, and

	I
107	Actually, OGC is widely regarded as the best environmental law shop in the US, and therefore in the world. It would be unfortunate if we were to pick up the bad and wasteful habits of private law firms, especially if as with private clients our own public clients have to bear the cost of such self indulgence.
108	1) Consolidate all training requirements for better tracking. SkillPort does this to some degree, but many trainings are still not incorporated into skill port 2) Establish more SOPs and require them to be reviewed on a regular basis to keep up with regulatory, technical, and business administrative changes. 3) One pet peeve, change the correspondence manual to include the oxford comma. 4) Establish more correspondence templates that contain standard formatting styles (including linked headers) to allow for easy generation of accessible pdf documents while maintaining brand/style standards. Include these on all MS word installs.

	A	B	C	D	E	F	G	H
109	108	5/2/2017	(1) It is highly inefficient to ask professional staff to handle their own travel in Concur, deal with ordering supplies, and other administrative tasks. We need more administrative staff who can handle these kinds of duties so professional staff can focus on their jobs. (2) Get rid of all but a few of the mandatory trainings in Skillport. They are a waste of time if you don't work in that area. Harassment - yes, we should all take that. Working with tribes - this is not relevant to many staff.	(1) Continue to wholeheartedly support the EPA-HUD-DOT Partnership for Sustainable Communities, which has had superb results and provides a model for federal collaboration. Talk to the mayors of Cincinnati, Kansas City, and Little Rock if you want verification of the excellent work they do. (2) Be sure that all programs have proven performance measures associated with them. How do you know a program is effective in improving human health and the environment if you are not measuring the results in a scientifically driven way? Every program should be able to determine for itself what works best, but every one should also be accountable for providing measurable results. Emphasizing this and providing training for managers would be helpful. (3) The new Administration should consider FAR MORE CAREFULLY	(1) HQ should return its focus to EPA's core mission - improving human health and the environment - instead of focusing on how to improve conditions for business. While I see the sense of ensuring that regulations do not impede business when possible and there could be some good outcomes from an in-depth look at this topic, no one thinks the new Administration has any real interest in being balanced or fair. EPA's primary mission is to protect the physical environment, not the business environment. This new focus on helping industry is highly disturbing - to EPA staff and to the many grantees I work with who count on those regulations to protect their communities. (2) EPA staff are largely mission driven. They care deeply about their work and work hard to deliver excellent results. EPA also has enormous professional and technical resources that our customers do not have and look to us to provide. I see enormous	(1) Allow staff to transfer between the regions and HQ more freely. It is extraordinarily difficult to move between regions or from HQ to a region, which means you lose staff or are unable to harness the talents of staff with just the right skills in other offices. (2) Make it easier to bring on interns and volunteers. It is so difficult right now, which is extremely inefficient when good people can be brought in to do great work for free or very little money. (2) At the same time, we keep on some staff who are known to be incompetent but are protected by union rules. It is almost impossible to get rid of people who are inefficient and a drag on the Agency. Find ways to remove these people, please. (3) We have many	Identifying technologies is easy; assessing, adopting, and rolling out new technologies and processes is the hard part. Start with hiring more staff, especially IT staff, who can do these jobs well and then you can think about bringing on more technologies.	Look carefully at how the Partnership for Sustainable Communities has been functioning (which has operated through the Office of Sustainable Communities). This is a great model.
110	109	5/2/2017			EPA senior leaders should consult the US military services about their beliefs about the existence of man-made global warming and its threat to US national security. Reportedly the US military services have rated an environmental problem, global warming, as the greatest current threat to US national security, greater than any political or military threat, including terrorism and unstable nuclear-capable governments. EPA cannot serve its customers, namely the entire US population, if it ignores the largest environmental problem in existence in the US, and the greatest current threat to US security.	The agency would benefit financially and the public would benefit through better customer service if the agency underwent a systematic nationwide project to scan our existing paper records, ship the paper versions of the records to an off-site Federal Records Center, and then post the electronic versions on-line for EPA staff and the public to access, for the following reasons: ???Managing paper records is costly because regions and offices pay rent per square foot for the space that records occupy at the same rate as our rent for staff offices and conference rooms. Scanning paper records to convert them to electronic format, and then shipping the paper records to an off-site Federal	Scanning technologies to convert paper records to electronic format, which will reduce EPA's costs to store records and to respond to Freedom of Information Act requests.	

	I
109	The question is so unrealistic. EPA barely has enough money to keep its current program running or current staff on board. How are we going to afford the cost of bringing on best of class anything when we can't even afford to hire or keep best in class employees? Don't tell me we need to be leaner - we are sliced as thin as we can possibly get.
110	

	A	B	C	D	E	F	G	H
111	110	5/2/2017	1) Most offices have the ability to go paperless. However, old school, 19th Century management resistance is hindering this transition, even after they have been given the blueprints on how to convert all their processes paperless. Leadership must demand paperless processes be implemented, at all offices. 2) Leadership should encourage all offices to telework more. It increases morale and helps to maintain worthy talent, while costing the agency nothing.	Going paperless (with all processes) and increasing telework opportunities would enhance customer partnering, by providing timely and accurate data when they need it and would increase transparency.	A paperless office allows everyone access to all required documents from anywhere. Any person, with access rights, could assist any customer from any region, tribe, and/or community. Additionally, auditors could review an agency's processes without having to travel to an office's location (this would be a huge travel expense saver).	Expand telework opportunities (at local offices and for individuals to work remotely for other departments...the EPA has a wealth of talent - and we all don't want to live in DC). Also, teleworking reduces traffic congestion, reduces pollution, decreases the likely hood of someone being out of work due to a traffic injury, and provides a larger talent pool to choose from.	Obligate funds electronically. Currently, docs are printed and hand-stamped to show that funds are obligated. This is such an antiquated/outdated process. This can be accomplished and docs stored electronically, without printing the docs. No new technologies needed to implement this paper and ink saving process.	Hmmm....
112	111	5/2/2017	Filling out surveys designed to implement poorly thought-out executive orders from a president neither knows nor cares anything about the value of the work EPA does takes time away from real work, though it seems valuable to counter the preconceived ideas of the current EPA political appointees.	Sufficiently funding Congressionally mandated grants from EPA to the states, tribes, and island territories, such as the state revolving funds for wastewater and drinking water infrastructure, the public water system supervision grants, brownfields grants, tribal GAP grants, and others, would help EPA achieve better environmental results through its partners in environmental protection.	Sufficient travel and conference funding for EPA Offices and Regions would allow staff and managers to meet more often with EPA clients, to share information with them in person and to learn their concerns and needs directly from them. Providing and maintaining science-based information, unfiltered by political ideology, would certainly provide better service to the public at large than the censorship and removal of taxpayer-funded information from EPA's web site that is now occuring.	Fundamentally, we need senior-level managers that believe in, promote, and implement EPA's mission to protect the environment on which public health depends. It is a complete waste of personnel funding to pay salaries and benefits to appointees whose past record is obstruction and current goal is dismantling of environmental protection to benefit their parochial special interests.	Certainly, EPA is constantly testing and adopting new technologies and improving processes that protect the environment. Establishing a social cost of carbon that accurately estimates the health, economic, and social costs of climate change is an excellent example.	In many ways, given sufficient funding and management vision. For example, EPA could partner with DOE's National Renewable Energy Laboratory to develop and encourage adoption of new energy-efficiency and renewable energy production technologies.

	I
111	1) Standardize grant payment process by mandating all grant recipients use US Treasury's ASAP system to receive payments. This would eliminate paper payment requests forms, and increase the timeliness and accuracy of available and distributed funds in Compass Financial.
112	Yes, the Ecological Footprint is a best-in-class indicator of the sustainability and equity of current resource use patterns across current geographic and political boundaries and across current and future generations. EPA should adopt the Ecological Footprint as a fundamental indicator of our society's environmental performance.

	A	B	C	D	E	F	G	H
113	112	5/2/2017	The Paperwork Reduction Act should be repealed. We should be able to conduct surveys and gain valuable input from our stakeholders without being limited to the restrictions and burdens of this outdated Act.	There should be one program that tribes could apply for to acquire federal waste management funding. Many federal agencies fund different and sometimes overlapping aspects of waste management, which makes it burdensome for tribes to apply for several sources of funding. It is inefficient and unsustainable to expect tribes to apply for piecemeal funding, something that state governments didn't have to do when their waste management programs were first being developed. Federal agencies should pool resources into one program to dedicate to tribal waste management, which is the least funded program of all tribal programs. This would achieve better results than inconsistent, piecemeal funding in stabilizing tribal waste management situations. An efficient, reliable source of funding could lead to	Each federal agency should develop a national policy outlining what resources they have to support tribal waste management and what resources they could commit towards a joint federal funding program.				
114	113	5/2/2017	as an inspector in the region, i am hoping the new leadership will let me continue to do my job and to help build our state inspectors' capacity. we (epa/state team) make a difference on the ground . we do real work and identify issues that the facilities need to fix to reduce the release of harmful chemicals into the environment. we are pro-economy and we are pro environment.		training for our states. I have organized three RCRA inspectors trainings for two of the Region 9 states in two years. The state inspectors need to have the tools and knowledge to implement the regulations. I suggest that OECA put more resources in training our state inspectors. Each inspection training (class room and in the field) received positive feedback from our state inspectors. We add tremendous value to the state inspectors' day-to-day work.	Instead of answering the question of untapped opportunities, let me address the existing opportunities that have been taken away due to the change of leadership at epa. as a staff inspector in the region, i was told recently by my management that we should not conduct hazardous waste inspections at large facilities. it happened that my work experience ([**REDACTED B6**]) and my education ([**REDACTED B6**]) led me to this rcra hazardous waste inspection/enforcement position in the region when i use my technical and regulatory skills, especially with respect to inspection/enforcement at large facilities with complex industrial processes. I have seen facilities that spend the		1. We already do a lot of joint inspections with the states, often at their request because the facilities are too challenging for them (e.g. complex industrial processes, specific regulatory exemption and etc). EPA leadership should welcome these opportunities to assist and support our state inspectors because they need this to be effective in their work. I have put in several requests for HQ to provide training support for our states. the feedback that we have received from the states was very positive. 2. have formal work-sharing agreement with the states that has some type of accountability mechanism built in. also

	I
113	
114	Managers need to know what the staff's job is and how to help the staff to achieve better efficiency and success.

	A	B	C	D	E	F	G	H
115	114	5/2/2017	The process of hiring an exceptional candidate is daunting. Timekeeping in multiple places (webforms, maxiflex, PeoplePlus) is nearly ludicrous. Taking training in Skillport, the Inspector Wiki and TMS is beyond. We need a simple one-stop shop for training. We need a simple one-stop shop for timekeeping.	Often communities, like governments, operate in silos. An effective means to achieve better outcomes is to have an EPA employee establish relationship with all the environmental players (NGOs, governments, grassroot organizations) in a community and then convene all the players to tackle the issues the community has identified. By removing silos, communities are able to operate more effectively. EPA brings technical experience, know how and acts as a consultant to the locals.	EPA should have marketing goals. Just like in the real world, we should have to hunt for partners and sales. This works for enforcement (each inspector aims for 3 cases a quarter), permits (each permit reviewer reviews at least 10 permits a quarter), and many other programs (EnergyStar should recruit at least X partners per quarter). The goals should be stretch goals.	Certain sections out perform similar sections. The manager from a high performing group should be detailed to underperforming groups to try and fix the issues. Managers who don't address poor performers or cannot get a section to perform at a high level in 2-3 years should be moved out. We need to utilize a "center of excellence" model for more programs. A smaller group with high knowledge can cover the nation, vs individuals in every region with half an FTE dedicated to the work.	We should put all our work on a GIS platform, not just enforcement (ECHO) or facility data (My Environment). If EPA put all its work into a geographic platform (tracking relationships, outputs, inputs, health), we and the puclic could see all the positive impacts of EPA's work. Internally, we'd also know who to else from EPA is working in the same area and could better coordinate.	By working w/ other feds (DOE, Dept of Ag, HUD) in communities, we can better deliver services and remove a lot of red tape for communities.
116	115	5/2/2017	We do not have a mechanism for efficiently cataloguing, retrieving and storing records, and we don't have permission to get rid of paper documents in all cases because we don't have approved electronic systems. I don't know how to address it myself, it is a complex problem with validating electronic signatures in compliance with CROMERR as just one obstacle.	Maintain or increase grant funding to states, islands, tribes, local governmental environmental agencies and NGOs, so that they can keep inspectors, database administrators, and other front-line environmental protection staff implementing their laws and federal laws.	Share more data with the public. For example, we don't have one systematic way to post FOIAble permits or signed enforcement actions to a public-facing website. Different programs and regions have different levels of public access to data. Part of this is a result of too little investment in IT FTE and too heavy of a reliance on IT contractors, which I will address in item 4.	Bring IT contractors in house so that they are obligated to be responsive to the taxpayer and the agency instead of their corporate supervisor. When inefficiency is in the contractor's best interest what would incentivize them to build a smart stable data system?	A single platform for conveying signature chain items that can accommodate any number of signatories and then stores the final signed copy as the copy of record would be a big step forward. Numerous programs are developing such workflows now through SharePoint and other user interfaces with no connection to other data sets that may or may not be related. And many times the electronic signed copy has to be printed to satisfy record requirements for wet ink signature.	Centralize enforcement data but distribute enforcement personnel back to the statutory program offices in regions where they are separate, so that individual inspectors develop and maintain understanding of why compliance is monitored, and assist the regulated community to understand its compliance obligations. Maintain centralized enforcement reporting data from regions to ICIS and ECHO so that cross-programmatic compliance problems in a given geographic region can be mapped with vulnerable communities or resources, such as drinking water supplies.

	I
115	Using the tools from the communities training by the Partnership for Public Service is a best practice.
116	(1) Form data that can be collected via the internet should be collected via the internet, but for some communities a paper option should always exist, such as with the RCRA very small generator community. (2) Since most IT development is outsourced and so many programs have less than an FTE managing those contractors, there is little to no incentive to look for opportunities to centralize data pipelines if that takes time away from getting their primary data objectives met. (3) since so few people in OEI come from programs, they can't recognize redundancy when they see it, and even then, they might choose not to see it because it interferes with all of their competing priorities like

	A	B	C	D	E	F	G	H
117	116	5/2/2017	We have been curtailed from using browsers other than internet explorer and many of our partner agency web sites are built to be used in Chrome, etc. We have also been curtailed from using file sharing technology with our partner agencies, this prevents us from fully working with partners using platforms like Google Docs, etc. It would be wonderful to have the use of the most appropriate web browser/document sharing to get our jobs done and not spend endless hours trying to justify the use of these technologies.	We already work very closely with our partner states, tribes and local government as well as other environmental agencies. Please allow us to continue to do this work and provide technical assistance to our many partners, the work we do at the federal level allows for the facilitation of many groups that would not otherwise communicate. (Example, states do not have authority to speak directly to tribes, we provide that mechanism. Another example is when we work in tandem with other federal agencies like USDA to provide technical support for complex issues in state, tribal and local jurisdiction)	Allow us to continue to partner, provide technical assistance and provide convening support for our partners.	YES! Please hire in-house tech support, contracted support can only get us so far, then we spend a ton of money trying to keep things going, if we had the support in-house we could make updates, develop better databases, make our products and report systems talk to each other and provide a way for us to get out of this endless loop of buy a system, pay to make changes, dump the system when it stops being maintained then buy a new system; all the while paying enormous fees just to keep the system functional.	Invest in in-house tech support, open up the opportunity to use the best available tech for work.	This has been done to a fault already! All of our support for HR was centralized and funding for training new managers has been cut to the extent that managers struggle to find other ways to get trained. Meanwhile, all the knowledge about how to manage has been centralized to HR and there isn???t anyone local to turn to when an issue arises.
118	117	5/2/2017	Too much HQ input on Regional decisions.	We can do the science, roll out for example cleanup levels based on that, and require national consistency. also provide states, tribes and local communities with funds to build capacity (i.e., tribal GAP funds). the issue to remember though is air and water don't recognize state or reservation boundaries. which is why national standards are important.	more transparency and stop deleting science from the website.	to the extent that there will be cuts in personnel, I believe they should come from HQ which is top heavy and have a lot of staff GS-14s.	again, provide real science online.	could listen more to what the local problems are and bend our goals to those, versus asking states/tribes to meet our objectives.
119	118	5/2/2017	EPA should hire and train internal agency personnel to perform work currently being outsourced to contractors.	Increase the amount of grant funding to states, tribes, and local communities to address environmental concerns and issues.	Hire additional EPA personnel to forge stronger relationships with our partners. EPA personnel are stretched too thin and this makes it difficult to provide high quality customer service.			

	I
117	1) Develop online (cloud) records platform to make staff-level filing easier and more efficient, hire local records specialists to help provide support to new employees (and old) who need help maintaining their records. (The Air Force did a good job when digitizing records in providing training and support for staff through the transition) Use of digitized records that are kept in a standard way would free staff to do their jobs rather than spending hours on end when researching a FOIA 2) Develop training for all systems, have local training experts to help staff navigate new training/technologies, these training experts could look a lot like training mangers in the Air Force.
118	don't roll back reporting on releases and emissions from industry. the public has a right to know what they are being exposed to.
119	

	A	B	C	D	E	F	G	H
120	119	5/2/2017	Contracts are unacceptably slow to get signed - even moderate-sized contract cant take over a year to get negotiated and started.		Moving to making more of our data on chemicals (properties, safety, toxicity) online in an easy to find place. ORD is developing a series of dashboards showing how this can be done. This lets state risk assessors, companies, and other stakeholders get easy access to the data EPA has generated and compiled.		The IT world has moved beyond what most of the offices at EPA are doing, and one cause is that it is hard to hire IT professionals here because of bureaucratic rules. Instead, we pay contractors a significant premium, but often don't even have in-house federal expertise to make sure that IT / software work is done as well as it should be.	
121	120	5/2/2017	Processing electronic discovery and FOIA responses is overly time consuming because we have electronic systems that are not easily searchable. Even FOIA online is not easy to search without knowing specific FOIA number. Some FOIAs are duplicative and if we could send requesters to FOIA online it would be less time consuming but the requestors have a hard time searching w/in FOIA online. Improve our overall IT abilities.					
122	121	5/2/2017	Given modern IT resources, there is no reason why, in this day and age, that people plus timecards can't be entered and run after the end of the pay period. This would minimize corrections by staff, supervisors, and managers after the close of the pay period, who essentially must review PPL+ 2x each payperiod.				OCR and machine-learning technologies to recognize and process handwritten postcards, comments, etc. This is is well-solved problem. Response to comments analyses on regulatory processes could be partially automated by some of the techniques adopted by scientific systematic review experts and internet textual analyses (such as spam filtering) including natural language processing and machine-learning. See, for example, https://gdsdata.blog.gov.uk/2016/12/20/using-machine-learning-to-classify-user-comments-on-gov-uk/. Especially for regulations triggering thousands of comments, across the entire government, this would have	A number of government agencies share responsibility for managing and researching different parts of the chemical environment - FDA for food, drugs, and cosmetics, EPA/OCSPP/OPP for pesticides, NTP for generating complex studies on substances of interest. These agencies collect data, but often don't share AND when they do the data is parsed into each agency's unique format requiring other government stakeholders to reanalyze the data. If the agencies developed internal confidential data

	I
120	
121	
122	

	A	B	C	D	E	F	G	H
123	122	5/2/2017	The Administrative Efficiency Project produced a whole organization in ORD, OARS (Office of Administrative Resource Support). This project pulled persons from within divisions in ORD who were doing travel, HR, and extramural management, and centralized them, however, this required a whole new management structure, and the end result was way more FTEs devoted to doing the same job. The whole of OARS should be eliminated and the administrative functions returned to the Laboratories and Centers in ORD where an existing management structure exists. This would eliminate the entire management of OARS and create better efficiency.					
124	123	5/2/2017				Stop throwing money away on new technology when the fully customizable and programmable Lotus Notes and Domino applications that are already in place can be modified as needed at a fraction of the cost of rebuilding in another platform. Saving a little money on an annual license fee but spending hundreds of thousands on redevelopment costs is a compete waste of the EPA's human and financial resources.		
125	124	5/3/2017	For OIG, Assess support staff and determine if they are needed. Assess employee performance and either insist that staff improve performance or make them accountable or get rid of them.	n/a	N/a	Take free training where possible. Trust staff who perform with needed work.	Assess support staff and determine if they are needed. Assess employee performance and either insist that staff improve performance or make them accountable or get rid of them. Assess travel associated with training and insist that training be local.	Assess support staff and determine if they are needed. Assess employee performance and either insist that staff improve performance or make them accountable or get rid of them. Assess travel associated with training and insist that training be local.

	I
123	
124	
125	Assess employee performance and either insist that staff improve performance and thus make them accountable or get rid of them.

	A	B	C	D	E	F	G	H
126	125	5/3/2017				Encourage more use of Lean and other process improvement efforts to streamline processes across the agency.	A well-managed Knowledge Management System would allow for more sharing of information across the agency - right now, it can be slightly stove-piped and offices/regions may be duplicating efforts unnecessarily.	
127	126	5/3/2017				THe contracting office is understaffed. Having more COs will make working with states, Tribes and local communities easier.		
128	127	5/3/2017	Overall morale dropping due to administration (including in EPA) publically expressing their desire to stop us from doing our jobs. Acknowledge that the current EPA is needed as is.	None of the states in our region will have the money needed to pick up the programs that the administration has targeted for elimination.		Well, eliminating everything you say you are going to eliminate is not a good way to do it.	How about science?	It's working now for the public (not necessarily for the businesses, but for the public it's working
129	128	5/3/2017	Receiving approval from multiple levels of management of which many are not knowledgeable about my area of work.	Requiring upfront discussion with the states & communities prior to the development of the EPA activity.	Having the education, knowledge and understanding of the clearly stated problem before we do anything.	Flatten management by eliminating branch chiefs. Having a real staff to management ratio which is enforced.	Smart phones to replace our flip phones.	Having EPA organized in the regions to reflect the HQ programs which are clearly reflective of our missions.
130	129	5/3/2017	NA	NA	NA	NA	NA	NA

	I
126	Having a certified professional development trainer in-house allows our office to provide high quality training to employees and managers in a very cost efficient manner.
127	
128	Again, how about science? And not eliminating us?
129	Revisit TQM --- by asking what valve is added for each step of approval
130	The use of Lean Six Sigma and Continuous Process Improvement. OARM is leading in that area and they have a Process Improvement Coordinator that is/should be a model for the agency. Their coordinator is already pushing other programs to evaluate their operations, in a collaborative and cooperative manner.

	A	B	C	D	E	F	G	H
131	130	5/3/2017	The fact that Headquarters staff and senior management are afraid to make decisions, I feel that the majority of HQ staff can be deleted and the work handled by those who deal directly with the people of the Untied States. Let the Regions do their work without HQ. There are too many delays and too many meetings before the work actually gets done.	the Regions work quite well with the states they represent. Let them do their jobs without HQ involvement.	the Regions do quite well providing service to the states and the public. Waiting for HQ to actually make decisions or provide real directives that matter are hindering the Regions from moving forward. I mean really, how long does it take to finalize a lead policy?? The regions have been waiting since 2012. Make a decision and move on.	Yes. Hold managers accountable. The rank-and-file staff are inhibited from doing their jobs by senior managers. That's what happened and Flint and it happens all over the place, its just not reported. The ego of managers has inhibited the real workers from doing their jobs. Install a 360 degree review where staff reviews their supervisors. When issues are noted with managers, they should be dealt with instead of sweeping them under the table. Management tends to "circle-the-wagons around bad managers to protect them instead of training, penalizing, or removing them.	For my position, yes! We have been waiting years for the implementation of a new blood lead model called the all-ages lead model. However, since management in HQ is afraid to make any real decisions or to finalize anything...we are still waiting. Did I mention that the CDC lowered the recommended blood lead level 5 years ago and we still have not responded to it.	Put more faith in the Regional staff. We are the ones who work hand-in-hand with the states, tribes, and other federal agencies where it really matters. Want to make the agency a better place. Take a look at what is happening, or not, in HQ and how its effects the staff and the work being done in the regions. We are way too top heavy.
132	131	5/3/2017	I believe and know that all Secretaries (Administrative Assistants) are way over due to be upgraded with all the work and responsibilities placed upon them this needs to be corrected ASAP. All of the other employees GS-10, 11 and above worried about their high 3's what about the assistants high 3's they make much less than the rest of the employees and work twice as hard. They should not be required to have a desk audit performed the agency knows exactly what they do.	Hire more dedicated and responsible employees in the state agencies some of them just don't care with all of the grant $ they receive from the Federal Government I know they can do a better job.	The state agencies need to hire more dedicated and pleasant individuals.	Having more Video Teleconferencing Meetings/Conferences (VTC) instead of having so many employees traveling and also have trust in the employees that have been performing the duties and have the experience not bringing over other employees from the same region out of state to perform these duties and spend unneeded travel monies.	(VTC) conference calls	Hiring responsible dedicated employees to perform these duties/tasks and the most important is the follow up to make sure this important work is being performed.
133	132	5/3/2017	Budget and the lack thereof Provide and budget to support well educated and experienced management and staff. Stop dumbing down the science to fit political agenda.	Budget and the lack thereof Provide and budget to support well educated and experienced management and staff. Stop dumbing down the science to fit political agenda.	Budget and the lack thereof Provide and budget to support well educated and experienced management and staff. Stop dumbing down the science to fit political agenda.	Budget and the lack thereof Provide and budget to support well educated and experienced management and staff. Stop dumbing down the science to fit political agenda.	Budget and the lack thereof Provide and budget to support well educated and experienced management and staff. Stop dumbing down the science to fit political agenda. Promote management based on education and experience not political agenda.	Budget and the lack thereof Provide and budget to support well educated and experienced management and staff. Stop dumbing down the science to fit political agenda. Promote management based on education and experience not political agenda.

	I
131	The majority of the rank-and-file employees at agency are good workers. They know their jobs and are proud to do them to help the American people. It is the over zealous micro-managers that care more about their careers and egos that hinder the work that we do. Let the regional staff do our jobs of helping the American people. Let HQ make all the regs, but let the regions do our work. Our biggest holdup is HQ intervention.
132	Teleconferencing, upgrading administrative staff
133	Budget and the lack thereof Provide and budget to support well educated and experienced management and staff. Stop dumbing down the science to fit political agenda.Promote management based on education and experience not political agenda.

	A	B	C	D	E	F	G	H
134	133	5/3/2017	In 2014 the agency migrated to a shared service provider for human resources, payroll and time and labor services. The OCFO organization signed a document stating they would move time and labor in a year (there were issues with a complicated account code structure). This never happened. We're four years into the migration and they're still running their internal time and labor system. This is unnecessary inefficient work that is costly to the agency. Millions are spent on the interface and the resources. It affects every organization that reports time in their system.	N/A	It would save tax dollars.	Yes. The time and labor system should be migrated with the HR/payroll system. The result could save the agency millions.		Approximately 10 years ago, under Luis Luna, the agency created three human resource shared service centers (RTP, Cincinnati and Las Vegas). We had an HR office in all ten regional offices. The headquarters HR operations unit moved its residual HR employees appropriately; their organizations were dissolved. The 10 regional offices kept the HR functions, including the employees. At least one regional HR office has 13 HR specialists functioning as a "shadow" organization. Also, the HR offices kept their HR directors (replaced them when they left), which is a
135	134	5/3/2017	The process to place a contract or a request for a piece of laboratory equipment is overly complex, the rules and requirements are not clear to the individuals initiating the action, there seems to be little interaction between the individuals working on a particular action, and the requirements seem to change depending on who in the contracts office is handling the action. We are placing small contracts ($25-60K) that take many hours of staff time because the rules and requirements seem to change on a daily basis. It would be nice to have a clear list of documents that are necessary to initiate either a contract action or an equipment purchase that are clear and concise and that are agreed upon by the contracting officials. Once an action is placed it would be valuable for the contracting officer to set up a meeting with the individual who initiated the action to discuss the action, determine if the documentation is complete, and then to provide a schedule for the contracts office to stick to when processing the					

	I
134	
135	

	A	B	C	D	E	F	G	H
136	135	5/3/2017	There is too much redundancy across offices. Many of the administrative functions could be centralized in the immediate office or an office w/I the AA-ship. For example in OW, we are testing centralizing our FOIA functions and our HR - operational functions. The HR Service centers still require real signatures, electronic would suffice to reduce time and paper. Many of our processes have bureaucratic steps that managers are stuck with that mind set - remove SES and GS managers with mindsets that avoid technology advances. Have only one HR Service Center - they act independently, and there is no accountability.	Balance. We can achieve good environmental results, while creating job and economic growth. Employees need to feel valued, and to have an open mind. The newly hired staff don't have any business/economic learning with their degrees, so they don't come to the table with a balanced perspective.	Listening. Listen to what they say and go back to the office to see what is feasible.	It s everywhere. You have to change the SES core. The political appointees are only there for x- yrs, while the SES-ers are career. They can outwait the appointees and little change happens, often times it is silenced.	There is still too much redundancy in our IT systems. For example, OCFO - they went to IBC for payroll, yet we have a separate system People Plus, and a separate Property System - SunFlower when the IBC system could handle it all more effectively. There was even azan opportunity to use the property system in IBC, but the office had a different objective. If they were integrated, auditing would be easier and accountability would exist.	Instead of stove piping (vertical) program offices i.e., water, air, waste, etc... look for opportunities to (horizontal) integrate the medias for greater efficiencies.
137	136	5/3/2017	Confusing in transitions between administrations; no clear messaging.	Be the backstop most States need in meeting environmental expectations. Implement the regulations as written to all parties.	really depends on the active definition of customer service - if it is treat everyone professionally and equitability then a good to excellent service is being delivered now; if the definition is how can EPA guide everyone thru the expectations of each environmental regulation as if their consultant then many more staff would be needed at State & federal level.	Offices outside of high cost areas.		I see little federal overlap - there is an opportunity to (re)define the core expectation and each agency's roles in successful completion. As far as the State/EPA role, there is some overlap but often requested at the non-political level for support.
138	137	5/3/2017	I think that sending all promotion/reassignment actions to PSB, proves to be costly and cumbersome. If the employee's risk level is not changing from their previous position, and they have cleared PSB within the last 7 years, it may be unnecessary to send them again.	The EPA has made huge strides in air and water quality since the agency began. It is horrifying to think of all the setbacks and harmful effects on the environment if all of the current restrictions are repealed.	Continued support and availability. We can not accomplish this if our scientists are not allowed to continue with their research and work.	The agency as a whole, should be more strict with the grades given to non-supervisory, non-scientific staff. Non-supervisory GS-15 admin positions should not be common practice.	True E sign for documents. The DOD uses it, and it would stop all of the unecessary scanning and printing.	

	I
136	Yes, When I was in the private sector, they had a HR system that controlled everything - access, training, accounts, equipment, so when you left the company "one switch was checked" and everything in your account was closed out. Here you have a "separation checklist" that you have to walk thru to the wrong locations - tedious and time consuming
137	
138	

	A	B	C	D	E	F	G	H
139	138	5/3/2017		Stronger enforcement is needed to achieve better environmental results when it comes to pesticides (enforcement is typically conducted by states and EPA regional offices). There is no point in reviewing the risk of pesticides and mitigating that risk through pesticide labels if the use of a pesticide based on the label is not enforced. This will also help keep a level playing field for the private sector instead of rewarding companies that are not good stewards of their product. The government also needs to do a better job of promoting the importance of science. Strengthen science education in schools, provide science programs for adults etc. People do not have a strong enough background in science and therefore do not trust it. By not trusting science, people are scared of technology (developed			OCSPP-OPP-RD needs to have one file system where anyone can look at files and/or notes that pertain to a pesticide application package. This is especially important when someone is out and others need to fill in. Furthermore, OCSPP-OPP should be on one filing system where everyone in OPP has access to all aspects of the system. The system should include up to date information on all active ingredients (current use rates, products, mitigation, risk assessments etc.) and on all end use products (current and previously accepted labels, CSFs, data matrices, data reviews etc.). This information is currently kept in piece meal across a dozen applications, databases, etc. Old files of products are	
140	139	5/3/2017	The largest hurdle to making greater progress at my job is that any document signed by the Division Director must be reviewed by ORC first. Lawyers, like project managers come in all different levels of abilities and experience but all but the best take weeks to review the documents and continue to revise for little purpose other than to have input.	This is a tough one. States pay their employees less; have tremendous turnover; and generally lack talent and experience. As far as the private sector - you can't choose the experience of the environmental manager of the facility but it would be great if we could have input into the consultants that industry hired. We work with completely incompetent environmental consultants that cause progress to halt as they require constant and overwhelming oversight.	We have a job to do but we don't have to treat everyone else like the enemy. I view the regulated community as my customers and while they don't always like my advice my goal is to aid them in getting through our program efficiently and cost effectively, which I typically understand better.	Promote managers by competence rather than diversity. Figure out how to fire incompetent or unproductive employees.		Partnering takes a long time. Regulators work at their own pace and generally are fearful of making decisions.

	I
139	
140	RCRA Lean

	A	B	C	D	E	F	G	H
141	140	5/3/2017		All site remediation projects should include EPA staff with expertise in analytical chemistry, field sampling and risk assessment. The agency has lost the majority of its staff with expertise in these areas and now many decisions are being made by contractors who don't consider cost as a priority.	In order to improve relationships with our partners, senior management must set the example. Senior management along with staff, must be involved in improving the partnership with states, tribes and local communities.	The 10 Regions and HQ implement policies pertaining to grade levels, PARS and performance / conduct issues differently from each other. For example, the basic grade levels in HQ is GS13, 14 &15 while in the Regions its GS12 & 13. There is too much grade inflation in HQ. Due to union overreach, managers have become facilitators & mentors instead of managers\ facilitators\ mentors . Holding all employees to a higher standard can only be accomplished if poor performance and conduct can be addressed by management. To help improve the process, boards can be formed to review conduct and performance problems identified by	The agency has done a good job purchasing current technology and investing in lean development, but the technology is only as good as its implementation. In order to significantly improve efficiency, the agency needs hire people that incorporate our business model into the technology. For example, purchasing SharePoint is a great investment, but the agency did not supplement that investment in technology with adequate that could develop the tools to make it truly useful and productive.	
142	141	5/3/2017	The current state of our agency is stifled. The work that we do, as EPA employees (environmentalist), is being ruined by our Administrator and his chosen staff. We have regulations that are in place and it's our job to ensure they are being used, properly. We are all here to do the right thing - we support our mission - to protect human health and the environment! Let us do that and that will improve the organizational process and enable us to do our job effectively. Stop trying to get rid of useful regulations.	Regional offices ALWAYS work with our states. It's our job to help them, teach them, oversee them, and ensure we're reaching a common goal. The states CAN'T handle the burden that our Administrator and President are hoping to hand to them. They can barely get the work done we give to them now, which isn't due to our "overreach" it's actually due to their lack of budgetary funding. We are talking with our state counterparts multiple times a day - this is not new and we do not expect this to change.	Increase our funding and this will enable us to serve our regulated, public sector better! Stop telling us that the work we does doesn't matter. Stop telling us that the we need to continue to do so much more (because you're actually stressing our states out!) with less. Stop saying science isn't real! Facts are facts and EPA has made a huge difference throughout our many years REGULATING industry and pushing technology and creating jobs and innovation.	All of our administrative systems are more complex then they need to be - i.e. people plus, concur, etc. Allow the Regional offices to make their own decisions and stop micromanaging us - this will reduce costs and inefficiencies A LOT! Allow us to hire computer, IT staff that are effective and will reduce down time.		Someone needs to be the watchdog. We give our states a lot of money to run their programs. It's our job to be sure they are running them correctly. In a lot of cases they are, but there are a lot of cases where they are not - they don't have the staff, they don't have the expertise - they need us, our expertise, our oversight.

	I
141	They embrace and incorporate technology (software developers, hardware, database administrators, etc) into to their work. The agency has very small IT groups that can only provide the most basic support. It does not invest in the staff that is needed to make the tools available useful.
142	Strategic Planning - our office has taken a in-depth look at what our small office within the division does on a daily basis. We've invested time in this to take a look at how we can standardize processes, improve processes, improve our oversight of our states' program. We've done this with the intent of making things better. We've done this to ensure each person is on the same page. We've done this exercise to see how we can best meet our personal/regional/national goals. The people who do the actual work and the people that know how to fix things (hopefully hence your survey) and they will have the best ideas. The other thing is true buy-in. We had facilitated meetings

	A	B	C	D	E	F	G	H
143	142	5/3/2017	Too many layers of management. Hard to move projects forward in a timely manner.	I work in a support position so will leave this to the "boots on the ground" folks.		Change regions to field offices so they work with HQ not as a stand alone entity. When you go to a region you often hear "We do not do it that way here!" I thought this was an agency effort. Also, why do the Unions have so much power? They bad mouth the supervisors and bully their way through with threats while prancing around like they own the agency. Ridiculous behavior for adults.	We should be using the systems we have in place. Staff are resistant to use SharePoint and One Drive. We still place memos in folders and route them from level to level. They come back down for minor changes that could be easily managed along the way. Instead they go back and forth and we are wasting time and resources instead of staying within established timelines.	Partner with agencies on tasks that are similar same so we do not keep recreating and wasting resources. Contracting, training, and other like activities can be improved and employees would have consistent processes to follow. We are all addressing the same skill sets, processes, etc. Combine and conquer.
144	143	5/3/2017	Term employees need to see security in their jobs. Without the hope of being turned to permanent employees or without receiving training opportunities that make them eligible candidates for other permanent jobs, they will leave the first chance they get. Not all terms are the same and their eligibility needs to be understood by all. Equal pay for equal work and equal promise of security for the same jobs.	Term employees need to see security in their jobs. Without the hope of being turned to permanent employees or without receiving training opportunities that make them eligible candidates for other permanent jobs, they will leave the first chance they get. Not all terms are the same and their eligibility needs to be understood by all. Equal pay for equal work and equal promise of security for the same jobs.	Term employees need to see security in their jobs. Without the hope of being turned to permanent employees or without receiving training opportunities that make them eligible candidates for other permanent jobs, they will leave the first chance they get. Not all terms are the same and their eligibility needs to be understood by all. Equal pay for equal work and equal promise of security for the same jobs.	Term employees need to see security in their jobs. Without the hope of being turned to permanent employees or without receiving training opportunities that make them eligible candidates for other permanent jobs, they will leave the first chance they get. Not all terms are the same and their eligibility needs to be understood by all. Equal pay for equal work and equal promise of security for the same jobs.	Term employees need to see security in their jobs. Without the hope of being turned to permanent employees or without receiving training opportunities that make them eligible candidates for other permanent jobs, they will leave the first chance they get. Not all terms are the same and their eligibility needs to be understood by all. Equal pay for equal work and equal promise of security for the same jobs.	Term employees need to see security in their jobs. Without the hope of being turned to permanent employees or without receiving training opportunities that make them eligible candidates for other permanent jobs, they will leave the first chance they get. Not all terms are the same and their eligibility needs to be understood by all. Equal pay for equal work and equal promise of security for the same jobs.
145	144	5/3/2017	GOV Reservation Systems require in-person checkout and a physical signature on the checkout documents.				The procedure could be expedited via electronic signature capture	

	I
143	Groups such as the CHCO and CLO councils are working with OPM to help create efficiencies in HR and training. Putting proper resources behind their efforts will help reduce cost and improve efficiencies across the federal government. Collaboration instead of competition is the way to go.
144	Term employees need to see security in their jobs. Without the hope of being turned to permanent employees or without receiving training opportunities that make them eligible candidates for other permanent jobs, they will leave the first chance they get. Not all terms are the same and their eligibility needs to be understood by all. Equal pay for equal work and equal promise of security for the same jobs.
145	

	A	B	C	D	E	F	G	H
146	145	5/3/2017				Yes, a corporate approach to regional science. EPA currently pays to maintain or lease 10 regional laboratories for basically the same science. Labs that are largely underutilized and empty, yet very expensive to maintain. The regional science community have been resisting examining opportunities for doing their work more efficiently and effectively for years in the hopes of maintaining their regional lab kingdoms. Sample processing can be done anywhere in the country. A 2 to 3 regional lab structure (left coast, right coast, middle of country) that maximizes EPA/Federally owned property could easily meet the regional laboratory needs of the agency. Right behind fixing the regional lab		
147	146	5/3/2017	EMS monitoring is not necessarily suitable for employees on a yearly basis. I believe the reports that are created by a third party were a great guideline and guide that encountered the same deficiencies. Instead of a couple of employees reviewing the entirety of the EMS system maybe the previous notes could be reviewed with senior staff on a quarterly or semi annual basis.					

	I
146	
147	

	A	B	C	D	E	F	G	H
148	147	5/3/2017				The reduction of the amount of paper being used and enforcement of paper reduction practices. I see personnel printing large reports single-sided. Two-sided printing should be required everywhere and enforced. Also, the reduction of the use of electricity in our facilities. Not just lights in the facility itself but the lights over each individual's desks. They should be turned off after work hours. Computers should be shut down after work hours, even the monitors.		
149	148	5/3/2017	The hiring process through USA Jobs is broken. When we are able to hire, USA Jobs and hiring preferences make it challenging to identify scientists qualified for open positions.		We are currently struggling at current budget levels to maintain our day-to-day work, much less be better stewards to the American public. This is an tall ask of an overwhelmed work force.		Technology? Have you had the opportunity to experience technology/ IT at the EPA? We at the Office of Pesticide Programs have regular interactions with the pesticide industry and stakeholders via teleconference. This can prove incredibly difficult since our teleconferencing equipment is rarely fully functional. We regularly experience meetings where technology hinders these interactions and limits productivity.	
150	149	5/3/2017	Having an administrator that does not understand or believe in science prevents me from doing my job efficiently.	The administrator needs to step down and be replaced by a professional with environmental protection and science background.	The administrator needs to step down and be replaced by a professional with environmental protection and science background.	The administrator needs to step down and be replaced by a professional with environmental protection and science background.	The administrator needs to step down and be replaced by a professional with environmental protection and science background.	The administrator needs to step down and be replaced by a professional with environmental protection and science background.

	I
148	
149	
150	The administrator needs to step down and be replaced by a professional with environmental protection and science background.

	A	B	C	D	E	F	G	H
151	150	5/3/2017	Extend the range of "local travel" beyond the maximum 100-miles roundtrip so that I can get out to "nearby" sites quickly without having to wait for multiple approval signatures.			Allow regions to directly purchase equipment for work at Superfund sites. I recently convinced Region 3 to do just this. Region 3 spent just over $50,000 for equipment I recommended they purchase for application at a Superfund site where I was tapped to design and implement a site remedial investigation. The result of making this purchase probably saved the region several hundred thousand dollars, while providing the region with approximately one million data points for analysis, which could not have been accomplished without the equipment purchase.	Greater emphasis and pursuit of passive sampling technologies for water sampling. Passive sampling is much less expensive than traditional methods, are quantitative, and can be very effective.	If we are to work with other federal agencies (e.g., U.S. Geological Survey, Army Corps of Engineers) we should be able to mandate that they actually do the work tasked to them. Too often, these agencies agree to work on a regional site project (e.g., Superfund site), take EPA's money, and then go their own way. Other federal agencies are also much more expensive than is justifiable.
152	151	5/3/2017	The greatest inefficiencies that I experience are (1) the lack of a budget at the start of the fiscal year, which originates with Congressional ineffectiveness primarily due to obstructionism in Congress and (2) the inability of our Contracts Office in RTP POD to route contract materials and issue contract in a timely manner.	We currently work on a daily basis with state, tribal, and local air agencies to support them in meeting their data needs required to implement the NAAQS. E-Enterprise is a program that is ideally positioned to further improve those connections. We have been seeking for 2 years to get the resources needed to streamline environmental reporting for the private sector through E-Enterprise. Unfortunately, Congress struck that item from the President's budget proposal and thus our program office has been trying to fund it bit by bit. Our savings to industry are in the millions of dollars per year as documented by a Return on Investment analysis completed 2 years ago, but we can't get the resources to implement our programs even though Industry is very supportive of our efforts.	The state, tribal, and local air agencies rely on OAQPS for helping them collect and develop data and tools that is crucial to environmental decision making (emissions data, ambient air quality monitoring, and modeling tools). Unfortunately since the Obama Administration has combated Congress for the past 8 years, we've gotten more requests from partner agencies to better support their data needs than we can support. We do a large portion of our work in house already, but there are so many different data needs that we simply cannot do everything needed without sufficient contractor support. Thus the single largest thing that could be done would be to improve funding for the infrastructure that we create to support state, local, and tribal source data and tool development needs. It is far more efficient for EPA to create tools in collaboration with state, local, and tribal agencies rather than each agency develop different tools	Absolutely. Numerous examples of this have been identified already by the E-Enterprise program. Take a look at what we've already done in this area and support it so it can thrive and make the improvements that have already been identified via close collaboration among EPA and partner agencies, with direct and frequent input from industry stakeholders.	The Office of Environmental Information is developing tools using a very inefficient approach in working with contractors. New technologies for "model-based design" exist, and our own EPA studies by the Office of E-Enterprise strongly suggest there are great efficiencies in development of environmental data reporting tools that could be gained by OEI investing in model-based design tools	ORD's role is crucial at supporting areas of shared responsibility and mutual interest with other federal agencies and states. However, ORD's culture is one that values research that results in publications over research that is central to EPA's mission and needs for data. Thus, ORD activities should be realigned to ensure support of core program needs for data, with the publication value secondary to the public need and programmatic value.

	I
151	Streamline the ability to fire nonproductive and/or noncooperative employees. The process of dealing with problem employees is so onerous that almost no supervisors not only do not want to even try firing problem employees, they don't even want to give them "unsatisfactory" performance ratings. Consider developing sabbatical options for senior scientists and engineers to universities or other similar institutions where they can enhance their expertise and knowledge for the benefit of EPA. Recently, I was forced to deal with a major personal crisis. My management allowed me to unofficially
152	For IT development: Agile development, model-driven design. For performance management: research suggests that it is necessary to shake up the employee evaluation system ever 7 years or so. EPA hasn't changed it's approach since the first term of the George W. Bush administration. The current system (along with the union agreements) makes it okay for an employee to remain "minimally satisfactory" indefinitely. I have an employee who should have been fired long ago, but the EPA and union processes have made that impossible.

	A	B	C	D	E	F	G	H
153	152	5/3/2017	Have an Administrator that is actually interested in protecting the environment, not one who is hostile to the agency they manage.					
154	153	5/3/2017	PAPs before PIPs for performance actions are unnecessary and overly burdensome on managers and the Agency. PAPs are not required by law, we should renegotiate with the unions to eliminate them. We should also get rid of the min sat rating. Employees should not be able stay in the EPA forever with a performance rating below fully successful. Again, this should be negotiated with the unions.					
155	154	5/3/2017	Every new demand from OMB, every new Congressional inquiry or legislation related to project management places more and more demands for additional tasks on the Project/Program Managers. For example, implementing agile sounds great, but we are still functioning under waterfall demands for documentation, design, and reviews and approvals. We need a person or group who has the time to interview across the Agency and with other agencies and private industry to better understand how the role of project/program manager can be more efficiently executed.			As we continue to move toward using the cloud for all kinds of SaaS, PaaS, etc., do we really need the full complex in RTP called the National Computing Center?	Many agencies have a Project/Program Management Office (PMO) that helps facilitate project management, helps prioritize projects, etc. EPA has had a PMO, but it's efforts have been limited to just OEI systems and/or processing OMB demands (CPIC, etc.) rather than really focusing on business needs, and streamlining project management across the agency. Perhaps it is time for an EPA-wide PMO that really helps project/program managers by reducing redundant data calls, clarifying and streamlining processes, and making the information needed more readily available. Customer focus for PMs would also help.	

	I
153	
154	
155	Look into PMOs (Project Management Offices).

	A	B	C	D	E	F	G	H
156	155	5/3/2017	When we want to take a vehicle home in order to make travel more efficient that saves the agency travel funds and time, the Section chief or Branch chief should be able to approve that request. Currently in Region 6 that has to be approved by the Assistant Regional Administrator. Very inefficient.	The current policies at Region 6 toward enforcement at tribal facilities needs to change. We have a few tribes that continually neglect or ignore regulatory requirements, but we are not allowed to take enforcement actions. For those tribes that continue to show disregard toward the legal requirements, EPA region 6 should be allowed to utilize it enforcement powers, to protect the environment.	Provide for staff to be able to travel more-currently travel funds are extremely limited.			
157	156	5/3/2017	I believe my organization and those that affect my job are very efficient. We have a hard time even coming up with areas for a LEAN action.			The Office of Acquisition Management (OAM) needs more staff; they cannot support the agencies needs in a reasonable time because they do not have the man-power to handle the volume in accordance with acquisition regulations.		
158	157	5/3/2017	It's a small, very small, part of my job, but it is burdensome that there is not an "edit" feature to leave requests. Once a request is submitted it cannot be modified. Any modifications require the employee to email their supervisor, as them to "return" the request (or decline it - I can't remember which) and then a new request must be submitted. Leave requests, particularly those for sick leave related to medical appointments frequently must be modified. I think my dentist appointment will take 2 hours so I request that amount of time off, but then the dentist was running late and it takes 2.5.....modifying this leave request after the appointment takes another 20 minutes of supervisor and manager time. The supervisor always "approves" the time card and it must match leave final leave requests, so it doesn't make any sense why the employee can not modify their requests prior to the close-out of the pay period. Related to People Plus, the Office of Policy has stripped the responsibilities related to People Plus questions, issues, changes from a very,	Local govt and private entities need incentives to make environmental improvements. Regulations are one tool, voluntary programs and market-based incentives are another (typically less effective) tool. If we are eliminating regulations then that tool needs to be replaced with something else if we are going to maintain environmental quality (or continue to improve it). I would suggest thinking about what the alternatives to regulation will be - there are certainly parts of EPA that have expertise in this area and would be happy to help. Also, a common complaint is the "stovepipe" nature of EPA's structure. We are organized around statutes, and therefore opportunities to collaborate across media, particularly when it comes to regulatory actions, are sometimes difficult to bring to	More and more EPA connects with external stakeholders using digital tools, like webinars, social media, website, twitter. I suggest we continue using these tools.	This isn't really a direct response to the question, but I am running out of time and need to turn to other work. I appreciate the survey. Another idea is to create an anonymous "suggestion box" so staff can provide input on an on-going basis. Many of us are eager to work with the new Administration and provide input, expertise, assistance, in achieving EPA's mission of protecting human health and the environment with the goals set by the new Administration. But, we need to talk and meet and learn. I suggest the new Administration meet staff, talk to us, listen to our ideas, let's get to know each other.		

	I
156	
157	ORD's Management Information System (OMIS) - even the agency's system is not as comprehensive as this one.
158	

	A	B	C	D	E	F	G	H
159	158	5/3/2017	The People Plus system is not user friendly. It should have basic entries like "Enter my time" instead of "Self-Service." And the leave options are just as strange and should be so much easier to input. Many times it requires staff to help each other figure out how to do it. That's a waste of staff time. The same can be said for the travel, contracts and grants systems.	Allow the States to collaborate more with EPA on issues that they are being charged to implement. Allow us to hold more meetings to bring the States here for form better relationships.	More outreach. Streamline the clearance process for outreach materials. Too many levels of approval before things can even be released. Many times it's too late for the material to even be worth it by the time clearance goes thru.	Less security for high level officials. Use the technology equipment for employee entrances instead of guards who really don't even check the badges. Convert unused spaces for multiple large conference rooms so we don't have to rent out space in the Ronald Reagan Building or hotels for important meetings. If we use science to determine protection for human health, don't try to reverse a regulation based on savings over health. Honor the results of science and the resources spent to derive at the results. Don't make us look incompetent by ignoring our work. How about top officials back their scientists so their scientists can back their top officials?	Upgrade computer systems for employees at more frequent rotations. Why do we even still have databases attached to Lotus Notes?	Many of us are already doing this because we have had limited resources for so long.
160	159	5/3/2017	The only procedural challenges I have observed involve how people respond to funding shortages, behaviors where people try to "get ahead" by tearing down/creating unnecessary problems for reasonable people. I would continue to reward people with helpful, understanding, well-intentioned attitudes, enable these people to reach the goals in their job description, and allow them the mobility to move into groups/projects with people who have similar attitudes.	I do not have any specific ideas, but communication with local populations is important because they will have a better understanding of the area (e.g., how a contaminated site was used in the past, unreported problems, etc.).	I do not have any specific ideas, but it is important to hire well-intentioned people who want to listen, understand and reach goals in a constructive manner.	Not currently.	I think that lessening our dependency on technology can make us less vulnerable to hackers in some circumstances (e.g., maintaining hard copy records, having "Internet-free" computers available for running computer models or maintaining records). That being said, I am not familiar with any new technologies not currently in use.	I think that each agency should focus on aspects of shared responsibility/mutual interest that pertain to their overall goals, and perhaps engage collaboratively with other agencies if helpful, productive relationships can be formed.

	I
159	Other Agencies have 100% flexiplace options for their employees. This saves the environment (air pollution from exhaust) and cuts down on leave time. Since many tasks are performed using the computer working from home is often more efficient. This will also increase morale among the employees. Teach your managers to communicate more with us so we don't have to learn about what's happening in our own agency by reading about it in the newspaper or on TV first.
160	Not currently.

	A	B	C	D	E	F	G	H
161	160	5/3/2017	Want an administrator, and an assistant administrator, who actually believes in environmental protection even though it may cost business/industry money. History shows that business will always make decisions that are favorable to their bottom line. Not the "greater good".		Hard to provide excellent customer service when your senior management's task is to "shut you down" and not appreciate the work that goes on in this agency. This administration, and work environment, is demoralizing.			
162	161	5/3/2017					The NPDES Electronic Reporting Rule has already saved considerable labor costs, while improving data quality and making that data available to the public. This could be expanded to other statutory areas. https://www.epa.gov/compliance/npdes-ereporting	
163	162	5/3/2017	There are an absurd amount of meetings held, many of which accomplish little to nothing. Management seems to want consensus in making decisions, instead of just moving forward with the information at hand. We waste a lot of time and effort with the federal and contracted workforce because we are waiting on a single person to make a decision or have a meeting to discuss it with them.	I work in IT, so I don't have many much direct interaction with environmental issues.	I have none. Sorry.	I work in IT, so I don't have many much direct interaction with environmental issues.	When I worked for a previous agency, we used WebTA to input our time and attendance. I was shocked to see that the EPA actually has its own system and it does not work very well. Leave balances in People Plus are never correct and I have been told to just use Employee Express to get my "correct" balance which was the system I used at my old job. It seems a lot of money and effort are being wasted on having our own system.	We have a very nice and modern data center in Durham, NC, that we should offer out as an alternate processing site to other agencies. It would bring money to the agency. I have seen this done in other agencies with facilities that are not as good.

	I
161	Truly value your workers. Once you downsize and loose institutional knowledge with no ability to replace it, you sabotage your organization. Then it can't perform because it doesn't have the physical resources or brain power to succeed. Next comes blaming the organization for not performing, which you have insured. This is a sad situation for the American people who expect EPA to safeguard their environment.
162	EPA and many state agencies have embraced Lean, a program to analyze an area of work and eliminate overhead and excessive process. http://www.leanprocess.net/what-is-lean-six-sigma/
163	The operations at the data center seem to be very in line with the industry standard, are security focused, and organized. We should market that to the government and bring in business.

	A	B	C	D	E	F	G	H
164	163	5/3/2017				I work in the lab and when the lab needs new instrumentation, we are forced to buy instrument which does not work due to the price bid by the companies. Somehow, we have stop this and the decision which instrument to buy has to be left to the people working in the lab.		
165	164	5/3/2017				Administrative responsibilities could be centralized within each region. Some offices have too many and some offices don't have enough administrative support for staff. Centralizing administrative support would reduce the cost by reducing the number of support needed, and at the same time make support available for staff that may not have had it before. Travel authorization and voucher preparation should be centralized. This would allow staff to become an expert with the federal travel rules and the process would be consistent. Right now each office has their own way of processing travel authorizations and vouchers and administrative	EPA needs to be able to come up with the ability to process travel authorization requests electronically with management able to approve the travel authorization electronically. The same is needed for processing vouchers. EPA staff are still having to use paper request for travel authorization and vouchers.	Some EPA regions do not have the necessary staff to get the job done. I'm all for centralizing the experts needed to accomplish a task and for consistency sake. As an example. Some regions have inspectors that are very good in specific areas of the EPA regulations, whereas some regions may not have that expert. Regions should be allowed to share that expert in order to get the job done.

	I
164	
165	Allow staff to work at home more than 1-day a week. Management in EPA still do not support staff working at home when the job allows them too. Even though there is a policy that allows staff to work at home, there lots of managers who still believe they cannot manage their staff if they cannot see them in the office. Some federal agencies have staff working at home full-time in order to reduce cost in renting office space, and travel time going back-and-forth to work for the staff.

	A	B	C	D	E	F	G	H
166	165	5/3/2017		Having started my career with a state agency prior to a long career in the federal government, I know that activities and priorities differ from federal region to region and also differ from state to state. National interests do not necessarily cut across the entire United States. The Regions are the face of the federal agencies in those states overseen by the Regions. I think it's important for the Regions to meet with their states, identify each state's specific priorities and, where possible, the Regions should support state priorities where they are covered by an underlying federal statute, even though the state priority may not be "national priority" and the national priority is non-existent or is a lower priority in a particular state because they have previously addressed the problem. Regional staff live in the Regions they oversee and are best positioned	Having listening sessions with the public and regulated community is the best way to determine what type of customer service is needed. The Regions are the face of EPA. The bigger problem is how to address the issue (including a determination of whether the issue is something the States or EPA have jurisdiction over). This is where cooperative federalism comes in and the Regions need to sit down with their states.	When I started at EPA many years ago, inspectors made their own travel arrangements. We knew the government rates and we knew where we could stay (or, if we chose a motel that charged a higher rate, what we would pay out of pocket). Either way, the cost to the American tax payer was just the cost to stay in a hotel. Twenty-five years later, we still know the government rate and book our own hotel rooms but now, a third party company takes $15 for every transaction ACROSS THE ENTIRE FEDERAL GOVERNMENT which effectively takes millions of dollars provided by hardworking taxpayers to do our jobs and puts this money directly into a private contractor's pockets with no		Having started with a state agency prior to a long career in the federal government, I know that activities and priorities differ from federal region to region and also differ from state to state. National interests do not necessarily cut across the entire United States. The Regions are the face of the federal agencies in those states overseen by the Regions. I think it's important for the Regions to meet with their states, identify the state specific priorities and, where possible, the Regions should support state priorities where they are covered by an underlying federal statute, even though the state priority is not "national priority"
167	166	5/3/2017	I believe we've done a good job streamlining a lot of our procedures over the last few years (through efforts like LEAN). Although there are always room for improvements, they are unique to the work my part of the organization does, and are not the kinds of things that can easily be teased out in a brief survey.	The best ways to achieve better results is to have more face time with our partners. While our state and tribal stakeholders are good about coming in to the Agency to speak with us, the boots on the ground approach is THE most effective way to communicate the Agency's message. Trust-building is a lot easier when there are and in-person communication with the staff doing the work of the Agency. That is what actually builds bridges.	Actually, our organization has a lot of processes in place to do just that - between comment periods on documents and stakeholder meetings. The biggest improvement would be to give more autonomy over communications to the individual parts of the organization (for both transparency and efficiency).	As noted in a previous response, our transparency and efficiency would be bolstered by giving our individual program offices more autonomy over communications regarding projects.	A lot of our IT systems are just terrible, and the fact that we have so many of them makes it even worse. It makes our work very inefficient.	If we want to accomplish more, we will have to work out the logistics in our cooperative agreements and grants. If we want the states to do more, they are not going to be able to achieve it with less resources.

	I
166	My wife works for a Fortune 500 company and travels quite a bit. Her company uses CONCUR, the same system that the government uses. When she comes home, she lays her receipts out on the table, takes a picture of them with her iPhone and the documents upload into CONCUR, the software seems to know what they are and it takes her less than 10 minutes and her supervisor approves it, DONE. For some reason, travel expenses seems to be a long drawn out process for the federal government and, on top of that, a private contractor gets a $15 bite for each travel expense form at considerable cost to the federal government for no benefit other than
167	actually, we have reached out to some of our sister Agencies to adopt some of their methods over the past few years and continue that dialogue

	A	B	C	D	E	F	G	H
168	167	5/3/2017	My current Branch is short staff, while there is another branch in our department that has twice as many people as we do and continues to hand their work off on us. I hate to say this but perhaps in administrative areas within our organization we need an outside lean six sigma team to audit what goes on to improve our functions. I don't think it would be good to audit the science departments as science as those functions can not be properly six sigma sixed by an outside organization. But perhaps the HR, Finance, etc.. should be looked at from outside eyes.	I think the EPA needs to more vocal in sharing what we do. Also share how we are allowed to do what we do. The public does not understand that all because something is hazardous we can't go right into working on it, and the EPA is not responsible for animals in peoples yards.	We need to educate the public, and be transparent in what we are working on within research. Results should be published after peer review from other scientists or journals.	Encourage those that are able to retire by age and affordability to retire. Especially when they are not as sharp as they used to be.		
169	168	5/3/2017	Some of the required on-line training is very difficult, often is not pertinent to our jobs, and frequently the systems we are working in either freeze or do not record the training actually taken thereby creating difficulties with obtaining the needed certificates. Hence, many times, we have to retake the course or contact the appropriate system personnel. Also, it is not easy finding the appropriate contact person when issues arise. This often takes entirely too much time away from our actual work. All of the required training should be re-looked at to see if it is actually necessary, pertinent to our jobs, etc. There is simply too much required training and administrative issues. The systems that we are working in to take training should work more efficiently and present less problems. Often our data systems are outdated hence, we are often dealing with too many issues that take valuable time away from our work. Frequently, there is not enough communication on projects between	Better outreach and coordination with all of these entities. Being able to have the correct contacts for whatever issues are at hand would be helpful. Perhaps, our Public Affairs Office could obtain this information for staff. It is especially difficult dealing with large State organizations and trying to maneuver through their organizational chart to find the correct individual to speak to.	Providing important information pertaining to new or existing regulations so as a clear understanding is provided. Perhaps, this could be achieved by organized meetings or through sending flyers. Communication and transparency are crucial elements. The public usually contacts EPA when they need information on specific projects.	Better IT support so that data systems work on a more efficient level. Allowing additional opportunities for working from home would also help save overall costs, Maxi Place should be offered to all EPA regions. Consolidation of floors within buildings would be helpful when possible. Buildings should be energy efficient and consider all of the latest technologies (green remediation) which would be helpful to reducing costs and inefficiencies. Research into climate change and further technologies that would improve the environment should continue.	All products within the government should be as energy efficient as possible. Research should be devoted to producing better and more energy efficient products.	Federal agencies often act too independent of one another and should work cooperatively together on all issues including environmental. Too often they are disconnected, having their own internal processes which often slow the progress of projects. There should be also be a better coordination with States as well. We should all have the mutual interest of the environment and be able to work more efficiently/cooperatively together. Perhaps, the upper management of both States, other federal agencies and EPA should work together to achieve the needed cooperation.

	I
168	Continue to go Green with less paper use.
169	Up to date and efficient data systems aligned to what the private sector utilizes which will allow for personnel to be more efficient with actually doing their jobs. Also, the contractors often used by the government are often not as good because we are required to use the "lowest bidders." An inordinate amount of time is often spent on dealing with issues on the contractor's technical reports which are frequently inadequate. The back and forth process in not conducive to being efficient and productive. Also, we should not be required to pay for a contractor report that is inadequate. The contractor should revise inadequate reports at no cost to our agency if it determined that

	A	B	C	D	E	F	G	H
170	169	5/3/2017	Budget. Please pass and enact the budget in a timely manner. Appoint people to leadership positions that understand the roles and responsibilities of the EPA to the citizens of this country and the world. Leaders who will work to ensure that the EPA carries out it's responsibilities without regard to the agenda of the political parties. We are here to protect the health of people and the environment.	Be consistent. Do not let ideology rule science.	Be consistent. Do not let ideology rule science.	Be consistent. Do not let ideology rule science.		The staff of the EPA work collaboratively with other agencies, the states, the tribes, various organizations and institutions. Consistent funding and protection from the changing political whims of congress and the president would allow us to follow through more efficiently and effectively on our obligations.
171	170	5/3/2017		We should increase grant funding and capacity-building efforts with tribes so that they are better able to independently take on environmental regulatory programs within their jurisdictions. We should provide regulatory consistency for the private sector and ensure that the costs of private sector environmental harms are not externalized and passed on to American citizens but are rather paid for or mitigated by the entity causing them.	We should improve our tribal consultation practices, be transparent about who in the regulated community we consult with and provide equal time to environmental groups as we do to industry, and we should make sure that the comments coming in from the public through phone calls and emails actually get to the administrator in a meaningful way.	I don't. I do, however, see many places where an increase in funding or staffing could measurably improve the quantity or quality or work and the efficiency with which we can complete it. More funds for training, more advancement opportunities for administrative staff, and more funding devoted to the research and technology resources we have available to us would be extremely beneficial.	More widespread availability of mobile devices for employees could increase efficiency. We could even eliminate desk phones and go entirely mobile. Improved quality of telework technologies and support services could increase efficiency. The administrator and his office could adopt some form of public calendar that would show the public what he spends his time doing and who he is meeting with and that would make us more accountable. We could also keep important scientific, policy, and legal information available online for public access rather than removing it. In fact, we should be updating and expanding the information available on our website since it is outdated, difficult to navigate, and does not	We could increase staffing in the regional offices to better facilitate our local-level work with states, tribes, and communities. Our regions are currently so understaffed that it can sometimes take them years to get to non time-sensitive matters but that harms our agency's reputation and undermines the strength of our relationships with these communities. Having more people present at the local level to directly engage with these stakeholders would streamline many regulatory processes and assist the stakeholders in achieving their objectives. We already have excellent working relationships with other

	I
170	Less top down micromanagement. Empower the people actually doing the work. Protect the EPA staff from the political fighting of congress and the whims of the president. We are doing valuable, important work that makes a difference in the everyday lives of people. Let us do our work. Ensure consistency in funding and support so we can perform the work that must be done.
171	Transparency of process, particularly among management and leadership positions. Active diversity and inclusion efforts have been proven to increase efficiency and well-being of staff. Also, having diversity in leadership positions is critical. The people in management that I am most familiar with - those in my own office and those in the administrator's office - are almost exclusively white, straight, Christian, cisgender, and are majority male. This is not a good message to be sending to those people who work at EPA who do not fall into those categories.

	A	B	C	D	E	F	G	H
172	171	5/3/2017	The OIG has many processes in issuing a report that are not necessary and duplicative. IG is run by lawyers who do not understand auditing and auditing standards. They have required lawyers to review documents, because they only trust lawyers. However, the OIG already had a QA process that checks all facts to supporting documents and working papers. The legal reviews (Legal reviews discussion documents, draft reports and final reports) done is duplicative of the QA review. However, the IG and Deputy will not eliminate these reviews even though staff (Those with accounting degrees), have told them that the auditing standards require internal controls that provide reasonable assurance, not absolute assurance. The IG and Deputy seem to want almost absolute assurance. The result is an inefficient report issuing process. In many cases, the review and issuing of a report can take 4 to 6 months. The audit work itself usually take about that long. Totally inefficient and unnecessary.	Better oversight from Regions. Regions do not perform adequate oversight and do not know what they are getting most of the time.	none	EPA relies on inefficient Cost type and Time & Material contracts. Whey using IDIQ contracts, the agency still issues mostly T&M task orders. The agency should move toward firm fixed priced contracting whenever possible. The agency makes excuses for not using FFP contracts. They believe there are too many unknowns. In most cases, these excuses are not valid and are just that, excuses so they can continue to do what the have always done.	None	none
173	172	5/3/2017	The off-site rule is burdensome for PRPs as implemented. The process takes too long for PRPs to find out that a facility is acceptable/unacceptable for waste disposal. The PRPs are ultimately potentially liable anyways if they dispose of waste at a facility that disposes improperly. The review process either needs to be made faster (<24 hrs) or we just need to publish a list of acceptable facilities that PRPs can be responsible for checking on their own. The implementation of this rule is very inconsistent across superfund anyways. A lot of red tape with little gain IMO.		People need to be more responsive via telephone. If working from AWL location, it should be mandatory that people use EC500 to have their calls forwarded to their phone at their AWL location. Why wouldn't you, unless you are just looking to be unavailable?		Many people still use paper hardcopy mail, when electronic would more than be fine. Save on the paper, and the postage! This goes for submissions from the PRPs too. The standard language in CDs and AOCs requires hardcopy submission of monthly progress reports. I think that is fine to have the hardcopy required since we may once larger documents in hardcopy at some point, but RPMs that do not even look at the hardcopy progress reports should let the PRPs know that electronic is okay until further notice.	

	I
172	No
173	Paperwork is too burdensome to get comp time, travel comp time etc. If I need to put in 60 hours one week and 30 the next, it's like moving mountains to get comp time approval. Who cares as long as I get my work done and work 80 hrs for the payperiod anyways. Should do away with the paper trail for TCTO, since its all in PeoplePlus anyways.

	A	B	C	D	E	F	G	H
174	173	5/3/2017	We spend too much time tracking results and re-inventing the wheel through processes like 'lean' The benefits of 'leaning' are in some cases exaggerated and going through lean creates perceived need to do additional tracking to demonstrate how much better things are afterwards, when really they're not. Let the professionals to their jobs and give them the time and resources they need without a lot of peripheral duties.					
175	174	5/3/2017	The procedure that prevents me from doing my job efficiently is the layers of concurrence that are added to documents. I understand that more than one set of eyes should review documents, especially those sent to the general public. However, eight or more lines of concurrence is excessive.	Funny you should ask my opinion regarding partnering with states, tribes, local communities, and the private sector. If any of those entities were capable of achieving accelerated success, we would not be in business. Due to the number of request we receive from each entity identified, further solidifies the need to expand our efforts to assist with each. Maybe we could do a better job equipping them to handle things at their level. My experience is that many are not interested. Once they call us in, it's like handing a baton from one running to the next. My recommendation would be to host more efficient collaborative sessions with states, tribes, local communities, and the private sector to get their buy in knowing full well this will be fixed in a moments notices. I would guesstimate it would take several years to achieve this level of	Thank you for asking this question. The first problem is, it is difficult to initiate and maintain excellent customer service to entities that don't maintain consistent staff and/or leadership. There tends to be excessive turnover with states, local communities (leadership) etc. There tend to be a number of vacancies for extended periods of time as well. How is ANYONE expected to work with that? My recommendation would be to host regular meetings (monthly, quarterly) with each entity. If no identified representative is available, send a backup or have someone on standby to communicate messages back and forth. Ten or more years will be needed to achieve this level of success as well.	The number one untapped opportunity I see is the number of internal employees that are passed over and not allowed to move up in their career verses the number of employees that are brought in from the outside and move up quickly.	Vimeo, JotForm, Eventbrite, Constant Contact, Google Drive, Dropbox, YouTube. Most importantly a better VPN. STOP using the lowest bidder each and every time. The cheap comes out expensive.	The best way to accomplish more would be to not shut others out. Each and every division has employees with duties that overlap. when one division host training, other personnel in other divisions typically don't know about it or are not invited to participate. The basis job function is similar. The specifics of each job may be completely different but the basics are the same. More than an handful would benefit from this. As it relates to other federal agencies, provide a list of opportunities available at each and advertise broadly. As it relates to the states, the states could benefit from the federal entities

	I
174	
175	Allowing employees to transfer from one region to another. Allowing employees to complete details across the agency. Allowing employees the opportunity to participate in Talent Hub that allows employees to work in a field to test it out before committing to ensure its a good fit.

	A	B	C	D	E	F	G	H
176	175	5/3/2017			institute a FOIA online system: releasable documents should be made available to the public without an official request. The Nuclear regulatory commission does this and even some states including Louisiana and Oklahoma. this will reduce time and effort spent on responding because documents are easily and readily available to the public through the web.	As a front line employee, I am already doing more with less and finding efficiencies. All this talk about finding ways to reduce cost and inefficiencies needs to have a focus. I cannot stand in front of a community and say we are doing all we can with the limited funding we have--you need to be patient and when funding is available we will get to your issue. Performing environmental work cost money and takes time. There is no other way.		We need one environmental response. For example, the EPA and the NRC both address radiological contamination. Why are there two agencies doing the same thing, and with different levels that are considered 'protective'? Why are multiple agencies providing grants to the public for the same goal? For example, the ag agency and EPA provide grants to the public to implement best management practices to protect waterways.
177	176	5/3/2017	Take steps to make the budget process more efficient. It is inefficient to work from CR to CR, and spend resources planning for government shutdowns. Just within U.S. EPA these inefficiencies certainly cost millions of taxpayer dollars. Extend this government wide, and the inefficiencies of the budget process are no doubt costing the taxpayers billions of dollars - a completely unnecessary waste of our country's resources.	In my personal experience, states and water utilities are fully committed to providing safe drinking water and protecting their water resources. However, many states and utilities lack resources to do this effectively. U.S. EPA can form partnerships with the water sector, and provide technical assistance to improve public health protection and preserve the quality of their natural resources. All this can be done without additional regulation. Promote and fund these technical assistance programs.	In my personal experience, states and water utilities are fully committed to providing safe drinking water and protecting their water resources. However, many states and utilities lack resources to do this effectively. U.S. EPA can form partnerships with the water sector, and provide technical assistance to improve public health protection and preserve the quality of their natural resources. All this can be done without additional regulation. Promote and fund these technical assistance programs.	Promote cross-AA and cross-division efforts and programs throughout U.S. EPA. There is some redundancy in effort that could be greatly reduced just through the establishment of cross-organizational workgroups that are focused on a specific program or issue.	U.S. EPA has already made strides to go paperless. Continue this effort such that all records, forms, contract packages, etc. are electronic. Also, work to achieve better IT integration across U.S. EPA by replacing legacy systems that are beyond their useful life or otherwise inefficient (e.g., EAS and Concur).	In my experience, U.S. EPA proactively pursues and engages in collaboration with other federal partners and states. In my own organization, within OGWDW, we have an extensive network of federal, state, association, and community partners that help guide our work.
178	177	5/3/2017	Creating a paper version of an electronic calendar. This information is already available for those that need to see it. Training on how to use an electronic calendar.	States need to be responsible for implementing their own environmental response programs.		There is redundancy in the environmental response area. Special teams doing similar things.		Redundancy in environmental response that could be streamlined.

	I
176	ACCOUNTABILITY. Our management needs a better means of firing those that do not perform. There is much discussion about accountability, yet employees sit around and do minimal work at the same pay, let others do their work, surf the internet shopping and checking personal email, and continue to ride the system without consequence. This would remove the inefficiencies by removing the non-performers. The documentation burden is outrageous and does not invoke a 'do your job and perform or there will be consequences'. All this does is promote a 'movement' or 'reassignment' of the employee because
177	Note that I'm aware of.
178	

	A	B	C	D	E	F	G	H
179	178	5/3/2017		Having more outreach opportunities with states, tribes, local communities, or the private sector would help to increase those entities' understanding of regulatory requirements and pollution prevention methods.			Electronic routing systems, which would reduce paper waste and increase efficiency.	
180	179	5/3/2017	The Trump Presidency and Scott Pruitt as head of the EPA when clear conflicts of interest are present. Impeachment.	Having management that actually believes in achieving better environmental results and is not beholden to any particular special interest groups. Being able to show states, tribes, local communities, and the private sector that we are not beholden to any particular group.	Setting a timeframe for getting back to stakeholders when they contact us and setting up regular meetings to keep them informed, would likely require additional funding however as EPA is already short staffed.	Reaching out to a more diverse set of stakeholders with a wide variety of interests in order to tap them for assistance in procuring grassroots data and circulation of critical information to protect human health and the environment. The key here is a diverse group with all not beholden to any one special interest (on either side).	Higher reliance on collaboration tools like SharePoint.	Not sure what you're getting at with this.
181	180	5/3/2017	Every new administration requires a heightened level of reporting and this new administration is no different. This adds unnecessary work to every project. What is particularly distressing, however, is the assumption that EPA was fundamentally broken and we need to provide evidence to substantiate that claim-so every written product now has to show how much better we are and that everything we did in the past was wrong. Quite frankly that is a waste of time.	This question seems to imply that EPA has not been effective at partnering with states, tribes, local communities or the private sector and I question that premise. In my experience I have seen first hand a lot of partnering with these entities. The answer I believe this question is seeking is to say that every time EPA and a state disagree on a particular issue that EPA should back off and defer to the state regardless of the scientific basis for EPA's position. Such an approach is misguided.	Treatment of each of these partners as equals-each of these constituencies have a legitimate point of view and valuable knowledge to contribute. So if the new administration's plan is to listen primarily to the regulated community and consider input from local communities only when absolutely necessary, then that would not be fair to the American public.	The primary untapped opportunities are with the statutory framework under which EPA has to operate. While the major environmental statutes have produced great results for the benefit of the American public, there are opportunities to improve each of those statutes which are well known. EPA should work with Congress to help fine tune these statutes.	Improved air monitoring techniques that could better define areas of potential impact, including selective use of technologies such as drones to monitor pollution plumes.	Coordinate with OSHA to target facilities with either a history of violations or which present a high potential for harm to either workers or the surrounding communities and conduct joint inspections.

	I
179	
180	Streamlining more generic tasks we do in the office and have been doing for some time. Creating more agreed upon boilerplate language for such tasks to allow for time to focus on more pressing and time consuming issues.
181	The only cautionary comment I would offer in this regard is that while each of these goals is truly worthwhile, do not lose sight that we should not only consider the cost side of the equation, but also the benefit side of what the Agency does. It seems like the current administration's intent is not to engage in a true cost benefit analysis, but solely in a cost analysis.

	A	B	C	D	E	F	G	H
182	181	5/3/2017	There are two major processes at EPA that are broken: hiring and buying. I won't go into detail, but it takes 6-12 months to hire someone, even when promoting from within. This makes it impossible to have continuity, to efficiently backfill when someone is promoted, retires, or takes another job. Contracts is in abysmal shape. My organization has given up on OAM to purchase things for us and we are attempting to use other vehicles. It takes a minimum of 75 days to buy something through OAM. And it often does not happen. We haven't even gotten simple maintenance renewals done in a routine manner.					
183	182	5/3/2017	We have three systems for time keeping (People Plus, DFS and lotus notes). We have to account for every second of our time in one or more of these systems, and they all have to match up. We get 700 emails every time we travel alerting us that someone has signed something - even for a day trip! We have contracts with the Corps and contractors that are a HUGE waste of money. Having the Corps do FYR on superfund sites is a massive conflict of interest as well.	We need to build relationships based on trust. EPA does good work, butt we are very slow to respond to issues and we are terrible at explaining the science and the data to the public.	We have to get better at how we interact with the public and we have to get out in front of issues. I'm just a lowly scientist, so that's for the public affairs people to figure out.	There is way too much administrative red tape. Managers spend half their time dealing with that stuff because apparently we can't trust our employees to put in an 8 hour day. Just get rid of all of it, and if someone isn't performing then fire them. Managers and employees could then spend their time on doing more work in-house and cutting out the contracts, which eat away at our budgets.	We have a number of new tools (apps like enviromapper) that are going to be amazing. We can use these tools in the field and hopefully develop more.	Superfund site management is often shared with the states. I would say the states should be given more of these sites to manage, but it depends on the state (some do a better job than others). We have a rough relationship with DOE and DA on a number of Federal Facility sites. They appear to have as much red tape and wasteful spending as we do (or more). We fight with them for years and nothing gets done, and we are on the same team (supposedly).
184	183	5/3/2017	Lack of travel funds have impacted necessary travel People Plus is relatively inefficient and does not self populate with submitted leave requests Extensive write-ups and burdensome awards process is cumbersome and inefficient for the small amounts staff receive	Keep the Section 319 Nonpoint Source Program alive. States like the program and it is resulting in real environmental improvement	We already do this, so maintaining existing water grant programs is essential for the states to get their jobs done and fore effective customer service We need to be able to use our authority; otherwise the states will not follow the statutes/regulation	Streamline monetary awards process--it is burdensome Care is needed in reducing funding so as not to undo progress made (e.g., nonpoint source program) Need to keep WOTUS intact It is nearly impossible to fire incompetent staff--need to improve efficiencies for hiring and firing	More up to date electronic equipment (laptops, etc.) would help	Separate roles have been created between the different agencies--they should not be forced to consolidate duties in an artificial an nonsustainable fashion, e.g., expecting NRCS to protect water quality against nonpoint source pollution

	I
182	
183	
184	Streamlined hiring and firing process. Process is burdensome and time consuming

	A	B	C	D	E	F	G	H
185	184	5/3/2017	Prior to a change in our organization, all staff were informed of most everything that effected our jobs, i.e. change in processes, EPA and/or organizational priorities, etc. Now it seems that only GS-13 and above are involved in meetings significant to our jobs and the information that effect them. Much of the information passed down is watered down when it is passed down, or if it's passed down, yet those who are not in attendance at these critical meetings are expected to function at the same level of knowledge as those who receive the information. It's terrible leadership and very ineffective and inefficient. How would I address these? As an Agency we need to be more open, honest and transparent with everyone.	Open and honest communication.	Open and honest communication.	I think all staff especially administrative staff should be given opportunities to hear about all the wonderful things our Agency does for our country and other countries. If as an employee we have little knowledge of this; think about the lack of knowledge other Americans have about all the awesome things the EPA does? It doesn't make sense that we would not be more open, honest and transparent with everyone.	Not sure.	Be more open and honest with everyone. Our Agency is very secretive and this seems to be the way management are developed and conditioned to manage their responsibilities. I cannot help but wonder if this is due to a lack of leadership, inability to manage others, or something else.
186	185	5/3/2017	The agency must invest in fully staffing its contracts officer team in OAM. Also, it would be wise to hire a competent SES manager to oversee the OAM contracts team. There are glaring problems there that impact the agency as a whole. Every AAship is suffering from the lack of effective contract support.				The IT systems at EPA are draconian and the processes for securing administrative rights to do your job better are as well. There are too many hurdles placed in front of young, creative staff for developing new software, maintaining servers and providing a new generation of IT support. I appreciate our need to be cautious with computers, but if we are hiring IT specialists for a purpose, we need to give them access and the ability to do their jobs well.	

	I
185	Accountability to leadership for hiring, training, and developing excellent thinkers and other leaders.
186	The private sector would NEVER pay for their computers each month! We literally buy our computers each month. The agency's efforts to consolidate IT support has never been successful. We could employ one on-site contractor for each division or office and still have a tremendous cost saving. I keep waiting for EPA's computer support contract to be featured on the Fleecing of America.

	A	B	C	D	E	F	G	H
187	186	5/3/2017	Numerous levels of approval needed for permission to do anything. Final approval appears to be so far removed from the initial request that they have no idea of what they are approving/denying. Remove levels of administrative bureaucracy.	Go into the communities/tribes at the lowest possible level and ASK what they want and what they believe they need. The further removed from the end-user information comes from, the less useful it is.	Again, a "boots on the ground" approach. Interaction with end-users - people who are directly impacted by policies & procedures - is the only way to establish a productive relationship and achieve maximum ROI. People are much less interested in "studies" or "reports" than they are with usable tools - and believing that their voice has been heard.	I see multiple employees on a daily basis that have time to chit-chat for hours about TV programming, movies, sports and a host of other stuff. And if the lower levels of staff have this much "free time" how much worse does it get as you go further up the ladder. Accountability for results at every level. No results, the position is probably not necessary....	No opinion.	Reducing the size/number federal government agencies and shifting major responsibility for environmental/safety/etc to the states; again, less distance between the end-users and the policy makers.
188	187	5/3/2017	The OCFO systems governance process is inefficient. When a user has a system issue that is operational in nature (data change or defect), it can take weeks or months to get it resolved due to the many steps it must go through. The stakeholder groups do not add value, so this step in the process should be eliminated.			OCFO and OARM would perform more efficiently if they were combined. This would eliminate "ownership issues" regarding which organization bears responsibility for systems and the data contained within them. The functions of these two organizations are inter-related, however, they work in stovepipes and do not collaborate effectively on issues.		
189	188	5/3/2017	multiple checks and balances and input of data to track compliance through both state and federal systems including ICIS/PCS as well as multiple forms that need to be signed prior to leaving for inspections like Safety checklists and multimedia checklists that should all be eliminated	work cohesively towards one goal instead of feeling like we are working against each other. Many states and local governments have "buddy buddy" relationship with facilities in order to achieve a common goal, however many times it does not work to achieve federal compliance.	improve the Citizen complaint system that automatically sends the message to the appropriate managers instead of a general complaint hotline that does not indicate the issues.	Yes, Reduction of dead weight on staff. many programs work with less numbers and achieve more results due to the few that carry the load, It should be easier to remove underachieving and underperforming employees and also reward the few who carry the majority of the load. The SEE program and the forceful employment of veterans with or without experience is detrimental to the agency. Veterans should be given priority treatment in federal agencies, however in a field that requires science or engineering backgrounds that should also be a requirement of the veteran applicants to ensure an effective workforce.	YES. many programs rely on outdated technology because the advanced technology we have never works. We constantly change from once drive to share point to whatever is out there but none of them are ever given a chance to work, and subsequently many people end up just saving their data to their computer as a result. We need to have more time to make things work.	shared responsibilities with the states are difficult. We should not have to accomplish goals for the state or vice versa in order to maintain funding or employment. We should be joined in a combined effort to achieve a common goal with state and federal resources and work together to accomplish it. Too often is there an overlap where the state asks us to do something and then also does it themselves and wastes tax dollars in prep and execution of an inspection.

	I
187	The corporate world utilizes Deming/Juran models to improve quality and eliminate fluff - get to the root cause and handle it. It's a thought....
188	
189	Removal of underachieving employees

	A	B	C	D	E	F	G	H
190	189	5/3/2017	I am not aware of any such administrative requirements in my program.	Fully support implementation of programs at the federal, state and local levels through adequate funding.	Adequate investment allows for strong customer service.	Not at this time.	Maybe but any proposed new technologies should be piloted to assure that efficacies, effectiveness and accountability before being fully implemented.	Different agencies have unique roles relative to the same statures. However, through encouraging strong coordination at the state and local level as well as at the national level we could improve understanding of complementary responsibilities.
191	190	5/3/2017	Since I am as knowledgable or more knowledgable than many of the IT staff, it would help greatly for me to have administrator rights over my own computer. I want to be able to download needed programs, delete unneeded programs, and update everything in a timely manner. I also want to be able to diagnose and fix problems with my computer. Also, the multiple layers of management that we have are not necessary, especially for those managers that rely on a strict top-down communication process. Communication and signoff is inefficient and would be improved by eliminating some management levels.	Empower employees who are subject matter experts to communicate and make decisions directly with external parties instead of having to clear decisions with several layers of management, particularly when employees are in the field. Provide all employees who spend at least some time in the field with a purchase card that can be used for unanticipated purchases without the time consuming and inefficient process of having to get a purchase order approved at the office through several layers of signoff. Ensure that employees who work with external employees have the opportunity to master advanced communication skills for working with diverse audiences. Engineers and scientists who work in the field but can't tailor their messages to each individual audience are not helping matters. Provide all employees who work	Empower employees who are subject matter experts to communicate and make decisions directly with external parties instead of having to clear decisions with several layers of management, particularly when employees are in the field. Ensure that employees who work with external employees have the opportunity to master advanced communication skills for working with diverse audiences. Engineers and scientists who work in the field but can't tailor their messages to each individual audience are not helping matters. Provide all employees who work in the field for some amount of time with mobile telephones or devices so that they do not need to use their own devices and complicate future legal matters. Alternately, compensate employees who must use their own devices in the field.	Eliminate postions/employees who are paid to do nothing but sit around and/or wander the halls all day. There is no need for such a large low-skilled administrative staff when higher-skilled employees can accomplish many of the same tasks by themselves. Saving this amount of salary would seem to be significant.	Provide all employees who work in the field for some amount of time with mobile telephones or devices so that they do not need to use their own devices and complicate future legal matters. Alternately, compensate employees who must use their own devices in the field. Ensure that software updates for computers and devices are made available on a timely basis so that our equipment is not running years behind private sector standards.	Eliminate redundant offices/positions/etc. and give subject matter experts more independent decision making authority.

	I
190	Anyone who has ever dealt the customer service lines knows the best approach is to have adequate staffing. The most effective approach still seems to be to staff agencies to a level that allows for personal responses from real experts. This goes across agencies including USDA, DOL, EPA, etc.
191	Trust employees until they give you a reason not to trust them. Managers need to stop thinking that they are better than non-managers and employees need to stop thinking that managers are part of a great evil enemy.

	A	B	C	D	E	F	G	H
192	191	5/3/2017				All regional office space should be redesigned to remove individual cubicles and set up "hoteling" pods. There would need to be some exceptions for positions requiring higher levels of security clearance. The result would be reduced office space equating to lower rent costs. In order to accomplish this, the Agency's telework program needs to be expanded to allow employees more AWL days-on a national level. Employees would need to "reserve" a work station for their days in the office.		
193	192	5/3/2017	Issue: separate and delayed (non-realtime) IT systems for leave, schedules, and time & attendance. Solution: update system to allow information to be entered/viewed/approved in realtime.	Acknowledge that developing partnerships and relationships requires significant time interacting with stakeholders, which rarely produces measurable/tangible results. That is, investing in partnerships can be infinitely valuable for all involved, but often cannot be quantified or measured. These investments also typically require in-person time, which would require EPA resources for travel or event hosting.	Provide staff charged with executing this function the autonomy and time to develop individual relationships. If the highest emphasis is placed on measurable outputs, relationship management (typically not measureable) will likely suffer or be placed as a lower priority than outputs.	Place higher expectations on and trust in individual employees and eliminate or streamline bureaucracy/unnecessary internal procedures that appear to be in place only to protect senior leadership.	Invest in state of the art IT equipment to create a nimble and remote workforce similar the US FDA. Seek IT resource savings in purchasing rather than leasing equipment. Provide all EPA employees with mobile devices and eliminate desk phones.	
194	193	5/3/2017	Incorporate all webforms into People Plus. These two systems should be able to communicate. Would cut down on time for each employee.	Better communication with all of our stakeholders. More meetings with NGOs and states to discuss actions that EPA is taking.	Better communication with all of our stakeholders. More meetings with NGOs and states to discuss actions that EPA is taking.		Address EZTech's inefficiencies and inability to solve tech issues. OEI and EZTech do not communicate in a manner to enable EPA staff to be provided adequate tech service. Also, figure out what will replace Lotus Notes for our important databases that are needed for our daily work. The whole tech area could be revamped. Non-tech staff should not be fixing tech issues for their co-workers when we have a contract with EZTech.	

	I
192	Region 5 FACTtool.
193	US FDA's technologies for remote employees allow for seamless telework.
194	

	A	B	C	D	E	F	G	H
195	194	5/3/2017					Google Chrome - I work on the Intranet site for our office and it is not possible to do this work on Internet Explorer. However, my request for Chrome has been denied twice. Create a Drupal distribution for all of the EPA offices to use for their Intranets, but allow customization within the platform.	
196	195	5/3/2017	The agency has not issues a Quality Assurance Project Plan (QAPP) defining the QA standards for imaging of hardcopy records or issues a policy statement from the Office of General Counsel ruling that scanned images of "wet signatures" are sufficient for record retention. Without this guidance and policy, the agency maintains many records in both digital (convenience) copies and hardcopy (record copy). This increases storage and maintenance costs for the agency. The OGC should issue clear policy that scans of hardcopy can (and should) be maintained as record copy as long as scans have followed CIO guidance and a QA has been performed following the QAPP. Scanned hardcopy should be destroyed after 6 months (except in the case of litigation hold). The QAPP should address how to handle legacy imaging efforts and pre-accessioning of permanent records to the national Archives. The OGC should work with OEI to identify remaining hardcopy workflows (such as management signatures) and implement	EPA partners (states, tribes, local communities, contractors, regulated organizations, public groups) should be encouraged (or required where possible) to provide records to the agency in electronic format only. The standards for these submissions should meet agency and NARA preservation requirements (based on the retention schedule for the records) and include easily extracted, imported, and standardized metadata to allow the records to be accessed an searched in agency recordkeeping systems. This will reduce agency storage and management costs as well as environmental impact of creating and shipping hardcopy records.	The agency should implement a public internet access point for each of its approved recordkeeping systems. This access point would allow the public and other stakeholders to access all Uncontrolled agency records. All agency records should be marked as Uncontrolled unless specifically noted as being Controlled (with the specific control type noted) by a trained agency official. Outside stakeholders should be allowed to add "folksonomy" metadata to publicly available records and easily access a permanent URL for access to any given record for the period of its record retention.	Yes. See above regarding electronic records management.	Yes. Field staff can use tablet computers and cell-phone, sat-phone, wifi connections to access their records electronically instead of transporting hardcopy files to field locations.	Pre-accessioning of records to the National Archives will leverage NARA's preservation expertise to ensure permanent records are not lost while also freeing up agency resources for more initial records capture and reference with less focus on storage and maintenance.

	I
195	
196	

	A	B	C	D	E	F	G	H
197	196	5/3/2017	Numerous layers of management are no longer necessary. For example, in the Land and Chemicals Division (LCD), Region 3, there are 4 layers of managers: (1) Director; (2) Assistant Director, i.e., Deputy Director; (3) Office of RCRA Programs Director; and (4) Materials Management Branch Director. I would remove ALL managers and leave one level of management leading team leaders for the various programs under a regulation.	Delegate ALL programs to the states and tribes. Assign EPA engineers and scientists as program managers to these delegated programs. EPA employees should reside or visit (at least once a week) the state regional office where their projects are implemented to provide guidance and leadership to the state environmental offices.	Having EPA employees actively interacting with the regulated community on a regular basis. The offices for EPA employees shouldn't be a large building in the cities, but in the local communities that they serve.	1. Eliminate most GS-15 and SES positions; such a waste of money with little return on investment. Managers usually take credit for the work that the staff does, while they sit around doing absolutely nothing other than shuffling papers. 2. Increase number of voluntary programs, where EPA staff is out on the field providing consulting and guidance to the regulated community. 3. Educate the employees in new technologies; i.e., GIS, programming, statistical analysis, marketing, economics 4. Do not allow non-profit organizations, universities, and local governments to receive grants more than once every 5 years	Oh gosh, yes! We should use open source software. Stop paying Microsoft: use Linux systems.	Explained in answer 3 and 4
198	197	5/3/2017	Right now what is preventing me from doing my job is lack of resources including funding to clean up Superfund sites. If the Administration would back its' employees and the Regions in going after businesses that pollute, more work would be completed. The lack of Enforcement and support to adequately go after polluters causes delay and additional human health and environmental damage.	Headquarters should talk to states and tribes about the work they actually want to do. The idea that work should be pushed back to states as we continue to cut funding, is difficult, preemptive and thoughtless. The reason work is sent to EPA is work, site cleanup or other issues need federal attention. National consistency is vital to businesses knowing what to expect and how to manage regulations.	EPA is historically excellent in communicating in the community. The public continues to look to EPA as the SCIENCE Agency. We need to continue to be at the forefront of science and technology to protect human health and the environment.	Budget tracking and contract management could be better integrated.	All federal agencies could stand an update to databases and technology. Budget and contract tracking always has room for improvement.	Climate change science should continue to be shared with researchers across the science community. Multiple agencies have added value.
199	198	5/3/2017						

	I
197	Ask Google Corporation and Japan and Russia and the EU for help in those areas.
198	Mutual respect and sharing of information make for a great work life.
199	Support the Office of the Science Advisor https://www.epa.gov/osa

	A	B	C	D	E	F	G	H
200	199	5/3/2017	For years, the effectiveness of job performance has been hindered by severe limitations on travel. Please check out the unique travel budget at the USEPA. The ability to meet with our federal/state counterparts and see projects where federal funds are being spent is severely limited. When working with other federal agencies, state agencies, and the public, USEPA staff are constantly embarrassed by our lack of travel resources. We cannot be restricted from knowing our projects, and be accountable for our work at the same time. I have been at EPA for 30 years, and have always been told that these travel limits were imposed by Congress in order to limit USEPA's ability to enforce. Whether true or not, it also limits our non-regulatory work. USEPA Region 6 is going through a very expensive move to another building three blocks away in Dallas. The whole process keeps getting delayed, and costing more money. We are going to cubicles with low walls. The work	Do not limit ORD from gaining knowledge through research. Science is the base for all USEPA decisions. Good science is objective, and sometimes it produces information that somebody doesn't like. That in itself is no reason to discount the entire scientific process, or the dedicated scientists producing the information. We are working hard to produce good, strong scientific results. Use the science, but don't disclaim the work or the employees just because it isn't accepted by some.	More face-to-face time. This requires the ability to TRAVEL. There is no substitute for personal communication. Updated computer equipment and more current computer programs (nobody else uses Lotus Notes) would allow better interaction with our customers.	We need a complete overhaul of our travel system. It is a poor copy of another system that was used years ago. We are forced to spend certain amounts for government contracts (airline, hotels) when there are much less expensive options. Since travel is so restricted, we try to use GSA vehicles (not enough of these, and reservations are very hard to get) and spend long days (15+ hours) driving, since we have no funds for overnight stays. Get more GSA cars!	Better, newer computers with up-to-date software.	Every federal agency has a reason for its existence and a clearly defined purpose. Some areas of responsibility overlap, but these are opportunities for complimenting responsibilities and leveraging resources. The USEPA Nonpoint Source Program addresses agricultural pollution, along with other sources, but it is not redundant with USDA programs. Please make the effort to understand the purpose and benefits of individual federal programs before cutting them.
201	200	5/3/2017	The organizational process of encouraging retirement/attrition takes away a wealth of knowledge and experience that our agency could leverage to make better and more informed decisions to protect human health and the environment. The inability to hire and offer competitive salaries also hurts our ability to carry out the basic mission of the EPA.	Partnering with states, tribes, and local communities is already a forte of the EPA. Private sector partnerships, where ethically possible, is an avenue that deserves further resources.	Current hiring freeze and encouraging our experienced colleagues to retire or find jobs elsewhere greatly hinders our ability to provide quality customer service. We must encourage seasoned talent to stay at EPA, and attract new staff competitively.	Yes, morale is very low at EPA, and rhetoric from the White House and Administrator Pruitt are a key component of the low morale. Low morale causes inefficiencies. Improved messaging, based on sound science, from Administrator Pruitt would potentially improve morale at EPA.	More electric vehicles for our fleet.	We're already extremely aligned and share numerous responsibilities across the board. We need more staff, and we need to make an effort to retain experienced and seasoned staff.
202	201	5/3/2017	There is no effective senior leadership or appointed staff making it almost impossible to fulfill the tasks and duties of the EPA. The administrator is ill informed about the task, roles, and requirements of the EPA. Staff should be brought on form to educate the current administrator and his staff and to fulfill all other required appointed roles.	Continue to pursue the best available science in air quality and climate change, and to insure that the EPA has adequate resources (personnel and funding) to achieve its necessary goals.	Hire more staff.	No.	Better computers and more modern computer regulations in terms of administrative rights to computers and computer programs can improve and increase productivity.	We can take a more proactive role in protecting the American public by enacting and enforcing appropriate environmental regulations.

	I
200	
201	Yes, it's called being a competitive and enjoyable place to work, the current administration seems to be working against that, make salaries competitive with the private sector, encourage talented professionals to stay at EPA, and attract new talent in a competitive fashion. Improve rhetoric from EPA leadership (i.e. Administrator Pruitt) by basing it on sound science. Simple.
202	EPA has used the world's best practices and is at the top of the field in both governmental agencies and the private sector in using science to better understand difficult scientific problems.

	A	B	C	D	E	F	G	H
203	202	5/3/2017		We need to continue to fund the state and tribal environmental programs. If we don't provide the states funding, they have no incentive to coordinate or collaborate with us. Providing funding/grants to them ensures accountability and structured process for outlining commitments, expectations and follow through. FACA and negotiated rulemaking committees or advisory groups that involve states/tribes are other good tools for developing sound policy, rules and avoiding the destructive cycle of rule litigation.	More use of social media. The general public now receives the majority of its news and information from social media sources. Additionally, less top down control of information. For information to be relevant, it needs to be timely. Long delays in seeking approval from senior level officials for sharing information with external parties is counter-productive and gives the appearance that EPA is withholding information and does not improve the level of trust with our stakeholders. Additionally, we need to be sure to fund travel for our staff to get out into communities to interact with them. We can improve image and the level of mistrust with the agency if we can get out of the office and into the field to talk to our stakeholders and explain issues to them in person and hear their input directly.			More widespread use of performance partnership agreements and grants to streamline administrative burden and reporting on states/tribes.
204	203	5/3/2017	The organization is top heavy on the management side and there are many GS15s that are basically getting paid a lot of money to do very little. You should look at all of those positions and eliminate about half of them. However, in the past when we've done that we've just moved them aside and they've been rewarded with less work and the same pay. instead, you should downgrade the positions and use the extra salary to offer more promotion potential for the people who do the work. There is no need to have two deputies in most offices. it creates an additional chain og mgt which slows down the process. Also, move FTEs out of Washington and into the Regional offices where there is much better relationships with our state and local agencies. HQ loses touch with what is actually happening and you have inexperienced people making national decisions without truly having an understanding of the local impacts. While it is necessary to have national consistency, the US is very diverse and what works in one area (i.e. CA) may not	Support nonregulatory programs. While regulations are a necessary evil, we can achieve results beyond regulations with effective partnerships and collaboration. Some examples are: Smartway, Energy Star, Airnow, Water Sense; national Clean Diesel program; Wastewise, etc. These are part of our core mission of protecting Human Health and the environment. With regard to engaging private sector, we have tried this many times before with mixed results. Take a look at the old Clinton Administration efforts on the Common Sense Initiative. Great results in industries like computers where EPA facilitated changes in how computers are manufactured to eliminate waste. Through this effort, they standardized computer manufacture and eliminated brand specific products. It did not work so well in the large	I think we do a pretty good job providing service to state, locals and tribes and pubic. One thing is that the general public calls EPA instead of state and locals on most environmental issues. When they call national numbers for help it is very frustrating. Our contractor support for many of the numbers just sucks. They are limited din what they can provide; provide standardized answers and basically frustrate the general public. Regional offices vary in how they deal with the public and some do a great job while others don't. On average, I get 5 calls a week from the general public on environmental issues related to my work. Some are really local gov't issues such as zoning and others are large issues that we can work with the states to resolve. I think we should establish a practice of helping resolve issue when a customer calls instead of telling just passing them along. Establish a national contact list for	Yes. EPA should partner with FHWA, Commerce, DOE and Ag to look at major freight corridors. I have beentrying to get us to do this for years. We should establish a freight improvement program that target critical freight corridors. Using an approach similar to what states use with priority watersheds, we should identify priority freight corridors. Then we should spend a significant portion of FHWA, DOE, Commerce, and Ag funds to improve the efficiency of those corridors. with the goal of improving overall movement on them. We address truck parking issues (there is a national freight parking group with FHWA) to increase numbers and establish no idle parking to reduce emissions (both air and water from runoff);	Remote sensing. Also, EPA should increase instead of defund the evaluation of new technologies which reduce emissions.	The DOE has experienced a significant amount of mission creep that has them doing things that are really the charge of EPA. We should look at all of the funding programs for alternative fuels throughout the federal agencies. Alt fuels are a critical part of EPA with the RFS. However, the funding is so dispersed and in some cases targeted specifically for some Congressman that you get a lot of semi duplicative programs. State programs add to that. I think one area we should look at is the state freight plans. There is not a real environmental element ot those plans, but it is an opportunity that we

	I
203	
204	I think you should look at the DERA program and the associated diesel collaboratives across the US. In many cases, these collaboratives are an excellent way to bring industry, states, locals and NGOs together in a shared vision. Partners are there for different reasons, but all agree with the overall goal of reducing the impact of diesels Voluntarily through efforts that benefit them individually either financially or environmentally. In this case, the regions offer a venue for industry, states and NGOs to build trust that ultimately leads to significant improvements.

	A	B	C	D	E	F	G	H
205	204	5/3/2017	Grain based ethanol gas for GOVs (government cars) is a waste of staff time and isn't very environmentally logical (its water intensive and uses food for energy instead of using waste or byproduct for energy).		Overloaded staff doesn't have as much time to responded to customers. Maintain or increase staffing to allow all EPA staff more time to respond to customers.	(1) Our travel system concur is rather awful. The fees seem high. The fee for booking a hotel through it vs calling yourself is high. The contract airline tickets are regularly double what a non-contract fare is. (2) Its difficult to accept travel subsidies for speaking at a conference. Its easier to just EPA's limited travel budget to attend. Making this easier to utilize these types of outside monies would be an improvement. (3) Its difficult to charge tuition for an EPA sponsored (contract trainers or EPA staff trainers) training. Having the ability to easily charge tuition for non-EPA participants (industry, states, nonprofits, other agencies) could help save money.	(1) Ereporting on permit reporting (annual reports & monitoring data) to an online database (ICIS/ECHO) that is accessible to the EPA, states and public will be a huge efficiency! (2) EPA (or at least Region 4) needs an electronic routing system for outgoing letters and correspondence! The paper system takes a long time (people have to walk it to the next step, if you are working from home or on travel you can't view it), packages sometimes get misplaced, there isn't a good way for accountability if one person in the review regularly takes forever, it wastes effort when one person hand writes their comments on the paper letter instead of going and electronically tracking their changes to the actual document, & its a huge waste	
206	205	5/3/2017	A consistent process for electronic routing and signature of documents is needed along with electronic records management rather than a paper based system. As the agency tasked with protecting the environment, we should be leading the way in electronic records but are woefully behind. More resources are needed for IT support in this area.					
207	206	5/3/2017	- Reduce the number of data calls and budget drills. - Be clear when preparing data calls and budget drills and/or hold a conference call after distributing to review the data call and respond to questions. - Work with OMB to modify CPIC reporting to			- Provide a single electronic vault solution for managing CBI and require all EPA systems to use that one solution.	#NAME?	

	I
205	
206	
207	

	A	B	C	D	E	F	G	H
208	207	5/3/2017	The adninistrative procedures that staff have to do have been increasing at an alarming rate. This takes time which we have so little of to do our jobs and the agency's mission of protecting human health and the environment. Reports and updates by grantees, consultants, and the private sector should not only be sent to the project officer/manager but they should also be sent to a central file maintained by the regions so that if there are questions/FOIAs they can be easily accessible and answered. In recent weeks I have spent numerous hours answering FOIAs - this could be done by FOIA officers within the region. In addition, cutting back and making all our administrative tasks (time cards, travel, etc.) would be helpful. The time spent doing these tasks could be spent on projects that are more in line with t our and the agency's mission..	Maintain and improve relationships with all parties involved in the particular projects and sites. Outreach is important and it makes for a smoother, better project if all parties are informed effectively. Try to do this from the start of the project.	Engage them, keep them informed, develop and maintain good relationships, educate them. Keep ties open through EMAILs, conversations and face to face meetings whenever possible and if travel allows - by the way, I find the latter to be the most effective. Be open, honest. We're all in this together so we need to work together. Consider and respect the opinions and the needs of all parties - take them into account when making decisions. We can't work in a bubble. Economics, sustainability, culture, recreation, life amenities, transportation, EJ, livability principals, etc. need to be considered when protecting human health and the environment but we need to be cognizant of our mission - it is paramount.. .	I am a PO in the Brownfields program and find the funding of grants a tedious, time consuming task. The development of FRs,CNs and award documents can be done in a more streamlined, efficient manner. For the most part, most of this should be done by grants personnel not technical personnel. Technical people should be negotiating and developing workplans (not enough time is dedicated to this) not filling out FRs and CNs. The time I spend on these documents is significant (especially come August and September). Perhaps a dedicated person in our section devoted to this task and other administrative might be beneficial. Or, better yet, the grants staff should be doing this. The technical lead can		We need to have a better understanding of all the responsibilities of the other agencies in order to understand how and if this can be done. I understand that streamlining and limiting duplicative practices is a goal but it also should be considered that having a different opinion on similar practices is important. Different perspectives make for a more complete, ballanced and thought out project. I think there should be more collaboration. between agencies. All programs, including enforcement, in the agency are important. There are many instances in which the states rely on the EPA to take an
209	208	5/3/2017		Increase funding for the Exchange Network grants that go directly to states and tribes.			Agency should utilize the Agile Development BPA for most of its IT software development.	

	I
208	
209	Lean, Agile Development of applications

	A	B	C	D	E	F	G	H
210	209	5/3/2017	(1) Authority to make decisions needs to be devolved down to the lower levels. The increased politicalization of what should be technical decisions -- and this happens regardless of what party is in power -- has made EPA far less efficient. Senior management now gets mired in too many low level decisions. (2) The Clinton/Gore EPA reorganization in the 1990s was a disaster. Take a look at how EPA was structured in the 1980s under Reagan and George H. W. Bush as a good example of how to better organize the agency.	EPA needs to learn more about how industry works. Consider an externship program where EPA employees can go on detail to private industry. It might not be a bad idea to provide for the reverse. (2) Also, EPA should get more engaged in looking at and fostering industries use of Environmental Management Systems.	I think the level that EPA provides is pretty good given how overworked EPA staff are. I think something that really hampers this idea of better customer service is the lack of sufficient travel funds for EPA staff. They need to get out into the community and to also work more closely with State and local partners.	Many of the problems we encounter in this area are because of antiquated statutes. Every environmental statute could use reform. I think no one knows better the problems presented in this area than EPA employees that have deal with these inefficiencies every day. There was earlier effort -- one of few good things stemming from the Clinton/Gingrichtre years called "Streamlining" This was generally planned for four phases. Phase 1 - get rid of patently stupid or obsolete provisions. Phase - 2 streamline more difficult stuff in the regs. Phase 3 - Serious streamlining changes to the rules (e.g., creating self-implementing effluent guidelines instead of NPDES permits for certain kinds discharges. Finally Phase 4 -	We need better IT. Internet tools are pathetic.	Generally, agencies don't share well. Better to clearly delineate roles.
211	210	5/3/2017			Open communication with the public. Always being transparent. Clearly stating our mission to the public, and having leaders that follow through with our mission. It seems like the word of the agency gets blurred when so many mixed signals are coming from our leadership.		Access to email on our phones for even non-managers could help to increase efficiency.	By collaborating more with states. Also, my identifying our missions, are having leaders who share those same missions. That allows for the agency to move in one direction with a focus, and not dilute our mission.
212	211	5/3/2017						

	I
210	No.
211	
212	Allow employees to utilize their own personal smart phones to access work email, eliminating the cost of thousands of iPhones and monthly charges associated with them. A successful pilot of this was run several years ago, but never implemented.

	A	B	C	D	E	F	G	H
213	212	5/3/2017				Yes, your SEE program to utilize senior aged employees works at reducing cost, but you haven't increased the pay rates in decades and no one seems to care. You will find it harder to get seniors back to work when you only pay less than the minimum wage in most states. They consider it a disgrace.		
214	213	5/3/2017				Centralize and streamline shared services to serve one EPA. This includes HR, IT, Procurement, etc.--many functions that have been de-centralized and resulted in inconsistent, costly, and less effective performance/outcomes.	Centralize IT across EPA to serve one mission vs. 10 Regional CIOs and varying agendas.	
215	214	5/3/2017	I believe that the folks in EPA do good work. I have worked in the regions and HQ and have found a majority of the funds end up in HQ. It may be worth reviewing the # of folks in the regions (the ones who interact with the states) about equals the number of folks in HQ. It just seems like there should be a greater percentage of folks in the regions.	Work to stretch out environmental time frame requirements, NPDES review every 5 years vs the states have every 10 years or NAAQS review every 5 years versus every 10 years, this would take some of the enviro burden off the states.	I believe EPA needs a citizen panel of volunteers, just every day people, to assess our web sites and use of social media and ask them what they think and what they would like to see because a lot of the government websites are not intuitive at all, especially EPA's home page. Ask 10 of your friends not involved in the agency or the government to go to EPA's web page and ask them to locate 10 different things, I guarantee you they will each have varying degrees of success.	Come up with a national EPA document filing system. The military has figured this out, we should be able to as well. Speed up the electronic storage of documents, go into the regulations and statute if necessary and require electronic submittal of documents and get rid of paper copies once and for all. Paper document storage is a huge cost for EPA.	Make greater use of the web.	
216	215	5/3/2017	More easily allow access to EPA email on personal mobile devices could increase efficiency for those who are not generally at their desk. Adjust time card submission deadlines/requirements to reduce preparing amended time cards, some of which are foreseeable. Eliminate or reduce frequency of some online training (Tribal, Environmental Justice, etc.) Eliminate redundant tracking of training requirements Property tracking requirements are too burdensome, especially for small tech items that lose value quickly	Streamline requirements for corporate partnerships for research allowing better grounding of regulation	Transparency, make more data freely available so discussions can be more productive & the public can highlight areas of actual concern.	Don't approach rule makings with a schedule, saying "we have to do a new _____ rule because we haven't in 7 years". Instead survey the landscape and target the areas of actual need. We currently pay contractors to drive cars for mileage accumulation or data collection purposes. EPA employees would be happy to do this via their commute, but I believe it is seen as an impermissible benefit.	Recent IT updates allowing cloud storage are a step in the right direction. A further push by eliminating some of the old methods could help people work better collaboratively.	I prefer to do a smaller list well, and let the public direct area of focus, sometimes staff are in search of a problem for that next rule making. Often, this also leads to over complicated solutions.

	I
213	
214	
215	
216	Increase portion of compensation from awards / bonuses. People know who the good workers are, if you are not going to cut out the bad ones the good ones should get more than an additional $2000/year if they did 30% more work.

	A	B	C	D	E	F	G	H
217	216	5/3/2017	Our systems are to slow and use outdated coding and technology. We need larger bandwidth for work from home users. Also we do we have 18 feeder systems that all access CDW and Compass. They are all using the same information from those two systems that are just displaying it in different formats. We could cut licensing cost, system maintenance costs and fewer help ticket if we used 1-2 systems to do the same jobs.	I think open communication is vital and the understanding that the tribes, and local communities don't always have the funds to clean up the environment.	Being able to get correct information in a timely manor is vital.	yes invest in better systems and infrastructure. These will help EPA provide better services to the public in a timely manor at a cheaper cost.	Designing systems that are flexible so when processes change the system is not obsolete and in need of upgrades.	Use our expertise and contract them out to other federal agencies. this will cut the other agencies cost and increase cash coming into our agency. A good example is using our finance centers as a finance center. Why are regions still creating bills when we have a finance center that creates bills? its a duplication of efforts. Bring all bill creation to one location which will streamline the process and create one consistent product instead of eleven different products and processes.
218	217	5/3/2017	More decisions should be made at the regional and divisional levels, as opposed to HQ. Although, I understand the importance of HQ in maintaining consistency between regions, when decisions that are statutorily given the regional administrator (many of which have been delegated to division directors) are essentially made by HQ, it creates unnecessary delays.	EPA's partners appreciate consistency, but many of EPA's regulations have special rules for certain entities, i.e., energy industries, mining, agriculture, and often times, these industries are not enforced to the level other entities are. Although these industries are used to having special abilities to pollute that others don't have, it is important to have consistent regulations for everyone and to pursue all polluters the same, regardless of the perceived importance of the industry. The regulated community will adapt and succeed if regulations and enforcement are consistent. Regarding achieving better environmental results from state, tribes, and local communities, EPA must keep states and tribes accountable. Currently, EPA does not have the staffing or management support to make	EPA should better track community complaints and phone calls. Often the Regional and HQ call line forwards their concerns to staff, and there is no record of the call accountability that the concern is addressed. A simple database of these calls would make a record of the call and add accountability. If another staff person receives a call from the same citizen, they can go into the database and see what was said so they are consistent.	A more open workplace with shared work stations, eliminating cubicles and allowing liberal flexiplace policies would foster shared ideas because people would have to work without office walls. There would need to be rooms available for people who need quiet for calls or to read, but these could be shared spaces where people take turns. This would also force people to keep and use less paper and scan any documents that come in to the office.	Aerial photography and GIS could be used to identify wetlands violations. Often large wetland violations occur in remote locations. Rather than relying on the Army Corps of Engineers and citizen complaints, EPA could be more proactive to identify unauthorized wetland fill.	EPA should provide federal funding to delegated state programs for implementation to encourage more states to assume permitting programs. Also, more interagency conferences would facilitate communication between agencies. For example, meetings between U.S. Corps of Engineers, EPA, FWS, and states could foster better decision-making and implementation ideas.

	I
217	Consolidation to prevent duplication of efforts.
218	

	A	B	C	D	E	F	G	H
219	218	5/3/2017	The concurrence process for any documents or correspondence which is done via hardcopies. This is something that extends the process and can be done more efficiently, if done via electronic concurrence. Also, this can also be applied to the response to public inquiries.	Our program already has an effective and solid relationship with all the stated partners. However, I think being more informed, which would allow us to be more open with those stakeholders would make those relationships stronger. Sometimes the policy decisions made in HQ/DC directly affect the states and other local gov'ts and private sector stakeholders and the information doesn't come down to the regions quickly enough for us to relay the proper information to our partners. Those partners come to us at the staff and regional level when they hear any "rumors" or news, and many times we haven't been informed by upper management, on the topics that we get questions on.	I think having a better website with easier to understand topics, search engines, and directories to the proper programs and staff would make it easier for the public and others to reach the right person at the right time, instead of being bounced around. Also, I think the staff should try to look for the right contact for a caller, instead of just kicking them off to someone else or just telling them that it's not their program. Also, courtesy and professionalism go a long way.	More accountability for work being done and not being done. I think the PARS can be better utilized. Too much bureaucracy in the process of getting rid of some people that may have seniority, but do a lot less than a new employee at the agency. Also, there should be an option for temporary LWOP or a temporary PT schedule to reduce hours (and costs), instead of completely getting rid of an FTE. Also, supervisors have to be held accountable, there's no evaluation of supervisors from the bottom up.	Incorporate an official electronic recordkeeping system, so that we don't have to print out every document that has to be filed for recordkeeping purposes.	There has to be an awareness among agencies of mutual activities, responsibilities and interests. Our program has worked with other federal agencies in initiatives where there's a nexus in mutual interest and it has helped in conducting better and more effective outreach to the affected stakeholders.
220	219	5/3/2017	The logistical procedures for keeping track of my time prevent me from actually delivering services to patrons.	Blocking the Keystone Pipeline and the Dakota Access Pipeline.	Ask them what they want. We can't deliver services if we don't know what our constituents want.	Changing to high-efficiency light bulbs. More solar and wind power.	Google Chrome. Internet Explorer is highly outdated.	A number of things that the current administration has done scare me. We need provisions like the Clean Air Act to protect our environment (isn't that the point of the agency?). Climate change is real and is man-made and the removal of those pages from the website is not helpful to promoting our mission.
221	220	5/3/2017	Briefing Agency products to high levels of management greatly slows down the pace of work and creates uncertainty in whether a product will ever be released. Trusting in competent lower level managers and staff would greatly increase the efficiency of work and increase morale.	Without healthy ecosystems there is no economy. We need to internalize this message and take action to preserve the biodiversity and species health of the country. Otherwise, we will continue to lose species and ultimately undermine our own.	Create an atmosphere of openness and transparency for all. Currently, there is a hesitance to share when we are uncertain about a certain topic or idea. This type of stalling until we are absolutely certain breeds mistrust among stakeholders.		More use of videoconferencing for internal and external meetings.	

	I
219	Cut out the red tape and allow employees to have ownership of their work. Also allow employees the opportunity for cross-training and cross-pollination. Many staff want to learn and work in other programs, but the bureaucracy doesn't allow them to. Some of the best practices I've seen from being in industry is the opportunity to rotate positions, so that you don't stagnate and in effect, the workforce morale increases. Also, it's beneficial for the organization because there are more skilled and knowledgeable workers in various areas and it gets away from the stovepipe approach of doing things.
220	No.
221	

	A	B	C	D	E	F	G	H
222	221	5/3/2017	The lack of consistency in the procedures and how easy the procedures are to find.	Better communication	Better communication	No	Better use of SharePoint. Perhaps hold a comprehensive training on how to use SharePoint	We are currently very well aligned with States and Federal Agencies.
223	222	5/3/2017	Developing regulations per Congressional mandates is one of our important functions requiring adequate, sustained funding since regulatory action takes 2-4 years from start to finish. Second is enforcement and oversight without which Federal regulations are useless and with no desired environmental results, requiring management support at all levels.	In my experience, delegated States are always willing partners who experience funding shortfalls as well. In some cases, States on their own initiative, have promulgated stricter regulations depending on the regional environmental goals and public demands. In my opinion, under EPA's radiation protection program, Federal and State partnership has been working well.				
224	223	5/3/2017			The Agency should tally and maintain a calculation of regulatory cost/burden for each NAICS. Understanding and managing this burden should inform rulemaking activities.	Regulatory development activities should adopt a project management approach. Notably the costs of regulatory development should be documented and managed.	The Agency should invest in modern workflow applications for core, mission critical activities. In addition, investments should be made in executive information systems (EIS) that would aggregate data from these workflow applications to allow for senior management to better understand and manage all the activities across the agency.	
225	224	5/3/2017				Reduce "administrative support" staff. All staff are trained on how to enter their travel into Concur, or can ask a coworker or supervisor for assistance, and the "administrative support" slows down the process of getting things done.	The PeoplePlus system takes a long time to enter billed hours to special accounts because of the way the webpage is set up. The webpage should be redesigned so that the user can easily enter time without wasting time.	

	I
222	The Maxiflex time schedule would be great to increase work efficiency. That way employees could modify schedules to fit both their work and life schedules better. It also increases accountability of the employee to get the job done. Happier employees are better employees.
223	
224	The agency should increase the use the application of enterprise architecture methodologies in organizing its activities and information technology investments.
225	

	A	B	C	D	E	F	G	H
226	225	5/3/2017	Bean counting reports of project success. Most are ongoing and don't have a "completion" date.	Increase funding for state grants programs and regional programs. Increase staff to manage the programs and provide accountability for effective use of the funds.	Increase communication and government affairs staff to enable consistent, responsive and direct communication and coordination with states, tribes, local communities and regulated entities and to build public trust.	Set legal limits and constraints on lawsuits and FOIA requests from regulated entities.	Tablets and smartphones for all EPA employees. Highly encourage maximum use of teleworking to improve efficiency, quality of life and reduce carbon footprint for all EPA employees.	Grant EPA authority to protect America's waterways by regulating nutrient, sediment and toxic pollution from agricultural runoff. USDA should serve in an advisory capacity to provide technical expertise and funding to assist farmers in keeping waterways from being overburdened by runoff.
227	226	5/3/2017	I think there are times where the agency wants to do great things to address process inefficiencies and promote accountability, but there are times where the unions/collective bargaining units can prevent these things from happening at all or force agencies to modify them in a way that degrades the effectiveness idea. The unions are great advocates for employees, but I think there are times where they hold their own employees back from achieving more.	I think that setting joint priorities with the states and doing process improvement around those priorities can be very effective at improving partnerships and taking agencies where they need to go. I believe that continuing to involve the community, states, and local governments in the conversation is important to building partnerships. But it is also important to note that this can add to the amount of time needed to accomplish things - but hopefully with a better result.	I think it is our duty to accomplish our work as effectively and efficiently as possible. We need to do this with our partners and the country's input and we need to provide services as quickly as possible. Sometimes in effective process cause delays, sometimes it is the laws and regulations that just lead a process down the wrong path, and sometimes the nature of the issue itself leads to long lead times. I think that if we focus on making our process visual through process mapping, and using lean and other tools to improve them, we will offer better customer service to the states.	I think that having expectations with regard to organizational goals and programmatic goals will help the agency produce results in a more efficient way. I believe that this type of accountability is what pushes people to embrace process improvement in a way that leads to better results.	I'm sure there are technologies out there that would help, but I don't know of specifics. I know ultimately, some tech can be very expensive to maintain and keep updated and the process for getting technology reviewed and approved is very long.	N/A

	I
226	Work with states to establish cross-border partnerships with EPA and other federal agencies for all imperiled interstate watersheds.
227	I think that lean process improvement can be a very big asset to the agency. The agency is getting older and a lot of institutional knowledge is walking out the door. Understanding what we do by getting our process out there so people understand what we do (and what we shouldn't be doing), improving/redesigning those process so that they provide value to the customer, and connecting those improvements to organizational goals can help get us where we want to go.

	A	B	C	D	E	F	G	H
228	227	5/3/2017	I don't have any suggestions for this question.	I don't have any suggestions for this question.	Advertise our success stories, you know, a lot of people do not have any idea what USEPA actually does!	Yes, there are times in my position where I'm waiting around for data or samples to be collected or a document to be completed. So I pick-up work from other Divisions that could use the help. I am limited to a 20% of my time to help other Divisions, if it's more than 20%, an SF52 for a detail has to be filled out and approved and it gets messy. If I'm doing the work of the agency and improving efficiency, let's eliminate the policy of being tied to percentages. I understand that our performance reviews need to be based on critical elements, but instead of that why not just have our PARS based on work products. Praise and value should be given to those who work across Divisions, instead of being restricted		The Army Corps of Engineers does a lot of our Superfund work from writing five year reviews, to commenting on EPA' risk assessments...no offense, but EPA can do a much better job at writing our own documents as opposed to paying the Army to do it for us, then we comment, then they fix it...it would be more efficient to just do it ourselves!
229	228	5/3/2017	1. The requirements to maintain certification as a contracts work assignment manager, task order manager and project officer are overkill/onerous/often not relevant to those levels of contracting. In addtion, FAITAS system for tracking accomplishments is difficult to use. Streamline the requirements for certification. 2. EAS is completely not intuitive for handling procurment requests. Invest in a more practical user friendly system. 3. Major investments needed to allow competent shift away from lotus notes based systems. It will require multiple millions of dollars to do it right.	EPA must continue to provide careful and comprehensive oversight of environmental programs delegated to states and tribes. Resources for this enforcement need a major increase in order to get better, important environmental results. EPA should work with the private sector through a multimodal approach (meetings, data exchange and verification, regulations) to assure that industry provides sufficient, quality controlled data that meets standards upon which EPA can evaluate progress towards environmental protection. Too often, the regulations do not require that the data provided by industry (and often states) is actually provided to EPA in a complete, well documented manner. The data elements are often given short shrift and need to be more comprehensive. By	Maintain current practice of working with states, tribes and local communities, including support through regional offices. Do you have specific examples where customer service is lacking?	Our budget is so tight that we are hamstrung from establishing efficient, effective program implementation. To maintain environmental protection for all Americans, we need MORE staff and MORE funds on average. I've worked for EPA starting under President Reagan in OP, OW, OCSPP, OAR, ORD and other programs and regions. Our resources have NEVER been so thin to accomplish all required to protect human health and the environment. Current inefficiencies arise from lack of resources. I am aware of no program that is inefficient and can reduce costs because it is fat.	"Modernization" takes a LOT of money and time, as we found from the migration from Lotus Notes to Outlook, which is still underway and has many idiosyncracies. If you pursue this path, we will need a LOT of money and careful planning up front to make sure that any new systems are well developed BEFORE they are implemented. Not sure its worth it given how starved the substantive parts of the programs are.	Make states more accountable for fully implementing regulatory programs (and maintain their funding to do so). Stop watering down federal requirements which are necessary to provide adequate protection of human health and the environment. Notify the public when states choose to adopt programs which are not as protective so the people can work with their state and local leaders to improve state decisions.

	I
228	Our EMS platinum LEED certified program here in Region 7 is excellent.
229	EPA works pretty darn well compared to the nightmares I hear about at other agencies. Where is the question about how we can improve protection of human health and the environment, which is our mission? We have been working and promoting the fact that environmental and health protection can be done while supporting a robust economy. That's what our historical approach has been. Why do you pretend that this is a new notion. The civil service is/was ready to follow orders. In general, we respect that each administration has its own priorities and goals. But when you say things that are just not true, it

	A	B	C	D	E	F	G	H
230	229	5/3/2017	The Human Resources Division processes cause significant delays and gaps in processing. For one position, it took over 21 months to fill a vacant position. In another position it has been nearly 2 years. This is partially due to managements failure to pursue filling these positions quickly, but is also due to the long time needed for HR to process actions. In one of these instances, the position was in "classification" for over 4 months. In the same position, we were forced to advertise the position again after the top candidates declined the position and the allotted time ran out. However, instead of just posting the job again, HR ran it through a full cycle which meant another 4-5 months before we could advertise. Nothing changed about the position, but HR would not simply renew it. This caused delays in work as well as additional cost to the agency as other employees had to work overtime to cover the work of the open position for such an extended time. In addition, ORD/OARs should look at			ORD is top heavy. We have too many managers and not enough researchers. Working grants and contracts with public universities more could expand the research accomplished and reduce costs.		
231	230	5/3/2017	Dealing with DC, move some management functions out of DC.			I would combine Region 2 with region 1 and 3. This would allow EPA to save rent in New York. The Region 2 Office is New York/New Jersey and could easily be split between the other 2 regional offices. I would also look to reduce the footprint in Washington DC. We are paying extremely high rents for the DC area to have management go from one meeting to another. I would look to move some of the management functions back into the finance offices or regions.	If no new technologies are going to be pursued then there needs to be a concentrated effort on improving and updating the technologies that exist today and a riddled with issues. People have been doing work arounds because EPA has not fixed current system issues. There does need to be a paperless solution so offices can attach documents into feeder systems/finance systems instead of having paper files, receiving mail, etc. This would eliminate waste and also reduce the amount of time people spend making copies and building paper files.	I would suggest combing region 2 with regions 1 and 3. I would look to move some management functions out of DC. I would also look to see what other agencies process payments, obligations, contracts, interagency agreements. How many do they process? How many people do they have working in these areas? Look to see how their process works and see if a similar process can be implemented at EPA or if we are one of the more efficient agencies then see if they have an interest in EPA doing these functions for them.

	I
230	
231	

	A	B	C	D	E	F	G	H
232	231	5/3/2017	While I understand the purpose behind various rules and regulations that restrict non-competitive grants and contracts, increased flexibility in this arena would save a lot of staff time and resources when a non-competitive process is the best route to take. We recently spent close to a year exploring options for getting a mere $25,000 to a project to support research, finally settling on a buy-in to a contract, when the restrictions around a non-competitive grant became too cumbersome. USDA had been able to get significantly more funding towards this project with much less time spent, due to more flexibility in their procedures.	Frankly, more resources. Limited resources means limited staff availability to see results with projects. Particularly resources towards contracts would be helpful, if more Federal staff cannot be devoted.	A more straight-forward rule-writing process. Currently, my Office does not have the ability to write rules in less than two years, and there are rules that need to be improved through modification to better serve our goals while decreasing burden on states and the public, and we cannot act on it in a timely fashion.	Yes - a huge one! My Office is extremely resistant to telework being increased past 2-3xs/week, despite the agreements in place. (I don't think anyone in my Office has gotten 4-5xs/week telework). Full time telework without dedicated office space would decrease costs, and allow the best staff to be hired/retained due to flexibility in location. I know other Federal offices (such as the PTO and the VA) implement a significant amount of telework with great benefits. I know managers are concerned about staff taking advantage and not working as effectively, but I believe with controls in place (must be available on Lync, must respond to email within a set amount of time, lose telework privileges if	See above about telework.	There is an intersection between CDC, USDA, FDA, and EPA in regards to pesticides. With FDA, it's sunscreen and peticulicides. With USDA, it's integrated pest management (and I'm sure, other areas). With CDC, it's public health pests. I'm not suggesting pesticides leave EPA, but perhaps increased coordination with other Agencies could help efficiency and alleviate any confusion.
233	232	5/3/2017	Primarily, the Quality Assurance requirements in ORD and start up work in terms of QAPPs. There have been inconsistencies over the years and a more recent push for GMP, which understandable, makes it difficult to perform research at a basic level. Making informed, albeit "on the fly" decisions on what to specifically measure happens often in basic science. To suggest that we get approval for these choices while they're being made, or even worse guess them before we have any data to support them, is impossible.	In terms of ORD, a stronger relationship would be ideal so we can develop the tools and the data to back both ecological and health impacts that are of importance in their particular region. For example, if a specific region is dealing with a specific pollutant or susceptible population, that information and need should be sent to ORD and assigned to a specific task so we can meet the evidence needs of the region. To my knowledge there is little relationship or opportunities between the scientists in ORD with regional offices.		Finding ways to retain staff that are lower on the GS schedule and thus, are generally younger and are at particular risk of leaving the agency due to fears of or actual implementation of a RIF. They are the least expensive employees compared to GS-13 and up, and the ones that particularly do the brunt of the technical work. They are also the future of the EPA and unfortunately at particular risk in the current environment. Keeping those employees, whether they be term or career, is not only cheaper than retaining one of the folks higher up but permits for sustainability in research and projects through climatic times. Your untapped opportunities are in your		

	I
232	I addressed this in #4. The VA awards IT contracts, where the contractors are 100% telework. There are policies in place for accountability to ensure productivity is not impacted. There are core hours where staff are required to be available, and policies in place for the timeframe you need to respond to phone calls, Lync messages, and emails. You need to be available/online. If a contractor fails to abide by these guidelines, they are put on a PIP. If improvement is not seen, they are fired. (If not fired in the Federal workplace, then all telework privileges lost?) I believe increasing the availability of telework with these practices in place would increase efficiency,
233	In terms of travel, it would be more effective and efficient if employees were able to coordinate their own travel. Understandably some laws exist in terms of FEMA approved hotel requirements, however in particularly airfare if we were permitted to fly budget travel lines (ie Southwest or Aligent) it would save significant dollars across the agency.

	A	B	C	D	E	F	G	H
234	233	5/3/2017	The only thing that prevents me from doing my job as a scientist is a lack of enough administrative staff. Time is taken away from my official duties to fill out travel vouchers, look for hotels and airlines, fill out cumbersome training requests and perform other in-house administrative duties. Some of these should be performed by administrative staff, but many of these positions have been cut.	Partnering with all of these groups is important and requires monthly interaction, at a minimum. Workload due to smaller staff and increasing amount of time spent on administrative duties as noted above, cuts into this time.	More staff. Appropriate travel funding. Flexibility for travel such as taking office cars home the night before. Appropriate funding for the fleet of cars for inspections and general upkeep. If we can't rely on safe cars and have appropriate travel funding, we can't meet with any of these groups.	More accountability from our Contractors. Often, they provide work that is not up to par and then charge EPA for modifications. Things should be done right the first time. This wastes time and money.	IT and GIS support should be constantly updated to make our jobs seamless. I feel that we are falling behind in these areas.	I think we are already there. For example, in the Superfund program where I work we often collaborate with the United States Geological Survey, the Army Corps of Engineers, and our state counterparts, as well as our in-house scientific staff, as a team. It is the team process, and the unbiased scientific opinion that we get from other Agencies that makes things work. However, when technical funding is cut, we lose our ability to collaborate with these Agencies.
235	234	5/3/2017	Removing hurdles in management would be helpful. Staff are typically the experts in their respective fields, whereas management is supposed to just have a general idea of the type of work their staff is doing. Blocking enforcement work at the management level without real discussion is a waste of Agency time, resources and tax payer dollars. Both under the previous and current administration, management has blocked enforcement cases from going forward without proper legal or scientific justification. On several occasions, staff put forth a great deal of time into developing cases just to have management say they would like to scrap the case without even citing legal or scientific evidence to the contrary. This is "bad business" and a dis-service to the public we took an oath to help. Managers should trust and move forward staff cases unless their is a justification to not move forward. This would ensure more emission reductions and also transparency of the administration to ensure the agenda is	We should include the states on more enforcement work on the federal level and provide more enforcement assistance on the state level. We already invite states on inspections, but more flexibility in including states on enforcement matters would be helpful since they have more access to a facility. Also, we would need more enforcement personnel, but it is important to also provide assistance to the state when they are pursuing a matter to ensure that companies do not take advantage of them.	More staff that can work directly with the states and provide answers and assistance on regulatory questions. I field multiple questions from my state counterparts, but because of all the other work I do it makes it difficult to promptly reply to their needs. We also should make ourselves more transparent to the public and hold "townhall" type meetings when there are large projects being done in a community.	One opportunity that has been brought up by the union is increasing work from home days. It is possible to consolidate people where there are two people at a desk and you switch off days being in the office and at home. The drawback is that scheduling meetings and other on-site activities and also coordinating between two people may cause a drain on time resources. A way to reduce inefficiency is to retain a consistent mission for the agency. If protecting public health and the environment was always the mission, then we can maintain a focus on that and not start adjusting work to reflect other ideas. EPA was not set up to focus on job growth, that is the responsibility of the	We need to go electronic. We have sign-off procedures that require physical copies of documents, which just isn't necessary anymore with the ability to make revisions in Microsoft Word and the ability for a manager to just sign-off electronically on documents.	We can form a closer relationship with the Department of Health and other health organizations. Since our mission is protecting public health and the environment, we should work with agencies that also have resources to do research on public health effects of environmental pollutants or irregularities. Working with these agencies may reduce cost of research and development by not overlapping studies and can also shed more light on consequences of poor environmental management by using their expertise. We can also work with the Department of Agriculture to understand farmer's

	I
234	More interaction and funding to work with EPA ORD. More opportunity to collaborate with consultants, academia and other private sector scientific organizations outside of the office by attending scientific conferences and courses. Professional scientists not only need these opportunities to maintain professional affiliations, but these conferences and courses foster an exchange of ideas- and therefore possible change- within the government, often lead to greater collaboration, and a better work product.
235	In private companies, there is not much micromanagement from the headquarters. Leaving decisions up to the individual regions that know their states the best would improve efficiency. Reporting to headquarters should be left for matters that may set precedent or practices that should be adopted over all regions. This would reduce the time drain on headquarters to review enforcement documents.

	A	B	C	D	E	F	G	H
236	235	5/3/2017	We have too many attorney's as managers that don't manage people, they manage projects. A real lack of leadership and decision making results. I have been in the government for 4 decades across multiple agencies. EPA has very few processes, procedures or strategic plans for the things it is doing. EPA is organized around legislative statutes versus the work it does. This creates stovepipes that do not create an effective work environment. Pollutants don't destinguish between water, air, soil, food, etc., however EPA does. It creates gaps in programs and inefficiency in decision making. The approach to date has been to rename parts of the organization versus re-organizing along work processes versus statutes.	EPA is the only agency in which I have served where we get slapped on the hand for working "outside our lane", including with State and local communities. EPA has a poor reputation for doing so, especially with state legislators. We should be actually working with state, tribes and local communities to produce results. I can't tell you the number of times that we have meetings with other federal agencies to discuss what would be good for states without having states present. For example, our regional offices should be busy with states, tribes and local communities in developing emergency response/homeland security plans which improve community resilience. Instead we have regional plans that we along with other Federal agencies develop in case we are asked to support states. This is not the "All-Hazards", whole of community	Develop specific Community Based Resilency Workgroups, in which EPA provides direct technical support to develop emergency response, recovery and resiliency plans for "All-Hazards" as has been identified by the National Response Framework and Homeland Security Presidential Directives. There should be measurable products (e.g., Coordinated State/Tribal/Local and Federal Emergency Response/Homeland Security Plans), that are produced, then exercised against (to measure performance) and utilized during actual incidents. Over time, this should reduce the amount of costs associated with natural and man-made disasters, which improving a communities resiliency to these incidents. EPA needs state based performance measures, not the other way around which currently exists.	As I mentioned, I have worked 4 decades across the Federal government. Just looking at EPA for solutions to improvement is very limiting. For example, lets look at emergency management/Homeland Security. There are parts to this mission sprinkled across the Federal government, from FEMA, HHS/CDC, DOL, DOT, EPA, DOD, USDA, FDA, etc. Thre would be tremendous opportunities for improvements and efficiencies in cost and performance if these functions were better organized. Perhaps EPA's emergency response functions should be aligned under FEMA. Perhaps those similar functions in other parts of the Federal Government should also be aligned that way. EPA's	EPA's information technology consistently lags other federal agencies. As a result, EPA always seems to be playing catch up with information technology. A specific strategic plan with performance measures (including feedback from users) should be implemented. I can't tell you the number of lost hours in productivity due to computer downtime, inability to access information, poor search engines, broken links to information. It is often embarassing.	Align EPA's emergency response function with FEMA's. Require our regional response personnel to work with states to develop emergency response plans from the states up to regional plans (e.g., from the bottom up). As identified in Q4 above, there would be tremendous efficiencies gained across the Federal government if Emergency Response personnel were aligned and focused on support of states, tribe and local communities. Over time this could result in improved national preparedness, community resiliency and lower Federal costs in responding to emergencies. Today
237	236	5/3/2017	I work in Grants in Region **[REDACTED B6]**. There are a number of wasteful procedures. FAPIIS, the need to create totally new award amendments for almost every single change to an award (like a rebudgeting), and the entire Post Award program, which needs to be scrapped and re-invented with streamlining in mind, for starters	DON'T LET THEM OFF THE HOOK!!! For too long, we have cow-towed to inefficient, or just plain incompetent, partners. If they can't get the job done (for the very little we require of them), call them on it, withhold funds, terminate agreements, and any other tools necessary until they get the message and we get people in place that are willing and able to do the job. Money talks! And their loss of it will get action!	See above	I COMPLETELY (I know, one of the few at this agency) agree with the new administrations re-focusing on basic, original EPA jobs (Clean water, air, etc.) and getting Superfund sites clean and closed, while going after those responsible hard. I've said it for a long time-this agency's obsession with climate change (and the junk science it produced), environmental justice, etc of the past administration was WAY off base from our original mission (and politically motivated)	I'm sure there are, but tech people who know better than me can probably provide better answers	Agree with letting the states and tribes take more responsibility

	I
236	Reduce the number of Attorney's in management positions, adopt leadership skills in attributes in senior management positions. Require senior managers to lead people versus manage projects. Hold senior managers to instill a work environment that is proactive in supporting states, tribes and local communities. Move more positions from HQ's to regions to better support states, tribes and local communities.
237	Again, simply make people and grantees) accountable. For too long, the past administration played favorites with 'protected' bad-apple grantee (and the same could be said for 'protected' employees. Fair and real merit based systems are the only ones that work.

	A	B	C	D	E	F	G	H
238	237	5/3/2017	Using an Outlook based system (as opposed to GMAIL which is used by USAID and other federal agencies) is incredibly slow, clunky, and unnecessarily cumbersome. The fact that we are still running grant making programs via LotusNotes and IGMS is also incredibly outdated. Scheduling travel via Concur is similarly cumbersome and requires layers of approval, and this again is far clunkier than other federal agency systems. There are a number of mandated HR trainings which are really just a bureaucratic burden-- while each individual training is not that time consuming, finding the online links for them, recording your progress, and (for managers) tracking down staff who have not completed them adds up to a lot of wasted time for a training that most staff will simply skip through to get the requirement over with.			If we made significant software and technological infrastructure improvements so that grants were able to be efficiently managed and tracked through user-friendly online portals that store a comprehensive data set, we could cut the grant managing staff in half. An inordinate amount of my time goes to tracking down different numbers (e.g. last year's grant identification number, the funding amount from a grant's previous cycle, etc.), ALL of which are housed in a different online storage system within EPA. This means I'm basically manually doing the work that a proper computer system could do in moments. Data and knowledge management is a key weakness at EPA-- we have a ton of information	Text from responses above: If we made significant software and technological infrastructure improvements so that grants were able to be efficiently managed and tracked through user-friendly online portals that store a comprehensive data set, we could cut the grant managing staff in half. An inordinate amount of my time goes to tracking down different numbers (e.g. last year's grant identification number, the funding amount from a grant's previous cycle, etc.), ALL of which are housed in a different online storage system within EPA. This means I'm basically manually doing the work that a proper computer system could do in moments. Data and knowledge management is a key weakness at EPA-- we have a ton of information but	
239	238	5/3/2017	My job is in communications. The only hindrances began recently. Just give us a list of subjects you guys don't want us to talk/write about and then let us do what we're supposed to do. How hard is that?	Our job is to protect the environment and public health, NOT to put industries with expiration dates stamped on them the freedom to further wreck the environment because of refusal to explore other economic opportunities in those communities. We need to support renewable resources and keep companies accountable to the public. If you really want to put the economy first, you should be supporting solar and other green industries and helping educate coal, oil, and gas-dependent communities on the reality of their situations instead of catering to them -- that'll get you votes, but you're harming them long-term. Renewables are the future, assuming you want to have one. Also, please stop undercutting and maligning science just because you don't like what it has to say.	Free flow of information would be nice and not having to go through a crazy amount of rigmarole to update sites and do our jobs. Also not using social media to promote the unscientific, self-serving opinion of our administrator like it's fact.	Everyone who wants to run for office in Oklahoma in the next few years should just leave. That would do wonders.	Yes, we could replace people who undercut and malign science with a BB8. That would save loads of money and improve morale.	I think we should encourage the Department of Education to start a campaign, especially in rural areas that are dependent on a single source of income with no future, like mining, to train students in different skill sets, and we should work with Energy, SBA, and other agencies, as well as Congress, to bring other types of businesses -- tech, finance, fashion, publishing, whatever -- into the middle of our country. The population concentration on the coasts is untenable for both areas of the country, and a way to improve relationships between Red and Blue states, as well as improve

	I
238	See responses above
239	EPA has amazing ROI from our rules and regulations. When allowed to, we help our country. Businesses that pollute, businesses that are reckless with community and consumer health, businesses that put profit before the public good should not be who we're championing and trying to protect from laws. Our accountability is to science and to the American people. The reason we have clean air and water comparative to the '70s now is BECAUSE we have had these rules and regulations you guys hate so much, but we're not in a safe zone. Even if you don't care about East Coast intellectuals and West Coast eco-nuts or whatever, you have children and grandchildren who you

	A	B	C	D	E	F	G	H
240	239	5/3/2017	Management (specifically in OAR-OAQPS-SPPD). They do not trust their staff to accomplish projects, duties, tasks, etc. Micromanagement is a culture at EPA, it seems, thus very demoralizing and inefficient. They resist change to the point that it's impossible to promote new and more efficient ideas and processes to complete work with less staff. As an Administrative Specialist I'm not allowed to work on anything without my manager approving; I must CC her on EVERYTHING I send out; and ANYTHING I do, is never right. OPM's new plan for reduced management and rewarding high performers will not work here because of the mindset of management. Using myself as an example, I've complained many times that I do not have enough to do (even went to the Union) and wanted to volunteer for projects or details. My punishment for this is to make me sit in my cube for two years with no work other than barest duties. I'm not the only one this happens to. Administrative personnel are not allowed to go on details and the	I do believe that perhaps the EPA has become a bit excessive in it's requirements for certain regulations; however, taking away the Clean Power Plan and trying to renew Coal energy is absolutely RIDICULOUS! Coal had its day -- turn it into clean energy but burning coal is not environmentally sound. This is the only planet we have -- when it's gone, we will be gone as well. We need all the critters; we need clean water and air; we need to protect what is left before we destroy this planet for future generations. I do believe we need to make the state governments more accountable for regulations with the corporations/business entities in their jurisdiction. I think the Federal government should be a silent partner in that regard and only step in when it becomes a major issue. Business' and corporations should be fined or shut down if they don't comply	The EPA has had a very bad reputation in regards to customer service. Recently I was registering individuals for a hearing and I had to return emails and voicemails. One individual was shocked that I actually called her back and with less than 24 hour turnaround. WE WORK FOR THE PEOPLE, thus we shouldn't have a reputation of non compliance or collaboration. The Environmental groups should love us not hate us...we are on the same side with them or supposed to be anyways. They want what's best for the environment, we should too, not be in the pockets of big business. Unfortunately, the EPA is seen as collaborating with big business and helping to line their pockets. Mr. Pruitt's idea of getting back to basics would be fine if it meant to protect the environment instead of lining oil and energy companies pockets (i.e. his pockets). That pipeline running across America is devastating to our wild animals, and possibly humans	Reduce the management levels and force the individuals out who are not progressive or unwilling to adapt to change. Modernize the performance process' and listen to the staff. Utilize the technology that has been purchased to it's full extent and ensure staff are trained (make it mandatory). Ensure ALL EPA employees are aware of Federal policy and law. In the military, one of our major classes during boot camp was military law. We had to learn it and know it - if we didn't, we were discharged. Then tackle the regulations that are existing and update them; modernize them due to every changing environmental concerns. Think environment, not big business. This is America and having the ability to	Get rid of CMS - out dated, not user friendly. There are other programs that coordinate with Microsoft we could use for controlled correspondence which uses an electronic tracking and concurrence process already. This would reduce the printing/paper waste from doing this. Ensure that individuals writing/reviewing rules are well versed in English - grammar, punctuation, etc. Our correspondence that leaves our office is atrocious and unprofessional. Utilize SharePoint more instead of printing documents; utilize the records management file plan electronically (and ensure staff is trained on this and mandatory). By ensuring accurate records management, we could cut down on FOIA time, as well	I think the Administrative responsibilities could be shared across the office (OAR) instead of being broken by division. Some admins are over burdened while others do not have enough. I believe if we were shared and cross trained we could reduce the admin staff and still function brilliantly.
241	240	5/3/2017	The budget process is burdensome because it is difficult to plan projects past 3-6 months because it is unclear what the funding availability will be to continue projects. This is beyond our control for site related projects, but for travel for training or budgets for preparedness and homeland security projects this could be better addressed if there was direction on what the anticipated funding levels would be year to year.	We have a great working relationship with our state, tribal, and local counterparts and private industry. In recent years the availability to partner with these organizations has been minimized due to shrinking budgets both from the federal agencies and the state agencies. We have long established that having an understanding of the players and what assets each organization has to offer prior to an emergency is the most effective way to respond once an emergency occurs. Allowing more funding for travel, training, and exercises with our state, local, tribal, and private industry partners would allow the EPA to better prepare and be more efficient during responses.	EPA is requested to assist with response work, site clean-up, exercises, workshops and training by our state, local, regulated community and the public, but with the tightening of budgets for non-site related activities it has been difficult to participate in many of these events. Often times the activities we are allowed to participate in are based on the distance required to travel or the timing of the event in relation to receiving budgets for that year. By making these activities more of a priority to the agency we could better improve customer service to all of our partners public and private.	Our current records management system is based on paper records management. By converting to a digital system and developing a streamlined process for maintaining all records (i.e. e-mail, texts, instant messages, Excel spreadsheets, etc.) this would help reduce costs since currently the process is to .pdf all of these records so they can be maintained in the current system.	Allowing the use of mobile applications and mobile devices. All other private industries appear to be making the transition to smart devices such as phones and tablets. EPA needs to have the ability to utilize these devices which would make field work more efficient and effective by allowing information to be captured and transmitted in virtual real time rather than requiring information to be gathered then transferred to a digital version at the office.	Not applicable, in all of our activities EPA is requested to assist because of the lack of other federal or state agencies ability to perform the work.

	I
240	No none. So frustrated and disappointed since transferring to the EPA.
241	Currently exploring ways to incorporate smart devices such as phones and tablets to conduct field work, but the ability to use technology is difficult because of the service agreements required by various third party vendors.

	A	B	C	D	E	F	G	H
242	241	5/3/2017	Remove senior management review of external communications. Eliminate recurring trainings.	The Administrator working with state and local agencies and private sector organizations to reduce and ideally eliminate public and private sector lawsuits on EPA rulemakings. Further, if those groups instead contributed money to fund research and development work in EPA as a group we would achieve better environmental results.	The public and industry would needs to understand how the Administrator's actions are improving the environment and slowing down climate change impacts. An open and transparent process supported by scientific fact is paramount to better customer service and interaction with states/local agencies and industry.	Reduce travel for senior management. Increase staff level travel.		Yes, Department of Defense should provide more funding toward cleaning up hazardous waste from federal facilities.
243	242	5/3/2017	The ability for researchers to collaborate with external partners and share data is hinder by the absence of both security policies which would facilitate broader collaboration and data sharing, as well as, the absence of public facing cloud based data repositories in which to host large volumes of data and share them respectively. I would recommend creation of public facing data hubs accessible by both EPA intramural researchers and external partners where large datasets can be hosted and research conducted in an open manner. Lastly, create security policies that would allow for placement of research data in the public domain.	I recommend expanding the use cloud based service offerings for interaction with external partners. Platform as a Service (PaaS), Storage as a Service (SaaS), Infrastructure as a Service (IaaS), and the new concept of Data as a Service (Daas) should be exploited. Outside research takes advantage of commercial solutions like Amazon, Google, Drop Box, Open Science Framework (OSF), etc... EPA researchers should be allowed to take full advantage of these technologies in conducting their research and sharing information with external parties.	I think EPA should exploit the use of field sensing equipment and Internet of Things (IOT) technology along with crowd sourcing to address environment compliance and monitoring. The data generated through these devices and sensors can be made available to the public and hopefully inform self correction of violations or conditions that fall outside of specified parameters. EPA must create the necessary enterprise infrastructure to receive, triage and interpret data from these various sources to better inform guidance, policy and regulations.	Yes, I think EPA needs to engage colleges and universities in helping us to formulate our environmental message. EPA scientist and researchers are leaders in their fields but at times their communications fail to resonate with common people. Colleges and universities through grants or other incentives can formulate communication strategies that speak to different audiences (e.g. business leaders, property owners, industry, school children, parents, and government officials) in language and terms they can understand. "Its about clean air and clean water stupid."	I think the PARS system is flawed. The appraisal system should be automated to emulate the PHS officer evaluation program. Also, the absence of a manpower structure focusing on personnel authorizations required to accomplish the EPA mission hinders the agency in planning and executing personnel management actions. We should know how many environmental scientist are needed in a given region to assure compliance with clean water regulations but we really don't. Likewise we should know how many HR specialist are needed to perform the HR functions of the agency but we don't know that either. I think DOD (go Air Force) has a better handle on personnel resource management than	I think that synergy is first discovered in the use of each other's data. For example, USGS, NOAA, NASA, and EPA combine the same datasets for their separate and distinct purposes. Facilitating the access to these data and the storage and use of the data for public consumption would be the first priority. Our current network infrastructure constrains us in sharing, transferring and using data across the federal government.

	I
242	The administrator needs a new transparent process for the staff and public to clearly support all policy actions.
243	Certainly LEAN comes to mind as a best practice to make things more efficient. I also think it would be a good idea for federal employees to not be characterized as being part of the "swamp" that needs to be drained. Focusing on creating a work environment that is conducive to professional outcomes is paramount. I think EPA has to invest in their employee's development and their careers if it is going to continue to attract motivated young people (the best and brightest) in the future.

	A	B	C	D	E	F	G	H
244	243	5/3/2017	Our IT system and infrastructure needs an overhaul. We are all using repurposed, antiquated computers and accessories. You can only really do that for so long, as hardware requirements change and update. The result is that there is a general, agency-wide slowdown as everybody has to wait significantly longer for windows to open, documents to open, data to synchronize with the database. We also have OPPIN, DOCUMENTUM, SharePoint (let alone PeoplePlus, Webforms, etc) which means that data must be carefully and painstakingly segregated, copied, and relegated to separate database systems, some of which are unbelievably antiquated. Other agencies with a fraction of our funding nonetheless manage to make sure that all employees are given a new laptop every two years, which ensures that we are always kept up to date technologically. We have expertise on staff capable of addressing these issues, which would not require further funding to hire anybody else/contractors. What would be	Cities like New York City have achieved a great amount of success in outreach efforts by providing free consultancy services to achieve greener businesses. Companies are happy to combine a better public image, helping the environment, and saving money by adopting more energy sustainable and environmentally friendly practices. Note that the money isn't from tax credits and such but in the cost of running. Between a third and half of the energy consumption in this country comes from lighting, and electricity is expensive. If a company can spend a small amount of money to update their lights, they can find their energy bills dramatically reduced, saving the company substantial money. Adopting a digital document system means less cost outlay for printers, paper, toner, shredders, security protocols, and reduces	I think that people care a very great deal about keeping their environment clean. People who are old enough to have lived through the worst excesses of pollution, who have breathed smog and had their wells polluted, had a child born disabled because of lead in their drinking water and so on, these are people who know deeply how important such things are. And those people are scared right now. I think that we need to remember that while Public Health initiatives are often seen as un-sexy for funding purposes, they are important. Not just for castles in the sky reasons, but on a practical level; a healthy country and workforce is one which takes fewer sick days, is more productive when they work, are more likely to do many things that help the market and economy like build small businesses. It's a long-term payoff, but it returns dividends continually. People are scared that their concerns are not being heard, that we will go	We have written protocols, but they are typically poorly written and nobody has necessarily ever been trained on them. I think that we need a combination overhaul on our protocols and training on those protocols. And I mean real, face-to-face training, not more hour-long webinars. I think a surprising amount of time (and thus money) is wasted un-doing and redoing efforts which could have been done correctly the first time with training. Going back to Question 1, we have people on staff with the technical expertise to update a great deal of our IT system, which would mean significantly more efficient time management, saving money. Doing things like replacing broken printers would mean significantly less	See Question 1. There are many, many examples, but you have to be willing to 1. talk with your staff who actually understand these things, 2. listen to them, 3. spend money on initial outlay to reap the rewards. Quick-cut solutions simply do not work in the long term. Too many people who understand technology will suggest a small change which will vastly improve efficiency, and are then completely ignored for their efforts, which in return leads to nothing being done, and only increases frustration in the workforce. Look at this survey- will any of the suggestions here be adopted? If you care about greater efficiencies in technology, why have you not sat down with any of the IT staff, or the scientists who	I think that in areas of mutual responsibility, we need to encourage go-betweens and open sharing of information. Data may often be needlessly redacted to the point of uselessness between agencies, which results in requiring the agencies to waste time and resources re-acquiring the data through other means. This is actually a larger problem than many people realize, and it would be easily solved in many cases by having representatives who act as go-betweens between the agencies, who are trained in the hierarchies and processes of both agencies so they know the institutional languages of both
245	244	5/3/2017	Change the Science Hub -- perhaps assigning staff to populate it as opposed to foisting this burden on scientists. Right now, every time a research scientist finishes a paper, the scientist is required to enter it in SciHub. SciHub is byzantine and convoluted unless you are deeply familiar with it. Since research scientists complete only a few papers a year, and hopefully are occupying their minds with deeper, more-important problems, they never achieve familiarity with SciHub and it remains a tortuous, thankless, marathon exercise. The result is that EPA is paying large numbers of PhDs for hundreds of hours or more to painstakingly work their way through something that ought to be done by administrative staff -- a huge waste of Federal $ and mind power. Also, since your best PhDs commonly produce more than others, your best PhDs are spending more time than others on this awful exercise.	Allow PI research scientists to talk directly with states, other parties and EPA Program Offices, without being restricted by NPDs and Matrix Interfaces (MIs). Requirements to go through NPDs and MIs greatly slows the process at best. And potentially they make things worse by inserting themselves then requiring actions that only they want done, objectives not shared by any other parties in the negotiations, seemingly to make their jobs appear relevant.	Do away with, or review and adjust, several positions in the Agency and do away with the Matrix structure of funding in ORD. In the Matrix, scientists answer to line management for their responsibilities and lab space, but they answer to NPDs (through Matrix Interfaces) for research funds. The result is an overly complex, over-managed mess, often with power struggles between lab management and NPDs. With both lab management and NPD management, this structure greatly increases the manager-to-scientist ratio. But even worse, in order to get funding from the NPDs, scientists wind up spending large amounts of time in perpetual planning, as opposed to occupying that time with productive research. NPDs and MIs are supposed to connect scientists with Program Office needs. Also, NPDs control the research budget purse strings. But		Re-institute scientist web pages in ORD. University researchers and government researchers from other countries usually have these pages. These pages are how we find potential collaborators and present ourselves as potential collaborators. ORD used to have scientist webpages, but they were taken down with a vague implication that they would be replaced in several weeks to a couple of months with standard format pages. That was years ago and now there is no mention of them. The top managers have webpages, complete with photos, etc. Most scientists aren't particularly interested in having photos up, but we would like summary pages of our research areas. For better or worse, such pages	

	I
244	Monthly to quarterly all hands meetings where anonymous suggestions are discussed with updates, which both embraces increased efficiencies as well as transparency. I think there also need to be opportunities for people from different departments to meet and socialize. This means that people get a better idea of how things are run in the agency, but it also means having contacts for when something needs to be done, and you know exactly who to contact for help on the matter. I would suggest also talking with your management; the management here is atypically competent and knowledgeable and should be tapped as a resource. Have a local training committee who work on
245	

	A	B	C	D	E	F	G	H
246	245	5/3/2017			More face to face meetings instead of phone calls and emails. While calls and emails are convenient they don't replace the value of meeting someone and talking face to face. However, I don't think every meeting needs to be in person - that would be burdensome in other ways, but I worry that as we shift to using more video teleconferences and emails to communicate that EPA culture will shift away from meaningful face to face meetings. EPA has largely ignored the PLAIN language initiative (http://www.plainlanguage.gov/). We have an agency filled with technical scientists, engineers and lawyers who are trained in writing for a technical audience - not the public. As civil servants we must learn to communicate our work, environmental risks, and environmental successes in plain, easy to understand language.			
247	246	5/3/2017	We have to take some training that isn't very well suited to exactly what we're doing or need to know. I would address these by making a couple of general training that applies to everyone, but allowing more control of the more specific trainings needed to the employees and their managers.	N/A.	Review and leverage newer technologies.	Yes, we should look for opportunities to automate things that make sense to automate so that more can be done with less. There are many different types of tools that can help automate/address needs of all sizes. While some things might require systems that take contractor work and a larger time and budget, EPA could also hire some staff or train some current staff to create smaller sized tools to help automate things that were being done manually. In my area of work, this has already happened and is currently still happening. We have staff that reviews applications that come in from manufacturers. Tools have been developed for them in Excel (in house, without costing any contract money) that do a lot of the	As I've mentioned in Q4. above, there are even some current technologies that don't cost extra that could already be helping us in a lot of what is done. Every computer has MS Excel, those with some training in programming can easily write programs in Excel (Excel VBA) that could automate some of the more manual and tedious portions of our work. There may be other tools like Excel VBA (e.g. powershell, etc.) that doesn't cost extra, but could help our work already. The problem is not everyone knows about tools like this, and so there may be many cases where automation is appropriate/beneficial, but those involved don't realize that. Automation may be something that seems to require hiring contractors and spending a lot of time	N/A.

	I
246	
247	N/A.

	A	B	C	D	E	F	G	H
248	247	5/3/2017	We are currently required to submit our time sheets by noon on the second Wednesday of the pay period - when there are still 2 1/2 days left in the pay period. This sets up a chain of inefficiency. Eight days after submission, after the time sheets have been processed, administrative staff send an email to their respective offices telling them they can now make corrections to the previous time sheet. If you have to make a change, e.g. due to unexpected sick leave, credit hours earned, etc., you have to log in to the system, un-attest your time sheet, make the changes, and re-attest. Your supervisor then has to re-approve, and someone has to process the changes. In the meantime, your leave balances are inaccurate and you have to wait a full pay period to be able to use credit hours you've earned. All of these extra steps would be eliminated if we could wait until the end of the pay period to submit our time sheets. I worked at another federal agency (same size if not bigger than EPA) where we had until COB the Monday after the pay					
249	248	5/3/2017	Duplicative reporting and review of even routine issues at higher (DC level) offices inhibits job performance and discourages employee morale. Use the existing system of reporting, or set up new ones and discard the old ones, but settle on a single system. Trust Regional management to handle routine business, and elevate appropriately to HQ.	To get better results we need new Memorandums of Agreement or Understanding with our state and tribal partners that reflect minimum program performance standards. Most MOA's or MOU's are very old and not specific in stating expectations of delegated/authorized program implementation standards.	Increase the travel budget and the funds for holding public outreach, including community meetings. We are stuck in the office and cannot reach out to the states, tribes, local communities or regulated facilities because we have no funding to get there. Face to face personal relationships build trust and reduce communication barriers and tension.	EPA should focus future hires on scientists and engineers. Having non-technical hires put into technical positions creates a long and steep learning curve that is inefficient and increases risks. Also, when I started at EPA, the Office of External Affairs had 3 people and the Environmental Justice and Tribal programs did not exist. Today, there are at least 40 people in those programs. Why? Can't we get by with 20? Finally, technical training has become almost non-existent due to a lack of training and travel funds. We can't stay current just by internet searching something.	Due to a lack of training caused by budget cuts, we cannot stay current on new technologies, so I can't answer the question with confidence.	By instituting a robust partnering and oversight program, EPA could both assist and improve state partner agencies performance. If EPA could do more visits to the state offices, and more field visits to sites with state personnel, we could all better understand the needs and work to develop efficient and lower cost solutions to issues.

	I
248	
249	The agency should discontinue its encouragement of avoiding documentation of communications through email. Good government requires transparency, and while FOIA requests are a PITA, the public has a legal right to understand the process.

	A	B	C	D	E	F	G	H
250	249	5/3/2017	The travel management system - Concur - is the most inefficient travel system I've ever dealt with. It is time consuming and non-user friendly. It generally takes around 1.5, to 2 hours to create a travel authorization, and then, to voucher the trip, that is another hour to 2 hours. I suggest either requiring a administrative person to specialize in the system, where travelers in the division could provide the general information for the trip, and the administrative person could process the request. Or, revamp the Concur system to be easier to use.	Over the years, states, and especially tribes, have become less accountable for how grant funds are suppose to be used. Much of the grant funds end up paying for more staff, and less funds going to the projects that require on-the-ground best management practices to reduce pollution loads to the streams and lakes. The agency needs to have the ability to place strict guidelines on states and tribes to assure that the funds end up getting the results of load reductions as is needed.	We already are providing as best of customer service to the states and tribes as is possible. Our travel budgets have been reduced so significantly that we are unable to go into the "field" and view the projects we are providing funding to the states to implement. I use to be able to go to the state about one time per month, but now, I'm lucky to get to the state one time per year. If you asked the state or tribe what they would like EPA to do to help, they would tell you that they would like EPA to come to their state more often.	No.	See question/answer No. 2., regarding state/tribal accountability.	For instance, EPA's Nonpoint Source Program, authorized under Section 319 of the Clean Water Act, requires states to assessed their waterbodies impaired from nonpoint source pollution/runoff, and develop and implement measures to control the pollution from running off the land. In spite of the efforts of the mostly voluntary farmer initiatives supported by USDA and NRCS, most of the nations waters remain impaired by agricultural activities. Over the years, much of the EPA 319(h) funding that we receive from Congress to implement the program, is channeled by the state
251	250	5/3/2017		I work in OPPT and closely with new TSCA and Section 6. In the past months, we have been working closely with the private section to understand how they use the First 10 Priority Chemicals. As we undertake more risk evaluations, I would like to see more money budgeted for travel to visit manufacturing, processing, and use facilities to better understand how these chemicals are used. While this is an increase in spending, it will help us to develop regulations alongside the private sector that protect human health and the environment, while also being technologically feasible, timely, and economical in the eyes of the regulated community.	We need to leverage social media more and give people things that they can do on their own, in their homes and communities, to protect human health and the environment. We should be pumping out YouTube videos, Snapchats, Instagram posts, FB videos, and tweets on how each and every American citizen can do their part to ensure a healthy or healthier environment for the next generation.	I think TRI and CDR reporting should be combined. I envision an online interface like TurboTax where industry can complete both reporting requirements at the same time, each year. CDR reporting should be increased from every four years to every year. Increasing CDR reporting will actually reduce burden on the regulated community and make EPA more efficient. Given the time in between CDR reporting, institutional knowledge is lost on both the side of industry and EPA. Every four years, industry has to sit down and figure out all the rules and requirements again, and track down past data for several years. Could you easily track down all the documents you need to file your taxes from four years	OPPT has been trying to use Salesforce as a project management tool and I feel that it is like trying to use a chef's knife as a hammer. There are many options for project management software and if you search for lists of the best, you won't find Salesforce on any list. Why? Because it is not designed to be a project management tool! Yet, like many Federal projects, once we start down a path it is nearly impossible to change course and there is complete unwillingness to recognize that something doesn't work and should be abandoned. EPA and OPPT would be much better off using a different tool.	

	I
250	No.
251	All Outlook calendars should be set to 45 minute meetings, rather than 1 hour. Often, many staff have back-to-back-to-back meetings that lead to people rushing from one meeting to the next and eating up time both before and after the meeting. If meetings where automatically set for 45 minute blocks (or 50) you'd end up with the same amount of meeting time, minus the rush, and would have a smoother, more productive meeting.

	A	B	C	D	E	F	G	H
252	251	5/3/2017	In Region 7 we have an over abundance of Time & Attendance systems that create a quagmire of paperwork and take a lot of time for Management and Administrative staff to verify/correct/resubmit etc. We need electronic signatures approved to also reduce paper consumption/time. Records, we have been told that even if we are keeping records electronically we need to print copies and keep them. That is not effective at all. We need an update electronic record keeping system.			We are over staffed. Too many people stuck in their lane and won't accept other job responsibilities even though they have the time. So many people are hung up on what grade/position they are and therefore don't make an effort to accept more job duties. We need to consolidate resources in many areas but I don't see managers willing to get that done.	PeoplePlus needs to be more effective. In Region 7 we need new technology for our Time and Attendance, and leave requests/approvals etc. Digitization of documents, electronic signatures, better electronic record keeping systems need to be adopted.	Admin positions need to be really scrubbed. EOM's need to be made Administrative officers and take over more responsibility for things they are already doing. That would reduce the amount of HR assistance that Divisions/Branches require as well as budget and facilities personnel. Consolidation of duties is key for the admin positions. We have people that are Office Managers that are simply doing Time & Attendance and no other duties and yet we won't consolidate them over the region making it a more effective position.
253	252	5/3/2017	Confusing executive orders have created a level of uncertainty around the writing of both regulatory and deregulatory actions.	It's important not to solely focus on one of the above-mentioned entities. It is unclear how prioritizing work with the private sector will improve the environment. I've also heard conflicting reports of whether our role at EPA is to promote jobs or protect the environment when the two are not mutually achievable in a single action.	Reductions in funding will have a large impact on customer service. It's unclear how our office would maintain the currently level of service with 40% less staff.			

	I
252	We need to adopt a lot of best practices from the private sector but LEAN events/Process Excellence events are not the way. We have way too many going on that have never been implemented. All the LEAN events do are waste 12's/13's/14's employees time for weeks/months on end in pointless meetings that produce nothing.
253	Allowing for more telework and consolidating EPA employees in the downtown office seem like easy solutions.

	A	B	C	D	E	F	G	H
254	253	5/3/2017	As a new hire coming from private industry within the past year, I have a different perspective than most. The lack of purchasing agents & cost & schedule 'engineers' mean that scientists are doing what they are potentially least good at (or at least relatively inefficient). I requested a book in October & am still waiting for it. The agency has spent probably 8-12 hours so far trying to order it, but, for various reasons, I am still waiting with no ends in sight. In my estimation & experience, an efficient, experienced procurement officer would have been able to steer around all the problems in less than half an hour.	Require risk assessments to include realistic uncertainties with each assumption. Don't allow these RAs to use assumptions with huge uncertainties. Listen to the public at public meetings & respond to each comment in writing if asked to do so. Many people that I have spoken with who went to public meetings for the new regs for (In Situ Leaching) Uranium mines felt that the decades of ISL mining experiences were ignored & instead, unproven theoretical concerns were being used to treat these natural sites as hazardous waste sites (perhaps based partially on experiences with sites using outdated surface mining techniques).	I think that we do this pretty well. I would put the fault here generally with (just) a few of our customers who under-trained, under-paid, & who have other interests than doing the best job of all of the nation. Our relationship with the public is hampered by the wide-spread selective education/lack of proper education in the public. Perhaps, by working with industry, we could do a better job of educating the general public about the balance between protecting the environment & helping industry to flourish at the same time.	see 1: have purchasing agents and cost & schedule 'engineers' instead of the credit cards. Also, have these work closely with the (Technical) Contracting Officers. Evaluate the cost of things & time when considering, planning & doing things when possible. Quit punishing the agency for the blatant unethical behaviors of a single person or a few, by stopping the implementation of knee-jerk reactions (that may have huge costs) without an evaluation of the cost of the reaction.	We do the (new) technical things pretty well as far as I can see!	see 1: have purchasing agents and cost & schedule 'engineers' instead of the credit cards for all but travel-related expenses (& have travel coordinators who know the system). Also, have these work closely with the (Technical) Contracting Officers.
255	254	5/3/2017	It is difficult to have functioning office when we still do not have political appointees in place. It would be easier to get work done if we have decision-makers.	Increase communication, especially in-person communications. Stakeholders like to work with people they know. More outreach by attending association meetings, conferences, etc. Also, we should invest in our FACAs so that they can provide sound perspectives and advice.	I hear from states and regulated communities that they would like more trainings. We should offer more courses and webinars for states, tribes, local communities, and the regulated community. Information should be more accessible. I would also make data more available. We often get a lot of requests for clarification - guidance plays a role.	Consolidate office spaces - we pay a lot in rent.	Outlook is outdated and clunky. I would suggest moving to Gmail, where we can use modern systems like googledocs to edit in real time.	Again, increased communications. People who know each other want to work with each other. Also, I would add tribes to this list!!
256	255	5/3/2017			Providing scientific expertise in a more available and digestible format, such as YouTube videos and webinars to explain and teach methods and best practices.	Use of YouTube and social media to provide in depth scientific knowledge to all.	OpenSource software, data formats such as WaterML and other OGC standards, along with tablets for data collection and submittal. Transparent and transferrable data and results.	

	I
254	Examine the purchasing & cost/schedule groups at major engineering firms. Why don't we let experts handle these functions like in this industry? Thanks for this survey!
255	Make data publically available.
256	The Athens GA Science and Ecosystem Support Division (SESD) is accredited both for field and lab operations by ANSI-ASQ National Accreditation Board in accordance with the International Organization for Standardization???s ISO/IEC 17025:2005 International Standard for Forensic Testing.

	A	B	C	D	E	F	G	H
257	256	5/3/2017	We are required to report the same things in different formats which burdens all employees in CID. For example, our gas card requires we put in the mileage at the pump which also registers the gallons purchased and total cost, but then we are required to also hand write on paper the mileage, gas quantity, total cost in a car log. It is completely duplicitous, wastes time and money, and moves us away from a modern paperless organization. Another example, is that we have to enter our time into the electronic people plus program to get paid. Afterwards, we are required to enter our time into a monthly activity report (MAR) indicating what we worked on, despite not being able to recover costs for criminal investigations. Eliminating these two unnecessary requirements could save thousands of work hours per year, paper, and frustration while allowing agents to focus on investigations. There are also many more self-imposed, unnecessary and burdensome administrative processes that could be	Direct states that are receiving federal funds to operate their delegated programs to work more in coordination with the Agency versus concealing and restricting information.	By eliminating many of the unnecessary administrative burdens cited in #1, we could devote more time to this cause.	Eliminate the layers of bureaucracy and unnecessary management positions designed as a political jobs program. Regularly perform 360 surveys specific to organizations to identify and remove the bad managers and attorneys that are hampering the efficiency of the program in favor of their own personal interests. This also involves ongoing criminal activity, but the IG has turned a blind eye towards it despite irrefutable evidence.		
258	257	5/3/2017					Electronic concurrence	
259	258	5/3/2017	This current administration's constant targeting of EPA and its programs is the main problem in trying to do my job. Trump and his constant threats targeting federal employees creates an atmosphere of fear in the workplace. His bullying in the news and on Twitter make it hard to be effective in the field. The public that I interact with regularly are as fearful and concerned that the programs I work with them on will disappear.	I already have a great partnership with the states and Tribes that I work with. By removing federal funding for programs, the states and Tribes will not be able to fund the programs that EPA supports. How stupid is this administration that they don't understand that the federal funds are what the states and Tribes use to be effective in their air, water and drinking water programs?	Expanding EPA staff to interact with states and Tribes is the answer to providing better customer service. We are already working in a reduced workforce due to several years of attrition without replacement. Threatening federal employees in the news and on Twitter creates a problematic relationship with the public because the public is unsure of whether those federal employees will be able to do their jobs.	EPA has done more with fewer people in the last 10 years. Staff has retired and not been replaced. Many of us do the jobs that 3 people used to do, with as good or better results. If you want to see more efficiency in the workplace, stop bullying federal employees. Stop making threats against federal employees. Support the work of federal employees to the public, so that they see us as partners and not as ineffective, frightened and threatened people.	SDWIS is the best way to be efficient, effective and accountable for drinking water. SDWIS-Prime, the new database under development, must be able to allow for public access to information. SDWIS-Prime has the potential to be more efficient and effective, but the money and time must be invested by the administration to make sure that it is just that. The administration cannot allow the money invested go toward something that doesn't work for EPA and states and doesn't allow for public access to information.	EPA is already aligned with other agencies to support states and Tribes.

	I
257	
258	
259	Stop this administration and Congress from allowing protections for human health and the environment that were fought for by US citizens in the 1970s be destroyed by the greed of a few rich old white men.

	A	B	C	D	E	F	G	H
260	259	5/3/2017	The Training Branch of OHR develops a number of e-learning courses to support EPA missions and policy directives. The Office of General Counsel has to "review" each course. This is review process is inefficient has OGC takes weeks and sometimes months to review course materials. Oftentimes, the proposed edits are loaded with legal jargon that is incomprehensible to non-attorneys. **[REDACTED B6]**, Division Director **[REDACTED B6]** is an ineffective senior executive that bottlenecks many of our operations. She is reactionary and has not been able to offer strategic direction for **[REDACTED B6]**. She will not make a decision without speaking to Deputy HR Director, **[REDACTED B6]**				eliminate/reduce paper for much of the regulatory programs.	
261	260	5/3/2017	Stop with the political BS.	Be truthful and stop with the political BS.	Be truthful and stop with the political BS.	Stop thinking that inside the Beltway has all the answers. Get rid of the dead wood. Numerous employees are dead weight in the agency. They only collect a paycheck and do ZERO work.	Stop the fly by implementations and make things work. Constantly adding new capabilities that no one has been trained on and before it is working properly, it then modernized with a new product.	Has nothing to do with activities, it has to do with trust. They do not trust the EPA.
262	261	5/3/2017	Don't cut our budget. Don't close our regional offices. Give up on coal, it's about renewable energies. Get rid of Pruitt.	Don't cut our budget. Don't close our regional offices. Give up on coal, it's about renewable energies. Get rid of Pruitt.	Don't cut our budget. Don't close our regional offices. Give up on coal, it's about renewable energies. Get rid of Pruitt.	Don't cut our budget. Don't close our regional offices. Give up on coal, it's about renewable energies. Get rid of Pruitt.	Don't cut our budget. Don't close our regional offices. Give up on coal, it's about renewable energies. Get rid of Pruitt.	Don't cut our budget. Don't close our regional offices. Give up on coal, it's about renewable energies. Get rid of Pruitt.
263	262	5/3/2017	Have a stronger emphasis on removing low performers. Currently many employees that do not add value are retained because it would be difficult (administratively and personally) to remove them. However, there is also the prevailing view that any body is better than no body. The assumption for all managers is that any employees that are removed will not be replaced. To that end why even bother going through the effort of removing someone from federal service? The continued hiring freeze only perpetuates this issue and results in worse value to the public.		The offices that write rules typically have no feedback from their implementation (which is primarily performed by the states). Rule writers should not be rewarded for passing rules, but for passing rules that have measurable returns. As is, they typically duck out of site once a rule is final and leave the implementation as someone else's problem.	Eliminate most voluntary programs as compliance under such programs is typically fictitious.	Moving off EPA hosted IT servers to cloud based ones.	

	I
260	
261	Terminating the dead wood. Other govt. organizations can do why cannot the EPA.
262	Don't cut our budget. Don't close our regional offices. Give up on coal, it's about renewable energies. Get rid of Pruitt.
263	

	A	B	C	D	E	F	G	H
264	263	5/3/2017	None.	Continue with enforcement. Most states don't have the resources to properly enforce against their sources.	We actually do an excellent job of this. We could do a better job of marketing all the great work we do to help the environment in our communities.	No.	Yes. Better software, computers, timekeeping systems, document storage systems etc.	We already share responsibility with our state partners. We coordinate and work with them to carry out the missions of both of our agencies.
265	264	5/3/2017	There are no barriers to doing my job.	We already partner well with all of those stakeholders. We especially have productive partnerships with the private sector through voluntary programs to encourage businesses to reduce pollution and waste (i.e., a sign of their own internal business inefficiencies) in order to be more competitive and responsible citizens. Please protect these existing voluntary programs, which require very little federal money and encourage significant voluntary reductions of pollution and contaminated wastes.	None needed.	none.	don't know.	Don't know. We already work very closely with other federal agencies and with states.
266	265	5/3/2017		Achieving better environmental results requires that better environmental results are actually prioritized. At the local level education about the issue is going to be one of the biggest factors. If communities don't know why their water should be cleaner or that their air is dirtier than most places then they aren't going to know they can have a better life and that the EPA can help them achieve a healthier, cleaner environment. For the private sector, marketing and framing are key. Once companies, large and small, are aware of the marketing potential of being a green company then more companies will get on board with self-initiated environmental regulations. But it is the job of the government and the EPA to stay ahead of the self-regulation and lead the way in prioritizing the environment, through effective and achievable technological	Better customer service will result with better representation. The "regulated community" is vastly over represented in most federal agencies. To find out what local communities, tribes, and states really expect from customer service requires having a voice at the decision making table.	Yes. Everyday I see countless emails and documents printed out for no good reason. I would suggest limiting the amount of printouts each employee can use per quarter. This way people will start to only print what is really necessary. This would save money on paper and printer upkeep and is much greener because less paper would be used, fewer toner cartridges are being used and thrown away, and less energy is being consumed by printing needlessly. And this should definitely be a top-down led initiative. If people see that higher level managers don't have restrictions on printing then it will feel like more of a punishment for being lower on the career ladder than a cost saving and efficiency endeavor.	For higher level managers that are not in their office as much, I would suggest encouraging usage of tablets instead of printing out all their emails.	The EPA and federal government as a whole should definitely make clear to states especially, That environmental issues never stop at a state line. The EPA should realign activities by working with groups of states on issues instead of each state one at a time. The Chesapeake Bay watershed is a prime example. Initially EPA only focused on the bay itself but eventually it was realized that excessive nutrients like nitrogen, were coming from further upstream and impeding cleanup efforts. Once the EPA realized that it should be working with West Virginia, Virginia, Maryland, Delaware, and

	I
264	Easier timekeeping/leave system, better document storage system. Updated software.
265	Don't know.
266	

	A	B	C	D	E	F	G	H
267	266	5/3/2017	Most of the challenges relate to unfunded mandates. A major one I've worked on for the last few years is the DATA Act. A very well-intentioned piece of legislation, it required massive workload for technical experts that were already very busy. EPA was never appropriated funds to support the DATA Act and because the work demands expertise from senior, technical experts many employees with very large workloads were forced to delay existing projects to accommodate the DATA Act.	I have limited interaction with states, tribes, and local communities so I would defer to the regions on how to handle this coordination. With respect to contracting with the private sector, they can prove exceptionally valuable in coordinating on very technical projects. But the Administration should understand that a fundamental role of contractors is to keep their contract running and to identify new avenues for work/ funding. Simply deferring to private contractors to absorb responsibilities can prove deleterious to our responsibility as stewards of tax payer dollars. Many times, the federal tax payer can get a much better deal by having federal employees assume the work.	Increase transparency. When requests for service come in from a state, tribe, local governments or industry, the information should be available on EPA's public website so it is clear 1) who is making the request, 2) EPA's response to the request and 3) the time it takes EPA to respond.	If we move to hoteling workspaces and increase telework we could consolidate HQ facilities into just the Federal Triangle campus. While there would be large upfront costs to achieve this, EPA would see a ROI within a few years and then would saves tens of millions in lease costs per year.	Most of the inefficiencies in technology seem to come from the acquisition side and have to do with how effective vendors are at delaying the acquisition process. An agency should be able to identify a technology and then procure it. There are a wealth of regulations placed on agencies that make IT buying very burdensome. It also seems to easy for a vendor to entangle agency's in legal contests when their product is not selected.	My work would be very much streamlined if Congress and OMB held EPA to program area levels and did not require the agency to disaggregate resources down to the program project level. While there are benefits in allocating resources down to a more granular level, that can exponentially increase the workload to manage those resources.
268	267	5/3/2017	For many years now, our office has gotten away from hiring Administrative Professional Assistants (f/k/a secretaries), and instead continues to hire more attorneys, or students aides under the Pathway program. It has gotten so bad, that attorneys and managers do most of their own administrative work, such as typing, faxing, mailing, copying, scanning, timekeeping, travel, recordkeeping maintenance, and filing. It is such a waste of time for highly paid professionals to do bureaucratic, administrative work. It is not efficient or effective. In an office of nearly 100 attorneys, we have 5 APAs! I remember one day recently, no APAs were at work, and none of the attorneys knew how to print correspondence on letterhead!	Generally, state environmental agencies are in worse financial shape than the USEPA. Ever since 9/11, states have re-directed more funds to security and policing, and much less to environmental agencies. The states rely more and more on the USEPA to address their environmental problems. States just don't have sufficient resources. When EPA does partner with states, it usually takes the lead. Frankly, states don't usually take the lead on enforcement cases against their large employers. They usually refer those cases to the USEPA, to allow the feds to be the "gorilla in the closet."	More honesty and transparency. When our state partners do something wrong, we should let them know. Look at the Flint MI fiasco.	Not really. In my humble opinion, EPA is already working at bare-bone levels. We have come up with so many programs to reduce costs and inefficiencies over the years, I don't see that we can do much more. From turning off lights, using CFL bulbs/LED lighting, less travel, more telephone conferences, less training, less paper, higher office temperature in summer, colder in the winter, cheaper supplies, doing our own CLEs/training, less APAs, more cheap labor (student aides/contractors), lower bonuses, little to no promotions. Staff is tired and demoralized.	We've done it all.	No.

	I
267	We promote a culture that federal employees can do everything. As a result, we have eliminated the need for extramural resources that fund contractors that provide program support. With respect to accountability, we have instituted PARS agreements where the criteria for a rating under each critical element is explicitly stated. So an employee can almost self-assess if she/ he performed in a critical element to a degree that would merit fully successful, exceed expectations, etc.
268	We've done it already.

	A	B	C	D	E	F	G	H
269	268	5/3/2017	Absolutely no administrative assistance people, which leads to more time to complete mailings, routings, supplies, etc. We need administrative assistance for the scientists and engineers.	Need to clearly lay out the roles of each so they compliment each duty, rather than duplicate.	Need to continue being a visible and positive presence, particularly when states refuse to interact w/their communities are have difficulties interacting	Continue to do things on a geographic basis, with the ability to pull various expertise from where ever the correct people are located. Reduce the number of people in HQ. Over the years, their role and function seems to have been reduced, but the number of people in HQ has increased. They lack "real world" knowledge of the programs and how to get things done.	Continue to do as much electronically, including the adoption of electronic signatures	At the staff level, I'm not even sure what goes on at other Agencies, much less what overlap there might be. I do routinely refer citizens to other agencies when I'm aware that they utilize a complimentary program/function that fits with a project I'm working on. It also seems that other agencies have more funding and can do more with it, which I often point out to citizens.
270	269	5/3/2017	I work in EPA's Office of Research and Development. It has become bloated with middle management, program directors and directors that do not contribute to science (rather they "coordinate, direct, administer and bean count"). This management and administrative layer should be downsized substantially, and those directly involved in research and development (e.g., discovery of new information) should be preserved.		I work in EPA's Office of Research and Development. It has become bloated with middle management, program directors and directors that do not contribute to science (rather they "coordinate, direct, administer and bean count"). This management and administrative layer should be downsized substantially, and those directly involved in research and development (e.g., discovery of new information) should be preserved.	I work in EPA's Office of Research and Development. It has become bloated with middle management, program directors and directors that do not contribute to science (rather they "coordinate, direct, administer and bean count"). This management and administrative layer should be downsized substantially, and those directly involved in research and development (e.g., discovery of new information) should be preserved.		

	I
269	no
270	

	A	B	C	D	E	F	G	H
271	270	5/3/2017	The rule that EPA can not ask more than 9 different outside stakeholders a question related to collecting data/facts for an economic analysis or risk analysis without a Information Collection Request approval from OMB. Getting approval for ICRs from OMB is time consuming, costly and often so much hassle that it is avoided as much as possible. There are many economic analysis on industries where there is little publically available industry or state data. In these cases the economists will ask up 9 states or companies for data and try to base a national quantification analysis on data from just 9 states or companies or associations. We use national or most state data only when publically available over the internet or in public comments otherwise we call or e-mail up to 9 states or companies.	Have more field trips for staff to meet and learn from stakeholders at their locations and around their actual sites so EPA staff can see the actual challenges that industry and states face first hand. Also offer rotations where EPA staff can do details with industry and/or states and get paid to do so.	Have more conferences with states, tribes and local communities and also do field trips to their locations so staff can see what challenges they are facing.	How to reduce research budget for some research studies for EPA Provide an inexpensive $200-$400 grant to each PhD and/or masters student that does research for their thesis and/or PhD that concerns an area we want to have academic research and/or low cost research that quantifies and/or monetizes science, economics and/or technology. Many masters and PhD students have trouble coming up with a thesis and or dissertation topic. For subjects that would take a year or more of study consider creating an EPA office or agency wide small grant with $200- $00 award that gives the students national recognition and a small amount of funds to provide	Promote more telework. Some managers allow more staff to telework than others. By promoting more telework staff can work when they are sick without getting other co-workers ill with flue etc. Plus EPA workers can have better work life balance, reduces staff turnover and reduces the need for office space, conference room space and reduces the environmental impact of staff via driving or using busses and/or trains to get to work. More telework days for those staff that would like more telework would also allow for significant savings of transit subsidies and lack of parking spaces in the office garage.	Have a brainstorming session with states and get their input earlier in the rulemaking process and also let EPA do oversight because some states are better at enforcing regulations and violations than others. Once water, land and/or air is contaminated due to violations it is very costly and sometimes impossible to clean it up. It is better for EPA to partner with states but oversee prevention of pollution rather than just spend tons of money and years cleaning it up. Put a representative from each state in each EPA office to help partner with us. States and EPA can build stronger partnerships.
272	271	5/3/2017	The requirement to ignore the reality of climate change, in particular, carbon driven climate change. Additionally, the lack of a sufficient budget preventing me to travel to meetings to meet with federal, state, local partners. To address these issues I would ensure the senior staff understands the reality and appreciate the impact of climate change and provide adequate funding for the agency to operate.	Stop ignoring climate change! In his first brief to all hands, Administrator Pruitt mentioned he was willing "listen and learn". Nearly all of the career staff at EPA believe climate change is a real and substantial threat, however, they do not appear to be listed to and some senior staff have not learned this fact yet. All of our state, tribal, local and private sector partners also agree this is real and poses a threat. We need to work with our partners to address these issues.	Environmental issues often cross state lines. The EPA is the agency looked to in order to deal these issues. It is not a reasonable expectation that the states will be able to effectively manage cross border issues.	Yes.		We must be careful not to assume the states can take the lead on all issues. Sometimes the power of EPA comes from pressing issues on behalf of a number of states simultaneously. Our enforcement can also require nationwide changes/improvements whereas a state's authority is bounded by state borders.

	I
271	The hiring disabled workers. I would like to see us hire disabled veterans. Some of the greatest and most successful people, writers, leaders etc. had disabilities, Thomas Edison, FDR, Winston Churchill, Lincoln etc. People with disabilities not only do great work they also inspire those working with them to do great things to. My office once had a blind employee that latter died from cancer. In the 10 plus years he worked with us he made many contributions and inspired us. When he died the whole office mourned. Let us hire disabled veterans who deserve a chance to let EPA shine.
272	

	A	B	C	D	E	F	G	H
273	272	5/3/2017	More staff and money. Administrative requirements: lack of staff has necessitated that higher paid technical staff must perform most of the administrative duties which were previously done by administrative assistants. Lots of these simpler tasks are now being performed by supervisors which takes them away from supporting their technical staff's needs. The current technical staff must also make up for the massive amount of technical professionals that are retiring. We are trying to accomplish so much that those of us remaining, while able to carry large work loads, have become inefficient. Even being able to hire more senior environmental employees (SEEs) could handle some of our responsibilities.	More staff and money. The Federal Facilities Remedial Clean-up program utilizes the idea of "partnering" which was initiated by the Navy many years ago to save time and money and it works very well. It is not a we vs. them scenario but we are all in this together to work towards common goals and develop a better product and are more efficient for the public. Lack of travel funds is keeping us from going into the field and working with others face to face.	More staff and money. You will never get good customer service with a lack of staff and money. We are shrinking as the populations grows exponentially. We are shrinking as more environmental issues are rising.	More staff and money. We have way to few staff members and funding to try and reduce costs and inefficiencies. I don't even have time to make clean sentences for this survey. How we have been treated for 7 years has resulted in our inefficiencies and we are no longer able to maintain environmental protection.	More staff and money. Modernize by investing in your staff's growth by providing training, allowing us to travel to work with the public and private. Technology is trying to be used to replace human interaction but only results in hurting human collaboration like the robots replaced human hands on our assembly lines.	More staff and funds. You need people and funds to accomplish things. The Federal Facilities Program is the only program that I know of that utilizes "partnering". Partnering allows a regulatory agency like EPA to facilitate working through the regulations.
274	273	5/3/2017				One of the areas I have noticed an extreme opportunity for improvement is in our travel and training expenses and processes. The issues: -We set certain per diem amounts that are then treated as the cap. -No training course offered on Concur system and best practices. -No incentives for saving money for agency. Opportunities: -Better hotel discounts if negotiated with a "preferred" chain. We contract our flights per city, we could possibly do the same for our hotels. -A possible divisional or office incentive for employees who save the		

	I
273	Govern using facts. Support the citizens hired to serve the country and work under an oath. More staff and funds. Travel for face to face conversations. "Partnering". Ask these questions again when the staffing and funds return to a 2017.
274	

	A	B	C	D	E	F	G	H
275	274	5/3/2017	OAM == procurement operations are terribly understaffed and overwhelmed (all sites). At the same time, they are extremely efficient and seem quite "over their head" in their ability to ensure EPA's contract requirements and needs are fulfilled. Allow these offices to hire, and allow for all types of recruitment incentives from other government departments/agencies. OCFO == they operate completely from a "top-down," "just do as I say" approach. Little/no engagement with EPA's offices and regions. Idea ... LISTEN! And don't just listen. One example of this craziness ... the new Payroll Allocation System. No input from elsewhere in the Agency. The fact is that a tremendous burden (time, labor) has been shifted from OCFO and placed on program offices ... overall, MORE resources will be required (not less) to implement this "improved" system. What up?!?	The federal role is need when states/localities are ignoring basic environmental/health needs of our citizens. Blanket approaches like "too much federal overreach" is insane. Look at the issues/needs. May the federal role isn't always all bad!	LISTEN! Listening is something that hasn't really been done since January 20. Citizens want environmental protection! For example, eliminating EnergyStar! Nonsense! The people want this program! Why would you eliminate it?!?	Ridiculous question. You've already made your decisions.	Doesn't matter. New technologies and new ideas are decided from above.	Look at Canada. Look at Environment Canada. We should emulate their model. I have been around long enough to know that changing the bureaucratic organization is nearly impossible, but look at the missions of EPA, USDA, Interior, and subsets of Forestry Service, Weather Service, NOAA, etc. Tremendous overlap! Waste!
276	275	5/3/2017	The one I would say hurts employees (especially the Scientists) is when the First Line Supervisor deliberately tries to prevent an employee from following the instructions/orders on assignments from the First Line Supervisor's Supervisor, the Division Director, or the IO Director. I have witnessed first hand my First Line Supervisor ordering me follow only her and her instructions/orders alone. This is not only wrong but extremely disrespectful and unprofessional and provides for an extremely hostile and degrading work environment where nothing will get done.	For achieving better Environmental Results from partnering states, tribes, local communities, and private sector, we need to work more closely with them and keep them in the loop of events related to our work with them and their work related to us with each other. There is a need for continuous communication with these and the agency. Also	The Agency and its partners all need to be as transparent as possible and also need to work for the protection of public health and welfare. Honesty needs to take a play in all interactions between the agency and their partners and the general public at large.	The agency needs to implement the process of 360 Performance Reviews for First Line Supervisors and the Employee in their branch who has the most seniority with the agency. While many Division Directors are presently reviewing the work accomplishments of First Line Supervisors during performance reviews, input should also come from the Employee in the First Line Supervisor's branch who has the most number of years with the agency. Employees should also have the right to write up Reprimands for Misconduct on each other and on First Line Supervisors when misconduct is in fact the issue. Often too many First Line Supervisors are placed into	Everyone at the agency should be using the latest Windows program and Office from MS that is available. Many divisions are still using Windows 7 while there is Windows 10 out on the market. We should also be using the same ADOBE software for 2017 so that we will not be on different pages.	This would be very difficult as Selective EPA offices and Divisions are very critical. Switching to states having to do the jobs that EPA is doing will make for a burden on the states as most do not have the manpower to do such nor can their budgets hire such highly skilled employees to do what EPA employees are presently doing.

	I
275	Office of Policy -- a waste. Get rid of it.
276	As for reducing cost, a Wasteful First Line Supervisor or Manager is a useless employee and needs to be removed from federal service. An EPA Accountability Board needs to be created to deal with such issues and they should have the teeth and power to discipline employees who violate EPA Standards of Conduct.

	A	B	C	D	E	F	G	H
277	276	5/3/2017	Entering and approving time into People Plus before the pay period ends leads to the need for amendments and extra approval work. The Agency should change time approval day to after the pay period ends. The mail that we receive poses an undue burden on staff to code for the file room and the Agency spends millions of dollars per year to store in climate controlled space our paper files. Rules should be written to allow for electronic reporting by regulated entities and the Agency should devote resources to scanning the paper files we have and developing a true electronic data and document system.	Doing Lean projects with the States on each of our shared responsibilities would clarify roles and responsibilities and streamline processes by eliminating unnecessary process steps. Hold meetings with our States and let them tell us where we are needed in each of the programs.	Instituting more electronic reporting and data/document management would allow the Agency to respond more quickly to issues by identifying them earlier, and being accountable for results.	I cannot overstate how much cost and inefficiency reduction we would get from a national electronic records system. We devote far too much time to manual records management and moving paper around. Some processes that can be automated include nearly all of our administrative processes (reporting, timekeeping, routing documents), and many of our programmatic processes.	We are in desperate need of experienced and capable IT people who can develop systems that automate our processes. Throughout the Agency, documents are still routed manually for concurrence (R6 is in the process of automating that system). Reporting is done mostly manually (some Regions have automated the WAR reporting systems but there should be a national standard).	Again, in an environment of declining resources at both EPA and the State, we should not be duplicating efforts. We should work together, perhaps through facilitated Lean projects or other means, to determine who is responsible for what and then communicate effectively.
278	277	5/3/2017	1 - Excessive mandatory training and annual refresher training requirements, many of which are not mission-related or else are not applicable to all positions. Eliminate altogether "social engineering" training courses such as Anti-Harassment and Domestic Violence. 2- Excessive number and length of "litigation holds" on records. These requirements to maintain all communications, however trivial and in their original location, wreak havoc with records management efforts and clutter employee e-mail boxes. Either file the case or release the hold, so that normal records management can proceed. Many of these have gone on for years with no movement.	More meaningful implementation of the OneEPA concept to organize by geographic area or watershed rather than just by program/statute. Currently, most work in stove-piped by program/statute and collaboration between programs working the same geographic area is limited. At the Regional level, programs do not interact much with each other. Since some programs are delegated to the States, an effective team would include representation from State and local. With regard to private sector participation, potential conflicts of interest would have to be considered, especially where redevelopment efforts are concerned.	Allow Regional offices more flexibility to manage within their Region. Under the previous administration, control became centralized at the Headquarters level for all aspects of the work. Regions have been functioning as subordinate even to Headquarters contractors in some cases. Flow the funds down to the Regions where more experienced/less politicized staff can manage the work more competently and efficiently. Many Headquarters staff have little practical experience, but were given power over those at similar or even higher grade levels only by virtue of their choosing to live in the DC area as opposed to some other city. The Agency did not operate this way prior to the previous administration. Regional staff can accomplish the "back to basics" course correction.	Eliminate overly restrictive accreditation-type policies such as Quality Assurance Field Activities Procedure. Re-examine the cost-benefit of EPA participation in field and laboratory accreditation programs in general. Focus is often on minutia such as how logbooks are page numbered and not on meaningful measures such as environmental benefits. Efforts to maintain these bureaucratic structures waste time and resources that could be redirected to basic work, while providing little to no benefit in environmental protection and restricting flexibility and creativity.	Not familiar enough with IT to have specific ideas, but the contracts and invoice payment systems should be examined. Presumably, other organizations have contracts and pay invoices from their contractors. We have a lot of problems with the contracts system EAS and the finance system Compass. Maybe something better is out there. In fact, our older systems were probably better, at least from the staff perspective. Constant e-mail traffic to mass mailing lists on system down, system up, problems with system, etc. is distracting.	This concept has been tried in the past, where multiple Agencies focused on a particular "showcase community" with regard to redevelopment type grants. Not sure why it has not been pursued further, but a joint grant program where communities would compete for a grant package from multiple Agencies might be useful. Currently, leveraging from other Agencies and State and how they will be involved is considered favorably in the Brownfields grant selection process, so there is coordination at some level. Re-visit Brownfields "showcase community" concept

	I
277	Region 6 has streamlined our inspection report process and we share a copy of our inspection reports with the facility and the public within 60 days of the inspection which has increased accountability and transparency and leads to faster resolution of compliance issues. We have templates and SOPs that we have shared with other Regions but only Region 9 has adopted them wholesale. That is emblematic of an issue with EPA, which is that each Region is given a lot of latitude to develop its own processes, systems, and efficiencies and there isn't a culture that encourages the wholesale adoption of efficiencies discovered/implemented by one region to all regions,
278	Technical review and other national level workgroups are a best practice at this Agency. Collaboration amongst Headquarters, all Regions, and research functions on specific contaminants or media is critical to maintaining the best science. Communication is key. Some State involvement may be useful, but obviously expanding a 15 person workgroup to a 65 person workgroup is not feasible, so State assignments would need to be considered relative to their interests and expertise.

	A	B	C	D	E	F	G	H
279	278	5/3/2017	There are multiple levels of accounting for work schedules, leave, training, conference attendance, etc. I have divisional paperwork, that is repeated in different formats at the office level (and potentially beyond). It is inefficient, and seems that the paperwork requirements could be streamlined across EPA.	I work in chemical risk assessment. I would like more opportunities to interface with private sector and states on best practices and modeling/estimation approaches. Due to the confidential nature of our assessments, however, we are often unable to use external programs - they must be on our secure system, not housed on a remote server, and fit to the (very limited) level of information we receive per chemical submission. This, along with entrenched practices, makes it very difficult to update existing models or implement new tools.	My field is really best suited for the federal level. Having 50 different regulations for chemical assessments sounds like complete chaos. But I do feel that my Office has given many opportunities for public and regulated community comments - either through public meetings, open comment periods, or focused meetings with stakeholders. We consider the comments we receive carefully. I appreciate the cooperation we have with industry and they information they are able to provide to inform our assessments. I don't know how, or even if we should be working more with states and local groups.	I benefit from, and feel protected by, secure Federal employment. However, I do wish it were easier to remove a poor or non-performing employee. I still think there need to be worker protections, but Federal has gone too far in the direction of retention at all costs. These poor or non-performing employees drain resources and give the rest of us a bad name. I also think the GS system could be revised. I appreciate that step and grade increases allow for good workers, with on-the-job experience, to move up the ladder. However, there are some increases that just don't make sense. For example, why should an employee with a lower degree, and less experience in general automatically be bumped to	We are hindered from adopting new technologies because our computers systems are outdated. Modernizing IT might go a long way in improving efficiency. I don't feel like my Division has an issue with accountability - at least not one we can fix. The work we do is confidential, and we cannot release proprietary information publically. In terms of personnel - I feel my Division is overly accountable - I have multiple/redundant processes for accounting for my time and effort.	There are likely overlapping projects and programs between EPA and other Federal agencies. For my Division, we generally are the only Agency tasked with our work. However we cooperate, when appropriate, with other Agencies that might be required for regulatory reasons (for example: OSHA or FDA). We have had employees serve on Details in these other Agencies and I think that form of knowledge sharing, cooperation and relationship building is very valuable!
280	279	5/3/2017	ORD is under a matrix management structure that was originally intentioned to facilitate collaborative research. This has not worked. Instead, the addition of national program research directors added a costly secondary management structure that ballooned over time (e.g. addition of deputy national program directors, matrix interfaces, project leads, task leads etc.). This second management structure is costly (e.g., 15-20% of matrix employees are non-research administrators with GS 14-15 salaries), administratively burdensome, and has effectively led us away from our core research competencies.	Go back to the original national research laboratory/center structure to completely remove matrix management structure (~15-20% of current ORD FTEs). Effective implementation will get us back to actually conducting core research to actually solve/prevent environmental problems involving our air, water and land.			See answers to question 1 & 2.	

	I
279	
280	

	A	B	C	D	E	F	G	H
281	280	5/3/2017	Having additional employees would greatly help me to do my job. We have statutorily mandated, as well as litigation driven, duties that we must complete and do not have sufficient staff to complete those tasks in the most efficient and effective manner.To address this I would hire additional staff	It would be helpful to have additional liaisons to work with states. We are constantly hearing requests from states, tribes, and communities for technical assistance. It would help to have additional staff to create more dedicated relationships with states so we can determine their needs and address them appropriately so that they can do their jobs more effectively.	It would be helpful to have additional liaisons to work with states. We are constantly hearing requests from states, tribes, and communities for technical assistance. It would help to have additional staff to create more dedicated relationships with states so we can determine their needs and address them appropriately so that they can do their jobs more effectively.	No	The Lotus Notes platform is archaic and inefficient. It would be helpful to migrate that tool into one that is more integrated, modern, and efficient.	Our effectiveness in preventing many forms of pollution crippling our nation's waterways is severely limited by our regulatory scope regarding our ability to address non-point pollution. We need additional partnerships with other agencies to help us with this.
282	281	5/3/2017	Get rid of all of the contractors and NOWCCs and let the civil servants do all of the work.					
283	282	5/3/2017	People plus, we have hacked a very simple and useful system apart and we should have just left it alone. Its a powerful system in its own right and we didn't need to make all the changes that made using it more confusing and less effective as a time management tool. Ebusiness and CDW: we have access to salesforce now. Salesforce is a much more user oriented system, and could replace both of these systems. It is a much more user friendly interface that is designed to handle these kinds of issues. It would make the entire process run a lot smoother, and much more intuitively. Management would be able to break down their expenditures much more efficiently, it would be a huge win for the agency.	Start targeted direct citizen outreach for some of our programs to engage citizen scientists. We have an app for tracking mites on bees called epa hivescience to help track some of the possible causes of hive collapse. This is a huge issue with beekeepers. We should be contacting beekeeping youtubers and telling them about this app. Not only do we get that person involved, but we also get everyone viewing their videos involved. It might seem like they have a small viewership for youtube videos 7-15k per video, but its our target audience. This is just one example of how we could be leveraging social media more effectively in the agency.	More face to face interactions. If there is a state fair, have a booth talking about what we have done for the state. We need to focus more on individual one on one connections. Those are what will help us, and they usually don't cost much except time. You have one face to face interaction and it can change a persons mind. Citizens think they know what the EPA does and doesn't do, we need to be telling them what we actually do for them and how we do it.	Supplies and printers. The way we are approaching this is ridiculous. We should be charging each individual a printing fee and a supply fee in ebusiness and having the printers and supplies be ordered an agency wide level. We would save money buying in bulk, we would have the tools to do our job, and we wouldn't have to wait a week to get post-it notes that you need today. If you charge everybody a supply fee (whether they are full time telework or not) it would come out of everyone's budget systematically (which would make it easier to anticipate for forcasting) and it would free up the offices to focus on their mission work rather than admin tasks. We could even move PRs into the system and have it fully	Update Webforms into a cloud based system and so that we can fill out and sign all of the forms online rather than having to print anything out.	We have just started an exploration into how to utilize salesforce as a project tracking tool. It will have all the projects within a ticketing system so that management can easily track what stage different projects are in the office as well as who is attached to the project and what skills that person has. So we will be able to quickly see who is on what project so we can make sure that people are being used effectively. The other good part of this program is that you as a manager will be able to see everyones skills in your office. So if you have someone who has experience with waterfall and you want to have them learn agile

	I
281	No
282	
283	We should be tracking when people are here more efficiently. As we are moving into a Maxiflex environment we are going to have to start figuring out a way to tell when people are actually here. I am the timekeeper, should I be tracking down our Maxiflex people to make sure they are here when they say they are here? what is my responsibility on this? the only way I can figure is to track with the PIV card or login.

	A	B	C	D	E	F	G	H
284	283	5/3/2017		Having open lines of communications with these stakeholders is essential for achieving better environmental results. This means listening to them and, at times, traveling to meet them in person.	I have hosted several different monthly calls where EPA and states participate to discuss a particular subject matter. EPA and state participants find these to be helpful to share problems and learn from others.		Video conferencing that actually works. While we can't travel, we need to show states and other entities that we are serious about their environmental issues. When states want to meet and dedicate funds to travel but we cannot, that shows to them that we aren't serious about their environmental issues. Video conferencing that works with states, while an upfront expense, would improve our communication with states and would obviate the need for travel costs.	
285	284	5/3/2017	Now that Trump has become president, I am hampered by the desire of my management to try to make it easier for the states to skirt the requirements.	This question is an oxymoron. Due to political influence at the state and local levels, many of the states do not want to achieve better environmental results-they want to appease their main customers, who are not the public but the private sector. The private sector is almost always only interested in maximizing profit and if left to their own devices would freely pollute.	The best customer service we can provide to the people of the United States is to enforce the laws Congress has instructed us to do. This administration seems to want us to do the opposite.	The best thing that could happen at EPA would be to increase EPA's budget so that the Agency could more efficiently do its work. Decreasing its budget and getting rid of those pesky staff who are continuously trying to get states and industry to follow the law only places more of a burden on the remaining staff. Those remaining staff then must take short cuts and make risky decisions which invariably get litigated and introduce inefficiencies. Eliminate all contracting and instead hire EPA staff who will do the job better and cheaper.	Eliminate paper submissions from states and industry. Provide the staff with better, more powerful and more reliable computers. Provide real, meaningful technical training that actually has something to do with the daily duties of the staff. Improve EPA's teleconference capabilities. Obtain the next tier up version of SharePoint to improve its capabilities and make it more reliable.	Re-align the responsibilities of sister agencies like DOE, the Corps, the Dept. of Agriculture, etc., so that all environmental responsibilities are housed at EPA.

	I
284	My management trusts the work that I do. They don't second guess it and they expect that I will deliver top-notch work, which motivates me to do so. Many managers in other organizations don't expect high caliber work and micro-manage, which creates distrust and produces inefficiencies. Defining roles is an important one. When we work on a case (between regions and HQ) or on a policy documents with many offices, many times it is unclear what each person's role is and what the plan is. Encourage staff to develop a plan from beginning to end of how to complete a project. Encourage offices to have
285	Incentivize advanced degrees and professional certifications and subsidize them so that more staff obtain them.

	A	B	C	D	E	F	G	H
286	285	5/3/2017	Too much middle management !!!!! Some Office Divisions have only 10 staff but 2 managers before you get to the Deputy Office Director level. EPA has a bloated middle management structure of GS 14 Branch Chiefs and team leaders, special assistants, and GS 15 Deputies and Assistant Directors. If GS 13 staff were given more responsibilities, empowered to make decisions, work without having to report to 2-3 supervisors, and achieve results without micro-management, you could eliminate 100s of these positions. Middle management stands as a roadblock to staff doing their jobs effectively and efficiently. Middle management prevents staff from communicating with upper level management which leads to redundancy and inefficiency.	Some staff and managers refuse to accept the unique relationship that the federal government has with tribes. We should be more proactive with tribes. In our office we often react to tribal issues instead of asking what can we do for tribes so they can better address issues without relying on EPA or the states. Tribes often lack the staff and resources to address environmental problems that states usually can with less EPA assistance. By only focusing on "high priority" regulated areas we neglect tribes and their failing infrastructures and polluting activities that need to be inspected. Any polluter in a tribal area is a high priority for that tribe. EPA has to start thinking that tribes and Environmental Justice communities are just as important as large cities/population areas or wealthy areas when it comes to prevention of oil and chemical	Tribes need EPA to be more present on their lands to enforce regulations. The tribes themselves are often the polluter so the tribal members have to fight their own governments since EPA isn't there to help. Large private interest are also still exploiting tribal lands and people for over 200 years. EPA needs to have the budget and staff to dedicate more enforcement in Indian Country. This will save EPA massive amount of funds that wont have to be spent cleaning up pollution from industrial activities, oil spills, chemical storage etc. Inspecting these facilities cost pennies compared to having to clean them up after years of unfettered pollution and neglect.	We have to let trust funds/dedicated funding sources be tapped to do more prevention, clean-up, inspections, enforcement, and training. Because funds like the Oil Spill Liability Trust Fund can only be used within the constraints of the overall budget for EPA, this $2.5 Billion pot collects dust and interest instead of preventing pollution. Being proactive saves money in the long run. If EPA is allowed to use more from the fund, then we must make cuts elsewhere so we don't ask Congress at all. However NOAA, Coast Guard and other agencies ask and receive more funds regularly. This is ridiculous since the trust fund isn't funded by tax dollars. By allowing EPA to utilize trust funds without penalizing the	LEAN is a exercise that saves EPA money. Travel is a MAJOR area of abuse. $100,000s in travel dollars go to a few staff within each office/division as perks when professional duty/development travel funds should be more evenly distributed to staff. Managers often allow 1-2 GS13/14s to travel at will while most 12/13s have been denied basic training or denied travel even when the staff were invited to speak on important topics relevant to their job and expertise. In other words, travel is abused by management to hand out to their favorites and "pets". A solution and money saver would be to restrict travel even more by giving each staff person a travel budget based on their documented invites and professional	Cross agency activities are usually monitored/staffed at the highest levels only. With rare exception, staff are not allowed or encouraged to work with other agencies as much as we should. High level committees discuss mutual interest but often we find staff working on similar issues without knowing what the other agencies are already doing or how we could work together. This relates to the fighting over the smaller slices of pie issue.
287	286	5/3/2017	The Correspondence Management System (CMS), it serves no real purpose and is slow.	Protect and create more programs like Energy Star that award companies for innovative environmental practices that make them more competitive. Customers want to make good choices, let's make it easier for them. The grants we give to states, tribes and local communities don't get much publicity. I bet many organizations in the enviro field have no idea that they exist. Let's publicize them to create healthy competition for this free money. More proposals coming in = better programs. Also, when we sue foreign companies like Volkswagen, Hyundai, etc., we are protecting American business! Let's look for polluters in the places that pollute the most and then hold them accountable: India and China.	Do a marketing campaign at the local level showing before and after pictures of Superfund projects. Gowanus neighborhood now has one of the best ROI for real estate buyers, thanks to superfund - local companies there are thriving.	Go paperless. It is embarrassing how much paper we waste at an ENVIRONMENTAL organization. I would love to see the byline in our budget for paper. At the very least we need to be treating paper for the expense that it is and put a cap on how much paper an office is allowed to use. People think it is an unlimited resource.		

	I
286	Empower staff to make decisions! Every AA wants to protect their kingdoms so shared responsibility is hard to achieve when the feeling is that every Office and Division is fighting over a shrinking pie. This breeds redundancy and cost EPA and the tax payers money.
287	Apparently our Microsoft Outlook deal was more expensive than it would have been to use Google Chrome. Even GSA uses Google Chrome.... GSA.

	A	B	C	D	E	F	G	H
288	287	5/3/2017	The outright denial of scientific facts and findings prevents me from doing my job (to protect human health and the environment) effectively. Leadership that rejects science and innovation and instead clings to dangerous, archaic, polluting industry in exchange for a paycheck from those industry's leaders prevents me from doing my job effectively. I would address this by imploring leadership to heed the advice of the scientific community and to stop doing the bidding of the fossil fuel and agrochemical industries. Or, if that is impossible (given current leadership's parasitic relationship with these industries) I would suggest an immediate change in leadership.	Not cutting our funding and thereby allowing us to actually do our jobs would be a great start. Not holding up our scientific findings and documents would also help.	Allowing our documents to publish in the federal register in a timely manner would allow for better, more effective communication with the public.	I see an untapped opportunity to replace current EPA leadership with someone who actually cares about our mission, which in case you've forgotten is "to protect human health and the environment".	More streamlined, modern database infrastructure would greatly increase my efficacy at work. Currently I use at least 6 different databases on a daily basis, this creates redundancy and waste. However, in order to fix this problem we would need funding to pay professionals to create a solution, something which given the current budget proposal seems unlikely to occur.	We could actually focus on protecting human health and the environment through the use of sound science.
289	288	5/3/2017	Too many layers of GS-15 management with no scientific credentials and no understanding of what is important. Scientists should answer directly to political appointees so that they can focus on and solve the most important issues. Lay off and fire as many GS-15 managers as possible.		Be responsive. Don't presume to know what is needed.	Payroll could be greatly reduced if you look at all the GS-15 management that is wholly redundant.		Reduced management allows the scientists to be directly responsive to the needs of appointed directors.
290	289	5/3/2017			Move more functions out of the Washington DC area to be closer to the customers. This approach is especially attractive where EPA is occupying rental office space at significant cost to the government and government-owned space might become available due to workforce reshaping efforts. For instance, the Office of Pesticides Programs is in the DC metro area occupying a rented building in Arlington VA. The biggest customers for the program are the regulated community (chemical manufacturers) and pesticide users with agriculture being the largest segment by far. If adequate government-owned space was available in a place like RTP, NC where OAR and ORD currently have a significant presence moving this function there might make sense. Practically all of the major chemical producers are either headquartered in that area or have a significant presence there which might facilitate those interactions. Smaller	Consolidate lab operations. Many lab functions are not directly impacting statutory and regulatory obligations and the costs of operating these facilities can be high. The key lab activities that need to be performed to support statutory obligations should be identified and opportunities to reduce the footprint and perhaps rely on private sector, university labs and/or other state and federal government facilities explored. Also, duplicative activities, even when key to fulfilling statutory obligations, should be reviewed to see if centralization is an option.		

	I
288	A best practice that has been effective in the past is to fully fund our agency and to take scientific findings seriously.
289	
290	

	A	B	C	D	E	F	G	H
291	290	5/3/2017	At the NVFEL we do not have any specific admin requirements, management procedures, or organizational processes that prevent the job from being done. The travel system can be a nightmare and is incredibly complicated. Is it this way for a reason?	Provide better education to all regarding hazardous waste and its proper disposal. This could be in the form of webinars and/or hard-copy handouts at community centers. Also, if something is deemed unsafe for one area, don't put it somewhere else where the people have fewer powerful voices speaking on their behalf. What's bad for one or two is equally bad for others. It goes back to the Golden Rule and it's not hard: Do unto others as you would have done unto you.	Those providing customer service should realize the taxpayers are not only customers but are also our boss. Customer service classes should be provided to all those who deal routinely with the public. Many people do not know the basics of common courtesy.	While this may not be an untapped opportunity, please consider not getting rid of research and programs that work. Also consider treating all regions of the country equally.	Our computer systems are so far in the past they are almost dinosaurs. Programs that have been on our computers will disappear. Updates that should happen automatically every Friday night have to be manually triggered on Monday mornings. We should bring IT up-to-date.	There is much overlap, but perhaps it is needed. An example of this is the Flint Water Crisis. It's good someone was watching, although it appears none of the government entities was doing its job in this one. For an individual to spot this issue and bring it forward makes one wonder just what happened. Where was the State of Michigan DEQ and where was the EPA? Maybe if there was communication of ANY kind more would be accomplished. All governments seem to think of themselves as fiefdoms and woe to any other government entity that tries to accomplish anything within that fiefdom's borders.
292	291	5/3/2017	When an employee does not have to commute to the office every day of the week, it allows the employee to be more efficient in their work during their tour of duty for that day. Extensive and more accepted use of telework will provide the EPA employee with an opportunity to be more efficient and provide quality work. Generally, it appears that management at EPA has an extreme aversion to allowing the responsible employee to telework even though there may be no reason to deny it. This leads to time filing union grievances, wasting valuable staff, management and agency time. Teleworking allows EPA to save space and money - two things EPA can use more of. Money spent on commuting costs for employees can be cut by taking advantage of hoteling. EPA employees have video teleconferencing equipment available to them, but very rarely use it. Most EPA employees do not know how to use it. Being in the office every day means I cannot efficiently or effectively do my job due to constant interruptions. Implementing	Allowing the states to take more responsibility for decision made in their state. EPA should have oversight, but not choking control.	Saving money is imperative. So much money is wasted at EPA on unnecessary travel and extraneous programs funded by contractual money that had to be spent, otherwise it would be lost. Much of which, the functions have been lost, materials are stacked in a storeroom, and practices are no longer upheld, but the staff remain. Allowing employees to telework and hotel would save EPA an incredible amount of money in commuting costs, spacing costs, supply costs, utility costs, and would increase productivity if managed well.	Teleworking and hoteling. Most all work at EPA can be done remotely. Teleworking and hoteling programs save the government money and most importantly, save EPA money. If managed well, teleworking can transform EPA and pull it from the archaic business practices that cost EPA money.	Video teleconferencing for teleworking and hoteling such at the high-definition PolyCom and other screen-sharing VTC equipment. Managers can hold meetings with their entire team, share screens for illustration, and call employees anytime during the employee's tour of duty. Employees can be managed at a level that makes them accountable to their supervisors, who must manage differently, the same as when they are in the office. If managed well, employees will be more accountable than when they're in their office. Their work is qualitatively measured and the employee is available any time the supervisor calls.	

	I
291	Most processes and practices in government are there for a reason. Too often government steps on the "little person." I like the checks that are in place that keep government from overstepping its bounds. That being said, I'm sure there are areas that could stand to go through Lean/Six Sigma exercises.
292	Please see all comments above regarding teleworking and hoteling.

	A	B	C	D	E	F	G	H
293	292	5/3/2017					There are so many needed enterprise systems, including records management, document control, training tracking, field equipment tracking, audit tracking and corrective action tracking, etc. these nationally supported systems will reduce duplication across organizations who manage these systems differently and locally.	
294	293	5/3/2017	The paper concurrence process is cumbersome, antiquated, and highly inefficient. That we can't somehow track concurrences electronically in this day and age is shocking.	My experience is not to trust the states to do their job. They are frequently "captured" by local industries, with friends and acquaintances working on both sides, and locals fearful of losing industry to another state. Moreover, the states I work with lack resources to do even the most basic tasks.	EPA's mission to to protect human health and the environment, not provide "customer service." We aren't a cable TV company. Our longstanding education and outreach efforts seem like a great thing to continue.	Letting EPA staff do their jobs without fear of retribution from the new Administration would be a start. I'm not joking. Currently, some managers with whom I work are fearful of "rocking the boat" and don't want to be singled out by new appointees and senior staff. They are fearful of bringing new actions and continuing ones that may be seen as controversial by senior staff. This is shameful and leads to tremendous inefficiencies. Senior Staff, including the Administrator, need to identify priorities and direction for staff. The silence from HQ has been deafening.	See my response to question 1 -- we need to somehow digitize the concurrence process. I'm not a tech guy, but am shocked there is not some sort of software that would allow us to electronically sign concurrence packages.	My office can't. We are already short-staffed due to the shrinkage from 2-3 years ago. It's physically impossible to do more with less than we have; unless, of course, that is the goal of the new Administrator.
295	294	5/3/2017	In the air enforcement program, almost every case is considered national significant under HQ policy. The extra review process on all of these cases is not necessary and the Regions should be allowed to settle the majority of their case without the HQ review process.					

	I
293	
294	EPA is the leader is best practices in my area. The states follow our lead.
295	

	A	B	C	D	E	F	G	H
296	295	5/3/2017	Senior management is the impediment to almost all things. The organization needs to be streamlined to get rid of excessive high ranking positions that provide no benefit to the government and create cushy do nothing slots for people who then create pointless policies, guidance, and agendas to justify their positions. An example would be FOG (formally QAFAP) for compliance inspectors: so many restrictions and controls over inspectors that they can't effectively do their jobs anymore without passing through multiple hoops. In brief - get rid of deputies, Chiefs of Staff, "senior advisors". Make the organization flatter and more equalized in pay and responsibility so that the staff that currently actually do the work feels they are truly "OneEPA" with the management. Right now you have two EPAs - management and staff and one controls the other - so there is no sense of equality.	Don't dictate to the groups - let them tell us what they need and what leadership they want from us.	We do a fine job of this now. Again it more about listening to them rather than dictating.	Here's a scary thought (for management) - senior management should truly partner with the leadership of labor unions at EPA - so you they can actually get real insight into how to make things better. Union leadership represents the voice of the common worker at EPA and have a much better pulse where untapped efficiency are. Senior leadership is generally clueless about what the rank and file need. For example - if you are going to do a round of buyouts or are considering restructuring of the Agency - have the union leadership at the table on day one. Do not come up with a plan and then later share this already invested plan with the unions as an FYI. Have them	I can tell you this - Microsoft products are not the best and we lost a lot of efficiency when we switched 100% to them. The deal to make MS the sole provider of office tools for EPA only made some big shot money - it did not make us efficient. There are better, more stable tools out there for cloud sharing, word processing, data management, etc.	Again - talk to them and listen. What do they need from us.
297	296	5/3/2017						
298	297	5/3/2017	training may be necessary, but the way it is done, particularly for COR recertification, takes a tremendous amount of time. an integrated platform with straightforward guidance about how to fulfill requirements would make the process far more efficient. it feels like the agency skimps on the IT tools that would make it easy, at the expense of staff time and frustration.	Partnership programs like ENERGY STAR provide a model of how a small investment from the Federal government can provide leverage for significant private investment to be a powerful force for environmental protection and other public goods.	An integrated reporting platform across EPA programs, and Federal reporting programs in general, would significantly ease the burden on the regulated community without sacrificing environmental health.		Our IT processes and product have improved significantly in the last 5 years, but there is plenty more opportunity for modernization.	

	I
296	Just partner with the staff - as equals. Not as a command and control hierarchy. Less secrets more openess. Less elitism and more equality.
297	
298	

	A	B	C	D	E	F	G	H
299	298	5/3/2017				The Cross-Media Electronic Reporting Rule (CROMERR) is overly burdensome to both the Agency and users of electronic reporting systems. For the Agency, the development of CROMERR-compliant electronic reporting systems is significantly higher than might otherwise be the case, and O&M costs over time will also likely be higher. For users, CROMERR-compliant systems result in extra paperwork burden in order to use the system. For example, the eManifest Fee Proposed Rule RIA (Document ID: EPA-HQ-OLEM-2016-0177-0003) estimates that if generators of hazardous waste are required to use a CROMERR-compliant system, the costs will be over $123 million over 6 years (See Exhibit 6-		
300	299	5/3/2017		Many of our states complain that we are not present enough at their events, planning sessions, conferences etc. Maybe a higher and best utilization of travel.				

	I
299	
300	Maxiflex across every region and not just one. A better worklife/homelife balance reduces missed work.

	A	B	C	D	E	F	G	H
301	300	5/3/2017	Reduce number of managers and focus on right people/right job. Review the number of sections/section chiefs and require the managers to reapply/compete for their positions. Several technical positions are filled with employees without appropriate credentials or educational background. There are too many environmental protection specialists positions - most of these should be eliminated. Without the appropriate engineering and scientific background, the environmental issues/problems are not understood. A majority of the workforce "works from home" two days per week. while some employees are productive most appear to view these days as a day off e.g. I can't participate in a meeting because I am "working from home". There are not effective tools in place for the manager to ensure work is done and results are achieved. Changing the EPA culture starts from upper management and HQ. Consolidate the Regions and reduce the number of regions. By eliminating some of the regions, you would reduce the	Better results start with the right workforce. Unless the EPA employee is knowledgeable regarding the program and also with the right educational background better results will not be achieved. Employee attitudes need to improve - we are paid well to perform a service and protect the environment. EPA needs to work with the partners, be actively engaged, committed to achieving results - better attitudes is the first step to improving results.	Better customer service starts with the right workforce. There is not a focus on customer or public service. EPA is often confrontational instead of collaborative. The prevailing employee attitude is how many days can I avoid coming into the office and what's in it for me (more flexiplace, benefits, etc.). Eliminate daily flexible schedule work hours - it is nearly impossible to know if someone is in the office or late to work.	Reducing costs and inefficiencies starts with re-examining the workforce and changing the agency climate. Raise expectations and demand excellence and results. This has to start in the upper reaches of management. Begin by reassigning (moving) SES senior managers to encourage change in attitudes and challenge them to start asking questions as to why certain things are done, what results does this program or individual produce, do we still need this job and/or program. Challenge the SES managers to reinvent EPA making it leaner and more customer focused while still protecting the environment. Tie the SES performance to this. Scale back to the regulatory requirements and eliminate	EPA does not have an electronic document system to store/retrieve information. Paper copies are maintained at great expense and file rooms require resources (contract dollars) to support. The U.S.Government should have one HR instead of all of these individual HR centers. Just like OPM handles the retirees, one HR/personnel should manage all of the federal employees. There should be one pay center instead of each agency having their own pay center.	EPA could share lab space with other federal agencies instead of maintaining all of the individual lab spaces. By working with Corps of Engineers and USDA and others, the number of labs could be minimized yet still remain effective. Consolidate HR and pay centers into one federal system. This would also make it easier for the federal employee to change agencies.
302	301	5/3/2017	This survey is a perfect example of our managerial ineptitude. Online surveys are a well-understood and readily available off-the-shelf product. It is by now well-known that open-ended questions like this will both reduce response rates and make it very difficult to collect meaningful aggregate data. But as usual, EPA does not consider basic best practices and tries to forge ahead with a custom application that is broken from the start.	Stop this farce. The problems we face require very large sums of money to fix. In the absence of us getting meaningful funding to address things like lead pollution, nitrogen pollution, etc., we are simply rearranging the deck chairs on the Titanic.	They don't want better customer service. They want meaningful solutions. See my response to question 2.	No. In spite of the common narrative that government is wildly inefficient, I have not seen much evidence of that in my 13+ years here. We run a very tight ship. Yes, things sometimes take a long time and yes, there are sometimes frustrating layers of bureaucracy, but I don't see any huge amounts of waste.	We need to be able to improve our sensors and monitoring capabilities and use real time data. But many of our legal staff are hung up on absurdly long approval processes, often many years long. The tech world moves fast and we need to figure out how to move along with it. We cannot sit on our hands and ignore the sensor and data revolution happening around us. We also need to find a way to reshape our NPDES permitting processes so that manufacturers can start making modular, scalable treatment plants that have a very broad customer base. This will drive down costs as manufacturers achieve economies of scale and ship identical units all over the country, vs. our completely	We can't. The states have no interest in taking on the areas we currently fund, and no money to do it.

	I
301	Have a "stand down". Stop regular flexiplace for a certain period of time (3 months or so) in order to re-engage the workforce. Employees who are using regular flexiplace for substitute childcare will have to make other arrangements. A change in employee attitude is definitely needed - perhaps this would be one wake up call.
302	Keep pushing on LEAN and consider adopting ISO standards wherever they are applicable.

	A	B	C	D	E	F	G	H
303	302	5/3/2017	There are requirements for peer reviews on contracts that are more burdensome than effective in most cases. Understanding the need for a "second set of eyes" look at what we're doing, it makes more sense for the Service Center Manager to determine what actions need to be peer reviewed rather than a blanket standard of everything over $3500 for which the person preparing the action is the same person signing the action. Requisition for Modifications (i.e. funds shifts) are extremely burdensome for contracting professionals.	Let the states tell us what they need rather than us tell them what they need, as appropriate and applicable.	No comments at this time, but I would like the opportunity to be able to provide input when the time arises in the future.	No comments at this time, but I would like the opportunity to be able to provide input when the time arises in the future.	I am not certain on the name of the technology, but we need to have our contract writing system to speak to our financial system to speak to our invoicing and payment system. There are a lot of manual entries being made to connect the data of these systems. Other agencies are already on board with the connected systems and it works very well.	Strategic use of existing agency vehicles through streamlining the IAA process.
304	303	5/3/2017	The COR certification process is very time-consuming and very uninformative. You don't come out of the training knowing anything more than when you started, but it takes dozens of hours every year in order to get it done. The agency should revisit its policies around COR certification to make the process less burdensome and more meaningful.				SharePoint and the G Drive are ineffective for group-based, real-time work. The agency should identify alternatives that would allow us to be more nimble and collaborative in our work.	
305	304	5/3/2017	Need electronic document sign-off		Electronic document sign-off	Electronic document sign-off	Electronic document sign-off	
306	305	5/3/2017	The Analytic Blueprint Process is tedious and time consuming, as is the ADP guidance. Using the ADP, quality actions take a minimum of 1 and a half years. There are many iterative processes that are inefficient. The entire process could be streamlined without losing the benefits the process produces.				Our electronic systems do not interact. Consider contracts. We use FAITAS, DOD, and numerous other sources to track contracts training and management CLPs. These systems do not interact. For example, when I complete annual security or ethics training, I must separately enter that I completed these items in FAITAS, which then undergoes multiple reviews before it is approved. Why does it need approval when it is mandatory training? Other systems that are not the most user friendly include travel and EAS.	

	I
303	No comments at this time, but I would like the opportunity to be able to provide input when the time arises in the future.
304	
305	
306	

	A	B	C	D	E	F	G	H
307	306	5/3/2017	Asking scientists with PhD's and Master's degree's to doing administrative work is extremely wasteful of their time. You can hire someone with a high school degree to do some of that work (time keeping, purchase cards, etc), it really takes no degree of specialization. It just baffles me that some "higher-up" would create an administrative efficiency plan that gets rid of all administrative support staff and puts those duties on scientists. The scientists were hired to do science, not basic paper work that a high school student could do. It is a waste of expertise to have higher educated individuals doing these "administrative" tasks. Also, it would be much more helpful if we had an actual HR official present at EACH EPA location. When I was hired on it was impossible to communicate with the HR officials in RTP through email. They were over worked and were extremely slow in responding to emails. I had trouble getting basic things (health insurance, IRA contributions, leave bank) set up because NO ONE would answer my	n/a	n/a	Get rid of the matrix. You could reduce the number of FTE's significantly if you did and we would all be more productive as a result.	If we were allowed to use laboratory organization software such as LIMS or quartz to manage inventory and track lab supplies and orders.	n/a
308	307	5/3/2017		End the 30-day EPA review of state Title V permits. I used to do those and I never heard back yea or nay. It was simply a roadblock to me issuing the permit. Give them 5 business days at most. As for this office we are busting it every day responding to lawsuits from environmental organizations. Everybody. I don't see even one slacker (lots of slackers at the state).				

	I
307	n/a
308	

	A	B	C	D	E	F	G	H
309	308	5/3/2017	There is a conflict of interest, of sorts, in who decides whether Influential Scientific Information or Highly Influential Scientific Assessments needs to undergo peer review. This problem exists in both Republican and Democratic administrations, and involves program managers who are responsible for developing a policy also being the ones tasked with deciding whether the factual supporting materials (and their technical interpretations) need to undergo peer review. As a result, regulations and policies are put into place that are sometimes not factually supported. The Executive Branch would be well served by establishing a policy that creates some kind of independent body -- preferably external to -- each agency or department, that can make such judgment calls about whether peer review is needed.	I think that it is imperative that we (EPA) stay within the legal boundaries of the federal legislation enacted by Congress when performing our activities. In many instances 'partnerships' stray into legal gray areas and, once established, create continuing expectations that require staff salary money and/or grant money funded by US taxpayers. Ask the career civil service managers to give you the legal citations that underpin every single thing they're doing in their offices. (And increase staffing in the Office of General Counsel because we're going to need a LOT of lawyers to sort through stuff like this and any changes to the status quo.)	I think that it is crucial for us (EPA) to be honest with these stakeholders. That means doing things like admitting when the state of the science isn't quite there for us to be able to say whether something is "safe" when compared to some kind of benchmark; refraining from 'partnering' when there is no federal environmental legislation that authorizes a specific type of 'partnership' (see response to Question 2 above).	See response to Question 2. Please be aware, that aside from activities that stray outside legislative mandates - EPA has been through several rounds of pruning of its regulations from the William Clinton administration on, so in one sense there's not a lot left to 'prune' without endangering the plant's viability. On the other hand - I think that there may be some areas in the information collection realm that probably could stand some pruning. The hazardous waste biennial report, for example, is a big production for the regulated community, states and EPA that occurs every two years and has been going on for three decades. We could probably live with an every four years (or maybe six) schedule just fine - but that	Revamp the website: 1) just develop basic explanations of the different federal environmental laws 2) publish organization charts that show the links between those laws and the offices responsible for them 3) publish lists of staff, with their duties, in each box in the organization chart so that people on the outside world can find us; 4) publish ALL policy statements like we're required to by the Administrative Procedures Act. Also: work very hard on the nuts and bolts of the information systems and their linkages, and make it all publicly accessible. Huge needs there.	We've been at this for the past several administrations - not sure there is much 'realigning' that can be done with states. However, other federal agencies - I wonder why we have very little to do with the Interior Department. Seems odd, with the mutual interests (USGS, Bureau of Land Management, Fish and Wildlife Service....) and the Commerce Department (NOAA) and NASA for satellite imagery.
310	309	5/3/2017		We do a lot of partnering already. However, the biggest hurdle for the federal EPA is that we don't have all the tools and authorities that are states are able to have. For example, they can adopt state regulations to require electronic reporting of monitoring data from the labs, directly into a database. We cannot require that of labs, can only beg for it. So we get results by email, FAX, paper, duplicate results. Huge inefficiencies. Please pass electronic reporting requirements NATIONALLY			Yes, electronic records systems that work. We do Direct Implementation (run programs because our States or Tribes do not have primacy for various reasons) and our processes are antiquated (paper records for example). Our states are able to leverage their IT resources (across state agencies, not just their EPA) to develop robust Data Management Systems (using commercially available systems) to do this. Because of our inadequate IT, heightened security concerns that States have less worries about, etc, we at paralyzed. EPA does not have decent electronic recordkeeping in any areas.	

	I
309	no
310	Electronic records (with robust IT support) mentioned above.

	A	B	C	D	E	F	G	H
311	310	5/3/2017	PeoplePlus is clunky and inefficient.		Being as transparent as possible.	Better centralized system for accessing resources such as Agency guidance/policy/memos/delegations, etc.	Improved interface for OneDrive or SharePoint so that using those platforms actually streamlines access to information or development of guidance/policy/rules, etc.	
312	311	5/3/2017	We need additional travel and training budget so that I can get the correct training to do my job	We have a great relationship with the states tribes & local communities. The private sector seems to want to get away with everything and not play by the rules. I think we need much more Money to pay for additional enforcement	Our web presence is antiquated. Documents produced on cleanup are not searchable and take way too long to down load. we need additional upgrades to the IT department	none-	I'm not an IT person, so please ask them	none- states don't have the money to cleanup hazardous waste sites that the government polluted
313	312	5/3/2017				Hire contractors as federal employees. The argument I have heard is that contractors are used to provide flexibility so they can work on just one project and then be done. Well guess what? Those same contract employees get hired for the next contract and the next and the next because they have the skills and experience for the job. I know many contractors who have worked here longer than me, some for 20 or more years. Overhead for contractors is a ridiculous waste. You are paying for them to manage these employees and paying EPA employees to manage the work and contract. And the TIME it takes for training and paperwork for the contract officer and work assignment officer (whatever all those		

	I
311	
312	none
313	

	A	B	C	D	E	F	G	H
314	313	5/3/2017						
315	314	5/3/2017	The Office or Air Quality Planning and Standards (OAQPS) in OAR needs to reorganize. The work is not equitably distributed among the 5 Divisions and it's possible to realign the work into 4 or split up other work and more evenly distribute it. OAR should look at the overlaps between OAP and OAQPS as well as see if any efficiencies can be found there. If OAQPS went to 4 Divisions, I would realign the work in OID into the other four. The IT systems can go into AQAD, tribal into AQPD, EJ into HEID and training into PACs/CORE. This can be done without reducing staff. They can be reassigned. Group Leaders, Division Directors and Office directors and staff need more autonomy and trust. This goes for the last 8 years as well. We should not have to take every small decision and powerpoint up thru multiple layers of management. This is inefficient and slows us down. The administration should lay out the priorities and goals and have check-ins but not	In 1997, we partnered with state and local agencies, industry, and environmental groups to address regional transport of ozone. We negotiated together NOx requirements on power plants that resulted in the "NOx SIP Call" and included a model trading rule based on state wide NOx targets. This rule accomplished 1 million ton of reductions and reduced harmful ozone across the eastern U.S without negative economic impacts. This is one of the reasons why we have clean air. We put aside SIP due dates during this time and it paid off. I would like to see another process where we sit down with the same partners and develop a smart multi-pollutant air quality management plan process as referenced in the 2004 NAS report and in the CAAAC response to that to transform the SIP process and move toward addressing multiple pollutants at once in required air	We should convene a group of states, tribes, local agencies and the public and get there ideas about what would be helpful.	See answer to Q. 1. Also, on policy decisions we need to be careful. Rolling back the clean power plan or the ozone standard is not the way to go to maintain environmental protection for all Americans.	We need to invest in our monitoring networks and keep up with private technology on sensors. We need to KEEP AirNow and keep investing in that and making improvements. That is how we get AQ data to the public and our state and local partners. Getting everyone a high computing laptop would be helpful; especially for those staff that have to have a scientific desktop now to perform modeling. This means they are not mobile which is not the way of the future.	I'm not sure we could accomplish more by realigning with other federal agencies. And with states, we should do more cooperative work, that doesn't necessarily mean realignment. We should jointly all be investing in and engaging in projects that support renewable energy (solar, wind). We should allow SIP credit for energy efficient strategies that will reduce pollution even if those strategies are hard to quantify or have a long lead time. We should allow SIP credit for land-use measures and public transportation systems for the same reason. Our SIP process has been a disincentive for these

	I
314	Perhaps we should look closely at what new management processes the new administration is implementing at the Veterans Administrations (VA) based on direct feedback from VA patients. During the campaign, Trump promised veterans he would set up a direct phone line to the White House to allow VA patients to report long waiting times and other issues, and he, Donald Trump, would take action to ensure their needs were met. Similarly, perhaps a direct phone line to White House could be set up so citizens could complain about drinking water, air pollution, and other environmental problems they are experiencing, so the President could personally
315	Look to what the California Air Resources Board has done. They are much more advanced in environmental protection plans than the rest of the U.S.

	A	B	C	D	E	F	G	H
316	315	5/3/2017	In ORD there are managers managing managers managing managers. Take a look at the lateral depth of the programmatic and management level(s) and pose the question: What value is added?	Assess the impact of managers managing managers managing managers. Do not let the self-defined supervisor to staff ratio mislead you, the organizations have become very crafty at hiding their true management and programmatic footprint. Instead look at the bargaining unit to total employee ratio, this will reveal the true management and programmatic footprint. The Agency already has all of this information available.	Assess the impact of managers managing managers managing managers.	Assess the impact of managers managing managers managing managers.	n/a	n/a
317	316	5/3/2017	There is a lot of passing around of paperwork which could be eliminated with electronic approvals. This would make things move much quicker especially with people working flexiplace.	I believe we could focus our efforts more with input from the states, target areas that they have already decided are worth the effort.	I feel like EPA is very open to communicating with everyone whether they represent the public or states. Perhaps we can make this easier to do electronically, via website.	There are some enforcement opportunities we don't take because we don't have the resources, and they don't meet our criteria (e.g., not significantly over the threshold, not significantly late in reporting). I think we could do more outreach in these cases.		

	I
316	40% of the EPA workforce is retirement eligible. The place is filled with elderly. Over 2500 employees are over age 60. Approximately 6000 are aged 50-59. These folks are largely visionless, and should retire. But they wont unless you make some changes. The most effective way to get fossils to retire is make changes, any changes. These folks cannot adapt to changes, they simply retire rather than changing with the times. Make the changes, the elderly will retire, the American public will thank you.
317	

	A	B	C	D	E	F	G	H
318	317	5/3/2017	There is a high degree of retaliation and vindictiveness in the Senior Executive Service (SES) leadership of the Agency. These individuals are placed in positions of leadership, then they stagnate like tenured faculty at a university, and control like dictators for many years until they retire. SES-level positions need to be capped at no more than 5-year terms, and if a term should be extended their direct reports should be involved in making that decision. It's time to drain the swamp of these crusty old bureaucrats!	Administrator Pruitt outlined this very well in his introduction speech to EPA staff. The Agency must become a better listener to ALL groups - not just a selected few. In order to lead, the Agency must act with civility, follow the law (i.e., CAA) and respect the rights of individual states. All the regulations we are currently trying to recall/redo are the result of the past Administration being in bed with the environmental communities and simply not listening to the American people, industry and states. EPA must lead by example.	Providing better customer service does NOT mean giving these groups everything they ask for. Rather, it means listening to their concerns, doing proper scientific/engineering evaluations and conducting appropriate economic analyses and then proceeding on path forward that is grounded in EPA's missions to protect air, water and land. If proceed with transparency, then Agency will garner support for all aspects of environmental regulatory policy development.	Absolutely! There is a lot of "dead weight" in EPA, and our SES-level managers simply ignore the waste. If EPA's senior-level leadership were held accountable for their direct reports and their productivity ... EPA would have no trouble getting its work done with the 12,000 employees targeted in the President's budget. The senior leadership at EPA has become like a country club of "good ol' boys & girls" and they simply cover for one another keep the truth from being exposed. Myron Ebell is absolutely right in saying that EPA needs to be reduced in size and scope.	Absolutely! EPA needs to come into the 21st century in terms of higher high-tech IT professionals. EPA maintains tremendous databases and software systems, yet offices like OAP and OAQPS do NOT have state-of-the-art IT professionals in leadership roles. Each office within EPA operates like a silo, and the OEI tries to hold these office-specific programs together with duct tape and band-aids. In 2017, there should not be any EPA office that does not have a senior-level position of Chief Information Office (CIO), and the different CIOs across the Agency should report to an Asst. Administrator for IT. Such an approach would eliminate the duplication of effort and gross abuse and waste of contract funding for individual office IT projects.	Case in point - NOAA and NASA were not involved at all in the background assessment for the Endangerment Finding or the Clean Power Plan. Really? Why would EPA not rely on some of the nation's greatest climatologists and meteorologists in justifying these two regulations? EPA needs to be forced to work more closely with the DOE on technology assessments and with NOAA and NASA on any future climate assessments.
319	318	5/3/2017	Hiring process needs to be expedited and should not take more than 30 days between posting of the position and selection of the applicant. Eliminate the unnecessary steps and people currently involved that do not add any value to the process. Acquisition of supplies is cumbersome and takes too long. Create a process when employees can obtain needed resources and supplies in less than 48 hours. Make it less cumbersome and time-consuming to fire dead weight.	As co-regulators, states and tribes should be able to have access to readily available EPA data to better implement their environmental programs. Create a one-stop center where states and tribes can receive consistent advise and assistance from EPA. Local communities and the private sector can benefit for equivalent one-stop center dedicated to their needs. EPA needs to create a culture of costumer-focused service.	See answer to #2. In addition, eliminate the need for paper and make everything electronic. Create a website that is not confusing to navigate and where information is easy to find.	EPA would benefit from applying Lean tools and methods to many of its processes. By definition, Lean looks to identify waste in time and resources and develop new processes that are more effective and efficient.	Eliminate paper-required transactions and develop the capability to conduct business online.	Eliminate duplicative efforts currently being conducted by several EPA organizations without them knowing that it's happening. Create consistency among the EPA regional offices to make it easier for internal and external customers to conduct business with us.

	I
318	Our employee performance appraisal system is a farce! It's a quota system that ties manager's hands in terms of issuing poor performance ratings. This all falls back on the SES senior-level leadership, which is why something needs to be done, and done quickly. Employees should not be granted "step increases" automatically - managers should have to justify these pay increases. Our hiring practices are horrible, and the antiquated nature of our hiring policies forces managers to hire people who are not the best qualified. Once in the government, they simply take up space and resources for the next 30+ years. EPA does not value educational credentials.
319	Adopt the culture of continuous process improvement that Lean can bring to EPA. Once a process is improved in one part of the organization, it should be mandated to the whole Agency to adopt the new process (unless they can prove they can do it better).

	A	B	C	D	E	F	G	H
320	319	5/3/2017					We need to modernize our e-discovery technology. The current resource constraints and old versions of software place us years behind common industry standards. The result is more person-hours spent reviewing documents to respond to litigation, congressional, and FOIA requests than is necessary. For example, if we were able to "thread" emails (organize a chain of emails so that it only needs to be reviewed once rather than in each iteration of the chain), I estimate we would save at least 1/3 of the time an average document reviewer spends on these projects. That can be hundreds or thousands of hours on some of our larger projects. My office is told that we don't have enough server space to accomplish this. Our	
321	320	5/3/2017	EJ Screening and Next Gen Permitting. Although I recognize the importance of overburden communities in our decision-making process, this process is time consuming. We are required to perform tasks that are beyond our role in order to comply with EJ screening and Next Gen guidelines. This is causing work backlog and unnecessary delays in issuing orders and permits. I think, regulations offer enough guidelines to deal with communities and any effort beyond that should be done on a case-by-case basis.	Better communication, clear and achievable MOU/MOA and using a strategic-decision making framework involving all these partners. This would help determine what are the needs for each partner and what are their respective priorities and resources available to address them. This would help move things faster and achieve results in a shorter timeframe.	Accountability, regular meeting/roundtables/workshops to discuss challenges, achievements and products. Also, revisit established strategies to find out where improvements or disinvestments are needed.			I think establishing agreements and annual planning of the tasks that will be performed by either EPA and States, in order to avoid overlap and duplication of efforts. It is important to make sure the States comply with federal requirements in order to work together (e.g. credentials). Also, resources need to be reevaluated each year to make sure the work can be accomplished.

	I
320	
321	I have seen the implementation of LEAN approaches. I think, these are very useful tools that have been implemented in the agency and should be considered further.

	A	B	C	D	E	F	G	H
322	321	5/3/2017	The scourge of all government agencies: too many meetings (and too much training!). The solution? Best to consolidate meetings into scheduled updates, and all training to an online delivery system.	That they continue to rely in the Agency's expertise in these matters. After all, is it not the EPA the subject-matter expert when it comes to protect human health and the environment by writing and enforcing regulations based on laws passed by Congress?	Continue to foster the relationships with these stakeholders, where face-to-face interaction would be the best approach to maximize them. Unfortunately, with so many cutbacks annihilating any sort of travel, this likely will not be plausible.	Let us get through VERA/VSIPs, RIFs, and accompanying budget cuts proposed by the Executive first, and then we can see what we can cut from the remains of the Agency.	No suggestions at the moment.	I do not have any suggestions at the moment, except point out that in paper, it is on paper, it is an attractive idea to "realign" shared agency responsibilities with others, but at the end, after all the reorganization, a subject-matter expert must continue to exist who can provide final and authoritative answers to very hard and specific questions. Agencies with "shared-responsibilities" who try to undertake this challenge, are often bogged down when they do not know what their appropriate roles are after being consolidated.
323	322	5/3/2017	I had a FOIA request that took over a month to be assigned to me, even though the requester put my name and email address in the text of the request itself. I responded within a week once it was in my control, but the requester was already annoyed.		Establishing awards for customer service in non-HR jobs. The current customer service awards always go to the people who serve EPA staff (FCOs, HR officials, etc.). Make a special category for excellent customer service to phone calls and emails from random members of the public, they are the hardest to prioritize, and the easiest to ignore.	Stop all the fear-mongering over our budget. The emotional toll it takes on our employees drives away dedicated civil servants. Getting asked if you're going to lose your job by your friends and parents every day is exhausting. Reward hard working early career staff. They get paid the least (would REALLY appreciate monetary awards) and they are working to build a good reputation (would really appreciate the public recognition). Continue to push honest PARS evaluations with constructive feedback. Punish workers with low productivity.		

	I
322	Do what private industry does in my field to retain top talent: better pay.
323	Use young new-hires to bring new enthusiasm and energy into the workplace. We did a year-long effort to develop mission, vision, and values for our office spearheaded by a diverse group, mostly new-hires. Honest conversations about how to improve our office led to increased employee retention and satisfaction (but that's my subjective evaluation). This was the Office of Resource Conservation and Recovery in OLEM.

	A	B	C	D	E	F	G	H
324	323	5/3/2017				Place more authority and responsibility at the Regional Office level. More EPA inspectors should be located (i.e., live, be based from) in remote locations. For example, some EPA inspectors should live in eastern Iowa or eastern Missouri and conduct inspections from that location.	RCRAInfo needs to track more of the process steps and other actions associated with hazardous waste facilities	OSHA activities are very similar to some EPA activities. OSHA could be absorbed by EPA.
325	324	5/3/2017	1. Unnecessary HQs review and approvals involving legal on administrative issues. 2. Business operating systems that are outdated and irrelevant such as EAS.	3. Define "better". What is the end goal of environmental "improvements". Allow management at lowest levels and for those affected to prioritize their interests.	4. Ideas without a budgetary context are pipe dreams and wishful thinking.	5. Get people out of their offices and into the field.	look at any fortune 500 business and compare how they operate to how the EPA operates. You will see that the Government structure with stovepipes and inability to cross discipline work greatly limits talented individuals and change agents.	6. Study how agencies have combined/consolidated resources based on BRACs. There are many opportunities for Regional consolidation across agencies and for consolidating admin and other types of support across agencies.
326	325	5/3/2017	Combine the leave system with the time cards such that leave slips automatically fill in time cards when time off is approved. Entering the information twice, taking only a minute or two adds up.	oppertunities for collaboration are often missed because the state partner has funds for analysis, but we are unable to accept funds for supplies to assist-with budgets being downsized we can no longer afford to participate in some really interesting and relevant projects.		Before hiring high GS level scientist offer to train and promote mid career employees to perform tasks at higher level-PI, data analysis, research planning. Hire more entry level (lower waged) employees to replace promoted employees.		
327	326	5/3/2017	personnel decisions are really slow	involve states and other stakeholders (inc but not limited to pesticide registrants) to take part in public discussions after risk assessments have been issued and before the Agency determines what risk mitigation is a[appropriate.	Involve Regional. and/or state pesticide staff in OPP town hall meetings.	more electronic, less paper		I think we do a good job with federal agencies, but need to involve states more. That's where the rubber meets the road.

	I
324	
325	7. No. Best practices are not a priority at the EPA. there are many in private industry. Also, see https://www.gsa.gov/graphics/pbs/Innovative_Workplaces-508_R2OD26_0Z5RDZ-i34K-pR.pdf and https://www.ahrq.gov/professionals/systems/hospital/pressureulcertoolkit/putool4a.html
326	
327	electronic pesticide labels

	A	B	C	D	E	F	G	H
328	327	5/3/2017	I don't really have any complaints in this arena. Too many emails probably.	Changes in presidential administration should not automatically lead to a reversal on every single policy of the prior administration. This whipsaw effect is horrible for predictability and certainty among stakeholders. The complete 180 on every policy of the Obama Administration, simply because it was the Obama Administration, is juvenile and un-informed. I have had conversations with industry who are flabbergasted by some of the announcements of rules that are going to be reconsidered (like MATS and the steam electric ELGs). There are already huge investments in compliance technology that are happening or have happened, that are being undermined by the Pruitt Administration. When these companies go to recover costs before their PUCs or PSCs, they are now at risk of findings of imprudent investment. The Pruitt	Creating, fostering, and encouraging a culture that it is OK to communicate with outside parties. Too often, frank and needed discussions with stakeholders are held up by managers' sense of need to "control the message." While this is appropriate and needed in some contexts, in many others, staff may feel unnecessarily stifled from having productive conversations outside the agency out of fear, sometimes vague and unfounded, that it will be disapproved.	Yes, a new political administration that takes the mission of the agency seriously. Hiring up so that we have all the FTE that we need to do our jobs. Implementing the statutes on time and in good faith. Providing certainty to stakeholders. Embracing sustainability and GHG-reduction as a voluntary effort in the private sector, which even the Bush Administration was capable of. Understanding the science, and allowing it to inform policy, rather than denying it. Gosh, the list goes on....	Going electronic with most filings - but this was already happening in the prior administration.	Giving staff the room to work with their counterparts to come up with pragmatic solutions. Politicizing these interactions is often unnecessary and happens too frequently. The need to elevate an issue can be important in order to resolve a dispute. But when staff don't feel they have the authority to resolve even minor differences, the process gets bogged down.
329	328	5/3/2017	1. We need to plan for a multi year budget. 3 years minimum. Seems impossible but the organization cannot run with out a three year plan 2. EPA strategy MUST be tied to Human Resources and Equipment/Admin resources (travel budget, field gear, vehicles, computers, office space). Previous EPA strategies are not tied to HR and Facility capacities/needs 3. Outside of Superfund, none of the core programs utilize workload models. This is a must. There is no way for management to plan or attempt to meet goals without knowing how much work certain employees can do. Superfund has a workload model due to its inherent need to bill work hours against the trust fund. Core programs are not doing this, so you cannot answer basic question like how many POTW CWA inspections can a single inspector due in a year? How much travel will the inspector need? How much equipment do they need . . . . W/O this information the programs cannot plan for or explain how they will meet the goals within a	Contrary to some of the current discussion, you cannot create partnerships with the States and local communities nor the private sector from Washington D.C. nor in some cases a very centralized Regional Office. The brownfields and superfund programs have the best models for how to work closely with private industry, States, and local governments. They put their employees in the fields in field offices or directly in State or Local offices. The close proximity has paid off in huge efficiencies and project successes. Region 10 has a excellent set up with field offices in each state that are staffed by the programs from the Seattle Region 10 Office based on the needs of the State. For example Oregon has a lot of air quality issues from wood burning stoves. So Region 10's Office staffs an Air person in the EPA Oregon Field Office with expertise in wood burning stove air quality	See answer to Q2. Also supporting more IPAs where EPA programmatic people server 2 or more years working at and with our local and state partnerships has proven incredibly cost efficient and effective. See work done in Milwaukee, Cleveland, Chicago, Detroit . . . The brownfields Program has experience with IPAs but other programs have also utilized the tool.			

	I
328	Foster staff creativity and empowerment. Ensure managers take deep training on best management practices so that they understand how to do this. Historically, the agency has many managers who came up from being in the weeds on technical issues, and are unable to shake their interest in the details. This leads to a tendency to micro-manage. I think my office does a good job of training managers to be good at managing, which usually means empowering and mentoring staff, and then entrusting them with responsibility.
329	

	A	B	C	D	E	F	G	H
330	329	5/3/2017	Collection of documents for FOIA, congressionals, and e-Discovery is a painful process in the agency because of a resource issue. Issuance of litigation holds is also painful because, in my opinion, we purchased the wrong software. I think with all software solutions we seem unable to choose something that is user friendly because we are being penny wise and pound foolish. You need to put someone in charge of the process that understands both hardware and software, and who also understands the legal requirements related to both defensive and affirmative litigation. This person or couple of people need to be able to communicate with the legal and IT communities and need to be able to make decisions that affect both the legal and IT processes at the Agency.	We should be able to speak to get a list from the states, municipalities, and communities about things they feel they need help with, and then work on those matters with the state.		Travel authorizations for no cost TA's should be easier to process. Employees should be able to make changes to leave in peopleplus and then have the supervisor approve. Right now they have to contact the supervisor who has to go in and cancel for them, and then reapprove, wasting lots of time. There should be more flexibility with the work at home days. People should be approved for X number of days per pay period and use them in the best way possible to allow flexibility for everyone without having to reapprove many times along the way. An email to a supervisor should be enough letting the supervisor know that they		Wetlands enforcement should be done either by the Corps of Engineers or by EPA.
331	330	5/3/2017	The review process for reports seems arbitrary and tedious at times. I would give each level of review a clear and communicated purpose so that reviewers aren't making comments that need to be addressed simply because they feel no comments mean they're not doing their job.	By focusing on the environment and taking scientific research into account when conducting audits and issuing recommendations. This includes climate change, air quality, and clean water findings whose application are essential to protect human health and the environment.	We would need to assure them that the Environmental Protection Agency is actually there to protect the environment. By simply stating that it will come from promoting business doesn't say anything substantial or even logical about how that would be achieved. I think if we had a mission more applicable to the goals Richard Nixon founded the EPA on, mainly protecting the environment, than states, tribes, and the community would have more confidence in our work.	I think that we're already stretched too thin.	None that I'm aware of.	I'm unaware of any other federal agency that performs the same functions as the EPA. The idea of realigning activities with another agency just for the sake of doing it seems as if it would dilute our mission and just be an inefficient bureaucratic move to make it look like we're streamlining and creating efficiencies when that isn't actually happening.

	I
330	
331	I think a better streamlining of the report review process and clearer guidelines to each level of review would improve our efficiency.

	A	B	C	D	E	F	G	H
332	331	5/3/2017	Incredibly, much of the way that EPA does business still feels very much like the 1980s. Many frequently used administrative and business procedures are still being performed by pushing paper from one desk to another. Maybe the process is slightly better, like filling out a spreadsheet template, and then printing or emailing it, rather than completing a form entirely by hand. But, the EPA has a long way to go in standardizing its work processes, and moving toward operating like a 21st-century organization. More investment in IT is the way to go! Instead of more environmental scientists, the EPA needs more business analysts and application developers to assist in standardizing work processes. These business analysts and application developers do NOT need to be federal employees. The private sector can help. Spreadsheets over email is NOT the way to conduct repetitive business processes. Doing it that way only leads to inaccuracies, confusion, and inefficiency. Only with standardizing our work processes will	The private sector should be provided opportunities to assist the EPA with bringing its business processes into the 21st century. With input from state, tribes, and local communities, private companies with huge amounts of expertise could help the EPA achieve better environmental results, that would be transparent to the public. Companies that specialize in IT and Information Management would have an incredible opportunity to parse out the individual steps of current common business practices, and make them part of a database or electronic system that would, for lack of a better term, force EPA employees into compliance with our own business rules and processes. The business rules and processes should be Agency-wide. This would ensure consistency on a national level, rather than just an EPA-regional level. This is an incredible	EPA's business processes should be modernized. Creating better online tools and log-in portals for states, tribes, local communities, the regulated community, and the public at large, should be a primary focus! Those entities could interface with the EPA in a more efficient, effective, and transparent manner. This modernization initiative could create many high-paying private sector jobs in the IT and Information Management fields.	The private sector should be provided opportunities to assist the EPA with bringing its business processes into the 21st century. With input from state, tribes, and local communities, private companies with huge amounts of expertise could help the EPA achieve better environmental results, that would be transparent to the public. Companies that specialize in IT and Information Management would have an incredible opportunity to parse out the individual steps of current common business practices, and make them part of a database or electronic system that would, for lack of a better term, force EPA employees into compliance with our own business rules and processes. The business rules and processes should	EPA's business processes should be modernized. Creating better online tools and log-in portals for states, tribes, local communities, the regulated community, and the public at large, should be a primary focus! Those entities could interface with the EPA in a more efficient, effective, and transparent manner. This modernization initiative could create many high-paying private sector jobs in the IT and Information Management fields.	Can't help you with this question. Sorry. That's more policy-related. Outside of my area of interest.
333	332	5/3/2017	EPA's use of three timekeeping systems, i.e. Lotus Notes, People Plus, and DFS are repetitive, duplicative, and excessive. We sometimes wonder how many IT companies lobbied Congress to buy repetitive systems. It is nearly impossible to remember to go to Lotus Notes for credit leave, administrative leave, input time to the minute in DFS and record other leave there as well we in People Plus.	Region 7 already works very closely with the states. You may not want to hear this in this environmental climate but the State of Kansas refers Superfund removal sites not based on risk to human health but after they have exhausted all mechanisms which takes years to get PRPs to enroll in their voluntary long term care agreement program b/c the state of Kansas gets money.	EPA already does everything possible in the Superfund arena by scheduling quarterly meetings with states, taking phone calls whenever the states call, drafting their environmental covenants for them only to see the states sit on them for years, doing PRP searches and turning them over to the states, taking the lead after the states have stalled doing remedial work b/c of political pressure, being pressured by states for results on remedial enforcement after we have the lead for only a month after the state did nothing for 5 years.			

	I
332	Just look at the way that most large private-sector companies interact with their customers (and their employees internally) using online tools and apps! Why can't the EPA do that?!? EPA needs to simplify and streamline its business processes and procedures. That would automatically improve our efficiency, increase accountability, or reduce costs. The private sector can help EPA do it!
333	

	A	B	C	D	E	F	G	H
334	333	5/3/2017	The onboarding process for new hires (FTE/grantees/contractors) needs to be streamlined and improved. New hires often start working without a computer, an Epass badge, or even a desk, which means that they can't start working properly for some time. Additionally, new hires don't get important information that could help them do their jobs efficiently. For example, it takes people a long time to learn the organizational structures of offices, people's names and what their duties are, who to ask for certain questions, where things are located in the building, what important acronyms means, etc. Some offices have better onboarding protocols than others. I think the process should be standardized across all offices/labs/divisions. I would suggest a new hire checklist that would require new hires to meet each member of their division/office/lab and briefly chat with them to understand who each person is and what their role is. Additionally, it would be extremely helpful if every staff member at EPA had an online profile on	More integration of social scientists into programs and projects could help facilitate community engagement and make sure that our work addresses the needs of stakeholder groups. If the community is an active participant in our projects, and feels that their concerns have been respectfully incorporated into our programs, they will have more trust in the EPA. I believe that better participatory regulation and citizen science, coupled with improved trust, will lead to better compliance to regulation and better environmental results.	I think good customer service begins with good communication. If we improve our communication, make it easier for stakeholders to contact us and interact with us, it could improve customer service. I think another part of this is increasing our public communication with the media - getting our message out to the public more. Many people do not know all the things that the EPA does besides just regulation. We need to get that message out more, inform people about the amazing research we do and how we work with communities.	One way to reduce costs would be to allow grantees/contractors to have flexible work schedules and telework opportunities, like FTEs already have. It's been proven that people are more efficient workers if they have flexible work schedules and can work from home a few days a week. This also improves worker morale which in turn improves productivity and efficiency. Overall, I think this would be an easy way to cut operating costs if people are teleworking more.	All our facilities should use 100% Green energy and have recycling and composting. Water efficient toilets should be installed in all locations to help conserve water and all water infrastructure should be upgraded. I know in some locations, the drinking water coming from the water fountains is unsafe or unpalatable to drink (due to old pipes) and water coolers are in use. This is ridiculous considering that we are a public health agency! How can we expect the public to make efficient technology changes to their homes and businesses if we don't do it in our own offices? I think every EPA office should serve as a model for energy efficient infrastructure so the public can visit and see how great it is.	I think this boils down to better communication between agencies about what their missions are, what projects they have going, and what research they are funding. We shouldn't all be spending money on doing the same thing, we should share more data, collaborate on more projects, and reward sharing of resources and information.
335	334	5/3/2017	Please fully fund the IT project that the Office of Ground Water and Drinking Water is developing called SDWIS Prime. Implementing the Revised Total Coliform Rule with a computer database that is not set up for the rule is very difficult.	Fund travel dollars for EPA Regions and HQ to be able to go onsite to States and work together in person. So many potential misunderstandings can be solved by simply being in the room together and putting a face with a name. Bringing people together to work together is what it is all about. Fund EPA staff to go out to do trainings for states. Webinars do not serve all purposes. Many times people are letting the webinar run while doing something else and not paying attention. In person training works much better.	Fund travel dollars for EPA Regions and HQ to be able to go onsite to States and work together in person. So many potential misunderstandings can be solved by simply being in the room together and putting a face with a name. Bringing people together to work together is what it is all about. Fund EPA staff to go out to do trainings for states. Webinars do not serve all purposes. Many times people are letting the webinar run while doing something else and not paying attention. In person training works much better.	No. EPA is so cash strapped and the hostile climate of the Administration towards the employees make things even harder. Defunding staff and calling it an improved efficiency is not ok and will only hurt environmental protection for future generations.	Funding SDWIS Prime (in OGWDW) would help states and regional Direct Implementation programs a lot!	realigning activities in areas of shared responsibility and mutual interest with other federal agencies would end in disaster. Most likely the primary agency left with the responsibility would ignore the nuanced differences of the agency from which it was taken away from. For instance, if environmental emergency response were taken away form EPA and left only at FEMA then they would not have the expertise or focus on helping water systems come back on line after a flood or similar disaster. EPA has heard from ASDWA and ECOS and other organizations

	I
334	
335	EPA should not be making a general call out to cut regulations and roll back protections just because there is a new administration. If there is scientific evidence to make a rule change then take a look at it, but none of the stays that are going on seem to be science related, they seem to be politically and lobbyist driven stays.

	A	B	C	D	E	F	G	H
336	335	5/3/2017	We create "blue folders" for every regulatory action that comes out of our division. That blue folder contains a communication plan, fact sheet (that is later uploaded to the website for the rule), action memo to the Administrator that describes the action, and a printed copy of the FR notice. These printed copies are then reviewed and comments/edits are made in writing on these which then are returned to the rule lead for them to incorporate into the electronic file. The hard copies are then sent to the recycle bin. With the technology and file sharing capabilities we have today, having these printed copies is a waste of resources. Not only is it a waste of paper (something that we should be limiting given our work), but a waste of time with having to go back to incorporate comments that could have been added via track changes electronically. We should eliminate using hard copies where appropriate and encourage senior levels to review electronic files to ease the review process and avoid additional holdups	In the projects I am on, we already work closely with these groups. I think there is a misconception from the new administration that EPA was going rouge and out to get industry. It doesn't help that so far the administration has had minimal contact with staff level employees that work day in and day out on regulations and work with these outside groups. Just this week I have meet with 3 industry groups on one particular rule, I have met with representatives from several states on another rule, and I have been working for the past 2 years with municipalities to ensure that the regulation I am working on does not cause unnecessary burden. Coming in with the assumptions about how we work and not taking the time to speak directly with the staff has put this administration at a great disadvantage and has prevented it from learning how much we	I think we are doing this already. My only suggestion is to have this administration stop attacking the staff and the efforts that we have put in simply because their political agenda is different from previous administrations. There is a lack of understanding that work we did under the previous administration was at the direction of political appointees (like yourself) and not at the discretion of the career level staff. We as public servants take the brunt of the blame for the actions of the political agendas of whomever is running the country. Even when we do not agree (and we actively voice our disagreement) we are ultimately forced to move forward with regulations that may not always make sense simply because of the political motivations of those in charge. But make no mistake, this new administration is doing the exact same thing that previous administrations has done. The biggest difference here is this	See my response to Q1.		
337	336	5/3/2017	Wide use of contractors to perform EPA work - inefficient and often ineffective - solution: hire more EPA FTE to do the jobs right the first time Obsolete equipment and software - limits productivity of staff - solution: provide more current and available hardware and software	Empower and staff the Regional offices to work more closely with the states, etc. Use Chesapeake Bay Program (partnership of EPA and 7 states) Restoration efforts as model for other watershed/landscape problems; Chesapeake has shown success by combining federal and state resources devoted to collecting and assessing environmental data; collaborative decision making and accountability provided by EPA	See Chesapeake Bay Program example above: put in more resources devoted to solve a widespread problem in a collaborative framework. Bring back the construction grants program to support rebuilding the crumbling drinking water and waste water infrastructure; the original CWA program (1970s and 1980s) was very successful and cost effective in achieving its mission	My perspective is that EPA does not now have the resources necessary to carry out its Congressionally mandated mission to protect human health and the environment; Increase support for state environemental program while maintaining a robust and active EPA accountability and oversight	Stop changing the travel, personnel and other cost accounting contractors every 1-3 years - hire more EPA FTE to build and maintain these basic human resource functions Harmonize the data collection/storage and keep the data publicly accessible (including climate change data)	EPA already partners with many federal agencies and states in accomplishing our mission. Continue to provide resources to empower both federal and state staff communication, data Continue to collect water and air quality monitoring data and making that publicly accessible (including restoring all climate change data); transparency of information helps EPA, other agencies and the public advance the environmental mission

	I
336	
337	Chesapeake Bay Program (partnership of EPA and 7 states) Restoration efforts as model for other watershed/landscape problems; Chesapeake has shown success by combining federal and state resources devoted to collecting and assessing environmental data; collaborative decision making and accountability provided by EPA

	A	B	C	D	E	F	G	H
338	337	5/3/2017			Centralize web content services and support so that customers get better web communications from us	Centralize web services and support to reduce inefficiencies. We have zillions of people each spending 10% of their time on web. Makes no sense.		
339	338	5/3/2017	Inappropriate political influence, too many upper management layers and inadequate staff that are the result of ill-conceived recent hiring and internal transfer limitations adversely affecting the ability to get the work required by law done in timely manner.	Insure strong federal oversight and support since states, tribes, local communities, the regulated community, and the public (despite what is assumed) do not have the ability to address cross-jurisdictional issues such as downstream or downwind impacts as the EPA does.	Provide adequate staffing/funding for all programs. Otherwise, it erodes the ability of EPA and individual staff to provide the very support states, tribes, local communities, the regulated community, and the public deserve and depend on. Keep the for profit political bend out of science-based decision making if the administration really wants to be even handed and provide better service for the public at large.	Reduce the dependence on contractors. While difficult to quantify because most agencies do not make "widgets," unlike a business. A federal agency like EPA does not work for profit, but for the benefit of the public and environment. Keep politicians and business people out of science driven agencies as it distorts the performance of those agencies and causes higher cost and inefficiencies.	Simply adopting a new technologies or processes will NOT make us more efficient, effective, or accountable. It cannot be done without a revamping of the entire IT structure, from replacing old outdated hardware, software, security and inadequate support and training that would enable staff to get work done as efficiently and as effectively as possible.	Those agencies where EPA has specific shared responsibility are limited given current law. Where those responsibilities overlap, most agencies, particularly at the regional level, tend to work closely on their own, utilizing their separate authorities in an effort to protect public health and the environment. Keep political and big money influences out and there would be even more cooperation. A realignment of agency responsibilities - their actual authorization statutes and core requirements is only something only Congress can do.
340	339	5/3/2017	I have to fill out a form to go to the bathroom at EPA. Notifying the state of a inspection is a waste of time. When I go on an inspection I have already talked to the state inspector and his/hers supervisor to get back ground information. Also, the state inspectors always attend the inspection with EPA. Most, if not all of my inspection are at the request of the state, so what is the point of notifying the state when they already know of the inspection and have approved it.	the best way to improve water quality is to conduct sanitary sewer inspection of WWTP's collection system of medium to small wastewater treatment plants. The small WWTPs either do not report sanitary sewer overflows to the state or they are not aware of the overflows. SSO inspection of a collection systems can identify ways wastewater systems can improve practices and O&M to prevent SSOs.	EPA and state inspectors need to go into the field together more often to conduct inspection. This will improve communication between the state and EPA. Also, its a good way to exchange ideas and work together.			

	I
338	
339	That's not possible as long as politicians rather than legislators are involved, working to ensure profit for large corporations rather then protection and benefits for the public. What tends to happen is those agencies missions become distorted as is happing now. That impedes those agencies from doing what they are mandated by Congress to do. Stop trying to make federal agencies work like for profit business by placing people at the head of those agencies that do not support their mission and keep millionaire and billionaire business people and their politics out of things and work for the people.
340	

	A	B	C	D	E	F	G	H
341	340	5/3/2017		Strengthening EPA's connection to the private sector should be an agency priority, whether it be small businesses or American multinational corporations. Environmental education should not just focus on youth, but also serve businesses. EPA should work with environmental offices in Department of Commerce to engage the private sector. EPA's international efforts should also include a private sector component as business is increasingly global.			Encourage EPA staff and all government agencies to use less paper. Lead by example.	EPA should improve its engagement of military and veterans.
342	341	5/3/2017		EPA has enormous, excellent data systems underlying all our programs. We can use these in a more coordinated fashion. For instance, any staffer visiting a facility (for enforcement, informational visit, permitting, etc) should be able to go online, enter a facility ID, and quickly generate a comprehensive summary of the facility's environmental data -- TRI reports, water and air permits, hazardous waste status, compliance history, etc. Envirofacts gets us part way there, but the process should be as easy as using Google, and should be a routine part of every site visit we are involved in.	Citizens need EPA to be an effective ombudsman when they have unresolved environmental problems in their communities. There should be a simple 'complaints' process (toll free #, online form) that does much more than result in a message for the person to contact their local authorities. We should be actively engaged in solving problems, coordinating other agencies (federal, regional, state and local) as appropriate, and seeing the process through until a situation is resolved or an explicit decision is made that no action is called for. This would have been valuable to have in place for, eg, the Flint water crisis.			
343	342	5/3/2017	When I was first hired it took months for EPA to issue me the correct high performing computer I needed to start my job and learn about the work I was doing. It was beyond my control and the control of my manager. It has something to do with the way EZtech manages things.	Having them at the table for discussions is best. I have seen people from other agencies in other states come to work at the EPA on details. That kind of thing can be helpful and bring specific perspectives on local issues people may not be aware on the federal level in DC.			I think the EPA should be embracing new technologies, even crowd sourcing for some activities we do.	

	I
341	
342	
343	

	A	B	C	D	E	F	G	H
344	343	5/3/2017	I believe that policies and procedures governing record retention and storage, primarily storage and destruction at the appropriate end of record life cycle should be looked into. It seems no one person knows what to do at the end of record cycle stage, including shredding of ordinary and sensitive information. There is ambiguity on where to send them and at what point in time -- I believe this is because the policies seem disjointed such that a complete picture of what to do does not come together. The travel system and policies of recent months has resulted in a great deal of confusion and unnecessary changes. Perhaps it is "changes by exception" rather than what generally should exist. Every office should have two persons who handle the administrative responsibilities for travel requests and vouchering, training requests and vouchering, and records administration at the base level (not high level or in addition to the higher polity level). This is because few employees travel all the time and changes occur in between	Adding benchmarks to the equation. As of now, in at least some areas, the process of benchmarking is absent. There is the presence of goals, outcome, outputs, and activities used to determine results but the benchmarking of these actions and activities to aid in determining or measuring interim progress with these environmental partners is absent from policy.	Holding these partners results accountable without unnecessary oversight just for the sake of justifying roles. Ensure that assistance "funds" are being granted to organizations and entities for a true public purpose by "reviewing the policy definition of such and the practice."	Look into levels of oversight. In some areas it may be excessive or these multiple levels have served its purpose on a situation that has now been remediated or resolved. However, companies should be held accountable because if no one is watching they will pollute excessively and quite often without concern for the dangers to the surrounding communities. Focus oversight on states excessively friendly to the types of industries that might pollute waters, ground, and air.	It is my understanding from the ISO at several levels in our AA ship (top level included) that the network drives are not set up to handle CBI. This is astonishing to me. I had been using the I drive because it had been previously communicated by both the division director at that time and the office ISO that the I drive could be used for that type of information. However, now we are being told that it should not be and that these files should be removed. I am reluctant to delete these files although I have been given a secure thumb drive to put these files on. I have copied these files to this thumb drive but I do not feel comfortable deleting files from the I drive. The agency should ensure there is at least one drive for	This concept is an interesting one. It sounds similar to the shared service center concept and the sharing for payroll entities. I feel certain this could be accomplished for the purpose of environmental protection. The agencies that come to mind that are similar to EPA or at least some areas are similar, include Depts of Interior and Agriculture and the Corps of Engineer, and in come cases Dept. of Energy.
345	344	5/3/2017	Fear of losing my job because laboratory leases are not being renewed and there has been no word if the laboratory will be moved to another location or if employees will be transferred to another location.	Continued work with our state, tribes, local government and the private sector is very important. We work for the American people. More outreach to state, tribes, local government and the private sector is a must. This is done by meeting with our counterparts on a monthly or quarterly basis. The meeting should be a casual event and not to discuss work, but to meet with one and other and to see each other as people first.	Outreach to the community is also very important. The American people need to understand that no matter what our political views are they should play no part in keeping all communities safe from pollution.		yes, use the talent within the employees of the EPA. Challenge us!!	
346	345	5/3/2017						

	I
344	Use of SEE enrollees is a best practice. The SEE enrollees have been an invaluable resource. (Some of what I mentioned earlier in number one, could be achieved by SEE enrollees but I am not certain of the regulatory or policy restrictions concerning those administrative areas.) Also, not certain where I should be putting this: Phased retirement requires that employees use or lose their leave in excess of the 240 max for carryover. Employees entering phased retirement should be permitted to carry over at least 104 hours in excess of 240 for a total of 344 hours. I was told the current practice is the law. It it is, there should be an amendment to address
345	Check out LEAN process for buying our equipment.
346	

	A	B	C	D	E	F	G	H
347	346	5/3/2017	Too much overlap from the HR and Program Analysts in the Regions and AA's with the SSCs (Shared Service Centers). These positions in the Regions and AAs should be reviewed and recommend elimination as they are duplicative.	Reduce so many burdensome regulations and programs	Reduce so many burdensome regulations and programs	Yes - we have too many regional offices and administrative functions being performed by too many offices. Why do we need so many Regions? (for example NY, Boston, and Philadelphia are driving distance to each other; why have all three? Eliminating two or three Regions would help and consolidate into another Region. Allow the SSC's to perform the HR functions and consider consolidating other admin functions to these three locations - goal: three administrative service centers which will reduce administrative functions in so many offices.	Get rid of PeoplePlus for timekeeping purposes and utilize the IBC System for timekeeping	Eliminate and consolidate two to three Regions; consolidate more admin functions to RTP, Cincinnati, and Las Vegas; reduce the number of Program Analysts performing HR functions; and there are too many Environmental Protection Specialist positions with overlapping work and functions.
348	347	5/3/2017						I believe that a centralized procurement office would benefit the EPA. All the major contracts could be procured/maintained at headquarters and simplified acquisitions procured in the regions. Expand the headquarters contract office and reduce the regional contract offices.
349	348	5/3/2017	It would be beneficial to have electronic concurrences for all letter routing.		I would like to see a strategic effort to identify opportunities to consolidate digital data base infrastructures for better ease of use for internal stakeholders and better service delivery for external stakeholders. The power of data base management is key to a full functioning and effective organization, but without proper investment it can be difficult to achieve desired results.		FACTtool is a new software product that allows for better reporting and maintenance of financial assurance instruments by streamlining and centralizing the data involved. The more regions that utilize this tool, the more effectiveness gained.	

	I
347	Reduce the number of SES positions; we have too many and one should take a look at the number of GS-15's (supervisory and non-supervisory) So far, it appears that this administration is going in the right direction with the EPA. This agency was out of control under the prior administration.
348	
349	

	A	B	C	D	E	F	G	H
350	349	5/3/2017	The Information Collection Request (ICR) requirements sometimes inhibit or prevent us from maximizing our interactions with the state environmental agencies and from gathering information that the public requests.		We should bring back the RCRA Hotline, which was a free service that provided answers about the regulations to thousands of callers each month.		We need to invest more widely in webcasting technology so that we can provide training more efficiently and effectively to our stakeholders. This would save money by reducing travel to off-site training locations.	
351	350	5/3/2017	We do not have enough administrative support help. Having to do administrative work (e.g., managing files, emails, document reviews) takes away from the work I was hired to do and is way more costly because someone with a lower pay grade can do the administrative work. This is especially true for discovery in litigation and FOIA responses. We should have several FTEs solely devoted to responding to FOIA requests and discovery.	States, by a long shot, do not have the resources to carry out all of their responsibilities nor their responsibilities well. They often try to skirt legal requirements in an effort to reduce their workload or to create efficiencies. The statutes are flexible in some areas and not in others. We see this all too often. As such, EPA's oversight role is extremely important. EPA's assistance to States is essential. EPA's enforcement authority where a state fails to enforce is paramount with respect to protecting public health. EPA must maintain a strong oversight role with States. Also, given EPA's paramount roles and responsibilities including State oversight and assistance, there should be more of an EPA presence locally than less, as such, eliminating/consolidating EPA offices/regions/labs will result in worse environmental results.	EPA needs to a much better job educating all stakeholders, particularly the public at large, about what the Agency does, the benefits of Agency actions, the risks of Agency inaction, and the role we play vis-?Â -vis the states, tribes and the regulated community. When our budget is cut, public relations and public educations programs are often times the first to get cut. Without a proper understanding of EPA's extremely important roles and responsibilities, the public and others are not informed or misinformed as a result of misinformation from EPA skeptics. I have supported EPA management's testimony on Capital Hill and have watched Congressmen ask EPA managers questions only to walk out of the room and not listen to the answer. If EPA cannot have an avenue to educate the public, the Congress, the regulated community, and all other stakeholders, it is very difficult for the Agency to effectively and efficiently carry out its duties.	We can barely pay for our paper and pens. This is not an exaggeration. Our budget has been persistently reduced for the past several years. Our current budget, let alone the cuts the Trump Administration proposed for EPA in FY 2018, is not enough for the Agency to properly protect public health and the environment. Reducing costs will only contribute further to our lack of resources which will in turn, prevent us from adequately protecting public health and the environment. Also, given EPA's paramount roles and responsibilities including State oversight and assistance, there should be more of an EPA presence locally than less, as such, eliminating/consolidating EPA offices/regions/labs will result in worse inefficiencies	EPA's roles and responsibilities should be well known to all stakeholders and the public at large. They are not. I am often asked about this from both Democrats and Republicans. As such, we should use appropriate technologies to get the word out on a regular basis with respect to the Agency's roles and responsibilities as well as the Agency's achievements, benefits from those achievements and the risks of Agency inaction. This should be accomplished through avenues additional to social media as EPA skeptics/opponents do not follow EPA on Twitter/Facebook, etc. Joking aside, EPA should run ads on FOX News and other conservative networks/media.	There needs to be a robust national EPA with distinct authorities and responsibilities from those of other Federal Agencies and States. EPA's expertise is needed to set public health standards that are federal floors to prevent a race to the bottom by States. EPA's oversight role must be robust and distinct as well as the statutes for which we derive our authority are highly complex and specialized such that EPA's experts are essential to proper implementation and enforcement of those statutes. EPA should have more resources to assist and educate states with the implementation of these highly complex

	I
350	
351	EPA's roles and responsibilities should be well known to all stakeholders and the public at large. They are not. I am often asked about this from both Democrats and Republicans. As such, we should use appropriate technologies to get the word out on a regular basis with respect to the Agency's roles and responsibilities as well as the Agency's achievements, benefits from those achievements and the risks of Agency inaction. This should be accomplished through avenues additional to social media as EPA skeptics/opponents do not follow EPA on Twitter/Facebook, etc. Joking aside, EPA should run ads on FOX News and other conservative

	A	B	C	D	E	F	G	H
352	351	5/3/2017	I spend too much time with employee onboarding/exiting the facility, and navigating forms and processes for travel (Concur), spending (PRs), and training. These are all administrative functions that have been pushed onto the staff and prevent us from getting to our job. The inefficiencies are substantial, because we touch these systems infrequently enough that we consistently get the forms incorrect, and the job takes twice as long (or more) than it would take someone whose job it is to routinely work with these systems. To address this, I would hire more administrative support staff. We also spend a great deal of time routinely training new term staff. While the FTEs at our facility have declined by ca. 33% over the past 10 years, we actually have about the same number of staff working to complete the same or more work. The difference is that a large portion of our staff are term employees, and maintaining their associated contracts and training them requires	Where we seem to do well is where we have long-term relationships build on credibility and trust. Conversely, where we do poorly seems to be where our operating mode is to help in a reactive manner, and leave when the job is done. We should use ECOS more to establish firm times (EPA liaisons?) between the states and EPA.	Similar answer to Q2. In that context, we can use forums (such as ECOS) with these organizations to gather information on what they perceive are their biggest needs. For example, I have been active with the EPA AOC meeting, and a concern the local communities and states presented to federal partners was the need for help with monitoring and assessment designs and resources. The next step would be to have someone at EPA who is accountable for tracking the request and identifying ways to provide that support.	We have a legacy of an extensive hierarchical structure. Shifting to a more horizontal structure (more people engaged with the work, fewer layers of management) would allow us to increase service and thereby protection. Our IT systems are highly underfunded, but with some investment they could be brought forward to this century to facilitate a more horizontal organization.	See above. We are bogged down by Byzantine purchasing systems and clunky databases. This slows the work. Encouraging more use of shared work platforms would allow greater integration and facilitate efficiencies across different offices and regions.	We serve a unique role in the federal government. I do not perceive much opportunity here.
353	352	5/3/2017	FLEX TIME, compressed schedules, DFS, People Plus... all impede important work and create obstacles to getting things done. If EPA worked like most businesses where EVERYBODY works from 8-5, productivity would soar and there would be no need for TIMEKEEPERS! Some employees are actually at their desk 2 days a week, routinely. Ridiculous when you can never find people you need because they're out of the office.	More informal meetings (including phone conversations) would open up discussions. As it is, any face to face meetings are so rehearsed and controlled to be sure EPA retains control, very little gets accomplished. It's a case of telling them what we want them to know and nothing more.	Stop threatening the public with ridiculous fines for not responding to information requests. Screams BIG BROTHER when you throw the threat of a $54,000 penalty into every PRP letter.	Get rid of nepotism so that other families have a chance to enjoy the benefits of having a federal employee. There are currently at least 6 married couples working in the Superfund Division alone. Not to mention nieces, nephews, sons & daughters. Supervisors sometimes allow married couples to work in the same section (avoiding scrutiny by not using the same names). Most top management has family working at EPA.	All technology is handled by contractors since being technically savvy isn't a requirement for working at the EPA.	Clear lines should be drawn about EPA's role in cleanups. Because our employees don't actually do the work, but rather supervise contractors, it's absurd to charge businesses tens of thousands of dollars for monitoring chemical spills, etc. We have scientists and engineers who do nothing but stand around and watch contractors do the job.

	I
352	I am not aware of any practices with other organizations (I routinely work with staff from USFS, USFWS, NOAA, ACOE, USGS) above and beyond the practices at EPA.
353	Standard work hours for everyone, NO flexiplace, DFS, compressed time; reduce nepotism; actual penalties for being caught sleeping/working out/leaving building for coffee/holding social gatherings DURING WORKING HOURS. Some employees routinely disappear in the afternoons, not being seen again until the next day. Some supervisors are only in the office 2-3 days a week.

	A	B	C	D	E	F	G	H
354	353	5/3/2017						Centralize the contracts/procurement office in the DC area and reduce the regional procurement offices. Having the contract officers closer to all the training opportunities in the DC area would be more beneficial and cost effective. Contract officers have warrants that require 80 hours of training every 2 years. Also this would reduce costs by reducing the cost of having a GS-14 Procurement Section in each region and just having one Department Head/Section in one central location.
355	354	5/3/2017	The fact that GS 12 and GS 13 scientists in EPA-ORD were forced to take on administrative duties that could be done by a GS-7 is a SUPER waste of tax dollars. **[REDACTED B6]**"centralized" admin duties with his "administrative efficiencies" project in 2006 by taking away admin personnel from labs and placing the work onto the shoulders of the scientists. Hire some GS 7s to do this work, and let us scientists actually do the science we went to YEARS and YEARS of college for!!!			The fact that GS 12 and GS 13 scientists in EPA-ORD were forced to take on administrative duties that could be done by a GS-7 is a SUPER waste of tax dollars. **[REDACTED B6]** "centralized" admin duties with his "administrative efficiencies" project in 2006 by taking away admin personnel from labs and placing the work onto the shoulders of the scientists. Hire some GS 7s to do this work, and let us scientists actually do the science we went to YEARS and YEARS of college for!!! Also, please take away the many layers of management in the national labs and research programs in ORD. Years ago ORD implemented "matrix management" style that stacked layer upon layer of management and created		

	I
354	
355	

	A	B	C	D	E	F	G	H
356	355	5/3/2017	Concur (The travel software) is not efficient, and although it SEEMS intuitive, when you actually use it, it does things that make no sense. Same for People Plus, which can tell me it's a holiday, but can't just enter that information (or leave slips or.. anything really). our time should be entered automatically, and only changes if we put in a leave slip. Teleworking should be encouraged more, and fewer hurdles set up for it.	I think we do a great job of partnering with States Tribes Local communities and the private sector, and we should continue.	more in-person meetings with all of the above. although video and teleconference meetings can be effective at times, nothing creates the sort of personal connection that a face to face meeting can generate.	improve contract management, in particular the time it takes to get a new contract in place. While this has improved somewhat over the years I have been here, there are still significant delays and inefficiencies in securing the best contract for the job. Competitive bidding is important, but there are times when you know that X contractor is the best for the job based on past experience, and there should be ways to get work started promptly, while still maintaining objectivity in the selection process.	keep more up-to date with technology in general. We are often years behind in terms of latest software versions and hardware.	
357	356	5/3/2017	There is too much emphasis on administrative preferences and not enough on scientific integrity. We have to follow where the science leads to remain credible. Management should have a stronger understanding of the science and new organizational tools like division or office science councils should be developed to bring more realistic scientific goals and directions to the decision making process.	Maintain strong regional presence. The regions are our link between EPA research and state applications. Strengthening capabilities EPA regional offices would be the best way to ensure a strong relationship between EPA and states.	I'm not getting this. We work together with states to protect public health. I think of it as partnering. In my mind better environmental results IS better customer service. Being an effective partner is how we provide customer service????	First we have to ACHIEVE environmental protection! Then we should worry about becoming efficient. Instead we are backsliding, e.g. Flint, Deepwater Horizon, decades of severe health problems for asthmatics in communities with high air pollution, obvious environmental justice issues. Support for solving environmental problems facing our country is woefully inadequate.	Absolutely. These are best taken advantage of by the experts and scientists in the specific fields where advances are occurring. When new technologies open we should be among the first to evaluate and apply them. Where simultaneous advances in dozens of fields create problems in competition for resources, scientists working in those fields should have a strong voice in decision making by elevating leading scientists into decision making positions or through science councils with real authority.	I have had very successful interactions with the National Park Service on air pollution monitoring, National Institute of Standards and Technology for development of analytical standards for air pollution measurement, and National Science Foundation for developing international air pollution research programs. The main problem is that these were too short-lived and resources were inadequate for maintaining more long-term relationships that could have benefited not only both partners but environmental science in general. More environmental literacy

	I
356	
357	The military. When there is a military threat we are prepared to make tremendous sacrifices and devote massive resources to protecting Americans. We need to approach environmental threats like we approach military threats, acknowledging that they can also have major impacts on safety and health. A low income child who loses a chance for a livelihood because there is so much lead in his blood it reduces his IQ, or one who dies from asthma in an inner city neighborhood is as American as anyone, but faces as much of a threat from environmental toxins as from North Korea or ISIS.

	A	B	C	D	E	F	G	H
358	357	5/3/2017		Allow the federal government to set stringent, yet sensible, environmentally protective standards as a baseline that all states need to achieve. Do not lift environmental protections and let states engage in a race to the bottom.	Do not stress economic benefits provided to businesses when promoting EPA's actions. EPA's actions are meant to provide environmental protections to the citizens of the United States.			Do not defer to states and businesses, who are trying to maximize profits, when setting environmental standards. Take note of the overwhelming number of commenters that want EPA to continue to fulfill its mission by protecting the environment.
359	358	5/3/2017	Electronic routing system for reviewing and signing off on documents through the concurrence chain which can incorporate/track changes and re-route through the chain rather than individual paper copies and adjustments after each reviewer with multiple printed versions and that way you also don't have to be physically in the office to review and approve of documents.	New York State currently has a back log of permits to issue/modify and could benefit from EPA's assistance in more actively reviewing, updating and modifying these permits.	More outreach to the public regarding how to submit tips/complaints of environmental violations. Send periodic mass mailings to a targeted regulated community regarding requirements which based on enforcement lacks understanding of regulations. Such as MS4 requirements when a municipality has changed administrations or there's a new permit (so every 5 years) and copies of the construction general permit to all newly permitted construction projects in New Jersey (the state doesn't send a copy of the permit to the actual Site, only to the individual filling out the paperwork who may never set foot on site). This will give the regulated community an opportunity to comply with the full scope of their requirements prior to enforcement.	Consolidate databases. We currently use concur, peopleplus, employee express, docket, lotus notes, dates, outlook, NETI, skillport, onedrive, inspector wiki, adobeconnect, ICIS etc. for a variety of overlapping and redundant uses which can be consolidated.	Electronic routing system for reviewing and signing off on documents through the concurrence chain which can incorporate/track changes and re-route through the chain rather than individual paper copies and adjustments after each reviewer with multiple printed versions and that way you also don't have to be physically in the office to review and approve of documents.	We currently have a SNAP list we coordinate with the States, where regulated communities in significant noncompliance get flagged by EPA for EPA involvement and we coordinate with the States enforcement and follow up. This program is effective and useful and should be expanded and should form the basis for EPA enforcement due to the need for escalation. For example, New Jersey posts all inspections and enforcement results for the public, this information is in the process of being carried over into a shared database with EPA: ICIS. Instances where year after year the States

	I
358	
359	

	A	B	C	D	E	F	G	H
360	359	5/3/2017	There are to many obstacles. HR Liaison positions are redundant and get in the way of the Shared Service Center HR specialists ability to consult and advise managers properly. Information is received third hand from the Liaison office and often not communicated correctly. Position management and classification processes are disjointed. The liaison office is tasked with position management while the SSC does classification. One is needed to perform the other to ensure proper grading of positions within the organization. Signed organizational charts are not available in order to compare to alpha rosters to ensure recruitment requests submitted do not exceed authorized FTE ceilings. Liaison positions are over-graded and redundant.	Not applicable to my position.	Open lines of communication are required with any form of customer service. Providing more on-line resources and involving local communities, states and tribes in the development process will achieve greater results. When people are allowed to participate in the development process they feel a sense of ownership and are often times more willing to work harder to achieve mutually agreeable end results.	Yes. Positions within the agency appear to be over-graded. A consistency review of several key positions within the organization would likely result in the downgrading of positions. The complexity and performance of duties actually performed do not warrant the higher grade. An annual cost savings from salary dollars and administrative costs could then be redistributed into the programs designed to address on-going environmental concerns and threats.	This agency is very paper intensive. Programs with the capability to streamline processes and go paperless are currently available, but not used to their fullest capability. However, the people in charge of oversight for these programs have not been held accountable for deploying all of the components purchased by the agency. By using the systems as they were intended the need for physical records storage could be eliminated. The ability to access raw statistical data would be more easily accommodated, as well as routine audits and spot reviews.	Consolidating and realigning processes could potentially save of overall real estate costs. Utilizing a more "Virtual" approach for positions suited to this type of work would also reduce the need for office space. Many of the field offices are closely situated (Boston, PA, New York- Seattle, San Francisco) they are also located in high locality salary areas. The cost to initially relocate these offices would result in an initial monetary cost to the agency but the overall savings once accomplished would be long lasting. Many of the functions performed by the agency are transient. Centralizing regional offices to places like
361	360	5/3/2017	I recommend getting rid of the level 2 (minimally satisfactory) performance rating. Beyond the fact that the AFGE CBA definition of minimally satisfactory describes performance that we should not tolerate, but are required to as long as the level 2 remains, the AFGE contract requires that PIPs be written to the fully successful level, while the law/regulation requires our PIPs to be written to the lowest acceptable level--in EPA's case the level 2. This causes difficulties in writing the PIPs and in writing performance standards--supervisors must always be able to articulate levels of not great performance, as well as causing confusion and potential difficulty in supporting removal actions based on performance. I also recommend getting rid of PAPs.					

	I
360	Nothing comes to mind.
361	

	A	B	C	D	E	F	G	H
362	361	5/3/2017	Being able to collect information from the public is crucial to identifying how EPA should achieve its mission, yet the Information Collection Request (ICR) process at EPA and OMB often prevents or delays EPA staff from collecting the necessary information.	Measuring environmental results over time and space in a systematic and scientifically defensible manner is necessary to determine whether EPA and partners are achieving better environmental results. In addition, past results or ways to report past results seem to have undergone pressure or political influence. EPA and its partners should identify and implement a process to report results that provide scientific information in an accountable way.	The Regional Offices that support customer service seem to be spread to thin, but this is true for EPA staff that is not outward facing as well. A clear way to do so would be to hire additional staff to provide customer service. If EPA is to stay below its current employment level, there are no clear ways to improve customer service without hurting other EPA areas, given how historically small EPA is relative to the US population, economy, and federal budget.	Despite attempts to centralize certain supporting duties (HR, IT, grants, contracts, etc.), there is still a need for primary offices to retain expertise in these areas. In my current office, many generalists end up spending or wasting time trying to work in all of these many areas, as opposed to working directly to maintain environmental protection.	Creating the ability for the regulated community (and EPA partners) to report information electronically is important and should be done, yet it is not sufficient. There will also need to be some incentive to encourage reporting this way (or disincentive to not doing so).	EPA is unable to regulate certain environmental problems (ie, nonpoint source pollution), and does not have the budget to influence preventing these problems through grants to the polluters. Providing a larger budget and visible support from all levels of EPA, and aligning activities in these areas with other federal, interstate, and state partners would help better achieve environmental results in areas where EPA does not have the authority to regulate.
363	362	5/3/2017	The reduction of multi person (>6) person conference lines has created a bottleneck in scheduling conference calls. I have to share a conf line with my BC and five other staff. It makes scheduling next to impossible. We often end up thinking we have scheduled a call only to have another one layer on top and have to cancel. Everyone's time is tight and this pushes the needed call out 3-4 weeks in order to get a clear schedule again. I try to use the six person line as much as possible, but many of my calls are multi-regional and it fills up too quickly.	Working within our statutory authority to craft clear and enforceable regulations with adequate monitoring, recordkeeping and reporting. Working with the partners when confusion arises. Providing compliance assistance and inspector training and using enforcement, when necessary.	I am in OC and my experience with states, tribes, etc and the private sector is that they come to us when they want clarity. I work hard to ensure that I am responsive to their requests, evaluate all angles, and ensure the decision is validated through the regulatory language. My experience is that the partners appreciate this, even if they don't agree with the answer. I also try to be creative in using existing regulatory structure to achieve a win-win, especially when a regulation is old and might not have anticipated an advancement in technology. The best environmental results are achieved when the regulations are clear and understandable; if a site specific application may create confusion it is important that EPA Is transparent, fair and responsive in working towards an answer. No one likes it when we have a real problem at a source and we have to say we can't do that without a rule change. We also work with the state when a	Everyone I work with has defined and important role in the process.	See my comment above about conference lines. Also, we need a drop box for large electronic files. Our server strips .zip files and is limited to 20 MB. I receive large performance test reports that require much creativity and time to receive.	Absolutely we should leverage resources - for example, cross training with BLM inspectors.

	I
362	EPA often hires young staff, and after gaining experience they leave the Agency because they are either disillusioned with the pace or with opportunities for career growth, salary growth. This is an area where EPA can learn from successful private sector organizations. This is true also of highly specialized staff at EPA. EPA should focus attention on retaining staff, by making a difference in the environment at a visible pace, providing monetary bonuses and wages similar to the private sector equivalent, and providing a workplace that is attractive to the best candidates. As Henry Ford demonstrated by implementing "efficiency wages," offering a higher wage to retain and attract
363	We have a great process in our office which tracks formal responses to incoming requests from states and industry. It is easy to use and widely popular. We are currently looking at it through a LEAN event to make it even better. Any tool which creates transparency and streamlines the review process is worthwhile.

	A	B	C	D	E	F	G	H
364	363	5/3/2017	The constant requests for compliance screens to ensure environmental awards are not given to entities with compliance problems. Although I think this is a good thing, in times of short resources, it seems a wasteful use of FTE, and certainly not in line with the Agency's core mission. The compliance screens require many people in many programs in all the Regions and states, to first, try to decipher the all but unintelligible list of entities which are to be screened, then take the time to check databases and files to determine compliance status- many man-hours per compliance screen. I would end the awards programs until such time as our core mission needs are met. Companies should understand the value of being good environmental citizens by now, without having to get "gold stars".	More grant money available for projects. This seems to be an extremely efficient use of resources for projects that are important to the community, and builds good will for future endeavors.	Quit taking material down from our website-many entities rely on our information.	Empower the Regions more.	Reduce the time it takes to acquire new hardware and software. Approvals are often done electronically now, so the process should be faster. Often, by the time we receive new hardware or software, they are already obsolete or no longer supported by the manufacturer.	There is not much overlap that I see. Where there is overlap, it seems a meeting of the local staff of the involved agencies would be the most efficient. MOUs and other agreements take way too long for the benefit they achieve.
365	364	5/3/2017	a) The NEPA Policy and Procedures Manual was written in 1984 and needs a complete overhaul. The rating system for NEPA projects is too complicated for project owners to understand and should be simplified so that everyday Americans can understand it. b) Many records officers insist that every piece of correspondence is an official record and must be categorized into a "records schedule." This mandate wastes way too much of the staff's time. If everything is being monitored on the servers and being kept anyway, why should staff waste time categorizing emails between them and coworkers about their plans for the weekend? Please ctrl/alt/delete this mandate. c) In some regions there are 3-4 different timekeeping systems/software a staff member must use to input payroll timekeeping. Here in R7, we have "People Plus" (official); "DFS" for inputting time in and out, and calculating credit time; "Lotus Notes" for asking for	Train our staff to know the difference between law, regulation, guidelines, etc. There are many times I have been at a State meeting and had to explain the difference between EPA policy, CEQ guidelines, and law. A state partner will ask about a project violating a CEQ guideline and I would have to explain that guidelines are guidelines. Do you have a good reason for implementing this decision over another one? Yes? Great! Start building. If they violate a law in their decision, that will be explained and cautioned against, but ultimately it is that agency/state/community's decision. Also explain to new staff that science may be a truth, but if the law permits a certain practice that conflicts with the science, then the law permits it. Don't overreach.	Honestly, the lack of a travel budget to meet our partners in person has been the worst for customer service. It is hard for me to empathize with a voice on the phone. Likewise I cannot see the expressions on ones face to determine if I may have said something that they might disagree with. Also, making sure we travel to meet those people for NEPA Projects is very important. Much of my advice to move a project forward cannot be put into emails or formal letters for fear that the 280 lawyers in Counsel might object. I cannot help a pipeline company navigate the perils of permitting and get the project started, if I have to write formal letters that have to be approved by activist lawyers.	Hire lawyers that know the difference between law and activism; overreach and jurisprudence. Cut back on those that don't get this concept. You have already considered doing this with the scientists and engineers. Lawyers provide counsel. EPA's mission is not to provide counsel for environmental problems, but to act. We need good biologists, chemists and engineers to provide solutions for clean up. Under NEPA, we need those same people to advise lead agencies on their projects so that they won't be sued later on for creating an unhealthy situation. Also, take a look at Regional NEPA staff. In R7 we have three staff for four states. Other Regions have 30.	Under Superfund, we have Emergency Response personnel that are relying on a large airplane that is stationed in Texas to provide air coverage of hazardous spills. This is unacceptable and expensive. Each region could buy 50 UAVs with air monitoring equipment at the price it takes to employ this one aircraft. Have EPA write their UAV Standard Operating Procedures (which were due two years ago and have not been written) and get those UAVs out for emergency responses. DO NOT use them for enforcement purposes! Only employ them for spills and natural disasters. If you need help with writing the SOP and getting FAA approval there are plenty of former military that can help.	There has been a lot of talk about cutting NEPA because it delays projects. NEPA at other federal agencies slows down projects. We have a set timeline in order to comment on a NEPA document (45 days). Recommend consulting other agencies to determine what types of projects to Categorically Exclude from NEPA Review and get it approved by CEQ. Conversely, having the states oversee their own environmental laws would result in states suing the hell out of each other for damages. Even if we screw up (in the case of Flynt, MI) we still provide the fear that we could take back the

	I
364	Not at this time.
365	UAVs to reduce emergency spill response cost (see above). Use electronic signatures on official documents. Lawyers say it is illegal at EPA. Our military uses digital signatures. Again, find dumbass lawyers like this one and fire them. Get electronic signature up and running. This will save paper printing costs, AND it will save on having to contract out a "records center" that stores paper copies at each region. Standardize...standardize...standardize. Stick to the standards. Why does one region have an EJ section of 30 personnel and another has no EJ Section at all? Why would a Region need Endangered Species law

	A	B	C	D	E	F	G	H
366	365	5/3/2017	Don't punish a region for spending less that their budget by cutting their budget for the next year. We should be rewarding regions.	Because diluted bitumen crude has different physical properties that regular crude, it needs a different leak prevention and clean up response that regular crude and therefore should have strict requirements and the local communities should be informed and trained appropriately.	Remove exemption on oil and gas waste Require ground water sampling before and after gas drilling begins. Require oil and gas drillers to recycle their waste water. Require publically accessible CO2 monitoring at power plants. Require site wide output based emission limits of 800 lbs CO2e/MW. Ex: Palmdale Energy Project Retire fossil fuel subsidies and meat and dairy subsidies. Tax carbon.	Take advantage of purchase reward programs to earn points toward discounts on future purchases Paint the Addison facility and the Houston Lab roof white to save on energy costs in the summer. require Low rolling resistance tires on all cars. replace can light bulbs with energy efficient light bulbs. Allow the option to buy nonrefundable plane tickets which can be half the cost of non-refundable. Currently we are only allowed to buy nonrefundable and yet we do not cancel flights nearly enough to justify the added cost. change the dress code to allow for more weather appropriate clothing so we don't have to pay for AC as much. low flow shower heads and	Utilize the video conferencing equipment we already have. We are spending too much money flying to DC all the time when we could just have video conference meetings. GSA has even more sophisticated equipment and have offered to share their meeting rooms with us. We could travel to a GSA office instead of DC.	
367	366	5/3/2017	The EPA's recent removal of climate change information and the reassignment of EPA staff working on climate change is a huge mistake. Climate change is the biggest, current risk to all life on the planet. We know this. We caused it. We can change it. But delaying action and allowing greed (more profits at the expense of the environment) to interfere are the wrong choices. EPA's Administration does a disservice to current and future generations by ignoring and denying climate change. I urge the EPA's Administration to listen to its own experts and follow their advice.	Working with partners is a great idea, but EPA should continue to lead the nation and to set an example for the whole world on how to combat climate change. Ceding our role as a protector of the environment is not an option.	EPA's budget should be expanded and staff should be added. EPA's mission is critically important to the nation and to the whole world.	Removing or retraining leaders who do not understand EPA's science, facts, and mission would greatly increase the efficiency of the agency. Being led by people who do not understand or do not want to understand scientific facts is hugely problematic and a waste of effort when other qualified leaders are available to lead the agency.	Online training and presentations could be used to train leaders who do not yet fully understand EPA's mission and science.	EPA's budget should be expanded and staff should be added to amplify the good and critical work that EPA is capable of doing. This would increase the efficiency of our fight against climate change.

	I
366	Half of the 8th floor is dedicated to storing paper records. This is a waste of rent money. We need to move to digital record keeping.
367	Yes, the EPA's administration should accept and embrace the science behind climate change. If they are unwilling to do so, they should resign and offer their spots to other qualified leaders. The mission of the EPA is more important than one person or one administration or one political party. The good of all US citizens, all world citizens and all life on the planet far outweighs the benefits for a small group of misguided extremists.

	A	B	C	D	E	F	G	H
368	367	5/3/2017	National rules written without adequate input and /or adequate consideration of input from Regions, states, the regulated community and the public can hamper our ability to be "nimble" and to appear "in-touch" with our communities. It is important to have BALANCED input from all before making decisions. It is also important to recognize that while it might be desirable for public health protection purposes to move from point "A" to point "F", in many cases it is more "regulatorily sustainable" to move from A to C and then evaluate the results and look for future opportunities to make additional progress, as needed It would be a mistake to conclude that EPA can function best through a centralized, consolidated office in DC/RTP when most of our stakeholders live in a world/culture which is far removed from that environment.	We need to improve our ability to explain complex issues in every day words that our partners, regulated community and public can understand (must be based on the best science available). Science and facts are important and should be given high value. The policy that surrounds them can be flexible but should be well-explained. It is also important to realize that there are many advantages of choosing a simply written rule that maybe only gets 75% reduction on risk/exposure or emissions over a overly complex rule that may claim get 90% reduction. The benefits range from better compliance by the regulated community to simpler explanations for the public and other stakeholders. We "missed the boat" on this choice in a number of areas.	We should focus our conversations on shared goals and complementary skills and resources. Sometimes we can't agree on all issues and that's ok. In those cases, however, it is important for EPA to establish a national regulatory floor so that there is a level playing field and certainty for industry (e.g. all states require element x for each like facility in a multi-state company) and the public (e.g. not matter what state I vacation in, my drinking water meets minimum federal standards). EPA should continue to focus on performance based standards that allow states and industry the flexibility to determine how best to get there.	EPA and all federal agencies are "punished" -not rewarded for managing budgets wisely and building surpluses of unspent appropriations at the end of the fiscal year. So much money could be saved if such behavior was incentivized (business acumen). Also, EPA's management of contracts is also not done as efficiently as possible. We don't always negotiate smart, performance based contracts, hold contractors accountable for poor performance and close out contracts in a timely way. There are also many obstacles to promptly addressing poor performers at EPA which is very costly to the taxpayer.	EPA is behind on electronic records and data management. Updating our approaches would allow us to be more responsive and transparent to FOIA requests and litigation discovery (save huge amounts of staff hours) and would allow our managers to better track progress on active projects through performance dashboards which could pull data from fully supported databases.	In areas where our missions overlap, incentivize managers to develop productive, collaborative relationships and to build cross-agency teams to accomplish common goals with specific timelines.
369	368	5/3/2017	The EAS procurement system is a nightmare. The centralization of procurement meant long delays. 30 year veteran of EPA, ordered >$350K of equipment, and its never been so bad.	Have EPA staff conduct field auditing and get rid of contractors. The contract work is not done at a high professional level, the contractors shift from contract to contract, oversight is a labyrinthine bureaucratic nightmare of memos and work order requests.	This is one aspect we are doing right, in my Region.	Get rid of non legislative programs.		

	I
368	I think my Region does one of the best jobs of working with communities (states, industry, enviros and the public) to understand issues before taking any action. I also believe that our actions are moderated to the extent possible (see Q1 response) to take advantage of common ground rather than to push for extremes. Sometimes, relationships, commitments and incentives are the best approach (e.g. compliance assistance and the "audit policy"). However, there are some situations where nothing short of a firm regulation or enforcement action gets the results which are needed and in those cases, the Agency must act promptly and decisively. Do not underestimate the
369	

	A	B	C	D	E	F	G	H
370	369	5/3/2017	Look for opportunities to consolidate functions that are duplicative and flatten the organization to remove unnecessary management layers. Consolidate all mandatory training requirements in one place and make it easy for people to access and take training rather than getting many e-mail messages throughout the year telling you to take different required training. Centralize all administrative functions within each region and nationally to simplify and streamline these functions for employees. IE., Travel, Taining, Awards, FOIAs, IGMS, etc. should be done by a limited number of people rather than having so many high graded staff spending a lot of time performing these administrative tasks.	Utilize Sharepoint sites to collaborate and share information (may require more IT support). Maintain adequate funding levels to supplement state/local environmental programs which historically have had severe funding shortages within their agencies to address environmental concerns of the public.	Improved tools for collaboration such as SharePoint and improved data management systems to share information (requires IT investment). Again maintaining grant funding resources to assist these underfunded state/local programs.	Move to electronics records management and electronic signature concurrences. Invest more heavily in IT technology, support and tools to expedite work processes and move the Agency in the direction of operating a seamless mobile workforce. Drive culture shift from top down to promote mobile workforce environment which will ultimately save time and money. This includes moving towards hoteling of office space in the future (will need Union buy-in).	Electronic records management, Electronic signatures, expanded sharepoint collaboration. (We need to improve on the technology and functionality rights that we purchase with Microsoft Office). Leverage resources across programs to improve on data management and sharing of information.	
371	370	5/3/2017	I would suggest making the telework policy more flexible. I could do some work, make calls, keep up with emails, etc. on the train or at the hospital or even for an hour a day while on vacation. I could call into meetings and keep up with projects more easily while not in the office if telework did not require you to be at a specific approved location. That would be a huge efficiency for people.	We already do a really excellent job of partnering with most stakeholders. We could perhaps do more with the private sector through P3 guidance, but we need more direction on how to do that.	They seem to be most pleased when we visit them in person, so it would help to have more travel dollars for in person meetings rather than less like it is now. They really react well to interpersonal connections and seeing that we made the effort to come to them, visit their projects, see their cities, etc.	Again, more flexible telework policy. It saves the environment through less transportation pollution and saves costs by us not being in the office every day.	We use skype at work intermittently, but I think everyone should be required to sign into it (and we would need better wifi and assistance when it doesn't work). It makes it easy to instant message each other for quick responses and not waste time with phone calls or emails. Also, it would be nice if we could all access work emails	

	I
370	
371	

	A	B	C	D	E	F	G	H
372	371	5/3/2017		Utilizing innovative technology more effectively; e.g. Remote sensors. Reduce the use of paper and create efficiencies using technologically viable solutions, especially for states, local governments, and communities that lack resources.	See Q 2 above.	Standardized technology across the EPA. There are too many EPA information systems that do not communicate with each other; therefore, you cannot - or it makes it difficult to - aggregate data and use it to make informed management or funding decisions.	See above for "technology adoption." Streamline business processes, using Agile and Lean practices, across media by standardizing reporting requirements from states, local government, tribes to the EPA. Processes are different from state to state and region to region.	
373	372	5/3/2017	The tendency to fund purchase card transactions and track them on an individual basis requires a significant amount of time with very little benefit gained. The agency should promote the use of blanket DCNs which is similar to how other agencies fund and code small purchases when they are purchased rather than when they are approved.			We need to continue to aggregate basic services performed by FTE's or contractor's in order to achieve savings. We also need more people who can integrate the functions that deliver a program or product. Program offices struggle to integrate the different administrative functions provided by the Agency. We focus on perfecting the function, while the program struggles to deal with several functions to try to implement a program. For instance, we seem to prefer FTEs to contractors without doing the analysis regarding whether the skills we need are long term or short term skills.	We need better project management and reporting systems that pull data from our multiple systems, so the program managers making decisions have relevant data when making the decision. Our systems aggregate information at a very high level and make it hard to integrate project information kept in multiple functional systems (People plus, EAS, IGMS, Concur, etc.). If decision managers had better project level data, more efficient decisions could be made earlier. The concern is transparency.	Consolidation of functions should continue. It should include simplification as well as consolidation. HR, budget, extramural, etc.

	I
372	Implement a full telework program within the EPA and use better technologies we currently have (MS 365, Skype) so we can more easily accomplish our work regardless of location. Implementing an EPA-wide telework program will increase employee satisfaction, save employees money, time and frustration from commuting, provide a better work-life balance, and reduce costs by eliminating real estate holdings. By reducing our real estate footprint alone will cut costs by millions alone.
373	My understanding is that other agencies use blanket DCNs to fund small dollar level purchases. The driver for EPA to not do this is because budget staff (funds control officers) code agency purchases. In other agencies, the coding is done by the person who initiates the action. Using the funds control officer as a control point at this level drives transactions exponentially and significantly increases the resources necessary to track and fund relatively easy purchases.

	A	B	C	D	E	F	G	H
374	373	5/3/2017		EPA needs to be able to provide more funding in terms of grants and loans to these entities.We cannot do that if our budget is cut.		There are many long-term tenured EPA employees who are doing next to nothing and being paid for it. Civil service protections are important, but they go too far, in that we can't seem to fire employees who are wasting taxpayers' money and causing inefficiencies at EPA.		I don't think we have much overlap with other federal agencies and should not be realigned or combined, because the agencies check and balance each other. States and EPA have appropriately separate responsibilities.
375	374	5/3/2017	PURCHASING... when ordering items or consumables, a paper copy is submitted to management, then we have to wait for them to approve it (if they are not in the office we have to wait) then it goes to the back card holder who places the order. This can take a day to a week. The bank card holder will sit on orders until he collects so many of them and them he will place the order. If there is a discrepancy with the order it goes back to the originator and the process is repeated. There should be a common inventory of regular bought items/consumables and an associated vendor with each item. It would be better if there was an electronic way of submitting/approving and ordering items that would be faster, more effective and efficient. The originator should not have to do market research and should not have to find the cheapest pricing for consumable items. There should be some type of log or inventory region wide and for each division where someone can go into and request an item or items that will then	Each region should use a comprehensive data request and reporting tool. Many use LIMS, but I feel the agency should use a specific LIMS system where all data requests and reports would be the same process across the board. Many regions use different systems/software. ORD and the OW should find a more stream line process for approving analytical methods. At the end of the day we need to provide a product to our partners that provide exceptional scientific environmental results. The agency should provide updated guidance's on a routine basis and not every 10+years. The Lab certification guidance needs to be updated and approved to reflect the newer processes, equipment and methods.		We need more working managers/supervisors/team leads and not just those who oversee their employees/teams but those who are actively involved in there section/teams and who can work side by side with their employees.	the purchasing process really each region should be running the same processes and not doing things differently within each division. For example, the LAN network, each lab should be connected and have the same processes within security measures and equipment software programs that allow them to be the same as our own PCs/Laptops at our desks. This would allow scientists to work more efficiently in the lab as they would at their desks. All areas should be or have the same processes, training requests, travel, time keeping.	USGS shares science and the same environmental data. Though USGS has their own methods and protocols, maybe combining methods or having equivalent methods would better align our practices and research.
376	375	5/3/2017	I don't know of any	MY program is voluntary. Partners are rare..	WE do a pretty damn good job at customer service, if I do say so myself.		We could probably find a better travel management program than CONCUR.	I don't think we can do anything more.
377	376	5/3/2017	The most important factor that prevents me from carrying out my job more efficiently and effectively is a presidential administration that is working against protecting human health and the environment. I would address this by asking the top political leadership to resign and be replaced by people committed to the mission of the agency.	This question promotes the lie that we are not already working with states, tribes, local communities or the private sector. To do so more effectively, I would start by dispensing with this lie.	Add staff. Refrain from political attacks on the agency. Provide a good working environment. We can go further by not regarding people simply as customers. We are tasked with ensure the public's rights to clean air, clean water and a healthy and productive environment are upheld, not to sell a product.	I see untapped opportunity to protect human health and the environment. But this survey and this administration are not interested in that.	There are, as always, but since the intent of deploying such technology would so clearly be connected to job cuts at the agency, I have no interest in suggesting any.	"Realigning activities in areas of shared responsibility and mutual interest with other federal agencies or states" sounds like a euphemism for cutting jobs. So if the question is how could we accomplish more by cutting jobs, my answer is we can't.

	I
374	
375	thanks for hearing us out and working with us to continually improve our goals and missions.
376	Not at this time. Sorry!
377	One "best practice" is to remove leaders who actively attempt to dismantle the ability of the organization to carry out its mission.

	A	B	C	D	E	F	G	H
378	377	5/3/2017	Printing of files, wastes paper, we should not have to keep paper files but digital files should be enough. Paper files take up too much space and paper.	The EPA should be able to sample air, water and soil with their lab and college labs using the correct qualitative method. Also, the state oversees the prisons wastewater and drinking water. Prisons most likely have trained prisoners running those systems and if they would like to report issues how can they do that?	Some might say travel more but I think digital video meetings are sufficient enough and could be used more often. The capability is the available but it could be used more often.	Less paper files or no mandatory paper files. Too much paper is required. Expertise in house. Do not print any paper but use tablets glow readers to read PDF's. All trainings and workshops should be recorded to be used for others at a later time..Meetings that are recorded should be recorded with a video camera and have great sound and great picture quality, because not everyone in the office can travel to that destination. We have a video man in external affairs lets use him! More good quality film and recording to connect with others.	We should keep the Houston lab and use less contractors just change the location if the lease is not going to be renewed.	Working with other federal agencies is important more planning can be done and promote the use of max.gov. Have quarterly meetings with other federal agencies employees that are in the same area in your agencies funding people, lab employees, and be aware how each federal agencies connect with you and affect one another.
379	378	5/3/2017	It takes a minimum of 3 months to place a work assignment, task order, or delivery order onto an existing contract. This causes slippages in schedules and is inefficient and an inhibitor for completing projects. This time should be reduced to 3 to 6 weeks. Also, after a certain point in June, during the end-of-year auditing period, no new contract vehicles can be added to existing contracts without an extraordinarily high management level approval. This process should be reviewed and re-engineered to be more efficient and effective.	We should cut the amount of funding provided for research grants to academic organizations (universities and colleges) by 60% and transfer those funds to in-house research and development projects. There is no overhead when using in-house scientists and researchers, as their pay and benefits are already paid for, and this will reduce our reliance on grants and contracts to accomplish our research mission.	In our research and development projects, we should develop more research programs based on the community-based participatory research (CBPR) model where scientists and community members work together to design, implement, analyze, document, and present research that is relevant to solving community environmental issues. Good science and relevant science is accomplished through this approach.	Our hiring process is slow and cumbersome, and this prevents us from attracting and retaining highly-skilled research professionals at EPA. The periodic and regular hiring freezes provides uncertainty to potential research candidates, and they respond by accepting job offers in academia, industry, or other federal research and development agencies.	We should upgrade some of the models that have been developed in older programming languages such as FORTRAN to more modern (and supportable) computer programming languages such as C, C++, Java, Javascript, Python, etc. Converting a program from FORTRAN to C or C++ would save approximately 40% of the storage space required for the program and would increase the execution speed of the program by at least an order of magnitude (10 times). Also, there is a large base of capable programmers in these modern languages, making it easier to find in-house staff or contractors who can further modify and develop these programs.	Our Office of Air and Radiation, Office of Water, and Office of Research and Development should work more closely with states and tribes to implement air pollution and water pollution (prevention) programs and strategies. We should work directly with states and tribes, through some sort of working alliance, to develop procedures and processes so that they can properly implement the laws and regulations and statutes relating to both air pollution and water pollution.

	I
378	People often forward their phones from the office to their personal cell phones...Some agencies have their phone connected to their computers so you do not have to forward your phone when you work from home or on travel. The price of plane tickets is more expensive for federal employees....
379	We should develop a standardized approach towards model and software development. At the present time, we have only general software development/model development guidance, and that guidance is not specific and does not incorporate the modern software engineering principals that lead to easier to develop, deploy and maintain software. We could use an approach such as the Capability Maturity Model (CMM) developed by and for the Department of Defense for developing software development capability.

	A	B	C	D	E	F	G	H
380	379	5/3/2017		In OPP we've communicated well in the past with all of the partners listed here, including industry. Recently we've moved away from that as a result of complying with senior manager demands to make non-science-based decisions - these senior managers from the previous administration are now mostly gone. To fight this issue, we need current senior managers to take an unbiased view, which I currently do not see. We need to stop making radical left environmental decisions which cost industry money unnecessarily, but we also have to stop pretending real risks don't simply because the fix might be expensive. Bottom line recommendation, be honest in decision making from both perspectives which will bring us back to a point where we were a decade ago when each of these partners had significantly more trust in our decisions, whether	See response to Q.2 and Q.7. A decade or so ago people often disagreed with our decisions, but the decisions were transparent ad clearly science- or benefit-based so there was more trust between EPA and these groups. This has changed over the past 2-3 years dramatically because of radical, scientifically-unsupported decisions made by the Agency. This needs to change to increase trust again. But it has to change in BOTH directions -- don't create un-real risks, don't hide real risks, and be transparent in all decision making what the risk-benefit balance is that drove the decision.	Get rid of redundancy. OCHP, NCEA, OEJ, and consider themselves to be the police of other parts of the Agency - much of their work is duplicative of work done in other program offices, but done from a different perspective / viewpoint where they are not responsible for the consequences of their decisions. I'm not suggesting firing the staff, but am suggesting moving staff as appropriate to other parts of the Agency which will avoid duplicative work, and where they will be held responsible for any decisions they make.	(1) Cross-EPA ability for electronic signatures, (2) Increased required real training rather than fluffy training, e.g., how to use tools such as Excel to its full advantage	As in a previous response, OCHP, NCEA, OEJ work is mostly duplicative with other offices where the real responsibility lies. I suggest phasing out those programs, without firing people unnecessarily, but moving them to different areas where they would be more useful.
381	380	5/3/2017	Honestly, things had been moving pretty smoothly until the transition team came onboard. The additional briefings and approvals needed for what we consider "routine" activities has been quite frustrating and counterproductive to cutting out the "red tape."	Based on my experience and talking with co-workers, State/Tribes/Locals, etc. seem to work well with EPA staff. The problem comes in when Senior management has to make decisions, but can't because of the political gridlock above them.	I work with the money, so delaying the budget (as far as getting one approved) is always my biggest challenge. Grantees can't strategically plan well if they have no figures to base present and future needs on. They really need to know, at least 6 months to a year in advance, how much money we'll have to give them in support of their programs/projects/activities. Working on continuous CRs is not efficient (AT ALL) and the grantees are the ones who suffer the most.	If you want to make cuts to save money in the budget, then we should really be taking advantage f the Telework program. There's no reason why EPA (or any government agency for that matter) should be renting more office space than is absolutely needed to maintain a cohesive staff for that Office/Division/Section. Not only would that save the tax payers money in overhead cost, but it would cut down on sick days, etc. Most of us already work independently and communicate via email or phone - even if the person is only a couple of cubes away.	Yes! Pretty much everything we do is electronic so certain policies requiring us to still maintain paper files and records is somewhat outdated. I understand why having hardcopies is important, but it just adds to the deficit (i.e. storage expenses). Maybe we could have EPA staff start utilizing the existing databases to store electronic records and one entity in HQs could act as the HUB, if you will, to make paper copies and maintain (per the records retention policies) so we don't lose everything in case all electronic devices fail one day. Could help make FOIA's more efficient as well.	The only thing I can speak to is regarding tribes...Instead of having Tribal funds that are allocated for the various individual media (Air, Water, RCRA, etc), EPA staff working on Tribal issues should be located in the Tribal Office and coordinating with the technical staff in the other media. For example, I work with Tribal Air Grants and these funds tend to be an afterthought for the overall program because the States take most of EPA's attention. However, Tribes feel more comfortable working with the Tribal Office, because they make them feel like a priority.

	I
380	Many scientifically unsupportable decisions have been made recently by EPA, mainly driven by senior management from the previous administration who are now gone. However, there are still people who will bend/cherry-pick the science to get answers consistent with their view of how the world should be, as opposed to those supported by the science. This makes us all look bad, when it's really only a few. To minimize this, I suggest that for major chemical decisions (e.g., chlorpyrifos), scientists be allowed to anonymously provide information to decision makers at senior levels which might be different from the party line they're hearing. I think this
381	Please refer to the answers above. If you implemented some of these suggestions appropriately, you could get more staff buy-in to skip a few yearly pay increases (for cost of living) because we'll be able to save money by not having to drive into work (gas & parking money) - not to mention, the travel time wasted going to/from the office. This not only would help cut down on vehicle emissions (which is one of EPA's goals - or used to be) but it would help with staff moral.

	A	B	C	D	E	F	G	H
382	381	5/3/2017	The Superfund Records system (SEMS) could be vastly improved for efficiency. Currently it takes a great deal of time to enter a record into the system. In the past before this system came along you could put a cover slip on the document and submit to the records center for entry. Now all the data entry is essentially the responsibility of the Project Manager who are typically at a GS-13 salary. This is not an efficient use of their time. Other electronic systems such as people plus could be improved. Sometimes it take a long time just to submit a leave slip because the data entry is confusing and not straightforward.	I actually believe we have a good working relationship with states, tribes, and local communities.	I think one thing that could help is to offer more training to these entities, particularly in the Superfund Program, so that these groups better understand the CERCLA process and our restrictions and limitations on how funds can be used on cleanups implemented.	I have been in the Region 10 office for over 30 years and I think continuing to maintain a region 10 dive team is a very large cost and not particularly necessary. All told there are probably over 30 people involved in this program, multiple vehicles and boats and state of the art equipment. In addition all these people go through multiple training sessions every year. EPA contracts out nearly all other services of this type so it has never been clear to me why we have EPA personnel conduct this work. Many options exist to contract out this work whenever needed.	None come to mind	
383	382	5/3/2017	There are too many administrative tasks placed on employees that reduce the amount of effective 'real' work time we have. Much of this should be shifted to administrative staff. We also need to find ways to streamline concurrence of documents, delegations. We also have too many electronic tools with too many different passwords that we spend too much time setting, changing, fixing when forgotten, etc. There are too many non-core work related days that pull people off their real function. how much food events should we have? Between internal festivals and appreciation days, we lose weeks of valuable time with no benefit I can see.	Put EPA staff on details to state agencies to better understand how that organization runs.	Get rid of hotlines and let employees speak to the public so we can better understand their complaints and needs.	Get rid of the dead wood. There are people who haven't performed in years, but here they are earning GS 13 salaries. Their lack of performance places a higher workload on others and they make the office an unpleasant place to work.	provide more cell phones. put more AV equipment in rooms so that we aren't having to borrow and relearn how to use projectors, etc.	too many agencies do the same emergency response to the point that we are falling all over each other and can't accomplish a thing.

	I
382	
383	

	A	B	C	D	E	F	G	H
384	383	5/3/2017	Organizationally, we are fairly streamlined with few obstacles to being able to perform my job efficiently. One thing that could help, being out in the field interacting with responsible parties and contractors is very helpful but often times, our travel budget is too tight. Sr. management seems to be able to travel at will, perhaps at the expense of mid-level people that actually do and oversee day to day operations. This answer is based on continuity of operations as they have existed over the past 20 years. The answer would be significantly different if you were asking me what I would do to make real, lasting change to the agency's operations.	The grants we give to states and tribes can be effective and achieve great results, but, all too often, states and tribes want and pander for the money but, want the money we give them with "no strings attached" or no real accountability from states and tribes for what they do and accomplish with our federal funds. I would make any and all grant funds carry very strict accountability language for states and tribes with measurable outcomes built into the grant language. This includes the State Revolving Funds that often contain millions of unspent dollars. States and Tribes like to "bank" that money for supposed future usage, but, they are largely unaccountable for the money the Federal government has provided them.	For the public, we need to communicate to EPA staff and management that we work for them and not against them. I would make it mandatory that all public phone calls be returned within 24 hours and all written correspondence from the public be replied to within 7 days, even if only to acknowledge receipt of the correspondence and let them know a more detailed response is being prepared. All too often, the public calls or writes to some government staff person, then never hears from them again. This is very poor service.	There are many programs at EPA that truly are a waste of tax payer dollars. If I were to be given full control of the agency, I would prioritize each program (and individual projects) according to immediacy of threat to human life and measurable benefit to carrying out the project. There are programs within the agency that have huge sums of dollars appropriated to them (Superfund and underground storage tanks for example), but that there is no real immediate threat to human life or health by not spending some of those dollars on specific projects. Projects should be evaluated based on how they can alleviate immediate risk to human health or life, how they can alleviate some long term health effect and,	Many cleanup sites should be evaluated based on actual risk, short and long term, to human health and the environment and monies spent on them should be prioritized accordingly. Cleanup sites are like fires that have been smoldering for many years. If a cleanup site has hot flames and poses real and immediate threat to communities, then that site should be given a high priority for funds being spent on it, but, if like most of the cleanup sites, there is only remnant smoke from a flame that once burned hot, but the site poses no real or immediate threat, then that site should be given a lower priority for spending of funds, if any should be spent at all. A risk-based approach should be implemented on all projects.	This is a tough one as each agency or government entity functions as a stand alone business or profit center. Each entity will always act in it's own self preservation interests, similar to how the various branches of the military view one another. If there were some way to make each entity more keenly aware of what things actually cost and make them weigh that cost with actual need, it would help. I do not know how this might be accomplished when the government is set up on these use of lose budgets each year. Managers of agency departments act first in self preservation, so will
385	384	5/3/2017	EPA is a science-based agency with a long history of protecting the environment, while also promoting economic development. EPA has helped reduce air and water pollution significantly over several decades since its creation, while GDP and other economic indicators have grown considerably. Our country enjoys more prosperity AND a cleaner environment in many respects. The toxic political atmosphere and agenda being pushed by the current administration is counter to the EPA's mission and disrespectful of EPA career staff, many of whom are experts in their respective fields. Shifting priorities and uncertainty from management is extremely counterproductive to staff completing their work and providing value for the American taxpayer. The direction and nature of EPA's work should not change with a new political administration or shifting political winds, but rather continue to be based on a firm scientific foundation. EPA officials with extensive scientific backgrounds and credentials	EPA officials with extensive scientific backgrounds and credentials are needed to help provide clear, consistent, and scientifically-based direction to the agency.	EPA officials with extensive scientific backgrounds and credentials are needed to help provide clear, consistent, and scientifically-based direction to the agency.	EPA officials with extensive scientific backgrounds and credentials are needed to help provide clear, consistent, and scientifically-based direction to the agency.	EPA officials with extensive scientific backgrounds and credentials are needed to help provide clear, consistent, and scientifically-based direction to the agency.	EPA officials with extensive scientific backgrounds and credentials are needed to help provide clear, consistent, and scientifically-based direction to the agency.

	I
384	I would start by questioning everything an agency does and get to the root reason for each agency action. I would set up some sort of agency prioritization list of actions based on immediacy of threat and need and appropriate staff and resources accordingly. Many agency programs that have been in existence for decades could probably be put to rest and unfunded as they serve no real public need or public benefit. This sort of prioritization would need to occur across the entire government and all agencies.
385	EPA officials with extensive scientific backgrounds and credentials are needed to help provide clear, consistent, and scientifically-based direction to the agency.

	A	B	C	D	E	F	G	H
386	385	5/3/2017	I???m at the top of the GS scale; so, ideally, I should be spending as much of my time as possible producing results for the Agency that match my pay grade. But I spend a lot of time on support services such as scheduling, meeting logistics, document management, records keeping, administrative travel functions, resolving IT issues with computer/phone/video conference equipment, etc. This problem could be resolved by hiring people who specialize in these support services and adequately training them to do their jobs.	Working well with outside parties requires relationship building. We need resources for travel, conferences, and training to build relationships with these parties, exchange ideas, and work together. We also need resources to be responsive to these groups. For example, when a state asks us to streamline our regulations to match the state???s regulations, we need to have the staff on board to do the job. A similar example is that the auto industry gets frustrated with the systems in place for manufacturers to submit data and information about their vehicle fleets, but we don???t have the staff or the contract support to upgrade these systems.	This Administration seems confused about what our core function is. Our core function is to fulfill what Congress has asked us to do by statute. Our core function is to uphold the law. Our core function is to protect public health and the environment. The staff who remain after the budget cuts of the last several years are holding on by the finger nails to fulfill these true core functions. Focusing on small businesses, industry, and states may be great public policy, but we can???t do it without adequate funding. We need the staff and resources to meet our true, core obligations, and then we need additional funding to fulfill these added policy goals of working more closely with states/industry/etc.	Create a more meaningful system of performance review. Reward good performance and create a path to dismissal for poor performance. Do more to attract, maintain, and motivate good employees. Create a culture of accountability. Providing employees with adequate support and resources says, ???You???re a professional. You???re accountable.??Â Not providing adequate support and resources says, ???We won???t even provide you with the most basic tools to do your job,??Â which creates a culture of ambivalence, and doing just the bare minimum	???We need an efficient, user-friendly system for approvals. It???s archaic that we still use paper sign-off packages. Ideally, the system/software would have a process for approval of packages coming up from staff, as well as a process for incoming correspondence from citizens and Congress. ???We need in-house, in-person tech support for videoconferencing and computers. ???Professional staff should be equipped with smart phones. The phone is essential for teleworking ??? without it, we have to use our own personal phones. The phone would make us more responsive (to each other within the Agency and to outside parties). It would enable us to manage email more effectively. It would	We need more transparency about who???s doing what. There should be a searchable federal database that lists all government agencies and offices and what each one does. For example, if I???m working on a project about ship emissions, I should be able to find any other EPA office or federal agency who works on similar issues.
387	386	5/3/2017		Protecting our environment and public health is a complex situation with many stakeholders involved. Greater communication and engagement between all entities (including EPA) is needed. I suggest greater emphasis on multi-stakeholder, collaborative, decision-making to come to better environmental outcomes. These efforts take time and money in terms of meeting capacity, facilitation required, travel funds required, etc.	Good customer service means having a good understanding of what is happening in the field and out in our communities. EPA staff need more travel funds to be on the ground in the communities we serve so we can better understand the public health and environmental issues which our States, Tribes, and local communities face. In addition, having EPA staff interact more often with the regulated public builds trust and can more quickly resolve issues by all-party problem solving. EPA staff could better understand the issues the regulated public faces while the public also could better understand EPA's mission and what our job requires us to do.		Technological advances is incredibly important to getting our job done. EPA staff should have easy access to updated laptops, monitors, easy access to more IT platforms than just Microsoft products, and provide sufficient IT resources so teleworking can be accomplished. Video technology is moving rapidly so communicating more often and with better resources for VTCs internally and with external partners.	

	I
386	???To achieve more of a private sector mentality of efficiency, you have to provide EPA staff with the resources they need to do the job. Set clear goals, and give staff the tools and support they need to get the job done. ???When you strip the agency of staff and resources, you create a culture of ambivalence, and you don???t attract or keep the best talent. ???Give staff the tools needed to do the job. Don???t pay an attorney???s salary to do the job of secretary, legal assistant, janitor, HR specialist, etc.
387	

	A	B	C	D	E	F	G	H
388	387	5/3/2017		For emission limit exceedances, state and locals should report the penalties paid per pound of excess emissions into a centralized database for review by EPA. This would help ensure a level playing field across states, and increase accountability to ensure these serious violations are properly addressed.		Better electronic data reporting, particularly for emissions data. I would envision something similar to what was done with the GHG reporting rule, where data was electronically submitted and there were checks for accuracy on the spot (like a facility reporting more than 8760 hours of operation) and other things that were flagged (like using an emission factor outside the normal expected range for that source). This would take a while to implement, but eventually would help streamline reporting and compliance reviews. A system like this should flag reported noncompliance (i.e. emissions reported over the limit) for follow-up by a compliance officer.	Electronic sign-off of official documents (at least through sign-off chain up until the final signatory).	
389	388	5/3/2017	Some contracting service centers administer too many contracts and other contracting service centers administer too few contracts. Let's try to blance the work load.	Let's encourage the private sector to propose solutions to make environmental remediation less expensive.	Encouraging a more open communication environment between stakeholders and EPA employees with expertise in certain program areas.	Yes, lest's reduce our existing office space. We should encourage more EPA employees to work from home more often. This has been done successfully at the General Services Administration. This would reduce each EPA employee's impact on the environment by reducing his/her use of agency resources and decreasing his/her need to travel too and from work on a daily basis. We need to take a more proactive approach to utilizing agency resources more efficiently. We could reduce the amount of office space that we would need if we would encourage EPA employees to work from home on a more regular basis. If we reduce the expenses associated with	Let's try to reduce the use of in-person conferences. In these times when many meetings can be held using Skype and Adobe Connect, let's reduce the need for traveling to conferences.	We should take a look at ways to combine the functions of the Department of the Interior, the Environmental Protection Agency, and maybe the Department of Energy into one single agency. Perhaps we could combine some of the functions of the EPA and DOI into one agency. And then we could combine portions of the EPA and the Department of Energy and the Bureau for Mining Reclamation into another federal agency.

	I
388	
389	Let's use a budget based approach to account for more of EPA's productivity. Let's show how much we spend for each of our major activities.

	A	B	C	D	E	F	G	H
390	389	5/3/2017	Concur is a cumbersome programs. A lot of time is spent to make sure that things are updated correctly. If there was a way that we could cut down on the steps that it takes to get traveled process that would save time.	I think it would be helpful if we could do more joint projects with these sectors. For example, our voluntary programs have traditionally been helpful in getting results from industry in a way that is a win-win for both sides. For tribes and local communities we need to keep our investments in these areas, as we have found in the past that local on-the-ground community based work is most effective in addressing environmental and health challenges. Additionally, this model allows tribes and local communities to self sustain their work. I think it would be a great idea if we could fund more site visits to industries. Rule writers and others involved in the regulation process have seen their ability to conduct site visits, be reduced due to decreases in travel dollars. It is imperative that we have on-the-ground exposure to the industries that we are	I think working with them directly at both the regional and HQ's level is most appropriate. I found that these stakeholders like to get information directly from us and like to be involved in the rulemaking and voluntary program design process. Public hearings, tribal consultations and one-on-one meetings are most effective. Ensuring that vulnerable communities have a seat at the table is especially important, as these communities often do not have the means to come to us.	I think if we can get technology (i.e., I-pads) so that we can become as paperless of an agency as possible that would result in a lot of cost savings. Also, if we can move away from printing materials as much as possible, that would not only help save money, but also protect the environment.	As I mentioned above our computers and other technologies are medium grade. When we take our laptops off of their docking stations they often do not work and it takes a long time for information to come back up. I think if we made the investment in higher quality computers and I-pads or another type of device this would make staff more efficient.	I think that we need to have on the ground conversations to discuss paths forward for getting work conducted collaboratively. We do currently do a lot of work in close contact with other federal agencies and states, I think we should highlight those current success stories and work to replicate them.
391	390	5/3/2017	Reduce reliance on delegating duties to outside contractors and to the practice of performing work by agency employees, or, at least, with in-house contractors. The move towards gradually relying more and more on contractors has resulted in increased costs and longer timeframes, overruns that could have been avoided if work had been performed in-house.	Better communication with these outside parties, and accountability on both sides for living up to obligations.			Update servers and computer systems to ensure proper preservation of records for FOIA and legal discovery purposes.	

	I
390	I think the HR model in the private sector is an effective one. We as managers are often limited in actions that we can take to address conduct and performance issues. These limitations result in a lot of time of management time (that could be used for other activities) and results in poor morale in our areas, because performance and conduct issues impact the whole area that we are responsible. Also, I think more incentives need to be placed on employees to work in teams. I came from local government and the private sector before coming to the agency and in those entities team work was valued and encouraged. At EPA team work is valued, although are awards (sometimes) and
391	

	A	B	C	D	E	F	G	H
392	391	5/3/2017	I have a recommendation that the HR department at SSC RTP would create a Records Management Section to manage the day to day (uploading of documents, etc), backlog and management of eOPF (requesting missing records, close out, etc). Currently the bulk of this work is managed by ESS. For this work to receive the full attention and to meet agency needs a section properly trained and staffed with defined processing in place would aid in better results during audits, employees expectations and timeliness of availability of documents, and constant pressure to manage workload with these added duties. There truly is enough specialized work in this area if employees are just moved around. Flexibility in the work staff and cross training will only better a employees resume and ability to be the best HR Specialist well rounded able to fit in where ever the need.	na	na	na	na	na
393	392	5/3/2017	We have too many "mandatory trainings" to complete every year. Many are too long and redundant. Classes have deadlines for completion, or we are on the "bad" list. Taking all of these trainings (every year) is disruptive to our everyday work. Maybe EPA could require each employee to devote one whole designated day for all the training classes required each year, so that we are not constantly reminded via e-mails and through our managers to stop what we're working on and complete this one, then next week another one, etc.	Travel money is extremely limited and managers use up most of it. Let the Staff who actually do the work get out and meet with some of the stakeholders and talk with them. Ground level communication is helpful; trickle down communication often garbles the messages (if staff gets any message at all).	Stop rotating managers all the time. Some rotation is good (cross training is good), but we have too much at the agency. We have some managers who come in for a short period of time and dont know anything about the program they are managing. Staff has to teach them what is going on -- this is very inefficient - and impacts communication to our customers. Managers need technical backgrounds to manage technical programs and people. When they dont, they dont understand the issues and then sometimes make inappropriate decisions, impacting our customers.	Stop with all the "fancy" projects and stick to implementing the basic programs required by the statutes. Cut back on all the volunteer training classes that occur during the work day; voluntary lunch-time training is fine (it's on the employees time), but many volunteer training takes place during core hours. That takes away from time we should be doing our required duties.	Group computer updates - and make them happen on sign-in. We get messages every other day requiring us to stop working so that another computer update can be installed. We have to stop what we're doing, save our work, let the update occur, then reboot the computer. This is really disruptive and time consuming -- and incredibly inefficient to have to do during the middle of the day. Group them, and force them to occur upon signing in (in the morning), before we start working.	

	I
392	na
393	It would be great to have more Administrative Assistants to perform administrative tasks. Technical staff should be doing technical work, not printing envelopes and licking them shut (which we do, since we dont have enough administrative staff to help).

	A	B	C	D	E	F	G	H
394	393	5/3/2017	Most of my colleagues are challenged by the low level of funding we have been forced to operate at for the past several years. Our computers and IT system, in particular, are outdated, slow, and inefficient. A one-time investment in bringing the agency up to 21st century computational and internet standards would do a lot to help me do my job more efficiently and effectively. The current requirement that headquarters oversee nearly any significant issue/development severely hampers my ability to efficiently and effectively do my job. Forcing me to brief headquarters staff, many of whom are interacting with our environmental statutes for the first time, requires that I take time out of my busy day to brief staff who don't have a full understanding of the issues.	The states want money, full stop. If you want states, tribes, and local communities to achieve "better" environmental results, then give them more money. Cutting budgets has a place, but the agency is operating at 2011 funding levels and 1989 staffing levels. There aren't a lot of places to save by simply taking away. Give the states more funding and they'll want to participate more and, in many cases, do the job faster than we can.	States, tribes, and local communities are not "customers," they are stakeholders in a healthy and protective environment. The agency is already very responsive to these stakeholders. My idea is to continue what we are doing: building healthy and cooperative relationships with these stakeholders, providing them with the funding they need to protect their local environment, and continuing to provide top class oversight when we do.	Reinstating the Superfund tax on oil and gas would reduce costs at EPA by giving us the funding needed to cleanup sites quickly, efficiently, and effectively. Right now, reliance on PRP funding requires us to delay cleanups in order to prioritize chasing funds. It also requires us to go through lengthy reviews of fund-lead cleanups that delay the cleanup while headquarters reviews our plans through several layers. Additional funding for the CERLCA trust fund would give the agency the freedom to more effectively and efficiently clean up contaminated sites.	We could use better IT software and hardware. We could avoid political attacks on effective systems like IRIS.	
395	394	5/3/2017	Immediate Division Directors budgets are controlled (micromanaged) by Senior Management. They hire these directors for their expertise. They need to let the Directors make the most efficient and accountable use of their Division budget without letting politics and too much company policy get on the way thru all the layers of approval. The role of the on site representative in construction contracts needs to be either eliminated or defined in the CFR (Code of Federal Regulations). This title has been used for years at EPA for construction projects funded at HQs level but monitored on the field by local EPA offices. Some redundancy could be cut or managed more efficiently and with better accountability.	EPA should do more partnership work. For example, we own a facility that is located at the Metropolitan Sewage District, with all the access to treatment plants, ideal for pilot research and development studies in association to water treatment technologies. The EPA could do better partnerships for the utilization of this facility but first the facility conditions would need some investment to bring up to codes and productive environment to attract partners. Also, federal government agencies/departments need to do a better job to work together. They have plenty of resources that they can share - from people to similar interests and space. Our facility space currently seem a little underutilized. We just went thru a major mechanical renovation that cost million of dollars. Why not allowing other	Be more present and engaged in the community, listen to their needs/concerns. There is too much hiding and layers placed in between to reach authority figures, particularly with the use of computers. The use of computer "customer service" sites has alienated the human treatment / rapport / aspect hence creating detachment between regulation/or and ultimate group/people impacted. People don't talk any more, common sense is for most part lost in the multiple policies been used all around. If regulations are dictated to the real world, why don't the ones placing the regulations follow them too? Because the cause too much money for taxpayers of course! This approach, that has happened for years in the government also put engineers in bad spot as sometimes they could be asked not to follow codes and regulations.	Balance in types of contracts been used by Agency. In the recent years there have been a push to move to performance based contracts and IDIQ contracts. While I am not saying this is totally a bad idea, a closer look should be taken as to what situations are these contracts better to be used. For example: IDIQ Contracts use could deter or impact small business participation, specially those labeled as disadvantage. When these multi year, multi cost contract are awarded they facilitate government work but they also diminish the distribution of money to develop community businesses. They can also lend themselves to abuse by the winning contractor by	The Contracting process leaves out in many instances the COR. Once the PR is entered to fund a project, as COR, in many occasions you are not notified when the procurement is out for bid or negotiation until contractor(s) start contacting you. Flexibility to move skills at work, rather than grades or pay series would be good. Information sharing among peers would also be great to help develop knowledge and skills.	Take a look at common areas of interest, expand communication among leaders on those areas and open up doors for people to move easier not only inside their own agencies, groups but also at other agencies or departments based on skills not on position series. Bring back pride on work. Bring tours, consortiums, conference or some sort of clusters that can bring people together to brainstorm and explore opportunities to work together. Share the wins and the loses.

	I
394	Reducing costs is not just an up front exercise. As the experience in Flint shows, when administrations take a myopic focus on the immediate bottom line, they miss the potential for astronomical future costs. Reducing costs in FY18 may seem attractive to an administration interested in "limited government" but it runs the risk of future problems erasing those savings. In Flint, short-sighted cost reduction plans led to the lead contamination, the response to which has far outpaced any initial savings. In other words, in an effort to save funds without thinking about the future impacts, Flint officials squandered tens of millions of state and federal dollars. Administrator Pruitt and
395	Rotate and train people often, but I am not talking about canned training, I am talking about experience training - good role models / mentors to learn from. Create a clear path for progress for your employees. People learn better by exposure rather than by threat. Have managers with genuine interest and knowledge on what they manage or lead, these are secure managers and bring thrust and esteem, rather than micromanagement and fear hidden among so many policies. Take a look at the retirement system, after a certain age and depending the type of work, are people been really productive? How can you use the institutional

	A	B	C	D	E	F	G	H
396	395	5/3/2017	Contract reporting requirements are through the roof. Our IT people spend much of their time accounting for tickets, as opposed to actually doing the work to clear them. If we reduced the reporting (e.g. not having to report every two days that a ticket has not been cleared because I am on vacation for three weeks), then we might really save some money. The biggest problem is that the Agency is operating under threat of budget cuts, and staff reductions. It is impossible to do your job effectively if you are wondering if you will have a job in a few months, and difficult to plan ahead if you have no idea what your budget will be like in the future, and what staff you will have to accomplish it. We need to restore the country's faith in EPA science, starting with our own administration. When I started at EPA we did the science for the water quality criteria in house, because we knew that it would be done correctly, and in an	We need to put more money into communications. We talk about how important it is to communicate with the public and our elected officials in order to complete our mission, but we continue to run our communications efforts on a shoestring, often with re-purposed scientists, instead of communications professionals. We need improved communications to better market our research, but also to help us to make sure that we are doing the right research, the right way, and then getting it to the right people.	My model is to start working with the stakeholders before the research planning begins. Working with the stakeholders to find out what their needs are, then doing the research and developing the tools to meet those needs, keeping the stakeholders in the loop. Then you get the word out to the people who can use the new tools (not just in peer reviewed journals), and provide support in their use. Then you work with them to decide what the next problem should be that you can work on together.	One thing I would love to see us get rid of is false efficiency in centralization, particularly in administrative tasks and information technology. More and more the Agency has centralized admin and IT activities, which has allowed staff reduction and apparent savings. The trouble is that the work does not go away, just because the secretary has. Now, paperwork that was done in an hour by a GS-5 is done in two hours by a GS-13 (who is less efficient because they do not do it every day), at 10 times the cost. Of course, the cost is hidden, because the GS-13 was already on staff, but the cost in lost productivity and morale is real. With IT I spend time in contacting a central contractor, who then sends an email to my local	n/a	n/a
397	396	5/3/2017	Accountable management: There seems to be a pervasive leniency with 1st and 2nd line management on holding them accountable for performance matters. Poor managers tend to stay in their jobs and continue being poor managers. They do not appear to be held to the same standard and expectations as staff. Poor performance ranges from time and attendance (some managers are just scarce/not in the office) to an inability to lead effectively or even speak in group/public settings in a coherent manner. As a consequence, in some cases, staff "work-around" these managers, find ways of accomplishing their work in spite of these managers, or just plain avoid working with these managers. This is quite inefficient.	De-centralize the Regional offices and place-base staff in geographic areas of the Regions to support key state, tribal, local and/or stakeholder communities. An added bonus would be a reduction of costs in maintaining large Regional Offices in high-rent locales. We all don't have to be in the same physical space to do our jobs effectively! Technology is great (and cheap)	Again de-centralize Regional Offices and place-base staff in key geographic areas to support counterpart stakeholders. The old concept of having large Regional offices in large metropolitan areas has been rendered moot/obsolete by the plethora of technology available to do our jobs. We don't need large offices. We can be more effective being parts of "communities" - by working and living in areas proximate to our counterparts.	There's still a few "unfunded" mandates that linger and take resources away from the Agency's core job. If we are going to get back to basics let's re-invest in what the Agency does well which is clean up hazardous waste sites and oil spills - let's fix these problem sites so communities can safely rebuild and reinvest these contaminated lands.	We need to be able to use drones as platforms for sampling, monitoring, and assessing cleanup sites and responses. These are incredibly cheap and efficient and just about every other federal agency uses them. We can be more efficient (and spend less money) in doing our job.	Again - I believe de-centralizing Regional Offices and place-base more staff in key geographic areas (i.e., communities) of key counterpart stakeholders will significantly realign activities between other federal/state agencies. We need to be "members" of these communities to be able to be more responsive to our counterparts. We're too HQ focused in the Regional offices.

	I
396	n/a
397	

	A	B	C	D	E	F	G	H
398	397	5/3/2017	Management can start by appreciating the hard work and dedication of the employees here at EPA. We want to apply the laws and enforce them however politics and big money distorts the facts and make EPA as the over reaching scapegoat. for example, The Coal industry....FACT, The Natural gas industry is killing the coal industry not The EPA!. Mr. Pruitt needs to step up and concur with that fact.	Being able to continue to communicate via phone, email and in person with them. I would like to visit in person and establish relationships with our partners. There has been no money for travel.	Travel dollars to visit and become a part of the community we serve...We have no money! and you're cutting funds by 31%. makes no sense.	Training and informing the public... I visit High Schools and most kids don't even know what EPA is. Lets do more public service announcements. Educate the public in what we do....put more eyes on reporting non-compliance of our environmental laws. Environmental Advocates are our friends...they have the money to take things further into investigating than the EPA.	Yes, put an internet channel in our schools.	Yes aligned EPA with the CDC. and The Office of Noise Abatement and Control (ONAC) was created within the Environmental Protection Agency (EPA) to oversee the impact of noise on the general public, However, In 1982, funding to ONAC was virtually eliminated, depriving citizens of federal protection against noise and its deleterious effects. I review projects and attend community meeting all the time. People mostly complain about is noise. We the Administrator to request funding to support the Noise program.
399	398	5/3/2017	IT is an issue. Our computers and software are old compared to the state of current internet requirements. For example, Internet Explorer is the standard web browser, but many sites, including some government sites return a message that the browser is no longer supported. It creates difficulties to have to figure out which software to use for each site. Frequently, we have to use government computer interface sites for administrative purposes, and they are only partially functional. I think it would help to have more extensive support for existing sites, and beta testing of new sites before they are rolled out to the workforce.	Funding is a major limitation for effective environmental protection. When we partner with sites, limited funds prevent fully characterizing potential human health risks. For example, we need methods to understand contaminants in wild fish and aquatic foods that many tribes subsist upon. However, we do not have funding to support development of these methods to assist tribes. We do not understand the extent of lead contamination in communities as funding is insufficient for localities and states to do the testing of children's blood and environmental sources of exposure.	See above, greater support for local programs would help them greatly.	I am not sure I have the big picture to be able to answer this. EPA has to be very careful with using science and with making rules because we always get sued when new rules are issued. The Agency culture is cautious and careful; care and extreme diligence adds costs to doing business, but at least we know the results will be robust.	Better IT function and some administrative support for senior level staff would improve efficiency and save money overall. Right now we have GS 15s making copies, taking out their own trash, doing some of their own travel legwork as admin. and janitorial support has been cut. Most office equipment is not functional (copiers, fax machines) as there is no money for maintenance or repair.	It is important to continue multi-federal agency initiatives and workgroups. By talking together on topics of mutual concern, we can better divide up work, have each agency focus of core strengths and abilities, and collaborate together on multidisciplinary end products.
400	399	5/3/2017						

	I
398	Keep engineers and scientist trained and learning. Cross train them between other similar federal agencies and have funding to train and freely exchange professional staff.
399	We are getting very good at communicating among multidisciplinary team members. This kind of cross team communication and coillaboration is what will be needed to address the challenges of the 21st century.
400	

	A	B	C	D	E	F	G	H
401	400	5/3/2017	Travel and timekeeping responsibilities have been shifted from administrative staff to technical staff. This is inefficient. One administrative person employed at a GS7 level and trained in these tasks would be much more efficient than GS11 engineers and scientists taking care of these tasks.	Tribes need civil service protection for their employees so they are not simply fired every time a new administration takes over. They also need to offer better wages so employees stay. We wind up "starting over" with new tribal employees frequently.	Field offices would be a big help. Large regional offices with high rent, cost of living adjustments, transit subsidies, etc. are not cost effective. The Region 10 model with field offices in each state provides easy access to those we regulate and need to coordinate with. Rent for office space is less expensive, cost of living adjustments for employees are eliminated or lowered, travel for inspections and meetings is much less expensive. It makes EPA staff much more available to people who need their help.	Yes, in November, 2006 the Region 10 office conducted a study regarding the efficiency of their field offices. It clearly showed a savings of over $1 million/year to locate staff in field offices rather than in Seattle. This also provides the public, local, tribal and state governments much better access to EPA staff.	Electronic records; we still must print and keep a paper copy of official records.	CWA 319 funds should be taken from EPA and given to USDA Rural Development to administer; they have a very similar program and are much more knowledgeable about agricultural practices. AND USDA Rural Development Funding for Drinking Water and Wastewater infrastructure should be taken from USDA and given to EPA to administer. USDA does not understand what a good vs. bad drinking water plant looks like. They have built many facilities that do not meet the requirements of the CWA or SDWA from the day they start up.
402	401	5/3/2017				It appears some of the offices are having to give up office space due to excessive rent. Those spaces are now being provided to non-government entities, creating some security issues. What if we considered doing what some of the private sectors do, wherein they create a day care facility within the building in the open spaces for employees in the building, funding by those parents using the services - and excess funds going towards rent, etc? It would be significantly convenient for employees who have to drop off/pick up young children elsewhere in the large metroplexes / use public transportation. It would also be a great recruiting option for younger folks into the EPA		

	I
401	EPA employees are held to a very high standard for ethics. This is appropriate and should be the case throughout the federal workforce. I could not even serve on a small local school board without prior approval of the ethics officer in my region.
402	

	A	B	C	D	E	F	G	H
403	402	5/3/2017	Because of all of the scrutiny of every EPA and federal employee- often exacerbated by politicians and people who have decided all EPA employees are focused on job killing and destroying the entire country- the administrative processes to do our jobs have become incredibly bureaucratic and cumbersome so that we are held "accountable". For example, to buy work boots so I can go out to sites and ensure the contractors aren't wasting tax payers dollars, I have to: put in a purchase request; that request must be signed by my manager, the purchasing official, an my associate director. Then I have to have the purchase card holder accompany me to the actual store because I am not allowed to use a purchase card- so now you have two FTE going to buy work boots. After all of that- it still didn't work out because there was a person in HQ that needed to authorize all of this. So I ended up paying for my work boots out of pocket and am hoping to get reimbursed.	Don't hack our budget because most of our monies end up in the hands of the local and state governments. And don't assume that they want EPA to go away- we actually help support them a lot and sometimes they need us to be the gorilla in the closet to achieve their objectives. And the private sector- I guess the same thing. They get a lot of grant monies from EPA. And pretty sure they aren't super excited by the idea of having all of the federal work delegated down to them with no funding to do the actual work. And Tribes! Well, right now they are just totally freaking out because the political rhetoric implies that they are no longer going to have their treaties honored. Recommend that you do some major outreach to the tribal governments and start trying to clarify if this Administration intends to uphold those federal requirements given	Stop attacking EPA employees. Stop saying that the priority is jobs and reigning us in because most people know want to know that the priority is the mission and upholding the laws that keep air clean and waters drinkable/swimmable/fishable. And stop micro managing everything- it looks really wacky and you are freaking out both the regulated community who likes to know what the expectations are for planning/budgeting and the general public because they don't trust you. All you are doing is eroding public trust in government.	Stop trying to micro manage the entire agency. It is way too large and there are too many projects to run every single one of them through HQ. It slows everything down, and eats up time. And as you all know, time is money- especially when someone is hiring contractors, legal counsel, etc. And don't waste time trying to figure out why permits are slow to get out the door, etc. It's a simple answer. Because we have the lowest level of staff since 1989. Because Congress/politicians keeps saying inflammatory things about federal employees and EPA- adding additional layers of bureaucracy and process to the most basic things we have to do under the banner	Not new technologies that I know of. But stop entering in to piecemeal software contracts that then end up eating a huge amount of time because the softwares aren't compatible and then there are a bunch of agency resources and monies eaten up trying to make them compatible.	Provide funding and technical support to our partners because we have expertise that no state can ever have and cannot be replaced. And we have lots of funding vehicles to help support that work.
404	403	5/3/2017	Better organization of the training requirements would be helpful.	More outreach and more opportunities to meet with our partners in person,	More true dialog with opportunities for the public -- not just paid representatives of organizations -- to voice their thoughts and ideas. More public meetings outside of DC.	Distribute a list of federal facilities where meetings of various sizes can be held around the country. With efforts to keep costs low, we have limited our reach to meetings held in regional offices. Have OPE be in charge of facilitating meetings outside of DC.	Is it possible for Americans to post videos expressing their views to the docket or an EPA website? Younger citizens may want to share information from their phone, including videos, and do we have a way to receive that? Further increase the education about what 508 compliance is and how to make our work more accessible to everyone!	Continue to work closely with other scientists on climate change. Support interagency agreements to share staff and develop expertise. Support rotational assignments to the Hill and state-local agencies. Good for EPA and good for the receiving organizations.

	I
403	Yes. In many other sectors, they actually trust their employees and treat them with respect. For example, they wouldn't have a giant signing ceremony with pomp and circumstance for a policy that tries to roll back a bunch of their work. They wouldn't put a leader in charge who has publically attacked the entire organization and the people in it for years, or challenged the work of that agency on multiple occasions in court. They wouldn't put a bunch of people who don't trust science or scientists in charge of scientists. For example, when I worked at a biotech company, our CEO was a MD, and all our directors were PhDs, because they all could understand the science we scientists were doing. Super
404	Concur is the worst travel system. It is not allowing us to choose the cheapest options and it is bureaucratic and unwieldy.

	A	B	C	D	E	F	G	H
405	404	5/3/2017	One thing that has crept up on everyone is the accumulation of training requirements. From an organizational point of view these should be looked at top to bottom with a view towards streamlining them. I also hope you will look at removing several which I personally object to as vaguely disguised "Leftist Indoctrinations" which have inappropriately politicized the Civil Service. Also, the last Administration used many devices to "Socially Organize" the EPA workforce. I also object to these activities for the same reasons. The Civil Service System and we as Civil Servants, at all levels, should be held apart from the political philosophies of any political party in power. This is an intensely serious and important reform that needs o be put in place. Also, hire more for Merit than shall we say "Political Compatibility," which I think most in this Agency feel that the Obama Administration flagrantly did.	EPA has a very intelligent Regional structure. In the past years HQ in DC has usurped more and more of that. I recommend that the Agency return to a greater Regional focus. Among other things this will provide a better collaboration with Regional politicians who, after all, have legitimate rights to pursue activities in their respective Regions. They want us to "Do Things" not pursue thinly disguised Leftist political agendas.	EPA has a very intelligent Regional structure. In the past years HQ in DC has usurped more and more of that. I recommend that the Agency return to a greater Regional focus. Among other things this will provide a better collaboration with Regional politicians who, after all, have legitimate rights to pursue activities in their respective Regions. They want us to "Do Things" not pursue thinly disguised Leftist political agendas.	EPA has a very intelligent Regional structure. In the past years HQ in DC has usurped more and more of that. I recommend that the Agency return to a greater Regional focus. Among other things this will provide a better collaboration with Regional politicians who, after all, have legitimate rights to pursue activities in their respective Regions. They want us to "Do Things" not pursue thinly disguised Leftist political agendas.	If you look carefully at some of the technologies that have emerged from our nations efforts to prepare for a large scale terrorist event, and most of the technologies came from DoD through the Army as the R&D lead, you will see that they have found applications to all kinds of environmental clean-ups. I think that within this Agency you may be surprised to find how useful efforts made to study the decontamination [still disinfection to most people outside of EPA, particularly in Medicine and Public Health] are actually providing outstanding dual use value to healthcare. Our work looks at decontaminating [disinfecting] real world surfaces. This fits with our disinfectant registration functions. It's a big win-win.	OSRTI and OLEM need to consolidate their Emergency Response functions. Specifically, the Environmental Response Team (ERT) and the Consequence Management Assessment Team (CMAD) need to be consolidated. This has been impossible, despite the obvious sense of it, because of intra-organizational turf and personality problems. It needs to be solved at the Administrator's level. It makes good management sense and needs to be done. The Administrator also needs to read a report compiled by a Senior SES Region II DRA named GEORGE PAVLOU on these subjects. George
406	405	5/3/2017	The structures regarding resource allocation (FTE and other) seem to be managed for staff/manager numbers and other considerations rather than for efficiency and effectiveness. In other words, the management process seems confined in such a way that sound organizational innovation dies on the vine. I am currently involved in just such a situation.	In my area of work (program communications), I advocate improved use of distance communication tools (like Adobe Connect) for training, compliance assistance, and oversight functions. These tools can extend our reach so we can better meet the needs of our States and Tribes. For example, exploring strategies for virtual, on-demand training could help leverage our technical expertise to provide more consistent guidance and support from EPA while addressing challenges from staff turnover and travel restrictions seen across our 5 states. This would require linking technical and communications expertise.	In my area of work (program communications), more effective use of distance communication tools (like Adobe Connect) saves travel but also allows better communication in general across our 5-states. The result can be greater transparency, more inclusion, more involvement at all levels of government and with the public. We have barely scratched the surface in using these tools.	Again, since I work in program communications, I see great potential in virtual and/or on-demand communications tools. We have the software tools, but have much to explore in how these tools are actually used and put into real service.	We have many wonderful technologies available to us but, from my perspective, our staff have barely learned how to use them. In my own work, I think virtual communications could be utilized for many purposes, even as a means to re-invent our processes for State/Tribe oversight and program review. Of course, sometimes the States/Tribes are unfamiliar with the new technology, too. There are many applications possible for use of virtual tools, and I think if one is to serve a 5-state Region really well, this technology is practically essential.	In the programs I am familiar with, perhaps creating a more clear hierarchy of Agency involvement would help. There sometimes seems to be "too many cooks in the kitchen." Some Agencies responsibilities need only be review and concurrence while only one or two have a lead role.

	I
405	We need to get back to hiring and promoting based on the Merit System. This Agency for Social Engineering purposes, that is installing people of a political and social orientation favorable to the Leftist cause, has turned the Merit System on its head. They have by-passed it. That is not only a disgrace but as I imagine this has gone on across the entire Federal Government I view this as having inflicted serious damage to the Civil Service as an institution. The role and function of the Civil Service as a crucial and non politically aligned part of our government has to be reasserted. AND, we CANNOT PUNISH CIVIL SERVANTS for policies of the previous
406	Well, I work in communications and see great potential there. We need to be talking more, collaborating more, and assisting more, sharing more with our States and Tribes. From my perspective, we have seen great and positive results from using virtual resources as effectively as possible. However, our results have been quasi-experimental...we have a long way to go before this technology is fully integrated organizationally. As I see it, we seem to have new solutions pushed our way all the time, but we don't always now how to implement it on the ground. This may take time and experience, training and re-thinking.

	A	B	C	D	E	F	G	H
407	406	5/3/2017	This is not an EPA-specific problem, but a government-wide one. I am providing the comment in case EPA has the opportunity to weigh in on broader reforms across the government. All government agencies are required to have their printing done through the Government Publishing Office. GPO doesn???t do the printing itself, but contracts it out to private vendors. (Although GPO charges a fee for this service.) Everyone I know at EPA that has tried to do printing, publishing, or large mailings has horror stories about it. The requirements are a morass of paperwork and red tape, without clear explanations or guidance. The process of bidding and awarding contracts is slow, creating significant delays that affect project schedules. And the low bidders that win the contracts sometimes provide poor quality work, so there is no real savings.					
408	407	5/3/2017	The paper concurrence process should be replaced by an electronic concurrence process. Training should be made available to those unfamiliar with features useful for the process such as MS Word TrackChanges, SharePoint and OneDrive.					

	I
407	
408	

	A	B	C	D	E	F	G	H
409	408	5/3/2017			Risk communication training - the art of communicating science concepts in plain English without losing complexity and without ignoring the emotions associated with the ideas being discussed - should be a standard skill set for all who work with states, tribes, local communities, the regulated community, and the public at large. The scientific skills that serve us well internally are different than those that serve us well with our partners and those that we serve. In addition, some focused immersion experiences - working for 1-2 weeks from a remote location where a project is located or will impact - would give perspective. For instance, living in an area where rural broadband internet is slower, where the volunteer ambulance service is 20-45 minutes away, and groceries are 30-40 minutes away add perspective to the policies being written. What works in an urban area			
410	409	5/3/2017	The requirement in appropriation law or policy that limits the fungibility of funds across appropriations. If these limits were eliminated or relaxed, we would be in a better position to apply funding where it is really needed. Our contracting mechanisms also need an overhaul to standardize policy across the country. But the end user needs to be consulted when changes are made.				Our software is woefully out of date. We are still in the early 20th century with some of the legacy systems we are forced to use.	
411	410	5/3/2017	I am an attorney. We get paltry litigation training, and the training we get is from EPA attorneys who are rarely in court.	As an attorney, having Government field/regional attorneys attend and participate in more CLE events with the private bar. Currently, we have little to no interaction with the private bar outside of negotiations, and because we have no travel budget, there is little face to face time, and so few opportunities to dialogue and build relationships with members of the private bar.	Free up additional travel dollars for face-to-face meetings. It is difficult to provide customer service only over the phone, or via EPA's generally unreliable video capabilities.	Currently, this regional attorney has almost no reliable admin/paralegal support staff. Instead of taxpayer dollars spent on my legal salary going to me doing legal work, I instead must act as my own secretary - literally prepare and arrange mailing of my own documents, do my own bulk copying, arrange my own meetings, and meet with paralegals from the private sector firms. Embarrassing.	Tech is sufficient. We (ORC) just need more admin support.	More joint field meetings.

	I
409	
410	
411	Other federal agencies have competent paralegal support to handle FOIA and discovery. EPA does not, at least in the regions.

	A	B	C	D	E	F	G	H
412	411	5/3/2017	Administrative requirements: There are too many administrative assistances in the agency. I recommend streamlining administrative assistances, there is no need to have too many. Every staff has the tools needed to do their jobs, we are in the 21st century with 21st century technology. The Agency has invested a lot of money on bringing the technology needed to do our job in an effective manner, so that the need for secretary or administrative assistances has been reduced. Of course, some limited administrative assistances are needed for the upper/senior management positions. I have noted that some directors have a secretary and an administrative assistance with similar tasks. Clear definition of the roles and responsibilities of a Deputy Division Director should be stated. Some divisions have an administrative assistance that perform duties related to the Deputy Director (i.e., travel budget, tracking commitments, etc.). I recommend reviewing the Position	Working with states and tribes on their programs work plans to ensure consistency with federal rules and regulations. Provide regulatory assistance to private sector to ensure compliance with permits and statues. Empower communities to report environmental crimes.	Working with states, tribes, local communities and private sectors has been a challenge for EPA. In my 28 years working with EPA that has been the case. I have been extremely successful working with states, territories, tribes, local communities and private sector using a collaborative approach instead the enforcement approach. Provide assistance on grant management and provide support on this area is crucial for states to succeed in compliance with their work plan. Provide assistance and working with private sector on how to comply with permit and regulations is valuable. Listen and be engaged with the local communities is the key of success on building credibility.	I believe the agency should consolidate some regional offices to reduce costs. For example, why EPA is paying for satellite offices with one or two employees? I recommend closing those offices and move the staff back to the central hub or share a space with a sister agency or state agency. In addition, I suggest combining. For example: (1) R1 with R2 (transferring the Caribbean territories) (2) R-4 (transferring KY and adding the Caribbean territories) (3) R-5 (adding KY) (4) R-6 with R-7 (5) R-9 with R-10 Another suggestion is to centralize the all Tribal affairs and all Territories affairs in HQ. Combine laboratories will reduce the cost of leasing.	I believe there are many technologies available. EPA has adopted several of them, for example: Skype for business, Video Conference, SharePoint, Outlook, and SEMs (filing database). The issue is not having the technology; the issue is more related to not using the available technology by the staff. I recommend establishing clear guidelines for using those available technology, encouraging the staff to use them. The use of tablet or iPads on the field during inspections will facilitate and expedite actions. Having a central e-file room would be fantastic to improve our response to inquiries (FOIAs, congressional, states, local communities, etc.) and to reduce physical spaces (cost a fortune).	Kind of tricky, since EPA has specific authority under the law to carry out some responsibilities that cannot be delegated to other federal agencies or states. There are programs that can be delegated to the states, and we have done that, however, there are states that don???t have some of those delegated programs for various reasons. We can continue working with those states to assist them to obtain the delegation, but keep in mind that some states clearly stated that they do not want those programs. For those states with delegated programs, EPA can continue providing financial assistance to
413	412	5/3/2017	I am an Acquisition Manager responsible for a Regional office. I report to a Regional manager for day to day operations and to the (HQ) Senior Procurement Executive who has functional (Acquisition) authority for the promulgation of policy and procedure relevant to acquisition regulations (FAR and EPAAR...) and in issuing warrant authority to all agency Contracting Officers. While I have a wonderful boss and great working relationship with both my direct supervisor and functional authority (HQ), there is a continual challenge that exists when applying business decisions and operational matters that cross regional lines. Business operations are often fragmented and inconsistent under existing silos and productivity is diminished.	Within the acquisition community, the interaction that takes place with external stakeholders is largely driven by the program offices in which we support. However and specific to partnering with the private sector, standardizing business practices and awarding contracts with a stronger emphasis in shifting risk from the EPA to the contractors using firm-fixed price agreements would lead to enhanced performance management and likely result in cost savings. While a lot of the work the EPA does, for example in remediating hazardous sites, cannot be sufficiently defined in advance due to the nature of the work, a deliberate approach to maintaining engineering and contracting expertise in the fields of design, construction and related activities would benefit the EPA by enhancing ownership and defining process where the	Efficiency, economy, the application of best business practices and accountability should be the first goal in recognizing our positions within the agency and the government. The term "customer" needs to be defined such that it pertains to those entities listed above and not to internal members of the EPA; this will enhance teamwork, define ownership, delineate lines of authority and ensure everyone is performing as equal members of a team in which responsibilities are recognized and respected across all business and program lines; all of which relate eventually to cost and delivery to our public and taxpayers at large.	Yes. Standardize the acquisition of goods and services across the agency, consolidate like and or similar items and formulate budgets such that delivery of products and services are procured both to meet agency needs and to satisfy efficiency and economy. Reduce unnecessary duplication of effort by increasing collaboration with the principle stakeholders (i.e., contracting, fiscal, programs...) to better leverage resources both in human capital and finance for creating an emphasis in conducting business sensibly and responsibly.	In the world of Acquisition, methodologies such as "Category Management", "Strategic Sourcing", "and Centers of Expertise" have been used successfully by other agencies to create efficiencies, enhance specialization and standardization and to contribute to cost savings through enhanced competition and in some cases obtaining volume discounts. The EPA has initiated some of these concepts but not to any degree of adequacy. Specific to technology is an electronic procurement system that functions well and with the ability to capture and manage data for reports and workload management; the current EAS system is inadequate.	Realigning activities within the agency is a good thing as long as it is done properly. Aligning activities with other agencies comes at a cost both financial as well as functional. For example, offloading work to the Army Corps of Engineers typically comes with an overhead cost of 10% for each project; this equates to millions of dollars potentially coming out of the EPA budget in lieu of hiring at a much lower cost internal employees and in investing in the EPA human capital infrastructure for long term stability.

	I
412	Collaborative approach vs. Enforcement approach. Effective use of IAG and MOU/MOA Use of best technology available.
413	Yes; I was responsible in my previous agency for developing what became lauded as "best practices" relative to workload management, quality and compliance, and training. The challenge is implementing any best practice across fragmented business lines which constitute decentralized programs. The EPA represents a decentralized acquisition program which makes it difficult if not impossible to implement standardized best practices and a coherent supply chain that operates with optimum efficiency. At the EPA, we should simply maintain regional acquisition presence in the Regions to support our major Superfund program activities and a handful of

	A	B	C	D	E	F	G	H
414	413	5/3/2017						
415	414	5/3/2017	EPA Headquarters Staff turn-over; there are too many rotations and personnel changes for reviewers of Regional documents. Changes of Formats for EPA documents back and forth every few years; it is unnecessary. Managers assign Superfund projects whimsically with no consideration of experience, or understanding that "Learning Curves" take up more time and expense. I would address these by eliminating HQ review of every document; resisting the urge to constantly change Document Formats; and teaching EPA managers that frequent turn-over of Superfund project managers delays final achievement of cleanups.	Eliminating the involvement of State Agencies in the Superfund process. Superfund projects cannot be deleted from the NPL or declared clean because State Agency Staff personnel constantly require more data and refuse to accept PRPs' or EPA's decisions that a Site is "clean." If the Superfund program is delegated to the States, Private property owners will never receive approval that their real estate or groundwater is "clean." [State Agency Staff require that Sites be "studied to death"]. Also, Use EPA Guidance as "guidance" and not as "mandatory."	Provide the US EPA Superfund program with Funding and eliminate the requirement for consultation with State Agencies. US EPA Superfund Project managers need autonomous decision making authority, and the authority to budget and approve direct spending on Cleanups. If US EPA is ready to approve a Cleanup by the Regulated Community (i.e. Private Parties), State Agencies almost NEVER recognize or concur with US EPA's acceptance of a Private Party's cleanup achievement. Also EPA managers are forced to use Guidance as "dogma," instead of having Guidance "guide" ... a manager here actually said once that following Guidance is "mandatory."	The Burdensome process of awarding Government Contracts. In Private industry, Project Managers are allowed a Spending Ceiling for which a Purchase Order can be directly issued (after getting 3-5 quotes). At EPA it takes 6 months to develop Contract Bidding packages, 2-3 months to advertise for bids, 2-3 months to review and evaluate bids, another 2-3 months to announce the winner and appease the losers, and another 1-2 months to get the Funding approved and Contract Awarded. What should take several weeks (finding and approving and scheduling a contractor) takes the US Government 1-2 years to award. US Government contracts also require anywhere from 3 to 10	Actual Computers and Laptops and Internet Servers that actually function would be a nice start. The previous 8 years' Administration's "austerity" policies have left EPA far behind when it comes to I-T. I can do better individually by picking out old Laptops from Recycling Piles and fixing them myself in my basement, when compared to the computer equipment provided by EPA.	Have each Agency maintain their own Procurement Staff, instead of relying so much on OMB. Use Corps of Engineers exclusively for procurement for EPA, because USACE already has the procurement infrastructure in place. Eliminate the partnerships with States regarding the Superfund program because State Agencies are the SOLE REASON why NPL Sites cannot be declared as "clean." State Agencies have Private Parties in their crosshairs, purposely (because of all the State-perceived "profit" that private parties have in their pockets). US EPA tries to be flexible but the States
416	415	5/3/2017	slow processes new regulations hamper efficiency overworked - new tasks compile, old tasks remain slow to change too many people have a say (too many cooks in the kitchen) and not enough employees to carry out the work very very weak leadership I don't get paid enough to come up with ideas and have them "implemented" - no need to waste any more money or time on it.	I don't care anymore - I have given suggestions for improvement and have been dismissed too many times.	I don't care anymore - I have given suggestions for improvement and have been dismissed too many times.	cut the EPA budget further to force people to change their ways of thinking and doing things.	I don't care anymore - I have given suggestions for improvement and have been dismissed too many times.	I don't care anymore - I have given suggestions for improvement and have been dismissed too many times.

	I
414	Move Regional Offices from high priced rent cities to cities that are cheaper and need the gov't's investment. I.e., Region 5 move office from Chicago to Detroit, Region 1 Boston to Hartford, Region 3 Philadelphia to Scranton, Region 9 San Francisco to Oakland, Region 10 Seattle to Tacoma
415	Eliminate the arbitrary assignment of Superfund project managers to Sites. For example, the private sector understands that changing project managers "willy-nilly" costs money and time. At EPA, any old manager can decide to change project managers at any time. I have a project that has had 10-12 different project managers over the past 15-20 years. Also race, gender, and sexual orientation are the main drivers for deciding whether individuals are promoted at EPA. EPA needs to eliminate such informal Quotas because people who are not the best are now the ones who are currently making decisions.
416	I don't care anymore - I have given suggestions for improvement and have been dismissed too many times.

	A	B	C	D	E	F	G	H
417	416	5/3/2017	Consolidate all FACA Committees in the Agency under one administrative organization with centralized support and administration. Each committee would still have its own DFO, however full support would be more efficiently centralized. Furthermore, this would provide better separation (more independence of the committee) from the programs that the committee is associated with.					
418	417	5/3/2017					Paperless technologies are badly needed. This includes the ability to sign document electronically and store/manage agency records electronically.	
419	418	5/3/2017	Professional and technical staff are currently required to perform their own administrative functions. I would address this problem by adding more FTE for administrative professionals. Certainly, we don't need as many as we used to have, but we have come to far away from effective administrative support.	Working with States happens throughout the Agency. Staff working with States and local agencies don't have enough communications training or support. Additionally, State and local liaison duties take considerable time away from other official duties. Reducing the amount of funds passed to state and local partners would allow for additional staff to better prepare staff and support EPA staff working in these positions. I can think of no better way to make a gold-plated partnership.	Hiring professional customer service staff and putting real resources into costumer service tools.	Updating electronic resources would improve efficiencies and reduce long term cost. Minimizing the use of long-term contractors, as in I.T. for example, and converting those positions to full time supported EPA FTEs would reduce cost by eliminating the need to pay for third party profits. Contracts should only be used for short-term projects with a defined scope.	Google Chrome, Word 2016, Access 2016, Skype Sampling drones would improve air and water quality monitoring. Emergency response robots would allow for safer hazardous area monitoring. Continuous remote stack monitoring requirements would allow for better coordination of Agency resources.	As illustrated by the Flint Water Crisis, we need to proactively identify those partners that are in the process of disinvesting from areas of shared responsibility and mutual interest. We need to redefine relationships on a continuous basis and treat disinvesting partners more skeptically. We need to focus on the big picture and ensure that when we have handed off the responsibilities outlined by Congress to another party, that those entities remain accountable to the American public. We cannot wash out hands a state that it's now someone else's responsibility. These responsibilities remain

	I
417	
418	
419	Moving to an electronic concurrence, many industrial site are not using and all-electronic system for moving documents through necessary concurrence, consultation and notice. Electronic tracking of documentation will allow for greater efficiency through immediate and non-location specific access. Increase accountability as choke points are identified and reduce costs of printing and office supplies.

	A	B	C	D	E	F	G	H
420	419	5/3/2017	Having to complete a webform with information on my work at home workload every time I do episodic. This is not required for regular work at home so it makes it harder to sign up to work at home when you plan in advance.	Making sure to add grant conditions only when they are necessary and not having them carry over every year. A lot of activities that are performed per grant condiditons the state agreed to and should be put in a workplan or supplement	Agreeing to current state workload and working on next years grants at different meetings. These tasks are often done at the same time and the customer service is not .		We have put up many barriers to sharing information with our state and tribal partners in SharePoint if the technology could be made to access in an easier format that would help greatly.	We should share more of the workload in maintain databases and doing QA on data that the public has access too. It seems a great workload that the states maintain databases and do their own QA/QC when EPA is working on on the data too.
421	420	5/3/2017	In our Regional office, there are many fire drills apparently aimed at educating the new leadership in Washington DC. These all take time away from doing statutorily required direct implementation work (work NOT delegated to some other agency such a State agency). Furthermore, it is a significant challenge to work in an environment where we never hear one word from our new Administrator, environmental actions (e.g., Executive Orders) seem to be for political purpose with little to no basis in scientific rigor, and the federal government as a whole is generally treated with disdain by the highest offices in the Executive Branch. If senior leaders in Washington wish to win over employee allegiance for the many actions being taken through fiat, please first demonstrate an understanding of the requirements, and second supply the unbiased, peer-reviewed reports (not just assertions) that demonstrate whether or not there is an overall harm from EPA	I support the idea of electronic reporting that actually cuts down on paperwork and time. It needs to be accompanied by reasonable accuracy and accountability requirements. In my 25+ years of experience, EPA and States mostly stay in their lanes. Where States have statutory authority given them by EPA, EPA does not overly interfere with their implementation beyond tracking the expenditures of federal dollars. Similarly, where States do not have statutory authority, EPA works hard to implement the requirements directly and expects to do so without interference from States. Do not forget that not all of EPA's requirements can be legally carried out by States. In most of Indian Country, EPA has a duty to carry out statutory requirements, as well as in those locations where States have	We already ask for comparatively little accountability for the grant money given to carry out environmental programs (which often is insufficient anyway). If we were to include the "public at large" as a customer, we would have the ability to actually respond to complaints and the authority to conduct investigations. In my experience, attempts to respond to complaints from "the public at large" are met with resistance from industry and other agencies (notably States) and interference from politicians.	We change Windows operating systems regularly which results in disruption to our computers. Probably everyone everywhere experiences these necessary upgrade problems. There is also a lack of support for the many different data systems that exist, especially beyond the big, well-known systems. The changes in operating systems can negatively impact legacy data systems, which then requires hunting for resources to either fix them or re-create them.	Maybe use of flying drones?	Create workgroups with other agencies that discourage turf battles and encourage cooperation.

	I
420	Using the existing tools in Outlook/Sharepoint to share information on workload and tasks that are being completed and needed to signed off on.
421	The peer-review process within EPA's Office of Research and Development can be outstanding. I am doubtful they are the least costly, but when done properly, they save money in the long run by producing high quality products that stand the test of time.

	A	B	C	D	E	F	G	H
422	421	5/3/2017					EPA is probably not the best agency at managing data. Each national program and subprograms and each region seems to have their own home developed set of databases for tracking Air, Water, Land activities, inspections, number of permits issued and compliance assistance, and enforcement. This results in a number of inefficiencies, not the least of which include: 1. no regional or national dashboard for executive decision making. 2. inability to conduct what would otherwise be simple searches for responsive documents to respond to FOIA requests (must search across multiple databases by multiple people in multiple programs. A more effective and	
423	422	5/3/2017	When the Administrator's office makes decisions without any briefing on the issues (which would discuss options, consequences, and vulnerabilities), it prevents everyone else from doing their jobs efficiently and effectively. The program offices and OP are experts at explaining options, interests, and consequences, OECA has expertise in identifying enforcement and compliance-related issues, and OGC can elaborate on the legal options, issues, and vulnerabilities. Taking all of that into account BEFORE making a decision is A) what it's our job to do and B) a lot more efficient for everyone. Because when those factors are not briefed and considered beforehand, it results in unintended consequences and vulnerabilities, which the agency either has to correct (through additional action) or litigate. Moreover, in some situations, it has been even worse because the Administrator's office has not even informed the relevant offices about a decision until after the fact ??? so the implementing office (not to	Next-gen enforcement strategies that incentivize or otherwise automate compliance are critical (e.g., real-time monitoring). In my experience, states, tribes, and local communities only want to take the lead in delegated programs if there are resources available to offset the costs. In the absence of such resources, states, tribes, and local communities have tended to withdraw from implementing programs rather than enlisting. So without more funding at one level or another, I don't know how the states, tribes, or local communities would maintain the human capital to achieve better environmental results, as they often look to EPA to provide technical help on a variety of issues (e.g., toxicology, modeling, etc.).	Due to staff shortages, people are juggling so many different assignments and need to coordinate with people across various offices who are also juggling many different assignments. So when a particular issue needs resolved, it ends up taking a lot of time for each person who needs to focus on it having the time to actually focus on it. The dividing up of FTEs to cover multiple areas also diminishes the expertise in each of those areas (as the employee might only have the capacity to deal with it a couple times a year). Another consequence is that oversight of the Regions and coordination with one another is diminished ??? as those are things we should do but just can't given the constant fire drills.		Virtual Desktop for remote access from any computer instead of the multi-step VPN or proxy access	

	I
422	
423	More use of performance-based time-off or cash awards to recognize and incentivize good performance

	A	B	C	D	E	F	G	H
424	423	5/3/2017	None, everything works smoothly in our office.	First, let the people at EPA who know how to do this job, do their job. Most are career employees who have acquired institutional knowledge that takes many years to understand. Second, please question carefully the potential impacts of implementing policies and directives that do not support or provide little support for protecting public health and the environment. The states need EPA as top cover and rule makers to help them carry out their state regulations or they will get challenged through litigation and frivolous law suits by their permit holders. On the other hand, EPA welcomes law suits as it makes us work better and harder to support our rules and regulations with scientific evidence.	It's not about providing better customer service. The EPA IS NOT a business but a government REGULATORY agency. EPA develops, implements and enforces federal rules and regulations to protect the environment and public health. Don't get the two mixed up. EPA is charged to protect the people and environment of our country and to represent our country in related international affairs. EPA authorizes the states and tribes to carry out Clean Air Act and Clean Water Act programs but if they cannot function and do this effort then EPA will do everything it can to support the state in their effort or EPA steps in and does the work for the state or tribe because it is required to do so. That is what I call EPA Customer Service.	None, all is operating smoothly.	All the equipment, technology and software provided to us for carrying out our operations works effectively.	I don't think this is possible. Other government agencies are not charged to protect the environment and public health of the American people. This is the unique role of the EPA. We work directly with and also fund the states and tribes to carry out the federal laws. The EPA allows the states and tribes all the flexibility they need to execute their regulatory programs to best meet their interests and needs (population, resources, capabilities, economic, etc.), all of the states and tribes are different and have to be worked with carefully, with much attention because of their differences. We cannot afford to put the
425	424	5/3/2017	Reduce senior management levels by 30%. There are too many chiefs and not enough Indians at EPA. AAship staff levels should be not more than 5-7% of the program population it oversees. Implement direct reporting for all programs. Is it really necessary to report to OP on rules/policy that only impacts one program? Why does it take two or more years to make technical corrections to rules and policy that would streamline or clarify information to the regulated community? (e.g., getting old regulation off the books). Favoritism, cronyism and nepotism have destroyed senior management ethics. Instead of creating more senior management positions, reorganized the entire Agency and streamline the organization. AAships should not have more than 5-7% of the program staff population. Any remaining staff needs to be downgraded and the FTEs put back into in the program as worker bees. Listen to the EVS survey - Get rid of bad management. .Eliminate cronyism, favoritism, and nepotism and clean up	EPA has a long history of partnering with states, communities and tribes. The tough job is for the Administrator to help keep the balance in the community. Everybody comes to the table with an agenda and the hope of "feeding from the federal trough."	Make states/tribes more accountable for use of grant funding. A report card?	Use sun-set provisions on significant rules and policies and mandate reevaluation of such every decade. Make it a goal to reduce the number of unnecessary cross office reviews. Implement a judicious use of tracking systems and do not track activities just to "count beans."	IT modernization. Electronic portal for data transfer and submission should be the number one priority. Force industry into reasonable IT upgrades that can be passed on to the next contractor. Way too much "proprietary" IT is integrated into government database systems that have to be rebuild, for a higher cost, when the next contractor takes over. This is not a good use of tax payer dollars. .	It would take more EPA budget. Most of the responsibility of sharing between government agencies relieves on bringing some budget to the table. It can be cost effective, but EPA has no leverage unless it can contribute.

	I
424	Decision Making. Follow the ProACT system for decision making.
425	Happy workers do better work. Bad management means unhappy workers. Get rid of bad management. Reduce salaries for high level senior management and/or give them term limits to help eliminate stove piping. Reduce percentage levels of senior and middle management. Implement consistent salary levels across the agency. Eliminate cronyism, favoritism, and nepotism. Reorganize and consolidate the agency.

	A	B	C	D	E	F	G	H
426	425	5/3/2017	1. Please lean hiring. Our hiring process is long and tortuous, and the shared service centers are a DISASTER. 2. As a manager, it is a long and tortuous process to fire a poor performer. I don't mind doing a PAP or a PIP, but why do we need to do both? Please streamline the process to fire people who are not performing. 3. Also, as a manager, I am upset that we are negotiating an agreement with the union(s) that will allow people to work from home five days a week. It's difficult to manage them under those circumstances. I wish we could cap telework at 3 days a week. 4. I also feel like a number of administrative processes were put in place after John Beale's abuses of the system were uncovered, that punished everyone equally for one bad apple. Please take a look at how long it takes us to do our timekeeping and travel, and make sure that it makes sense.	We already do an excellent job of partnering with states, tribes, local communities and the private sector.	As a manager, I can tell you that the more you cut our FTE, the more you slow down the work. I used to have 3 people who ran the PCB program. Now I have one. That person has the same amount of work, the same number of phone calls, the same number of companies and citizens to help. If you want better customer service, protect our FTE.	Lean the hiring process. Get rid of the shared service centers for human resources work - return those resources to the regions.	Dear God, yes. Please support projects to take hardcopy records electronic. The RCRA program was trying to modernize their records, but they don't have the resources that Superfund does. Give financial and political support to Barnes Johnson in ORCR to take those records electronic. Also, support E-manifest, that will be one of the legacies you can leave in the agency.	EPA has a unique mission, and we already work very well with states.
427	426	5/3/2017	The fact that we have to lock in a work day that can not be changed without prior approval is very difficult. I know other agencies have the flexibility to adjust their schedules without prior management approval. For example, most federal and private sector employees have the ability to arrive earlier than normal, or leave later than normal, as long as they get their 8, 9, or 10 hours in. We work with stakeholders all over the country (world at times), so having to commit to begin work at 8 am and stop promptly at 5 pm inhibits our availability to work seamlessly with certain stakeholders. It would be much easier and more efficient if we had the ability to adjust our schedules to the work load as needed. We can't always foresee a last minute phone call or face-to-face meeting two weeks in advance.	I came to EPA from the private sector within the last twelve months. In my previous roles with small and large companies, my work was directly impacted by EPA programs. These voluntary programs were instrumental in building the businesses I worked for, and in some cases those businesses relied solely on EPA programs. Since I've been an EPA employee, the businesses I used to work for, and the industry I worked in have expressed to me personally they are very concerned for voluntary EPA programs such as Energy Star and Indoor Air Quality (radon, asthma, VOC's, etc). These voluntary programs work and have created millions of jobs (https://www.e2.org/energyefficiencyjobs/). Making buildings and homes healthier and more energy efficient protects the environment, creates jobs (millions of jobs), saves American	As in my answer to question 1, we need to be able to make ourselves more readily available to our stakeholders. The inability for us to adjust our schedules to match our stakeholders on a day to day basis is very obstructive to customer service.	I came from the private industry within the last twelve months. I've heard all my life about how inefficient government is, and I've made the jokes about government workers not actually working. To be perfectly honest, I have been blown away by the efficiency the people at EPA work and get their jobs done. I've answered two questions already with the fact that we do not have enough flexibility with controlling our own schedules. I see 8 hour employees consistently taking it upon themselves to put in 60 to 80 hours a week to accomplish their work. These are the most productive and dedicated employees I have ever worked with. A job in my private sector work that		We are reaching out to other federal agencies, but we have ongoing working relationships with many agencies already. As we see someone else in the federal or private sector working on something similar to our projects, we always reach out and collaborate.

	I
426	Lean! Please lean processes such as grants, contracts, hiring. Getting a contract out of HQ is positively painful. Processes that used to take two days now take six months. Help us cut through the red tape.
427	

	A	B	C	D	E	F	G	H
428	427	5/3/2017	1. The procedure for sending and receiving e-mail from one's personal smartphone is tedious, cumbersome and maddening. There must be a solution available that makes it easier to access work e-mail remotely while satisfying the security concerns of IT. 2. For the subset of staff who use their government-furnished computers for tasks other than using the MS Office suite, the existing hardware is inadequate. Investing a modest additional amount of resources in higher-performance computers that include more RAM and a solid state hard drive would be greatly appreciated. 3. Ease the procedure for purchasing software (including software subscriptions) whose total value is < $500. The value of the staff time required to procure inexpensive software is often an order of magnitude greater than the value of the software itself. 4. Consider hiring software programmers to develop and maintain mission-critical software packages.	Within the air quality program, more work can be done to implement standards in a way that both improves air quality while also maximizing public health. Projects like the Detroit Multi-Pollutant pilot and the South Carolina Ten-at-the-Top project each demonstrate that this procedure is far less costly, and yields greater benefits, than traditional pollutant-by-pollutant approaches.	Continuing to fund travel to conferences. There is no substitute for interacting on a one-to-one basis with stakeholders.	Consider reorganizing the Human Resources department. It's currently understaffed and overburdened. The HR office servicing OAR is located in Las Vegas. Consider relocating it to either DC or RTP (where OAR staff actually work).	1. The procedure for sending and receiving e-mail from one's personal smartphone is tedious, cumbersome and maddening. There must be a solution available that makes it easier to access work e-mail remotely while satisfying the security concerns of IT. 2. For the subset of staff who use their government-furnished computers for tasks other than using the MS Office suite, the existing hardware is inadequate. Investing a modest additional amount of resources in higher-performance computers that include more RAM and a solid state hard drive would be greatly appreciated. 3. Ensure that every EPA-developed or funded software package is open source. This is currently not the case--for example, the	Working more closely with the Centers for Disease Control and Prevention to ensure that EPA and CDC are not duplicating efforts--particularly as it relates to techniques and tools to characterize the health benefits of improving air quality.
429	428	5/3/2017	As a timekeeper I am greatly impacted by the payroll software (PeoplePlus DOI) that seems to be outdated and not unable to adequately meet the needs of our agency. This causes all types of inefficiencies such as an inability to fix issues locally (tickets are required but often ignored), requested audits take almost a year, leave bank isn't and apparently can't be coded properly causing all types of problems. Policies require employee's time to be submitted prior to end of pay week causing a high percentage of amended timesheets due to site charging requirements. System closes down three days for processing but does not lock employees out causing problems (delayed pay) when employees accidentally reopen timesheets. Other systems we use seem old and have similar issues. We have workarounds for most of the inefficiencies but would be better if systems were updated and worked well because workarounds use more resources and take more time.				New fax technologies. Right now we have no way to receive or send faxes except from a few public use copiers in the region. I am surprised we still have the need for fax capability but we do need a secure way to receive faxes when needed.	

	I
428	Because our EPA-provided computers are so craptacular, we've purchased our own personal laptops to do our work. So, maybe everyone who is doing more than writing memos or developing powerpoint slides should take the same approach?
429	

	A	B	C	D	E	F	G	H
430	429	5/3/2017	Approval to engage with our stakeholders is unnecessarily burdensome. We need more meetings and conferences with stakeholders,not less, so I would like to see encouragement from this Administrator to engage all of our stakeholders EPA-sponsored meetings have been very successful in the past, and I hope that we will be active encouragement from management, and approval of meeting requests, to improve our ability to meet our stakeholder's needs. Engaging with the regulated entities provides EPA with insights and ways to reduce unnecessary burden.	Better environmental results will come from a partnership on improved environmental monitoring and sharing of data. Continue the dialog with the states, tribes and local communities that we already have. Continue the collaborative conferences and meetings that remove communication barriers and allow us to better understand the state, tribal and local communities needs and what works best for them. These partners have been tremendously helpful, but removing these opportunities is a detriment to achieving better environmental results.	Better customer service includes better communication and access to data we have that is submitted by states, tribes, local communities, and the regulated community. Our data is open for the regulated community and others to see and to use, not merely as a repository to meet a requirement. When the data is seen and used, errors can be found as well as cost-cutting ways to manage the data. Electronic reporting is a huge burden reduction for everyone as well as a process for improving the quality of the data, which then creates less false alarms and additional burden for the reporters.	Collecting better monitoring data, not less, will allow us to understand where the most serious issues are so our resources can be devoted to those. Engaging citizen scientists can fill the gaps in monitoring where EPA and the states are unable to provide it. Providing better access to our data, as well as improving the ability for others to find, understand and use our data is critical to making sure we are focusing on the right issues with the right amount of effort. Less data creates uncertainty as to where to focus our efforts, as well as follow-up monitoring to makes sure any corrective actions of any type provide the desired results.	Data analytics is being adopted slowly, and should receive more encouragement and funding. This is also question for the scientists and engineers in ORD who work on cost-effective pollution control technologies.	This has been occurring for decades at EPA, but due to the different missions and authorities of the federal agencies sometimes this goal has been difficult. Agreements should be made based on a core set of needs from each agency that all can agree with, while encouraging additional agency-specific requirements to be met.
431	430	5/3/2017	I can't think of any major ones. Most requirements and management procedures are focused either on increasing transparency or accountability. Those requirements reduce efficiency, but we've had to make that trade off in the past.	EPA should focus on desired results and minimum standards in regulations, as opposed to prescribing methods or techniques for achieving them. Alternately, we could give regulated entities the choice to follow a defined prescriptive path or a performance goal path. Either path would be considered an acceptable way to follow the requirements of the regulation.	Support and develop approaches such as E-Enterprise (https://www.epa.gov/e-enterprise) and e-Manifest (https://www.epa.gov/hwgenerators/hazardous-waste-electronic-manifest-system-e-manifest). If we make compliance easier, we can reduce the regulatory burden without having to get involved in contentious regulatory situations. Continue to invest in our relationships with the Environmental Council of the States and the Environmental Research Institute of the States. Use third-party arbitration approaches to help us resolve conflicts and minimize lawsuits.	Yes, we can enhance our scientific research and technical support capabilities to serve as an efficient shared resource for all 50 states. This would keep the states from having to recreate these capabilities on their own, which increases overhead costs and duplication. Under this approach, grant funds could be focused on implementation, instead of recreating the scientific foundation for decisions.	Please see remarks regarding E-Enterprise and e-Manifest in Q.3.	As mentioned in response to Q4, the more EPA serves as a central clearing house for environmental research and technical expertise, the better we can share this responsibility with the states. This approach also helps create a shared understanding of the relevant science, encouraging EPA and outside parties find common solutions to areas of shared responsibility.

	I
430	Electronic reporting reduces regulatory burden, improves data quality, transparency, and access. Working with all stakeholders to help them find, understand and use data that the taxpayers and regulated community fund. We should expand our use of data analytics to find pollution prevention opportunities and provide incentives for companies to improve environmental performance.
431	I have worked in the private sector, non-profit sector, and in state and federal government over the last twenty years. The EPA is currently one of the most dysfunctional places I've been because it is not following essential best practices common to these fields. All of these best practices are inter-related: 1. Transparency- Frequently, the EPA staff are surprised by important management developments or decisions and do not know how to react. We learn about significant changes in policy from the newspaper or television and do not know if the changes are real or how they will be implemented. Increased transparency would help people know how to make decisions,

	A	B	C	D	E	F	G	H
432	431	5/3/2017	We have several time keeping systems. We only need one.	As a former state employee, there is a good relationship between EPA regional offices and the states. We need to increase opportunities for communication to go from the regional offices and states to the programs. Often situations at the state level can be resolved with EPA at the regional level, but the programs intervene and slow things down then take away regional office ability to meet the needs of the states.	Put more faith in regional office capabilities for regulatory decisions and let the regions coordinate without having to go through the program offices.	Yes, contractors cost twice as much, take twice as long and have half the quality. Our labs can do our own analyses with better quality control. Our field sampling staff can innovate faster and respond faster to situations on the ground without having to go through the contracting office.	We are already working on integrating cloud computing to our operations. We need to allow our staff with expertise in these fields to work with other executive branch departments to create one system that works for timekeeping and asset tracking.	We are already working on integrating cloud computing to our operations. We need to allow our staff with expertise in these fields to work with other executive branch departments to create one system that works for timekeeping and asset tracking. There is also a lot of training that is common between departments that could be shared.
433	432	5/3/2017	NULL	NULL	NULL	NULL	NULL	NULL
434	433	5/3/2017	NA	NA	Expand our use of tools like SharePoint to collaborate both internally and externally. Additionally, invest in more modern data visualization software like Tableau or IBM's Cognos across the agency to improve the quality of work products and reduce the amount of time it takes to develop meaning and insightful	NA	Replace the current paper-based performance management system with an electronic performance management system. Doing so would greatly reduce the amount of paperwork associated with mid-year and annual reviews, mitigate the need to file paper copies, and streamline the uploading of PARS to the electronic Official Personnel Folders (eOPF), further reducing the number of work hours spent administering the program. I recommend reviewing the Department of Energy's ePerformance system as one example.	
435	434	5/3/2017	NULL	NULL	NULL	NULL	NULL	NULL

	I
432	No.
433	NULL
434	
435	NULL

	A	B	C	D	E	F	G	H
436	435	5/3/2017	Requiring paper deliverables is outdated. Electronic submittal should be the new norm. Fast track implementation of regulations requiring electronic deliverables, such as RCRA eManifests and CWA electronic reporting.	Sharing compliance and enforcement date with states, tribes, and locals in various media (air, water, and land) is critical to achieving better environmental results. Electronic data sharing via internet would make this communication possible (see answer to Q1).	Post inspection reports and enforcement actions to EPA's web site. Have a search engine on our web site that actual works.	Move away from paper and to electronic deliverable/receivables. Have a robust and working web site.	We should adopt existing technologies and drag the Federal Government into the 21st century.	We should stop wasting time on plans and EOs that are not realistic and will not come to pass. When a budget has been passed through Congress and signed by the President, then we should spend time on planning and executing those plans. Until then, all that time spent by management and staff is wasted on ideas that have no basis in reality.
437	436	5/3/2017	Office of Policy seems to be a duplicative office considering each AA ship has a similar office.		Town halls for AAs and RAs.	1. Combine offices that have similar responsibilities, FFRRO and OSRTI. 2. Incorporate Contracting Officers and Attorneys into program offices.	Expand our current GIS capabilities and create a GIS office.	Cancel EO 12580 If we consolidated remediation programs from all the Federal Agencies into EPA it would cut out numerous billions of dollars of duplicative jobs. EPA has the CERCLA law the EO allows other agencies to use it.
438	437	5/3/2017	Clamping down on our ability to put regulations out for public comment and to the docket severely restricts our productivity, sets us back multiple quarters, and angers registrants.	We are very transparent in our actions and I feel we do a good job staying in tune with our partners.		We use way to much paper here at EPA. Some people are swimming in paper inside their cubes. I feel we need to restrict access to paper waste and discourage the use of printers for every document that can be viewed and edited electronically.	Everything needs to be switched to digital. There is no reason why EPA needs paper copies.	Assignments switch so quickly between us in the office that inside and outside the office, people are confused whom to contact. Our registry databases open to the public are not updated quickly to reflect recent changes.

	I
436	Spend time and money on planning for the future. Invest in slowing climate change. Invest in nuclear fusion research. Invest in high efficiency electrical infrastructure. Invest in drinking water and wastewater infrastructure. Invest in road and bridge infrastructure. Reduce investments in war. The DOD should focus on defense not war. The DOD budget should be reduced and the money saved should be used to fund American infrastructure. Bottom line: Spend money to build rather than destroy. That should be the American way!
437	Allow full-time telework. Allow employees to work at GSA approved telework facilities. Have an EPA magazine for each AAship monthly.
438	

	A	B	C	D	E	F	G	H
439	438	5/3/2017	-for label amendments/notifications: receiving 5 copies of the label. Only one is needed, and an electronic version is preferred. -For child-resistant testing: submission of data requiring a full review instead of submission of a certification accordin				-Increased adoption of the EPA pesticide portal to have fewer paper submissions -Adoption of new technologies such as smartlabel and e-CSFs to move us away from using more paper	
440	439	5/3/2017	Currently, due to the new administration ALL communication needs to be cleared very far up the chain This action prevents basic web pages and other information from getting to our stakeholders and our regions. It is very difficult operating in this environment. Also using DRUPAL for web pages is very difficult takes a long time to get web information up and running Also the way things are structured if we need to reorganize it takes a long time to do this process. Travel admin is also very restricted More importantly the PPlus entry for keeping track of leave is not good. We need a better system to do this. If you are on medical leave the codes in PP do not meet the codes in Denver, so there are issues with pay. The entire PPls system needs to be revamped. There is no one to go to with these issues you have to submit a problem to HR HELP, and they close tickets without really solving the issue.	Our program secures a lot of good performance results, what is often realistic is the ACS commitment, I believe we need the ACS system to go away, projecting out performance measures ahead of time is quite difficult from each region standpoint. We need to coordinate outreach to the public and communities through the Public Relations contact but we need better collaboration with this office, we need better ways of understanding the political environments we are working in, something needs to be shared so we know the pulse more.	We uses to have open forums with the public and critical stakeholders but due to budget cuts these meetings were not continued.	Our database systems need to be updated, once that occurs they also need to talk to one another but this does not happen, often we are entering in data several times and in several places. Overall technology would go a long way in efficiency.	See above Also, need better project management tools, salesforce is terrible We need a way of managing our projects and training! Microsoft project???	We could align more with TSCA We could align more with sustainability, meaning all those that work on sustainability should be housed in one area, teams should be developed to work towards common objectives

	I
439	
440	I came from the private sector and we need to know what is being used for efficiency

	A	B	C	D	E	F	G	H
441	440	5/3/2017	I work in OAR and have major problems with the contracts-management and -awards process. A discussion and six suggested action items follow. Over the past two years it has become increasingly difficult to get contract task orders awarded through the Office of Acquisition Management (OAM). Contracts management has never been very easy at EPA, but recently I have found that many new contracting officers (COs) hired to "fix" problems are ineffective at best, and in some cases incompetent, rude, and/or purposefully obstructive. More-established OAM personnel do not, in my experience, do anything to ameliorate situations that many program staff find demoralizing and at times bordering on toxic. The rules that COs seem to follow appear to be made up on the fly. The guidance documents from OAM that I have seen most recently, comprising information about procurement processes and requirements, processing					
442	441	5/3/2017	Everything the new "leadership" does prevents me from doing my job efficiently or effectively. All decisions are couched in secrecy for the politicals, and career staff are left out of meetings and discussions that directly impact our daily work. To address this, political staff need to recognize the value of career staff here at the agency.	Give states, tribes, and local communities more money	Give them more money and technical assistance. Craft regulations and policies that actually protect the environment, not just the economy. Stop ignoring environmental justice issues.	PRINT CORRESPONDENCE DOUBLE-SIDED - this saves money, time, and trees. It's shameful that the EPA only prints on one side of the page.	Replace the Correspondence Management System with something more user-friendly and less cumbersome. Also, instruct politicals that CMS is the process we use - stop circumventing the program offices and writing your own responses to letters without telling anyone else.	Focus on environmental protection, not economic protection. This is not the Economic Protection Agency. The Agency's purpose is not to end the "war on coal" and start a war on the environment. EPA is a public health agency.

	I
441	
442	Get rid of people who don't believe in climate change

	A	B	C	D	E	F	G	H
443	442	5/3/2017	By reducing overall bureaucratic/administrative burdens involved in agency procurement, contracting, and internal work flow (i.e. approval chains, paperwork, etc.).	Better dialogue, collaboration, and focus on organized action on initiatives and issues.	Focus on streamlining procedures, administrative burdens, and actions both internally and externally.	Focus on streamlining and improving the process of acquisition and contract management to (1) lessen burden on limited technical staff and (2) improve efficiency of time and dollars spent by both agency and contracting staff. Hire skilled and qualified acquisition staff with a commitment to excellent customer service and the Agency's mission.	Encourage conversion to 100% (or as close to 100% as possible) electronic file use.	Open channels of communication with other programs within the Agency and other agencies to establish a dialogue and lay out on the table all programs striving toward common goals. Then, focus specifically on efforts to consolidate, merge, or collaborate on work between and among programs in order to reduce redundancy, inefficient expenditure, and discord between organizations.
444	443	5/3/2017	Anything involving IT is really difficult. Software developers in my office struggle to get access to the tools that they need. Any non-standard software (e.g., a statistical package) requires great hoops to purchase. There need to be ways for exceptions to the standard package to be implemented quickly and easily.	We have federal laws that require us to operate at the national level. It's not our job to rewrite those laws to dump our requirements on others. In terms of partnering, in my office we already work very closely with a very wide range of stakeholders.	By doing our best to protect public health and the environment as required by statute.	I think we already do as well as we can, given the statutes under which we operate.	See the comments above about IT.	We already work closely with other federal agencies and states.

	I
443	Focus on institutional memory and knowledge transfer through technical and general mentoring programs, establishment of accurate and up to date SOPs, open channels of communication between staff and managers on evolving technical work, etc.
444	1. Show some trust your employees. We do good work. So much of what we face -- audits of expenses, layers of approvals for anything, trainings piled on trainings -- are aimed to the few problem employees, when most of us are scrupulous in making wise use of public resources. 2. We're understaffed. We can't do more with less any more. With all the mandates we're required to achieve, we either will do a bad job and get sued, or not get the job done and get sued, unless we have adequate resources.

	A	B	C	D	E	F	G	H
445	444	5/3/2017	Addressing performance issues: I have addressed performance issues within my working unit. Yet I see performance issues not addressed in other units. Performance issues with the Shared Service Center for hiring, and with the Contracting Officers for purchases affect my ability to hire a chemist or purchase a critical piece of equipment in a timely manner. I have been through the hiring process for a chemist three times in the last 8 months and was not able to hire a single person. This is a waste of my time as a manager. Lab Supplies BPA: The previous lab supplies BPA had several good companies and the bulk of the purchases made were from the BPA. The current BPA has run into many difficulties (all were reported), and we order less than 20% through the BPA. The main reasons were excessive cost (greater than 100%), and poor searches on their websites. If the BPA is not used, additional documentation is required to justify the alternate purchases. If the	If the burden remains on the states, tribes, and local communities for sample analysis, then it becomes imperative that EPA maintain a cadre of very experienced chemists who can assist with method improvements and data interpretation. Region 7 has built a good relationship between our partners and our chemists to the technological issues. It would benefit both the states and EPA if data could be shared in a central location. States could use the wealth of information for contaminated areas to be used for their targets and enforcement. New approved analytical methods: some of the older methods need revisions. New methods should not use the most expensive equipment because most states and local	The best customer service comes from people who live in your community and understand your needs. I hear rumor that the regional laboratories are going to be consolidated into three megacenters. This will make it harder for chemists to make the connections to the state and local chemists who need our support. The regional laboratories generate the bulk of the sample data used for emergencies, SUPR site removals and responses, and for enforcement. Removing the chemists from the project managers will not allow chemists to assist with project plans using the right analytical methods for the selected site.	Increasing capital equipment budget for the laboratory. Over the last 10 years, the budget has decreased while instrumentation costs have increased. EPA regional laboratories have old instrumentation. The new instruments do have more automation and use less hazardous solvents as compared to the old instruments. Higher initial investments on the capital equipment side would see reduced staff time and reduced costs for hazardous waste disposal. These reductions would outweigh the initial costs for the new instrumentation. Because the laboratories do not have representation at headquarters like the programs, our capital equipment budget is usually	Electronic Sample Data Records: Currently, laboratory data is generated on paper and saved as records on paper. When one small laboratory generates over 150 boxes of paper a year to produce data for enforcement, Superfund activities, and emergency responses, this is a costly effort. Currently, many of the attorneys are stuck on the paper record. Analytical data is generated electronically, could be reviewed electronically, and could be stored electronically. This would significantly reduce the costs of data storage and improve data retrievability. Single Data Base: Currently, responses for FOIA requests need to have data searches in over 15 distinct databases.	Currently, the chemists at federal agencies in the Kansas City area are sharing the experience and knowledge through once a year or twice a year meetings. In developing this relationship, we could be in a better position to respond to emergency situations. One such event (Overspray of dicamba in Missouri) could have been improved by better coordination between FDA, EPA, and the state of Missouri.
446	445	5/3/2017	Property Management Officers have been greatly hindered in their work due to lack of barcode scanners. Each physical location has property management staff on site who have been forced to manually enter decal numbers into the required Agency property system. FIMFIA requires annual physical inventory of every decaled item. Barcode scanners were promised several years ago when new Sunflower system was pushed out. Still no barcode scanners available to most locations. Most property managers hold a number of other job assignments - having barcode scanners would great improve efficiency and accuracy. Thank You.					
447	446	5/3/2017	Multiple passwords. EPA specific software should all use the same lanID and lanPW. I should not have to enter my ID and PW multiple times when moving around within the EPA system of software.	Meet with them and understand their concerns. Work with them and include them in my work.	Listen to their needs. Learn to listen.			

	I
445	The EPA Regional laboratories are more closely working as a network over the last couple of years. In this manner, when a large event occurs, chemists from multiple regions are used to accomplish the work of the agency. For the Region 7 chemists, their focus is on "green" analytical methods with high automation producing high quality data. Remote data reduction would be one of the needed items to improve operations within the laboratory.
446	
447	

	A	B	C	D	E	F	G	H
448	447	5/3/2017	Credit hours tracking -The process was developed before our payroll system had the ability to include credit hours. Credit hours can be reported to People Plus now and thus should not be required to be tracked outside in a separate spreadsheet and submitted every two weeks. Traveling - Concur system should issue all EPA official travel to include TSA pre-check or equivalent. EPA staff would then be assured expedited processing at airports and therefore could arrive at airport at later time resulting in government salaries savings. Additionally, this would put less burden on TSA, which is now screening government employees on government sponsored travel that are not a treat to national security.			Contracting Officer (COR) training is somewhat irrelevant to EPA's mission and tremendously burdensome. Process needs to be streamlined.	We are still writing inspection reports old fashioned way. Take notes in notebook and then write report. Seems like we could have a more streamlined approach.	I think it would be good to provide more opportunities for EPA employees to be embedded for a few month assignment into to state/local agencies to see what they do and how they do it.
449	448	5/3/2017	Most every administrative and management process is a vestigial tail from the 1970s. Paper documents often dominate over electronic documents. Eliminated paper documents and switch completely to electronic.	Minimize interactions and let States, etc decide what is best for their situation.	A centralized, uniform response to inquiries from states should be implemented. Region specific responses leads to confusing and contradictory implementation of	ORD: Eliminate all post-doctoral (Post-Doc) training opportunities. These scientists in ORD, are by definition, directed to NOT perform Agency directed work. This wastes FTEs as well as research effort.	1) Implement modern (and transparent) accounting 2) Move from Microsoft (i.e. Windows) based computing and software to cloud (i.e. Chromebook) 3)	Clearly define lines and reduce duplication.

	I
448	
449	Eliminate Matrix Management in ORD. It is duplicative and redundant.

	A	B	C	D	E	F	G	H
450	449	5/3/2017	1. Information Collection Requests (ICR) - are part of the Paperwork Reduction Act, but is cumbersome, imprecise (hard to estimate), and takes up considerable EPA time and resources. The form is complex, the process is outdated as it mandates hardcopies and the use of CD-ROMs, and it is required if collecting information from 10 or more people, which is a low bar. The form could be simplified, requests fully digital, and number of people necessitating submission could be increased.		1. Public Engagement - Our mission is to protect human health and the environment, though a lot of information we produce and work we do isn't communicated or doesn't reach the public. There could be better partnering with non-profits and communities.	1. Personnel Structure - I am a GS-9 doing the same work as GS-13 and GS-15s in my branch; that is, our day to day job responsibilities are the same in practice (and frankly, I believe I take on more responsibility), though their PARS might be worded differently. I have heard this almost across the board from the newer cohort of employees. It seems cost inefficient to have a GS-15 doing work a GS-7 or GS-9 can do. This speaks to the nature of our government system, based less on performance and more on tenure. 2. Contracting - It seems due to the nature of politics, there is focus on reducing size of staff, but reports suggest this means more work is outsourced to contractors, who charge an	1. Technical Employees - There is a significant shortage of computer/tech experience at the agency, particularly computer programmers. All our main databases such as ICIS-Air and ICIS-NPDES along with ECHO are oracle based, and require complex programming which is contracted out to the likes of Booz Allen and others for 10+ million a year. That money would go to much better use and the product a higher quality (since they would know likely be closer and learn the content) than if contracted out. The challenge is retaining these technical employees because they can earn much more as contractors or in private industry.	
451	450	5/3/2017	The increase in the number and fluctuation of political appointments has created a significant amount of extra time and effort to complete routine agency actions.	Ask states, tribes and locals what has worked already and what can work better. Don't assume that the prior Administration did not have any effective partnerships.	Maintain open communication and transparency.		Utilize SharePoint more broadly to reduce paperwork and increase timeliness.	
452	451	5/3/2017	No comments	No comments	No comments	No comments	No comments	No comments

	I
450	1. Performance Reviews - 360 reviews where employee is reviewed by multiple parties (direct supervisor, subordinates, co-workers, customers, etc.) instead of only direct supervisor. This type of review would also apply to managers, so employees could provide feedback on manager performance. This would improve would accountability and I think overall performance.
451	
452	No comments

	A	B	C	D	E	F	G	H
453	452	5/3/2017	Redundant oversight by OP in the rulemaking process and the rule package signing process. Do we really need two different Divisions in OP to do this? The procurement process at EPA is moribund. Not a single procurement supporting our programs is issued on time. Staff turnover is very high, and procurement managers are ineffective. Sad. HR service centers are woefully understaffed and undertrained. They are not capable of meeting time-related performance targets, and don't communicate clearly and consistently with hiring officials or applicants. This results in discouraging otherwise highly-qualified and highly-coveted applicants, who end up looking elsewhere for employment. Very sad.				We lack a system for nationally tracking state-issued air pollution permits under PSD and Title V. Regions provide inconsistent oversight of state programs and actions. A national data system that states or Regions would be required to report to would help ensure companies with sources in multiple states get consistent and fair treatment from all permit authorities. Invest in a national data system for submitting, tracking and processing air pollution State Implementation Plans (SIPs). States complain that EPA Regions do not provide timely service on submitted SIP actions. A national data system would provide centralized tracking of workflow, and help manage	All air pollution-related permitting on federal lands and the outer continental shelf should be consolidated within EPA (not split with BLM).
454	453	5/3/2017	"Bean counting" in order to meet projected results for Congressional reporting is out of date and creates busy work/enforcement for the sake of a bean instead of enforcement for the sake of addressing a real threat or release of chemicals to the environment or human health. Instead of generating yearly projected enforcement cases, I would focus instead on reporting the environmental/human health impact driving the enforcement and then follow up with the improved environmental/human health outcome from completed/resolved enforcement, i.e., pounds of pollution current released followed by pounds of pollution reduced; emergency personnel being uninformed about potential chemical releases from companies failing to file forms followed by communities being protected from potential releases of chemicals through proper reporting by companies; and potential number of people/communities receiving contaminated drinking water followed	Similar to above in that if EPA started reporting outcomes of collaboration or consultation with states, tribes, local communities or the private sector instead of focusing on enforcement results, I think that would provide an incentive to do more partnering over enforcement. Enforcement would be reserved for those situations where it is really needed to achieve the desired results.	EPA overall must do a better job of working cohesively as One EPA instead of presenting a stove-piped front to the public and our state and local partners. This starts with different program offices within EPA working together to understand how all our programs intersect. Even now, enforcement by air, RCRA, and SF against the same company do not coordinate. I think the public and regulated communities find this confusing and frustrating.	Yes - EPA does a poor job of prioritizing enforcement. For instance, in my Region, cases are brought against companies for violations of filing forms years after the violation occurred, and despite the fact that the companies have returned to compliance within months of the violations having occurred. This kind of enforcement is encouraged as a way for the Region to meet its "bean" commitments, and it does not result in any greater protection of the environment or human health. It also takes staff time (both program and attorney time) away from focusing on addressing through enforcement or counseling, those environmental and human health issues that are truly	Yes - EPA should employ an app that can capture and store text messages among employees and between employees and outside parties. Texting is a particularly important, effective, quick and easy form of communication during emergency situations (i.e. spills into drinking waters supplies), and the agency's current policy for capturing text messages to preserve them as records is very cumbersome and inefficient.	Two easy areas for realignment are to allow HUD sole enforcement of the lead disclosure and lead paint rules, and allow ACE or EPA the sole responsibility for wetland enforcement, not both.

	I
453	
454	I recommend focusing on mediation and providing compliance assistance more as a way to reduce enforcement costs. Enforcement should be reserved for the more egregious cases where compliance assistance and/or mediation do not produce positive results.

	A	B	C	D	E	F	G	H
455	454	5/3/2017	HQ should allow the Region to serve its constituencies; oftentimes an edict would be imposed that does not serve the communities in our region. We know our region better than anyone. It goes to accountability. All the Region to take action and live with its outcome. Whether the outcome is good or unfavorable, empowerment. That's how government becomes better.	Communication, timely involvement and recognizing the added values.	communications in the process	Accountability on all performance measures and consequences for not meeting expectations; career employees are under the mindset that they cannot be reprimanded, or terminated for non-performance.	Yes, we take perfectly good computers, wipe all the programs off and reinstall the EPA image. What a waste of time and resources. Stop that practice. We have networks and other security controls in place where this practice is just over kill. I like having the IT resource center to help with solving solutions regarding desktop programs.	Let folks do what they do best and when they need to come together, with other federal agencies, states or tribal governments, polish the finished product together.
456	455	5/3/2017	the rule development process is still cumbersome. Steps like Analytical Blueprints for many tier 2 or higher rules end up developing formulaic products and are more or less check boxes to fill. In particular, there's an imbalance of power in these pre-rule stages, with the lead office often restraining options and not really taking input from other offices seriously.	Greater use of pre-rule vehicles like ANPRMs, or more casual, issue-focused fora like one-time roundtables on topics. These can be balanced so that there is genuine exchange of ideas rather than chanting back and forth about fixed positions. Also, more issues should be run through FACAs, which are by law balanced and capable of giving consensus advice. While you folks will not want to hear it, a good model was the prior administration's outreach in the development of the Clean Power Plan. You may not like the results, but the effort was there, and many issues were at least raised if not worked out.	Maintain strong regional offices that are closer to the states and the public than DC. Air more issues before documents hit the federal register (rules, proposals). Make the notice and comment process more useful to outside groups by soliciting comment on multiple options rather than rifle-shot proposals.	Writing more flexible, multi-option proposal will reduce the need to reopen and reconsider rules and accelerate the rule development process. The period of 2001 - 1017 saw a big growth in the number of reconsiderations because we were too restrictive in our consideration of options in our proposals. This led to 4 FR notices for many rules rather than 2.	More use of video conferencing when conducting outreach during policy development stages.	Create more issue-focused working groups across agencies. These would not have rule-writing authority, but would ensure more coordinated policy development.

	I
455	IT should be in-house. If we are going to adopt the Telework model then cubicles need not stand empty for days at a time. Create shared divided bull pens and smaller conference rooms for those needing conference calls, or consultations., etc.
456	.

	A	B	C	D	E	F	G	H
457	456	5/3/2017					In acquisitions, the contract writing program (EAS) does not interface with the financial system. This means even though the funds have been obligated in EAS, the transaction doesn't get processed in the financial system until we email a copy of the contract or modification to RTP and someone there manually obligate the funds. Not only is this an antiquated and inefficient process, it also greatly increases the probability of errors. Along this same line, if we had a financial interface, we could process invoices electronically through a system like the Treasury Department's Invoice Processing Platform (IPP). They allow other departments/agencies to use	
458	457	5/3/2017	Within the Criminal Investigation Division (CID), special agents have recently been instructed to use a system called CaseMap. CaseMap was introduced in 1998 as relational database software for law offices to store and retrieve evidence and sources of evidence in litigation. The CaseMap website is a sales pitch for law firms, it was not designed for special agents to conduct their investigations or a means for them to store data. The training provided on how to use the system costs money and after receiving it, agents are still not left with a solid understanding of it although they have a GS-14 helping manage it. To my knowledge a survey nor study was done to determine whether or not DOJ, other federal agencies, or the agents prefer this system. In the conversations had with other agents, DOJ nor the agents want this system. In addition, other law federal law enforcement agencies don???t use it. I	Within CID, there is and has always been a big push for liaison with our counterparts. A majority of the investigative leads come from those counterparts asking for assistance. In my experience CID has a tougher time from our own civil enforcement not wanting to share information.	Keep doing liaison with our counterparts and the public.	CID should be run as a law enforcement group. Unfortunately, CID falls under OCEFT then OECA and too many times our upper management comes from the civil background with no true understanding of how a criminal investigation is conducted or how to run a criminal division. CID should be moved out of OECA and OCEFT and placed under the administrator as a primary office. This would allow for restructuring to eliminate or reduce unnecessary layers of departments and inefficiencies.	CID has a case management system called CCRS. It is dated, but it functions as intended and agents know how to use it. There were talks to upgrade CCRS at the cost of 1-2 million and an employee was even hired to further that effort. However there have been no major upgrades Since the system is working and agents can use it as intended, upgrading CCRS should wait until there is a better understanding of the budget.	EPA-CID agents receive specialized training above and beyond title 18 investigations and we have a specialty skill that other federal agents and agencies don???t have related to environmental crime.

	I
457	Generally, agencies base the ceiling amount of a Contracting Officer Authorization (COA aka Warrant) on the stated needs of the office requesting the warrant. Recently the Office of Acquisition Management (OAM) changed the way EPA issues warrants and based the ceiling amount on the grade of the Contracting Officer. That change made warrant amounts arbitrary and seems to prevent individual contracting offices from being able to fully function.
458	

	A	B	C	D	E	F	G	H
459	458	5/3/2017	Databases: Concur, People+, FPPS are all cumbersome and don't communicate with each other. Changes need to be made to make them more useable. For example, there is no way to track awards in FPPS. The leave slip process in People+ is ridiculous. Also, the position of the Administrative Assistance needs to be revisited because the needs of that position have changed. Seems like there is not enough work for some and way too much for others. There should be a fitness for duty test because there is no retirement age requirement. It is sad to have to go through the removal process when someone has been with the agency for 40+ years but doesn't realize that they cannot do the job any longer. Even when management goes through the removal process, the MSPB often delays any action for months, to sometimes years. While this isn't a frequent issue, it takes a lot of time from the manager. Also, hiring freezes do not help the agency. The last hiring brought in capable, young people who will be with the agency for a long time unless	EPA has done a great job partnering with states, tribes and local communities, and in some cases the private sector. We provide funding through grants to help states and tribes develop programs. We have developed training for states, tribes and other federal agencies; conducted joint site inspections, and presented together to the public. Knowing your state, tribal and federal counterparts is key to establishing those relationships; we need more opportunities to do that.	Let us do our job and the public benefits. EPA is implementing laws created by Congress but it seems some feel each individual staff member has written a regulation for personal gain or intent. Having enough staff and resources to travel to states/tribes in the Region or to give presentations or meet with the public is necessary. Showing that we apply laws and regulations consistently across sectors is important.	Fix the administrative inefficiencies as noted above.	See above, better databases for administrative actions and tracking.	Reducing the number of Regions is not an effective way to provide assistance to states, tribes and the public. Regions cover several states and the questions above about providing improved customer service to state, tribes and the public would be reduced. There are programs at EPA that used to be critical but have either played out or are not an issue anymore. These should be identified and staff used where resources are necessary.
460	459	5/3/2017	There are no "institutional" processes in my direct organization inhibiting my ability to do my job efficiently and effectively. Overall, however, the overlap of EO's, circulars, guidance or regulations, etc., can make things difficult. Often like too many doctors prescribing too many different medicines for one patient. Individually the medicine might make sense, but piled on top of many others they can be harmful. Like evaluation of individual patients, various requirements should be assessed periodically for individual programs, or duties, to evaluate the practical effects of all of the applicable requirements applied as a whole. This would have to happen on a pretty low level, however, which is too complicated and take too much time for any given political cycle to get behind. Even though would be a huge help in helping us do our jobs better.	Environmental results from partnerships happen when there is a vested self interest; otherwise, profits, and short term priorities always win out over longer-term environmental results. How do we create or appeal to those self-interests is always the question. In my experience it comes down to the tried-and-true "walk softly, and carry a big stick," and lots of money. That almost always means regulation, and grants or incentives. Since the environment is a public good, but the "rational actor" is only about their own self-interest, so regulation or incentives become the prescription to make environmental protection relevant to the self-interested.	As public servants our jobs are about implementing regulations and policies. While they may be partners in our implementation efforts; states, tribes, local communities, regulated community, and the public at large should not be viewed as customers of the federal government. It's not a market-based relationship. So, the #1 thing would be to stop considering those outside the agency as customers, instead consider them part of a network for the implementation of policy and regulation.	Even good regulation on top of good regulation can "gum" up the works after a while. A purge once in a while would be beneficial. However, every regulation at some point had a reason. Before regulations are purged there must be an effort to take stock why it was enacted and whether it's been effective. If the reason no longer exists, or if the regulation hasn't been effective (however that is objectively measured) then it could be eliminated. This is not an easy task and would take a long time. I don't have confidence that there is ever the will to eliminate regulations with such forethought, but in the long run would increase efficiency and effectiveness.	More flexibility for staff to identify and access software we feel would help in carrying out our jobs. Right now it is very difficult to get authorization for software that isn't "standard" for our agency so we do without and this can be very inefficient.	First is to identify what those shared responsibilities and interests are in law and practice. Without knowing that there is no way to make improvements at the margins. Which is what this questions seems to be getting at.

	I
459	Treat employees with respect so they feel empowered to do their jobs. The public sector is different than the private sector, I've worked in both. And although there are similarities, the difference is that most EPA employees believe in the mission of the agency and want to feel like they are contributing to a better environment. Awards and recognition is nice but most do not believe those are necessary if they are allowed to do their job. Having educated, experienced, motivated employees is the best way to increase efficiency, effectiveness and reduce costs. Workplaces like Google and Facebook have also shown this to be the case.
460	

	A	B	C	D	E	F	G	H
461	460	5/3/2017	Admin-type duties and paperwork related to travel, time keeping, etc. I'd address these by hiring additional administrative support.	Continue an open dialog with states, tribes and local communities. We already work well with our states. We rarely have the opportunity to interact directly with industry (not sure why that is). Communicating directly with industry representatives would help to ensure all needs are met.	Increasing opportunities for EPA to participate in stake holder meetings would help us provide better service and greater accessibility. This would require increases in travel funds.	No. I think we would all be better prepared to handle new technologies and industry advances if there was more funding available for training.	Increase network bandwidth so that computers don't get hung up when accessing things like permits or state databases. Single login for all internal sites, rather than separate logins with different password requirements for every individual site (training, payroll, records, etc). Communication from the Administrator so that we are aware of what the new priorities are, and what is and isn't "off-limits." This would avoid the time wasted speculating over whether or not we should continue the job we have been doing or if it is completely off-limits to work on science-based tasks like climate change. Running every task up the chain to our regional administrator to make a decision based on what we "think" the direction	Better communication and face-time with other federal agencies and states. Increase opportunities to discuss common goals. The administrator should clearly lay out his goals.
462	461	5/3/2017						
463	462	5/3/2017	In recent years the Office of the Science Advisor has initiated scientific reviews of scientific reports generated by the Risk Assessment Forum prior to sending the reports to the Science and Technology Policy Council for concurrence to release for public comment, external peer review or as final documents. The reviewers in the Office of the Science Advisor do not have the scientific expertise that the Risk Assessment Forum has gathered from across the agency to comprise the Technical Panels that develop the reports. This process has delayed several projects by 6 to 12 months. There is very little value added for the significant time delay. Additionally, the volunteers from across the Agency that participate in Risk Assessment Forum Technical Panels are increasingly frustrated and less likely to participate in this valuable Agencywide forum in the future.	The International Life Sciences Institute (ILSI) has a long history of bringing government, academia, industry and the NGO communities together to improve environmental sustainability and human health. Their model of bringing everyone to the table as equals to solve specific problems should be incorporated when working with states, tribes, local communities and the private sector.	Our first line of connection to the states, tribes, local communities, the regulated community and the public at large is most often our internet site. Our internet site has been problematic for many years and the recent renovation of the EPA.gov was not well thought out or executed. This needs to be a high priority and not left up to student services contractors. Our content needs to be concise and easy to find. If our search engines are not improved we should remove them and advise the public to do what Agency staff do - Google!	The biggest area I see in reducing costs and inefficiencies is to do something about the slackers who are not performing or who are underperforming. My office has several people in both categories. One of the worst examples of the latter is that my time keeper is a GS15 Program Analyst! Most time keepers in the Agency are GS 7 or 9. The curse of the competent is rampant at the Agency, those that can do the work keep getting piles of work, while those that can't or won't are left in their cubicles to waste the days away until retirement. Managers who won't do anything about the problem employees create morale problems with the hard working employees.	We need to have greater utilization of the Adobe Connect web conferencing system for audio, video and document sharing. We need to quit relying on the very expensive 1-866-299-3188 teleconferencing system. For workers who telework, we need to reconfigure office space for increased utilization considering hoteling or office/cubical sharing.	Proposal for reducing to Agency to eight regions is as follows: Region 1 - gains New York Region 2 - eliminated Region 3 - gains New Jersey Region 4 - gains Puerto Rico and Virgin Islands Region 5 - gains North and South Dakota Region 6 - stays the same Region 7 - gains Colorado Region 8 - eliminated Region 9 - gains Utah Region 10 - gains Montana and Wyoming

	I
461	Communication from the Administrator. Best in Class practices include having a communicative "leader" who provides clear, concise messages and believes in the mission. When I worked in industry we had weekly or biweekly updates from the CEO, demonstrating that he was engaged and interested in the work we did, and updating any changes to the company's mission. Even though this was a global Oil and Gas operator, messages of positive reinforcement well outnumbered coverage of what the CEO viewed as negative. This type of communication and attitude helped motivate employees to do their jobs and do it well. We did not
462	
463	Increased use of telework, flexible work hours and credit hours while working with supervisors to address productivity and accountability issues.

	A	B	C	D	E	F	G	H
464	463	5/3/2017		The EPA is a more appropriate part of our government to release the dietary guidelines for Americans. The EPA's stated mission is to protect human health and the environment. The USDA's stated mission includes furthering agriculture. The USDA's industrial interest creates a conflict. The EPA's stated mission encompasses a human's largest interface with the environment. This interface is the gastrointestinal(GI) tract that comprises the greatest area of interface between a human and his or her environment. My next suggestion is to cease pasteurizing our food to death. Food preservation could benefit from embracing a healthy fermented preservation technique.		The EPA could foster cross-pollination of ideas and excitement by encouraging workers to present on interesting topics in their work to interested coworkers.	Introduce workers to and further utilize the Revision-Control-System(RCS) named git for document-tracking and quality-assurance.	Team up with the USDA to mitigate industrial interests' biasing effects on the dietary guidelines for Americans.
465	464	5/3/2017	I do not work in contracts management at this time; however, the system involves a lot of duplicative forms and processes and too many levels of signatures.	We should continue to support Brownfields, which usually result from a partnership between EPA, states, local communities and the private sector. These partnerships help turn urban blight into urban successes.	Make more information available to them on our website; for example, the pubic wants to know about climate change and what actions they can take to mitigate it.	Reduce the number of upper managers, deputies/associates, senior advisors at all levels, and special assistant GS-15s. Many of these people are overpaid, go to meetings all day, and produce no measureable output. Yack, yack, yack. They are paid a lot of money to pontificate. Why does the Immediate Office of OSCPP have so many high paid GS-14s and 15s who provide information to the rest of us on employee benefits, training, etc? Seems like a waste to me.	The Office of Pesticide Programs (OPP) uses an antiquated, DOS-based information management system called OPIN that is about 20 years old and was outdated back then. This system is a shock for new employees who never needed to learn to "write click" or constantly hit "save" before they came to work here. OPP's information management system is in desperate need of modernization.	Not sure.

	I
464	I suspect it would be a beneficial practice to spur intrigue in employees' work by letting employees present to a voluntary audience about interesting work, useful tools, and exciting knowledge.
465	DOD encourages its employees to stay physically fit and provides state-of-the-art facilities and equipment. EPA's gym is a joke. Lack of exercise and increased stress leads to fat, sick employees and increased absence sand medical bills. This costs tax payers money.

	A	B	C	D	E	F	G	H
466	465	5/3/2017	We continue to be burdened with administrative procedures while seeing reduced administrative support. The purchase card program is one example. I have to get the total cost of a purchase approved prior to purchases. This frequently causes me to travel to a vendor pick out the items get a price and go back to the office and request approval. Once that occurs I go back and get the item. I then have to go through the tedious PNET approval process. Be aware that these steps were put in-place because of an overreaction to an IG audit. This is just one example of many Administrative burdens placed on technical staff. Streamlining these requirement would help, but the IG would not like it.	Working with private sector entities is difficult because everything is deemed a potential conflict of interest. It is difficult to achieve much with States and local communities due to lean budgets. Working with tribes is hit or miss depending on politics.	Our office is at half staff due to retirements and unfilled positions. We do what we can but project work consumes about 80 percent of work time. We proactively work with the States in our area by conducting training and out reach. Cleanup and assessment work takes priority. More staff would be the solution.	We have seen staff reductions and significant cuts in contract dollar support. Management within the Agency needs to try to understand where the priorities are. There are several pet projects within our program that do not protect the public or environment. We have a saying, "There are those that do response and there are those that play response." . Take a look at the underfunded oil response program (training, outreach, response equipment evaluation). Some Homeland Security priorities are a stretch.	We used to have funding to evaluate equipment developed by vendors for emergency response equipment. That funding no longer exists. Response contracts have been cut significantly over the last eight years. Response readiness is declining. A mentoring program for new staff is needed. Much technical and institutional knowledge is leaving the Agency due to many factors.	My program has few duplicative efforts with other Agencies.
467	466	5/3/2017	There are numerous procedures and processes that create a burden on employee's time but do not improve our ability to do our work. EPA offices should undertake systematic use of lean-in type exercises to uncover and correct these many inefficiencies.	Increased research and utilization of social science-informed methods for collaboration and engagement that can respond to local values and priorities. Expanded use of voluntary programs to broaden the scope of approaches used to protect human health and the environment, while also encouraging innovation.	Continued presence of Regional offices.	There are many things about EPA's internal processes for getting things done, involving multiple software systems, convoluted approval processes, and the ad hoc addition of new processes, that greatly slow down the work the agency is able to accomplish.	Have a single way of tracking products in progress, instead of separate systems that each need to be logged into for contracts, clearance, and other functions. Another solution is not just to purchase a brand new technology, but rather to provide greater instructions and context for the business solution software, webforms, and other processes that EPA already uses. There are many forms that we have to fill out, for example, that provide no instructions. Inevitably, we fill it out incorrectly or send it to the wrong person. Then we don't get the response we need in a timely manner.	While more than one agency has a mutual interest, they work on it with a clearly distinct lane. There is not a great deal of redundancy across agencies even though nominally they cover similar issues. What redundancy there is can be reduced with increased communication. It is very important that EPA continue to be in conversation with other federal agencies with shared responsibilities and mutual interests. This can be facilitated by OSTP committees and other ways of promoting peer-to-peer contact and learning e.g. at scientific and professional conferences.

	I
466	Limit flexi-place to one day a week. Our group has many technical experts and scientists with years of experience. My immediate managers are technical and trust their staff . This is not the case further up the chain. Empowerment is the key to efficiency. Management for a scientific organization should be comprised of scientists. There are too many political scientists and attorneys in management positions.
467	Right now, offices are rewarded for spending all of their extramural funding. Not spending the money means it may get swept up and you will not be given as much next fiscal year. The incentive should be reversed. There should be rewards for not spending all extramural funding.

	A	B	C	D	E	F	G	H
468	467	5/3/2017	The Concur travel system is not intuitive and it is cumbersome to use - to the extent it could be made more user friendly, that would save many people a lot of time and could save money as well. We have improved some processes in my Office via use of Lean, which has been helpful. I also appreciate that the many required annual training courses have now been mostly synchronized such that we receive notices about them all together (rather than piecemeal) and most of them are available in one central location (Skillport) rather than multiple locations.	To the extent budgets for in-person training/discussions/conferences may be more limited in the future, EPA would benefit from increasing support in the form of webinars, pre-recorded videos, on demand training courses, and other forms of remote interaction.	Listening sessions are a good idea and it is important to have a plan for how verbal and written input will be reviewed and handled - attendees want to know how EPA plans to take their diverse views into account (S/L/T governments, regulated community, other stakeholders, public). EPA should support states' regular meetings (e.g., annual meetings) and be available in person to share information.	I am a fan of webinars - not that the opportunity is untapped, because we do provide them, but we could provide more. They are a good, low cost way to share information. The hiring process seems very inefficient, but I'm not sure what to suggest as far as ways to improve it.	More training on Drupal/web work and common webinar software (Adobe Connect, GoToMeeting) would enable more people to tackle these tasks, which would loosen up the strain on IT staff already tasked with these areas. EPA is generally far behind the rest of the world in terms of computer upgrades - hardware, operating systems, etc.	
469	468	5/3/2017	N/a	The relationship between Federal EPA versus State governments, Tribes, municipalities, and the private sector needs fundamental change. The Federal government should not impose its environmental policies within States; they are democracies and can make their own decisions and be held accountable for these policies by their voters. This is not a legal opinion, neither a self serving suckup, since this survey is reputed to be anonymous. Offices with Federal regulatory authorities should delegate their authorities fully to States and Tribes, to adopt and adapt, as they alone choose. USEPA should orient itself toward customer service and to supporting each of the 50 States and all the Tribes, at their request. USEPA employees will then aim to serve State, Tribe, and local needs as regards environmental matters.	EPA should cease issuing environmental regulations that apply within the 50 States. EPA could, for instance, instead provide health information about a range of possible exposure levels protective of human health and provide supporting information to buttress these numbers. (Supporting information would acknowledge uncertainties, sometimes substantial, associated with calculated estimates.) Regional offices could be converted into environmental assistance offices, aiming to support needs as defined and sought by States and Tribes. Headquarters offices can likewise be turned into State and Tribe support offices.	Fundamentally changing the relationship from imperial central policymaking premised on Federal primacy thru the entire nation to instead aiming to help customers in States, Tribes, counties, towns, and rural areas, could render great service to USEPA employees. It could give them more meaningful work. USEPA employees tend to have empathy for citizens and the environment. They also have knowledge and talents and tend to be laudably inspired to serve others. But many work in the difficult regulatory context of endeavoring to apply Federal environmental policy omniscience. Sometimes their efforts are very helpful, yet other times inevitably must be less so.	No technology can effectively substitute for fundamentally altering the mission of the Federal EPA from dictating to industries and towns, to instead collaborating with and helping them. The main challenge is one of responsible and enlightened governance. Technologies come and go. They are trivial, in contrast to decentralizing environmental policymaking and respecting local values and leaders.	There will be specific opportunities that will become apparent after steps to delegate environmental policymaking fully to States and Tribes is accomplished.
470	469	5/3/2017		Continue support for Local Environmental Observer (LEO) network which provides on the ground observations about unusual animal environmental and weather events. Integrates traditional and local knowledge with scientific knowledge. and Much more.				

	I
468	
469	Ask industry groups for their ideas about how best to practice Responsible Care. Ask the private sector about best practices within the private sector. If the tone and fundamental relationship of the Federal EPA toward industries, towns, States, and Tribes becomes supportive, rather than prescriptive, then industries will likely be able to be more forthcoming about their best practices. The Federal government can transition to becoming more supportive of local leaders and State economies than is generally the case today. Thank you!
470	

	A	B	C	D	E	F	G	H
471	470	5/3/2017	The process that HQ and the Regions go through to evaluate the annual Brownfields assessment and cleanup applications could be greatly improved and it is very time consuming. The program is wonderful and it is one of the best the Agency has to offer, but the competition process needs to be streamlined. Our "FY17 Proposal Guidelines for Brownfields Assessment Grants" is 73 pages. A version of this document with modification is published annually for applicants to follow in order to submit an application. This in itself creates a huge demand on anyone applying to read and understand the Guidelines. Consultants prepare applications for the applicants because of this. The applicant must submit a narrative that is typically 15 pages of text addressing our ranking criteria. We have three reviewers from across the regions reviewing each proposal and then painstakingly evaluating each one. Hours are spent on this from January to March. It is not just the number of reviewers that is the issue, it is all of it,	Let the states have more flexibility in their implementation of the 128(a) state response program grant funding and also make it easier for them to get their annual funding!! Significant time is spent by the state in preparing the same documents each year and EPA in reviewing those documents. You should just have tiers of performers, so for states performing well, they just need to supply the basic and get additional funding each year. Also HQ requirements are much too stringent for state 128(a). HQ focus is on the four elements in the statute rather than the actual response program work. HQ guidance states "The primary goal of this funding is to ensure that state and tribal response programs include, or are taking reasonable steps to include, the elements of a response program and establishing a public record.??Â But the statute says	Keep giving them funding that they deserve to improve their communities and address the contamination that no one else is going to address	Yes, see above. Also please expand the travel budget so we can once again do the needed outreach to these communities.		
472	471	5/3/2017	A more flexible workplace would be helpful, with employees measured by their ability to produce timely, high-quality work (not necessarily within a pre-established 8 or 9 hour day). My experience has been that colleagues are extremely competent and committed to good work.	We already have several processes in place to engage the public (through public comments) and the states (working through our regional structure). Some tribes don't necessarily get the protections they deserve and, unfortunately, we don't always honor tribal treaty rights (for higher-quality air and waters) as much as we should. Working with the private sector through accreditation programs like Energy Star, WaterSense, and Vehicle Emissions ratings, are good examples of how we already work with the private sector.	Develop user-friendly apps so that our customers can track important processes (e.g., rulemaking) and so that customers can also better understand the breadth of EPA's work.	Most employees are reasonably paid a select few are over-paid. For example, I know an employee in AO/OP/ORPM/RMD whose salary increased from GS-9 in 2007 to GS-15 in 2012. When you consider that those increases took place throughout the economic recession years, it's quite remarkable. As a result, she is a non-managerial GS-15, doing essentially GS-9-level work. A review of promotion decisions for cases like this (full-grade increases for four consecutive years under otherwise fiscal austerity) is warranted and corrections should be made, if possible. The agency could save a lot of money by reviewing non-managerial GS-15 positions and positions whereby the staff rose through the ranks literally as fast as legally	A greater use of video conferencing and collaborative tools, like WebEx, can help to bridge the slight gap between EPA headquarters and staff in EPA regional offices.	Review GAO reports on duplication, overlap and fragmentation. To the extent that any programs relate to EPA's mission -- protecting human health and the environment -- consider inter-agency partnerships with other agencies working in those program areas.

	I
471	
472	Greater interaction between the Administrator and career employees would help to garner trust and mutual respect for the work we do.

	A	B	C	D	E	F	G	H
473	472	5/3/2017	eliminate the ADP tracker! Most of the items being tracked are normal everyday business that shouldn't need to go to the administrator. I mean really, does he really want to know about all the PSD permits???? As a region we have the opportunity to review over 600 permits a year!! And seriously... SIP compilations??? It's just sending all the things we've already approved for the past 3 years to the Office of Federal Register!! Why would that be something worth tracking?? The ADP tracker is just one more tracking spreadsheet that we have to update and keep on top of... I swear I spent 2 hours yesterday updating 8 spreadsheets/trackers/lists on all the things I've been doing. If the administrator wants us to do our job more efficiently, then let us do our jobs, we know what we're doing!	Achieving better results starts with the ability to use every tool in your tool belt both good and bad. That means being able to threaten states when they tell you they're not doing something, when the administrator says we're not going to use sanctions legally given to epa by congress then that's one less tool to use. It also encourages states to do less than the bare minimum because they know we don't have the spine to do anything about it. On the opposite end of the spectrum we should make quicker decisions on topics of interest and provide more timely guidance. Allowing lower levels of the agency to make	not having to go through a public relations person every time we sneeze! The roll of the pr person is to answer questions from reporters/etc, having to go through a pr person for regular business is ridiculous, time consuming, and just one more set of eyes on a simple letter that doesn't mean anything.		Allow us to use free licensing applications on our computers: For instance for internet access allow us to use things like Chrome or Firefox. Restricting us to use only one program hinders our ability to access information that's only available on other apps	We cannot accomplish more by giving states more responsibility or delegating programs down to them. States are already financially strapped and when they do take control of a program epa is required by law to oversee their work. The best way we can accomplish more is by requiring states to increase their fines and penalties for environmental violations... by doing this the states will be able to take on more work and the consequences for violators will swing from worrying about epa to worrying about environmental harms they can avoid
474	473	5/3/2017	Lack of communication between the political leadership and rank and file. A lack of direction and communication is making the agency ineffective. Address the staff, share your plans, publish the administrators speeches, let the staff know what your expectations are. Staff shouldn't learn about internal decisions from the press. Clearly articulate to managers and staff what is expected. The agency needs to address timekeeping systems. In region 7 managers have three systems to monitor (four if you include telework requests). We waste hours on basic administrative tasks. The agency needs to provide one-stop shops for staff and managers on all administrative systems. If I have a question about my pay stub, I should need to understand if it is an OCFO or an OARM question. I need to be able to go to one place and quickly get the answer. We need to become more mobile. We	Process Improvement is a very effective tool in mapping out roles and responsibilities.		Streamline administrative processes through Lean. Hold senior managers accountable to implementing changes.		

	I
473	getting rid of the biennial appraisal system PARS! private sector has long found that appraisal systems such as this are ineffective and pointless. We should research and find better ways to appraise employees
474	

	A	B	C	D	E	F	G	H
475	474	5/3/2017	The contracts situation at EPA is a nightmare. There are constant hold ups in OARM because of lack of contracting officers. Please let them hire the staff they need to address the back log or someone should work to revamp the contracting procedures at EPA, in the federal government or wherever so that we can get contractors on board more easily and swiftly so we can get our work done in a more timely manner.				Yes! EPA does not appear to have an agreement with a program/software that can help us easily make infographics, flyer layouts and other graphics for use in house or for outreach materials, announcements or rulemakings. Last time we asked OPA they said they did not have any intention to obtain an agreement. GSA has a negotiated terms of service agreement with Piktochart (see https://www.digitalgov.gov/resources/negotiated-terms-of-service-agreements/) but we were told that we cannot use it without EPA also having an agreement with them. It would help our job in communications to have access to such a program so that we can easily and quickly do some graphics in house instead of sending them out	
476	475	5/3/2017	Using the PeoplePlus system for Superfund site code charging is cumbersome and laborious. It takes me 30-60 minutes to fill out my e/o week timecard. (If you multiple that by 1,000 employees 26 times a year => that's a lot of money/time). I feel like some changes could be made to streamline the process. ADDRESS THIS: By hiring a consultant to streamline the process using the systems we ALREADY have, develop guidance and training, and implement the change. Taking poorly designed mandatory training . I learn little and it takes up time for each employee. (The largest most horrible example is the contracts officer representative training that occurred in 2016-2017. Most of the content/process described were NOT relevant to most COR activities. I realize the Agency is trying to save money by using other Agency's training, but if the content /processes are NOT relevant, than you are wasting time/money at a very high level.) Managers are pushing	Allow EPA employees to travel more to create "opportunities" to convene these partners. Have appropriate grants to involve states, tribes, and local communities (like EJ Grants or State/Tribal Cooperative Agreements). When grants can be too cumbersome, allow the Agency to create contracts to serve such needs (like EPA's Superfund Redevelopment Initiative or the former EPA CARE Program). Allow the Agency to serve food at these events (nothing helps build relationships like "breaking bread", which is why the President hosts meals during important meetings). Continue to fund and promote programs that push for collaborative function, like facilitation services from EPA's Conflict Prevention and Resolution Center and technical assistance services from EPA's Superfund Technical Assistance	Hire social behavioral scientists at EPA. Bring back the climate adaptation team. Create more opportunities for EPA staff to share lessons learned and best practices within the Agency (across programs and regions).	Cultivate better first-line supervisors. ADDRESS THIS: By creating a group of EPA "consultants" to work to improve the effectiveness of first-line supervisors. Better process for awarding contracts. It seems that we are awarding contractors who bid the lowest, not the ones to can do the right job (most effective and efficient). This would greatly reduce inefficiencies by not having subpar work that EPA employees need to improve.		Invest more in those relationships by building EPA staff competency, supporting travel, and supporting mechanisms to build competency within our states and tribal partners. Allow EPA to host conferences, workshops, etc. to convene those critical conversations.

	I
475	
476	

	A	B	C	D	E	F	G	H
477	476	5/3/2017	1. Way too much time is spent having highly trained scientists and engineers having to do episodic administrative work. Much greater efficiency would result by having dedicated administrative staff perform these tasks. 2. Eliminate many procedures. Instead, hold people accountable for being good financial stewards. 3. Streamline the performance evaluation system. PARS is so broken that it is useless and counter-productive.	1. Give grants to local communities to hire their own experts to advise them on cleanup issues. 2. Simplify EPA regulations and guidance. We produce way too many verbose reports written by contractors that no-one ever reads let alone comprehend.	1. Recruit new staff to perform these duties. Bring in more scientists and engineers who know how to communicate.	1. Eliminate matrix management for research in ORD. This has doubled the size of management and high positions without any real benefit. Eliminate Title 42 positions for National Program Directors. 2. Make the polluter pay for Superfund cleanups. The easiest way to get better leverage to accomplish this would be not to allow the polluters to conduct self-serving studies that downplay the extent of contamination and risks. Have EPA do all the site investigative work and then negotiate with the polluters to cleanup the site. This would save the government lots of money in the long term. 3. Simplify all regulations. To do this, you need to bring in new EPA managers for each	1. Better use of video conferences instead of traveling. Too many folks still prefer to travel than work. 2. Better use of on-line surveys.	1. Clear roles. 2. Better EPA oversight using random audits.
478	477	5/3/2017	My management chain is highly supportive and helps me do my work efficiently and effectively.	I believe that OPP works well with states, tribes, local communities and the private sector.	Improving record keeping. If all interactions are kept between the Agency and the regulated community then all interactions are on public record. If people are aware that there interactions are part of the official record and open this may improve customer service. Trainings on how to provide good customer service might also be appropriate. If people are aware of what the standards for customer service are they may be more inclined to reach for them or meet the standards. These trainings should also include how to say no to customers. Saying no, is an important part of our job. Knowing to effectively and with good customer service say no is difficult and a fine line to walk.	Embracing electronic submissions of documents. Moving to a digital workflow would reduce costs and reduce inefficiencies after an initial investment.	Please work with OPP on the Smart Label project. This project is working to make our labels searchable and introduce a digital workflow. This product needs support and funding now in its infancy but will hopefully reduce costs and inefficiencies in the long run.	I believe that OPP has good relationships and shared interests with the states and other federal agencies. We should however work toward becoming more transparent with other agencies and the states.
479	478	5/3/2017	hiring outside government entities every 3- 5 years to manage electronic databases/tracking systems such as travel "concur" as this puts our PPI at risk as well as national security riscs		regular coordination meetings, training sessions on new technologies, policies etc	more telework opportunities		

	I
477	1. Zero-based budgeting. Although not a new idea, it is greatly needed in the federal government. Right now managers still waste funds by spending just to use them up so they can get more $ next year. 2. Rotate SES staff into new positions. Most of them are too stale and comfortable managing their personal fiefdoms. A shake-up is long overdue. Originally, SES staff were supposed by be rotated every 3-5 years. Now they often stay decades in their jobs. 3. Continue to solicit ideas from EPA staff. Many of us are non-political and just want to make EPA a better agency and more effectively serve the American people. 4. Reward offices for not spending all their $. Put a
478	In my department there is open and clear communication between and among managers and staff. This clear communication between everyone can reduce inefficiencies. If everyone is on the same page, then there are no miscommunications and work gets completed, without a duplication of effort.
479	

	A	B	C	D	E	F	G	H
480	479	5/3/2017	Many of the systems used to manage employee activities are overly complicated. The most glaring example is business travel procedures. The amount of work required to schedule, procure lodging, flights, car, etc, and get reimbursed is obnoxiously frustrating. If it were allowed, I would pay for my own travel just to avoid the headaches. CONCUR just plain sucks, period. For whatever reason, the federal government insists on relying on 3rd party contractors to manage such things, and once these contractors obtain their contract, they are not properly held accountable for the quality of their product. Here???s how travel should work: 1. Employees are issued a travel card, 2. They charge travel expenses on the card, 3. The agency pays off the card. This seemingly simple process has become overly complicated out of fear of abuse. But, the last time that I traveled, my reimbursement forms were routed through 22 different people. 22!!	Regulatory agencies exist because regulation is required to prevent greed motivated, detrimental, runaway effects of a capitalistic society. A centralized federal agency is the best case that we can ask for from this perspective, as it can ideally maintain an unbiased, subjective, fact- and science-based perspective on the situation. The private sector represents the opposite extreme, as we have to assume that their agenda is primarily greed motivated. With this in mind, we should not make partnering with the private sector a priority. We exist to enforce rules upon them to prevent impacts on human health and the environment, not to compromise, negotiate, or pander to whomever has the biggest wallet. State???s desires to be individual self-governing entities is, to a lesser extent, representative of	The major hurdle in providing efficient customer service is the arduous process that we have to go through to even provide a response. A technical staff person evaluates a situation, characterizes the important parameters, applies evaluation methods, reaches conclusions, and tailors a response. That response then has to go through a supervisor, which requires that the material is explained by the technical person. Then it has to go through their supervisor, and their supervisor, and technical explanations are required at every step along the way. Then the lawyers get ahold of it and butcher every point that you are trying to make. Because legal ramifications are possible, and highly likely in a greed motivated world, we have to say things to people without really saying anything at all. This of course is difficult (impossible) to do, so the technical person has to start over again and try to come up with some	We could hire more scientists and engineers and hire less lawyers. We could also preferentially promote people into management positions based on their technical expertise, which would eliminate the need to educate supervisors every time a new subject hits the table. Environmental policy, analysis, and decisions should be made by environmental scientists, not lawyers, politicians, and special interest groups.	The biggest example that comes to mind is data management. Each Region maintains individual databases, and when states have primacy, they maintain their own individual databases. There is no continuity between the databases, which means that the data contained within them are not universally compatible, and nationwide data cannot be accessed from one centralized resource. We actually have to put in many hours worth of effort every quarter to obtain datasets, change headings and formats to make them compatible, and upload them to a national database. All data from all regions and states should be managed in one database to begin with.	As long as everyone???s priorities are aligned (protection of human health and the environment), then collaboration is easily productive. We simply need to eliminate those with mis-founded priorities (like Fossil Fuels lobbyists that have been appointed to important agency positions).
481	480	5/3/2017	The state of environmental protection has made Great strides over the years (since the 70s and 80s in particular). The model to develop federal regulations that are delegated to the States is a good one. Unfortunately, once the States were authorized, the Agency should have done some downsizing. Instead, we developed new areas of emphasis and embarked on mission creep. Consider sunset clauses in new regulations for program reviews. Read the GAO's 2005 report 21st Century Challenges: Reexamining the Base of the Federal Government, especially Section 3: Where Do We Go From Here?	For the Air Program, let the Regional Offices run things. Stop letting Washington DC run it. They are too theoretical, not practical and way too political especially in the last 8 years. DC could be a monitor of what's going on in the Regions and a resolver of disputes between Regional approaches.	Many Regional staff are very experienced in their field since most staff stay at the Agency because we believe in the mission of protecting HH&E. As you may know, many State agencies have high staff turnover, poor pay which leads to few and inexperienced staff. Maybe Regional staff could provide more hands on technical assistance in coordination with States to achieve goals. It may mean more travel dollars to the Regions.	As mentioned in response to Q3, EPA staff are dedicated to the mission and have much experience to share with States in their times of reduced resources. Intergovernmental Personnel Agreements (IPAs) may be a mechanism. With regard to the land cleanup programs, Marianne Horinko coined the One Cleanup Program. Need to revisit. SF and RCRA cleanups should be done the same. We can streamline RCRA, why not SF.	The military services are continually inventing and using new cleanup technologies. Maybe look to better coordinate between DOD/DOE and EPA ORD research programs.	See response to Q1

	I
480	Formulate policies and decisions based on science and reality, not greed motivated fairy tales.
481	See the Region 6 Corrective Action Strategy for expediting cleanup https://19january2017snapshot.epa.gov/tx/hazardous-waste-corrective-action-strategy-epas-south-central-region_.html Region 6 also has a Ready for Reuse program that has been a catalyst in site cleanup for reuse.

	A	B	C	D	E	F	G	H
482	481	5/3/2017	Limit the number of meetings we have. Our monthly OPP-OECA meetings are ridiculous. Things are still in pending, no hard deadlines are made, and apparently it is acceptable to say you are ???just working on things??Â. No way that would fly in a corporate world or any other office. People sitting in HQ or in other region say that things are still in process without a reasonable explanation, take leave on due dates, and lack of accountability. People should be given hard deadlines. Large call such a monthly call that have all 10 regions and HQ should be styled like a war room call with a concise agenda, no room for side distraction. Calls should be short (less than 45 minutes). 25% of an employee time should not be spent in meetings. Quality Assurance training is a waste of time. Having sat through the 3-day event, I would say that it is not in the interest of the employee. This is a waste of money and time a simple webinar could replace this. There are several EPA databases in EPA,	I have found that when partnering with someone for a common goal, things are more enthusiastically achieved when both parties have something to gain. Partnership should include public awareness; people should be awarded/recognized for their efforts to further their own or EPA missions.	Get on social media- snapchat, Instagram, Facebook, twitter, make YouTube videos. On social media you can show how to check your home for mold, lead paint, how to limit standing water in your yard that attracts mosquitos during peak Zika time. Showcasing the effects of pesticides on fruits and vegetables. Doing a video showcasing local farms and how they incorporate pesticides or don???t in their daily activities. Make PSA announcements to the public, like ???the label is the law??Â. Create webinar for respective party and inform them of changes happening within EPA (i.e. make a webinar for importers/brokers on the new ACE system). Have a presence in the scientific community like American Chemical Society, where we can present about cases. These can be at small gathering at local university to international/national conferences. This is important to do because it	We need to partner with local government/ local groups organizations (religious groups, community centers, large high schools) to further the aim of the EPA. Encourage sorting trash, composting, recycling	I would suggest that specific programs should be able to open to the public 24/7. For specific work, like imports that have a constant flow throughout the regions. Being in region 6, there are up to 100 imports in just pesticides coming in every day. In today???s world it is unrealistic to have imports sitting at ports Friday after 3 pm till Monday morning. We cannot stop because it???s the weekend. I recommend that staff should be given the offer to work weekends instead of days during the week. Also taking notes for ANY meeting is a waste of time, recording the meeting with conference calls or someone???s cell phone is way easier. This way we have higher accountability of what someone said.	Things become a priority The burden of costs, time, and resource do not all weigh on one specific party or agency. Every agency, or person for that matter brings something unique to the table. For example, the state of AR agricultural department has a good relationship with the FBI. While working on a project together you might be surprised by the contacts and resources agency have. Being able to work with different agencies is the most rewarding way to learn about your own program, others, and how you both can benefit each other.
483	482	5/3/2017	Too many managers at the SES level in a very small office is wasteful and wholly unnecessary. OITA, with approximately 65 to 70 total employees has 6 SES managers. Not too long ago (less than 10 years) there were only 2 SES level managers, with a few more total employees. These SES level managers travel all the time, and it is not unusual to see 2 & 3 of them traveling to the same meetings. It is embarrassing and an unnecessary waste of our resources.	The EPA can reduce global and transboundary environmental risks using our technical assistance, training, information exchange and technology demonstrations to match environmental problems outside our borders. Enlisting the expertise and resources of our private sector will greatly expand the range of environmental protection options that we can offer the world. This is what OITA had done very well under previous Presidents, but with the expansion of the SES core in such small office, the time & resources are spent as they travel to UN-TYPE meetings that don't get us any concrete results.	Focus OITA efforts on eliminating environmental forces that threaten directly the health, prosperity and jobs of American citizens, such as the pollution coming from Mexico, China and other underdeveloped countries. The environmental side agreement to the NAFTA & the CEC has become a way to funnel money into the pockets of corrupt Mexican politicians and to give Canada a free hand to overcharge us for important resources needed in this country. We need to focus on stopping pollution reaching the US by including environmental issues in the mainstream of American foreign policy where the decisions are made by our political leadership.	Ensure that all SES managers rotate positions every 4 or 5 years (which they are supposed to do anyway) so there is no opportunity to create fiefdoms that are so hard to identify from outside the offices. Our political leadership are rightly focused on making sure the President's agenda gets implemented, while these cadre of high level decision-makers make sure that there are as few changes as possible to the status quo.	US technology is the best in the world and the International office of this agency should be doing more to promote our environmental technologies to sell around the world.	EPA can provide important services to our States and Tribes by ensuring that serious environmental problems are confronted at the global scale. For example pollution of our oceans and losses of species and habitats have a widespread and long-term consequence and EPA can help protect our population by ensuring that our international agreements obligate them to take key basic environmental protection such as ensuring the availability of clean drinking water.

	I
482	Allow employee to work on a diverse range of projects. Employee that work hard, doing their work in a timely manner, and do good work should be rewarded with a raise, responsibility and other privileges such as working from home more than 2 days a week. People who don???t work hard, have poor relationships with their team mates, and don???t do good work should be penalized. I feel that everyone is awarded benefits (pay raises) for having loyalty to the government, this is a counterproductive approach. Just because you have been here for over a decade or 30 years doesn???t mean that your quality of work shouldn???t be called into question. Completely removed paper
483	Establish tracking systems to monitor emissions and tracking international pollution of our oceans and drinking water resources.

	A	B	C	D	E	F	G	H
484	483	5/3/2017	The difficulties in buying things and hiring people in the Agency are the main impediments I see to efficient and effective operations. OAM and OHR are largely regarded as being broken. It generally takes months to get any acquisition made or to get a position defined and filled. Until these processes work, little else is going to work well. The conflicting requirements for cloud-based information technology to use Trusted Internet Connection (TIC) and use of FISMA-compliant (FedRAMP-certified) cloud IT services create inefficiencies. GSA needs to resolve the inherent conflict of priorities this entails.			The overlap and duplication of "shadow IT" operations in OCFO, OIG, OPPT, OARM, and some other offices largely duplicate many functions of OEI. Consolidating those functions could reduce costs and inefficiencies substantially.	The Agency's new implementation of SalesForce offers a lot of efficiencies in business process automation, though it will take investment in more licenses to bear the most fruit and save the most money overall. Other uses of cloud-based information technology holds potential for added responsiveness and flexibility (though not as much for cost savings as the cloud vendors may claim).	
485	484	5/3/2017	When I travel I spend a lot of time figuring out the travel system - both before and after. It would be much more efficient to have support staff who are very familiar with the travel process do it for the Division or Office, rather than each person in the office, most of whom travel infrequently, try to figure it out each time.	We should be investing in collaborative work on a holistic, e.g., ecosystem level, with these partners. Addressing air issues separately from water issues and separately from land issues is inefficient and won't yield the optimal environmental and human health results. What goes into the air falls on the land and water. What goes onto the land gets blown into the air and leached in groundwater and run-off into surface water. Etc. Yes our statutes reinforce the silos, but we should be able to build systems to bridge the authorities - federal, state, tribal, local, etc.	Allow for more participation in meetings with states, tribes, local governments, public interest groups, the regulated community and the general public.	Not really. Although I do hear that the efforts to undo current regulatory requirements will lead to increased costs and inefficiencies. For example, the production manager at a large local drinking water utility says NOT to withdraw/suspend regulations. They have systems in place that are responsive to current regulations and that work well to protect the public. EPA cutting back on those regulations will lead to confusion and possible disaster (his words). EPA should make much more aggressive use of cutting-edge monitor and sensor technologies to reduce costs and inefficiencies -- and perhaps improving environmental	Monitor and sensor technology is amazing and could be applied and many scenarios to make EPA more efficient and effective. This technology is especially useful for data collection and for emergency response.	I think in many cases we are already well aligned. Plenty of exceptions, of course.

	I
484	Agile development principles (e.g., http://agilemanifesto.org/) -- iterative development starting with a small initial increment to get real feedback and accommodate change over time from real users interacting with a working prototype -- can be applied helpfully to many disciplines besides software development.
485	EPA should invest in drone technology for monitors and sensors. Other federal agencies are well ahead of EPA on this technology. It will greatly improve our efficiency and reduce our costs. Rapid approvals of monitor and sensor technologies for data collection and reporting will benefit the private and public sectors.

	A	B	C	D	E	F	G	H
486	485	5/3/2017	The review and clearance process for the publication of scientific research results is overly burdensome. Management seems to have spent a lot of time coming up with new requirements to make sure the agency is not embarrassed by any published work. Hiring qualified and talented research staff should be sufficient. Scientists themselves are responsible for the products they publish. If those products are sub-par, it will show by their submissions being rejected by reputable journals. The fact that ORD has added multiple layers of approval for clearance to publish could appear to the public to be intended to censor our scientific findings. However, I don't personally think that is the case.	All parts of our society have a stake in making sure our environment is protected and should be involved in deciding the proper actions to take. However, disagreements are always an issue and very rarely will everyone be satisfied. This situation cannot be allowed to prevent reasonable actions to be taken, but politicians and government officials seems to be unable to take on this challenge. One dissenting option seems to often able to prevent any action.	Let EPA do what it is supposed to do, and only what it is supposed to do. Middle- and upper-level management seems to be preoccupied with growing the organizations they control rather than producing quality products that address existing requirements. Bigger and better are two different things!	As a scientist, my research is greatly hampered by lack of computational power within EPA and the lack of funding to provide secure communication to larger computing systems outside of EPA. I am forced to employ simplified methods that degrade the quality and applicability of my results. I perceive this to be a result of poor management structures and lack of communication within them. This has been an unresolved issue for two decades now.	Yes, but they would require an up-front investment that EPA does not seem able to afford. Management seems to be rewarded more for cutting costs and less for increasing efficiency and productivity. EPA either needs more computing resources within, or it needs to facilitate the use of external resources.	Let the National Institute for Environmental Health Studies (NIEHS) deal with issues like human health and indoor air quality and let EPA focus on air, water and ecosystem pollution. We have to understand those environmental processes first before we can decide what needs to be done to protect them.
487	486	5/3/2017		We need to support economic development in states that need help transitioning from industries that are never coming back, such as coal mining, to the jobs of the 21st century. Beyond that, we have already been doing a very good job of partnering with states. There are more states in this country than Oklahoma, and we have had very good working partnerships with many, if not most of them. I have been part of these partnerships and have spent time at a state agency. You should talk to staff directly about our programs and learn these things. You can even read about some of these partnerships on our website!!	The public is not our customer. We work for them. They are our employer. They employ us to ensure clean air and clean water, which is necessary to sustain life, prevent disease, and allow people to be productive. Rolling back regulations that ensure clean air and clean water will not help people be more productive. Nor will it help the economy overall; when business profits by making people sick, the overall economy does not benefit. If you think it does, you are conflating the short term profits of a few with the long-term economic health of the many.	I see many opportunities not to cut the legs out from under programs that provide much needed guidance to states, that most states actually want and need. You should talk with the other 49 states, beyond just the one you come from.	Yes, in the real world. For example, last year the solar energy industry in the US hired more people than coal mining employs (look it up). China is leading the world in investment in the technology of the 21st century (renewable energy and energy efficiency, the fastest growing industries worldwide). Do we want to lead in the technology of the 21st century, or cede that ground to China in our zeal to chase the technologies of the past?	You mean through budget cuts? Not going to help you there.
488	487	5/3/2017	Eliminate all need for Lotus software. It's email function was eliminated years ago, but is still used for grant management tasks. Help Desks are helpless with Lotus support, and it is far past time for Lotus to go.		Develop and keep up-to-date a roster or directory for Regional points-of-contact on various issues. Then inquiries can be directed to the appropriate person to give the best response.		Revisit and streamline grant review process if possible. Also provide more openness for reviewers that participate in terms of the selection process. The selection process is a bit of a "black box" for everyone except the Coordinators.	

	I
486	Empower employees to do what they need to (legally, of course) in order to get their jobs done. Then hold them accountable for any waste or abuse of authority. But first you have to have a talented and motivated work force. Pay attractive salaries for talent and performance.
487	
488	

	A	B	C	D	E	F	G	H
489	488	5/3/2017	1. Purchasing: For all micropurchases (<$3,500) for which a government purchase card is used, there are 3 separate electronic systems required with 3 different user names and 3 different passwords. The first is the approval system that routes procurement requests to various approvers and the FCO for funding. The second system is the allocation system in order to pay the vendor post-charge. The third system was implemented strictly for electronic documentation following an audit that identified localized abuse. Those staff committing abuse should have been punished and/or fired. Instead, all purchase card holders got slapped with more administrative burden (this is an ongoing theme also happening in other administrative arenas). Some foresight and up-front investment should have resulted in a single cohesive electronic system that can handle approvals, funding, allocation and documentation. The current system(s) impart unnecessary administrative burden on	In some areas of research, partnerships such as these make sense for achieving better environmental results based on specific issues that affect localities. However, modernized chemical safety research inherently serves everyone due to chemical screening approaches that evaluate potential modes of toxicity across broad swaths of chemical classes including pesticides, food additives, cosmetic additives, pharmaceuticals, etc. Exposure to man-made chemicals knows no boundaries. An impartial national research program, free of special interest, to evaluate chemical safety is imperative. On the one hand, many would argue that tight partnerships with the private sector regarding chemical safety research would be a conflict of interest and have great potential for corruption. In the case of federal chemical safety research,	Lift administrative burdens and red tape in order to allow more efficient execution, completion and communication of science. Increase level of trust in federal staff and alleviate these extra administrative burdens that have been added on to everyone???s workload due to a few incidents of abuse that should have been dealt with locally on a case-by-case basis.	This has been addressed in multiple other questions.	Standardize business practices. 1) All government purchasing, macro and micro, should be facilitated by a single cohesive software-based system (see also Q 1). 2) Record-keeping policies should migrate away from paper to electronic and have a sensible software-based system that can handle/archive research records, administrative records, etc. all in the same system and be consistent across the agency.	We???ve already done this to a large degree in the latest round of research planning. For chemical safety research, there are only select opportunities to partner with other federal agencies and/or states. As stated earlier, partnerships with states or other private or local entities for chemical safety research has potential to impose special interest on the process, which can undermine impartial federal research that is inherently serving the whole US and other nations throughout the globe.
490	489	5/3/2017	For many many many years now, EPA has been eliminating administrative support employees/positions. While EPA has become much more efficient with electronic ways of doing things (voice mail, email, payroll etc) there is STILL the need for administrative support personnel. Otherwise, highly grade employees, GS 14s, are spending too much time doing their own administrative work. That's not an efficient way to use a highly graded, highly educated employee's time.	Better environmental results can be achieved by working WITH EPA employees, not against us. And by cutting out the rhetoric. We are the experts and should be treated as such. Communicating things like 'the war on coal is over' and pitting the 'environment against jobs' is not helpful and not even true. Environmental protection CREATES jobs. Green energy CREATES jobs. EPA has never had a war on coal. Coal is a throw-back to the 1940s and 1950s. Its not a cost-effective source of energy compared to, for example, natural gas, and to tell coal workers their jobs are coming back is untrue. Not to mention that putting a few dozen coal miners back under ground is hazardous to their health. It would make more sense to invest in environmental (and health) protection and green power and retrain coal miners to work in green technologies where there is	By cutting out the rhetoric. EPA is not the enemy. We have always worked with states, tribes etc. There is always room for doing a better job, and as professionals we strive to do this.	There is too much focus on cutting costs without seriously considering the human health and environmental consequences. Cutting back or eliminating important programs like WaterSense and the vast array of other voluntary and partnership programs EPA has developed over the years may reduce costs but they won't protect health and the environment. They will endanger public health and lead to a less sustainable environment - of which we all depend. Lets put the focus on being more effective in protecting the public and the environment.		The federal government's role can't be passed on to the states. Many environmental issues cut across state boundaries. And resources vary from state to state. That's why the federal role in human health and environmental protection is so important. Of course, federal-state partnerships can always be strengthened, and they should be. Its destructive and counter-productive to have a negative attitude about the federal government's role. I do think there should be some focus on where federal agencies overlap and how federal agencies can better

	I
489	Take a look at the way the private sector handles purchasing and tracking of supplies and equipment needed to perform their duties. What is the margin for when the cost of the effort involved in accounting for something exceeds the value of the item being accounted for? I guarantee, the effort EPA spends to account for trivial items far exceeds the value of the items themselves. It would be more economical to accept losses sometimes and move on with more meaningful work. The appropriate utilization of supplies and equipment should be evident in product output. When funds are allocated to a project to produce a product, the measure of whether the funds were
490	

	A	B	C	D	E	F	G	H
491	490	5/3/2017	Management Procedures: Too many layers for review before signature approval. Unnecessary, multiple reviews slows down approval time, halts work to wait for review and hinders efficient processing. One less review would save time and improve efficiency. Eliminate at least one layer of management before subordinate employees are RIFed. Management does no work, only shuffles papers to sign. Regional Administrator, Assistant Regional Administrator, Deputy Regional Administrator, Deputy Assistant Regional Administrator, are they all really needed? How much income do they generate for the agency? Could any of their ???work??Â be contracted out or placed under a term/temporary status?	Encourage states, tribes, local communities and the private sector to use more of their funds to achieve better environmental results. Develop new ways to produce better environmental results that decrease the federal government's funding contribution and increases the private sector's contribution.	Hire contractors to act as government liaisons to the states, tribes, local communities, the regulated community and the public at large. Contracting this work out would save money and improve efficiency. Look at site inspector positions, Information Technology (IT), records management and building security. All are using contract personnel and working just fine. Contract employees are easier to manage and provide flexibility.	Telework is an untapped opportunity and an underused perk. There are employees in offices with little work and work in offices with few employees. Establish more shared service centers like the IASSC and allow employees to work on personnel, finance, grant preparation, etc., that they now complete online anyway. College courses are taught online, why can???t work be performed online outside of an office? To attract the best and brightest you need incentives and perks???don???t get rid of them! Two employees who telework 4-5 days a week could share office space because neither would be in the office at the same time. Save on rent, utilities and	Immediately change regulations to allow electronic signatures, use of electronic forms and make all forms electronic and fillable online. Start moving files to electronic versions. We already use the computer to process, send, receive, approve and close projects. Prepare regulations that require electronic files be used and save a boatload of money on paper and warehouse storage. Electronic files allow agency flexibility when assigning work so employees won???t have to be where the file is located to work on it. The agency will need to scan mass amounts of files when they move to an electronic form. Hire a contractor to do the scanning and leave the employees to review the	Our agency utilizes 2 shared service centers to process interagency agreements. This concept can be used for other actions/work done in all 10 regions. It will allow the agency to provide more uniformity with their actions, utilize employees where they are located and reduce the workload impact of departing workers. We utilize another agency to process our payroll and I believe we use other agencies' contracting services.
492	491	5/3/2017	The hiring of SES or upper management that is not qualified for senior level scientific positions contributes greatly to the inefficiencies at the agency. Senior management hired in from Social Security, GSA, or other non-scientific agencies , following the ill logic of I don't need to know what you do to mange you is false with respect to scientific organizations. When senior management is quoted as saying they do not want science or like scientist's, why are they hired? I would solve this by having an outside agency, such as DOI, have the final hiring say in hiring technical senior management positions at EPA. They would pick qualified candidates, not personal friends.	Better outcomes require more dialogue at the start of the process and then holding people and schedules near the end. The agency has a severe lack of planning and a little preparation up front, coupled with consequences at the end, would go a long way to improve results.	See above.	Several untapped opportunities come to mind. 1) the organization of all of the regions should follow a single model. Some at centralized, some are matrix, some are hopeless. 2) Hire technical staff for technical positions including management. 3) Look at grant and purchasing rules. Every time one person tries to manipulate the system, all the other staff are punished. Why add or change rules constantly? Punish the rule breaker and go on. If you review, streamline, and eliminate redundant positions, punish those who abuse the system, and you will reduce costs.	Review and then centralize the purchasing, property, potential QA, and other functions tracking processes. The agency has so many home grown systems, (based on stove pipe thinking) that a review would identify numerous cases of duplication. Then agree on one and enforce the use of it.	We do well in Region 8 with this. I see us as an example for the rest of the agency.

	I
491	We utilize a mail room that orders and distributes supplies, distributes mail, prepares large copy jobs, etc. All copy machines have a default setting to print on both sides of the paper. We only have one machine for color copies in our building. The mailroom also has bins of ???recycled??Â office supplies that are free. We separate and remove our own garbage from our cube. We share office space, a file room and a conference room with another unit. My former agency USDA, Rural Housing Service moved their mortgage application process online and allowed the work to be completed by any employee located in any office in the state. This
492	

	A	B	C	D	E	F	G	H
493	492	5/3/2017	It seems like we are always patching things together to accomplish administrative functions and one of the reasons for this is that we utilize different programs/applications for one specific process. For instance, Procurement is done in EAS, Timekeeping is in People Plus, Budgeting and Spending is in Compass Financials with duplication of another finance system called IRMS for tracking research support dollars is done in another system (IRMS is ORD specific). One solution I have always believed in is for the organization to utilize an integrated enterprise application that allows for all functions to be tracked in one application. The system contains cross functions, and it automatically communicates and provides multiple functions from one point of entry. These systems can be tailored to the needs of different offices (Regional Offices have a more standard application, ORD or other offices that have a more complex need can utilize a more tailored version).	No comment.	No comment.	No comment	Enterprise Resource Planning (ERP) and data management programs - one stop applications to fulfill multiple functions (accounting, procurement, human resources, timekeeping/payroll, ...). We have some of these systems on the ground, but we only utilize them for one function only. This seems costly not only on a financial standpoint, but also on a time standpoint for employees (labor costs are higher because of this).	No comment.
494	493	5/3/2017	Acquisition process in the EPA is extremely cumbersome and archaic. Requirements to purchases a product or service on behalf of the government are not either not clear or constantly shift. OAM should make the purchasing rules simpler and expedite purchasing of small business products and services as well as micro purchases so the government can pay the small business faster and acquire the needed product and service faster as well.	More stakeholder/public engagement in form of a digital dialogue would be a good way to enhance the services government provides. This could be accomplished through a social networking model such as Facebook/Twitter, or through the old fashioned way of gov delivery time notifications which solicit feedback via email or a docket like system.	I am not why we don't solicit feedback from our customers in forms of 'Customer Satisfactions Surveys' as the private sector does. That is the only way I can think of that you'll know for sure what to improve. We should always follow up with our customers or a representative sample of our customers if the customer base is too large to determine what the experience was like and how we could do a better job.		I am an information technology professional. My suggestion would be to require all applications being developed to be only deployed on the Cloud. The agency recently acquired Microsoft Azure Cloud services. We should add to that selection other Cloud providers such as Amazon Web Services. Deploying all applications to the Cloud would move us away from purchasing and keeping large amount of local infrastructure costing millions in contractor support and licensing costs. I understand that there will always be a need to keep some databases under government control so a much smaller footprint of infrastructure would be needed to safeguard the most sensitive PII or CBI on	More MOUs with other Federal Agencies in information sharing would increase awareness of each other's work. We should also launch a government version of Facebook where Federal employees could share ideas about innovations and efficiencies internally.

	I
493	An example from the WEB of a state government solicitation for Enterprise Technology can be found here: http://www.doa.state.wi.us/divisions/enterprise-technology/erprfo There are many others - mostly county and state offices that are turning to this technology to provide efficiency.
494	

	A	B	C	D	E	F	G	H
495	494	5/3/2017	The Criminal Investigation Division has historically not had much administrative support. As a result, higher paid employees are often forced to do work that could and should be done by lower paid employees. A simple remedy is hiring more administrative support in the Criminal Investigative Division to free up agents to do agent work instead of admin work. Along the same lines, large law enforcement agencies have investigative assistants to handle some of the tasks involved in investigative work, such as records searches and criminal history checks. Hiring lower grade investigative assistants would also free up agents to do 'agent work.' While these suggestions might not save money, they would make CID more productive without hiring additional agents.	Unfortunately, in Florida, the state agency has been gutted to the point that they are not effective. We really don't partner with them much, because it does not seem that their mission is actually protecting the environment. I'm not sure this can be fixed by the federal government, other than taking the programs back from the FDEP. That would not work either, as EPA does not the resources to run the programs that have been delegated to the state. Fortunately, some (but not the majority) counties have effective environmental protection programs.		As previously stated, hiring additional administrative employees to remove administrative duties from case working agents and hiring investigative assistants to help with some of the tasks of an investigation that don't require a sworn law enforcement officer.		
496	495	5/3/2017	Travel administrative burdens like Travel Comp Time forms, inefficient and buggy computer systems (Concur), lack of access to travel card account information are an overwhelming burden to staff, and are exacerbated to staff who travel more often than others.	Building Grant management capacity within these partners.	More Public Participation Practicioners would help facilitate necessary neutral communication between partners and the Agency.	Eliminating evacuation authorities during an environmental emergency response to anyone outside of EPA.	Development of national resources to address the Region's needs for translation/interpretation, graphics support, and mailing list collection, management and database needs.	By increasing enforcement and penalties on States who violate clear Federal environmental statutes.
497	496	5/3/2017	Since January, all communications materials have had to go through OP for approval. This is creating an incredible backlog of work and shows lack of trust in staff and senior level management to review materials within AAships. Any project that has a communications piece tied to it has to add an additional MONTH to its timeline in order to accommodate this longer review chain. Add to that the fact that OP is like a black box at this point, where no information is forthcoming. Even routine emails to stakeholders in EPA programs get caught in this web.				New technologies are not necessary at this point--rather better trainings for existing tools are needed. To roll out systems like SharePoint, older staff should be required to go through basic training in order to ensure office-wide capabilities.	

	I
495	
496	Our region has interdivisional events / brownbags to help EPA staff learn about environmental programs across the Region that are lead by those who work on them. It is an amazing way to increase interdivisional collaboration to improve environmental results.
497	Morale within the Agency is abysmal, largely due to the fact that information is leaked to the press before it is sent to staff. Internal communications need to improve drastically by sending updates more frequently and providing actual information. Acting AAs and DDs are having to pick up the slack by sending out the little information they have or can share. Increasing morale would lead to a significant uptick in office efficiency.

	A	B	C	D	E	F	G	H
498	497	5/3/2017	Too many different inspection and enforcement tracking databases. ICIS is the main inspection and enforcement tracking database. However, each program has its on inspection and enforcement database. States also these individual program databases. The ICIS database is archaic and the facility data has not been cleaned up in years. For example, there will be several different listing and addresses for the same facility. Only one correct facility name and address should be listed into the system. Ideally, EPA would develop a comprehensive database the captures required data of interest to management, elected representatives, and the public.	Joint inspections with state, tribe or local community where the state, tribe or local agency is the lead for the inspection (assuming the program has been delegated to agency) and EPA provides technical expertise. The local agency would be the lead on the enforcement whether formal or informal. This way local agency and the company or government agency (U. S. Army National Guard) will benefit from EPA's experience and understanding of the application of the regulations. It should be clear that if the state, tribe or local agency does not have the expertise or the resources to follow-up on the any identified violations, the state, tribe or local agency can ask EPA to do the follow-up, if any.	Better communication equals better service. EPA and EPA Regions should contact states, tribes, local communities, etc. to develop individual, informal communication plans. These plans should be followed through and not just placed on shelf in order to check a box.	EPA should be receiving more money not less. There are inefficiencies. One way to identify and accomplish this is to have a truly outside, objective consultant that understands how the government works perform a study of EPA as a whole and each EPA region separately. The consultant would review processes, procedures compare that with what Congress has mandated and identify probably 1,000s of improvements. Some improvements would undoubtedly Congressional approve before being implemented. To do this right would take time and money, but in the long run would be good for the agency and the environment. If you are looking for quick, overnight	See Item 1. State of the art, up to date databases that user friendly.	Each state and EPA Region should meet and determine areas the State needs support and where EPA can provide that support, other than money. States are always happy to receive money.
499	498	5/3/2017	1) Purchase Card purchasing has too many (unintegrated) databases which require mandatory input from each purchase card user. These software systems (PNET, ORD Purchase Card System, EPA Cost Allocation page) all need to be integrated into a "one stop" shop for PC data input. 2) Project Action Lead Time for Contract procurement is too long. More Contracting Officers need to be hired to process the various contractual needs for ORD. 3) The Office of Research and Development needs to be reorganized to remove the redundant secondary tier labs (i.e. NHEERL, NERL, etc.) The positions within this level of management are all redundant to those positions that already exist at the local laboratory level. They are redundant to the necessary and crucial positions which already exist at the local laboratory level. Often times the NHEERL/NERL level of management gets	Local laboratories need to have the autonomy to engage with their local neighborhoods and communities in providing sound data and cleanup solutions rather than having to vet everything first through the program offices. Citizen Science initiatives are a great starting place.			IT contract should all be centralized and dispersed from headquarters. There are too many private sector IT contracts that are not integrated and do not share their information with one another. ORD has a separate contract for IT services than Region 5, etc. Often times there will be 5 help tickets from 5 different IT contractors to support one employee help request to correct a simple IT problem. There has been too much privatization of our IT support and no integration of the various contracts. In addition, the contracts are changing every 5 years and each new vendor has a hard time integrating with others or its predecessor.	IT support should be one centralized agency. Contracts support should be one centralized agency. The duplicity of these two areas throughout the executive branch is redundant, not cost effective, and extremely inefficient. Take example from the DoD and create one "DCMA" for the Executive Branch. Take example from the DoD and create one centralized Executive Branch IT "Department" for deployment of unified systems and softwares that are integrated and have a "one stop" shop for customer service

	I
498	See answer to Q.4. Too many decisions for reorganization, improvements are made from the top down. To achieve real improvements, best practices, the ideas need to come from the bottom up. Again a 10-minute survey cannot accomplish this. It is just seems like you are trying to check a box that you reached out for idea and probably only receiving a few, if any, real suggestions that would improve how EPA operates.
499	The DoD "DCMA" Defense Contract Management Agency should be studied for Contract Award and processes Best Practices. Like the DoD, the EPA should study its systems for integrating its workforce with its facilities footprint and real property. There should be justifications for the amount of office space and laboratory space vs. actual FTE/Contract staff and the workforce mission should equal the Facility real property mission. These two are currently disconnected.

	A	B	C	D	E	F	G	H
500	499	5/3/2017	HQ Contracts is a broken organization. Contracting specialists and contracting officers DO NOT respond to e-mails from their customers. The ORD OARS organization is filled with incompetence and disorganization.	Getting rid of Scott Pruitt	Getting rid of Scott Pruitt	Yes, getting rid of Scott Pruitt will improve employee morale (hint: look back at the Gorsuch days in the Agency).		Getting rid of Scott Pruitt
501	500	5/3/2017	In OGC, senior GS-15 attorneys end up spending huge amounts of time doing data entry regarding their cases into databases, photocopying, and other things that could easily be handled by a GS-12 paralegal. The current system is a waste of money and valuable attorney time, and the Employee Viewpoint Survey indicates that having to deal with such issues in OGC significantly lowers morale. Hiring paralegals to do appropriate work in OGC would be a big help.		Increasing our staff size so we have time to adequately respond to their needs.			
502	501	5/3/2017	Many regional decisions on sub-regional implementation of regulations have required briefing at every level up the chain all the way to the HQ offices and OGC, which can significantly delay often routine decisions, particularly in the current state, where very few of the political leadership at HQ is in place (the sooner this could happen, the better). Placing more trust in the knowledge and experience of regional career leadership and staff would help improve this process, as the Regions have valuable experience and insight into sensitivities of relationships with local stakeholders, Tribes, and States. Possibly more willingness to produce guidance to the regions on relatively routine decisions would help assure the Administrator and AA's that regional decisions are consistent across EPA.	Encourage EPA-convened stakeholder working groups compliant with FACA, and EPA participation in working groups convened by Tribes, States, regulated industry, local communities and environmental advocacy groups. Continued/more funding for public stakeholder outreach and transparent information sharing.	Allow regional leadership more latitude to make decisions on routine implementation of regulations at the regional and sub-regional level. Place greater reliance on experience and knowledge of career staff. Continue and enhance regional involvement in national rulemaking to ensure input from the staff that implements the regulations. More funding for agency licenses and staff training of softwares used by regulated community to demonstrate compliance with regulations.		Seek to consolidate appropriately various national databases used for tracking implementation activities and reporting to Congress. Several track the same or similar information and it becomes increasingly cumbersome for career staff and management to keep track of which databases need to be updated. Funding to develop an implement electronic submittal and reporting systems for regulated entities to demonstrate compliance with regulations such that the information can also be made publicly available.	Cross agency stakeholder working groups are already being implemented for several areas of oil and natural gas development that appear to be beneficial in information sharing and relationship building. Allow more memorandums of agreement between agencies for establishment of lead agencies for federal government compliance with common requirements/obligations, provided there is adequate public input.

	I
500	Ignoring the existence of Scott Pruitt and continuing to accomplish the goals of the Agency.
501	Hiring paralegals to do data entry, proofreading, filing, and other tasks in OGC, instead of GS-15 attorneys.
502	

	A	B	C	D	E	F	G	H
503	502	5/3/2017						
504	503	5/3/2017	I've worked for EPA for 25 years and the Federal government for 33 years. The mandatory administrative and training requirements have become crippling. We no longer serve the public. We serve ourselves and the tax payer takes a back seat. A good example are the contracting requirements. Penny wise, pound foolish! On the administrative side, we increasingly have high paid staff doing administrative work. Work that can be more efficiently done by a lower paid administrative professional.	Many areas of our work is duplicative of efforts undertaken by other governmental entities. Specifically in the area of grants. Funds could be more efficiently distributed by the State and local governments. Grants to tribes are currently distributed to the tribes by a large cadre of EPA grants officers. The Government could relies great efficiencies by contracting the issuance of these grants out to the private sector.	Remove crippling administrative requirements . This would allow staff capacity to focus on the "people's business" and not on self imposed internal requirements.	Yes, again by stripping away onerous internally focused administrative requirements. Also, empowering staff to have flexibility, with in the law, to immediately address the public's concerns.	No comment	Generally speaking, empowering and funding sister state agencies to the maximum extent possible with minimal EPA oversight would reduce duplication and increase efficiencies ! Ultimately reducing EPA expenditures.

	I
503	https://nicholasinstitute.duke.edu/sites/default/files/publications/ni_wp_17-01.pdf https://law.ucla.edu/~/media/Files/UCLA/Law/Pages/Publications/CEN_EMM_PUB_Legal_Pathways.ashx https://www.epa.gov/sites/production/files/2014-08/documents/reduction_strategies.pdf https://www.nap.edu/catalog/12209/science-and-decisions-advancing-risk-assessment https://www.nap.edu/catalog/18949/sustainability-concepts-in-decision-making-tools-and-approaches-for-the https://www.nap.edu/catalog/18764/review-of-epas-integrated-risk-information-system-iris-process https://www.nap.edu/catalog/18950/rethinking-the-
504	Contracting out the issuance of grant funds. Reduce administrative requirements. Reduce "red tape" and needless bureaucratic processes ! Focus exclusively on "core" programs with direct statutory empowerment from Congress. Disinvest in all programs that have no statutory authorization . Refocus staff in serving the public.

	A	B	C	D	E	F	G	H
505	504	5/3/2017	In the last several years, EPA has made great strides to update our information systems (mostly related to the Office 365 switch that happened in 2013). These updates are great and significantly improved our ability to do work in the 21st century. However, for example, we still have a situation where technical staff (engineers, scientists, etc.) are obligated to do administrative work, such as moving records received by email to a database system, or records received in hardcopy that must be scanned and then entered as well. This means you are paying someone $40-50/hr to do this. This could be solved with updated - agency-wide - databases, where information is submitted directly to an electronic database system. This would eliminate the administrative requirement on our side. AND, would ensure we are actually tracked all of the records/submittals we receive. There is no such process for that in my region. Historically, it has been on individual regional offices to find solutions to document receipt and retrieval. A	This is almost always completely related to funding. Give EPA money for us to give to states/tribes/locals that requires deliverable environmental/health improvements.	Due to budget cuts we don't have sufficient travel funds to visit these groups. Especially in cases where we have oversight of state/local/tribal programs, it is difficult to develop the needed relationships to provide assistance if we never have an opportunity to regularly meet our counterparts. States/locals/tribes seems to always want more support/interaction with us. It really helps us to learn a local perspective since we are often far removed from their issues. This is specifically in reference to staff and interactions and not manager/director interactions. Staff are the ones doing the real work and need to understand the "on the ground" issues.	All electronic documents storage/retrieval. I previously worked for a state agency and they made the switch to all electronic records, in one system, over a decade ago.	Electronic systems. Office 365 was a very good addition. But, it seems like we purchased the cheapest version that doesn't have all of the available options.	I think we do a pretty good job and this, and are always finding ways to improve.
506	505	5/3/2017	For scientific research, a more efficient purchasing system is required to ensure that senior research investigators and their staff are able to fulfill research aims mandated by law and considered in our strategic plan. States, tribes, and local air pollution agencies require the expertise of ORD to help address their specific air pollution issues. I believe the credit card limit for purchases should be increased to $5,000.	I believe we need the staff which has expertise in sophisticated pollution measuring research instrumentation to conduct localized studies to identify pervasive and intractable pollution issues that prevent attainment of air pollution standards. Neither the instrumentation nor the personnel exist within the states, tribes and local communities for pollutant measurements needed to understand their specific issues.	I believe e-mail is over-utilized and distorts communication. At present, the phone (cell or landline) is far too underutilized. Customer service is best achieved by talking with another human being without annoying voice-mail systems. In addition, we need a better publically available database of EPA personnel, phone numbers, and areas of expertise available to citizens, states, tribes, local communities, and the regulated community.	Quite honestly, I believe we are tapped out. Even within our laboratory - NERL - we have lost one-third of our technical staff in the last 10-15 years and our administrative staff is mostly operated with temporary personnel. Sorry to say it but research is expensive. However, there is no other alternative of trying to understand air quality issues without high-quality data and interpretative skills to match. In the great scheme of things, it's relatively easy to collect data; understanding what they mean is far harder.	An e-mail system that is far more functional. Our Internet browser is completely outdated and slow. An investment in more up-to-date technology would make the workforce, especially researchers far more efficient, effective, and accountable.	I believe that EPA ORD should better partner with the other atmospheric chemists in NOAA, NASA, DOE, and the National Labs.

	I
505	Kentucky DEP has a department-wide electronic recordkeeping system that also does workflow. This means all records are stored in the database, but when permits/reports/etc. are submitted it creates a workflow assignment that ensures someone is actually assigned and accountable to the action. Furthermore, you can easily find out who is assign to something, saving a lot of time finding contacts. It's also helpful that you can access everything you would ever need from your computer. EPA has a very annoying patchwork system. I'm sure some offices/regions are good at tracking some things - but there is no uniformity to it.
506	Contracting with private science and technology companies to provide technical expertise that is needed far more quickly than can be achieved through Federal hiring procedures.

	A	B	C	D	E	F	G	H
507	506	5/3/2017	Mandated agency-wide training on topics that are not relevant to everyone. For example, training on working effectively with tribal governments is not relevant to my job. I do not and will never do anything that touches tribal affairs. Another example would be continuity of operations awareness training, which teaches that coop plans exist and generally what they contain - but my organization does not have and probably never will have a coop plan. I would address this by allowing first line supervisors to determine what training their employees need. Also, oppressive requirements for documenting and obtaining approval for micro-purchases with government purchase cards (credit cards). It is almost easier to process a formal purchase order than to use a credit card to buy a box of paper clips. This is symptomatic of a long-standing management philosophy in EPA of punishing the entire agency when one or a few individuals abuse privileges,			Mandatory rotation of all SES personnel every three years to a different AAship to eliminate "empire building."	Replace MS Windows and MS Office on desktop computers with Linux and open source software alternatives. This move would both improve IT security and radically reduce the costs for IT security, as well as eliminating software license costs for standard desktop productivity software.	
508	507	5/3/2017	Timekeeping: People + and the other systems for tracking time/hours are poorly designed, difficult to navigate and take time away from substantive work just to fill out and maintain. Disruptive to accomplishing mission goals. Upgrade to systems that talk to each other and do just as good or better job on accountability of hours.	Make it easier for EPA to LISTEN to all stakeholders. The formality of current communications discourages the flow of ideas from states to EPA and back again; keep an open window for communication without obstacles of triggering FACA every time EPA wants to gather input in broad terms. We get better environmental results when we LISTEN, so make it easier for us to actually LISTEN.	Why are so many technological solutions that move us away from tracking volumes of paper prevented by regulation and costs? Why isn't EPA 99.9% paperless? Moving to the cloud should not be expensive and burdensome. Customers have better service when they don't have to deal with paper burdens. Regulatory changes may be necessary but are not huge obstacles - the main one is getting easy, reliable access to the cloud.	Yes. See #3 above. Evolve toward a paperless EPA.	Ibid.	How willing are you to use public disclosure of compliance reporting?

	I
507	I am aware of very large amounts of money being wasted on service contracts because the senior management that approves the requests are technically incompetent, i.e., they don't understand the request and are afraid to admit that, or are easily hoodwinked. As an example, I work in an office where the staff are scientists doing very technical work, and for a number of years our office director was a history major. Wasted funds could be reduced by assigning technically competent people to senior positions who can and will challenge requests for service contracts.
508	Some agencies are able to access cloud hosting quickly and cheaply such as Dept of Interior. EPA does not. See # 3 above.

	A	B	C	D	E	F	G	H
509	508	5/3/2017		Enable Federal Register notices to resume being published in a timely manner, both by streamlining internal review processes and by adding FRN processing staff. Since January 2017 a backlog of unpublished FRNs has accumulated of my office's work. If our documents can't publish, we can't receive or respond to public comments from states, tribes, local communities, or the private sector.	Increase or at least maintain funding for the Agency.	Improve employee development and cross-office knowledge by providing more encouragement for details within the Agency.	Please allocate funding to repair or replace the built-in and portable projectors in the Potomac Yards building. On my floor we have one portable projector to cover for 4 conference rooms, and the built in projector in our main conference room is broken. Not being able to project meeting materials if someone else is using it slows team communication and can comprise the quality of meetings with visiting industry representatives.	
510	509	5/3/2017	Our time-keeping system is arcane. I would, if possible, try to reduce our time-keeping system to one.	We should be aware of unfunded mandates. Where they exist, we should make sure Congress is informed.	Focus on and modernize the EPA's internet tools. For example, the current Chief of Staff (Ryan Jackson) is not listed on EPAs website (as of 5/3/17). Out of date internet information - like missing contacts and broken weblinks - make it harder for outside stakeholders to figure out how to engage the EPA.	An ounce of prevention is worth a pound of cure. Strengthening EPA's pollution prevention actions (like Financial Assurance Disclosure for Mining), helps to reduce future costs and inefficiencies for the taxpayer. Once a site is full of toxic waste and it falls to taxpayers to pay for the cleanup, it is very inefficient to clean that site up to the point where future businesses can operate there.	Investment in EPA website is key. EPA depends closely on information, and information flows mainly on the internet. Fixing the gap between EPA's dependence on information and the quality of EPA's website would make EPA more efficient, effective and accountable.	Because public health and environmental protection is complex, there are overlaps or partial overlaps among federal and state agencies. The different agencies may not be aware of the overlap. One way to help with this situation is to do our work with specific geography in mind. Regional offices help with this. So also do geographic programs, which are designed to cut through various programs to solve specific sets of problems in a specific place.

	I
509	
510	In our organization, we have a LEAN process. More LEAN processes would likely help with efficiency.

	A	B	C	D	E	F	G	H
511	510	5/3/2017	EPA Region 6 recently conducted training for what it calls Applicability Determination, Alternative Monitoring, and Compliance Assistance Projects (ADAM-CAP) - this unapproved training is a complete waste of time and effort. It basically trains EPA staff to interpret confusing and misguided rules and then posts its response for others in the regulated community to view. These EPA regulations are part of an overburden regulatory system that has hindered economic growth, while at the same time angering and threatening the regulated community. See the following link for more information: https://ofmstage.rtpnc.epa.gov/apex/tocar/f?p=149:700:14121138680666	Have EPA staff co-located with its State partners to better coordinate and save taxpayer dollars.	Have EPA staff co-located with its State partners to better coordinate and save taxpayer dollars.	Consolidate Regions into West, Central and East Regional offices with smaller satellite offices. Save taxpayer dollars by having all labs partner with local universities to share costs, resources, and staff.	Streamline management positions at all levels from SES to GS-14. Currently, at a number of Regional and HQ offices there are too many managers and not enough staff.	Consolidate functions and avoid duplication of offices at Regional and HQ offices.
512	511	5/3/2017	People plus is very inefficient! If I submit a leave slip, and then need to change it, my supervisor has to go into people plus and return it to me. I should be able to pull it back myself. Also, people plus doesn't deal very well with submitting multiple leave requests for the same day (different types of leave), wasting staff time and timekeeper time. Concur is also a very fussy, finicky system that gives errors all the time for things that are not errors (i.e. tells me I didn't pick a city pair when I did, but gives me the error anyway).	Continue the EJ grants, children's health grants, asthma grants, indoor air grants, and environmental education grants. These grants are so important for the work being done in communities. Administrator Pruitt should meet directly with communities. Based on his facebook posts, he always meeting with various industry groups or states. He needs also to meet directly with communities and tribes and hear about what's most important to them.			We need new computers! Our computer are old, outdated, and always having problems. It was a bad idea for EPA to purchase tablets. They don't work very well, and they can't do all the things that we need to do.	

	I
511	LEAN methods to reduce lengthy and overburden processes, however, the real issue to too many high paying managers. EPA is a top heavy organization and many manger positions need to be converted to staff positions at a lower grade to save taxpayer dollars.
512	

	A	B	C	D	E	F	G	H
513	512	5/3/2017	FMFIA - Most of it already has drafted responses provided. Why do those responses have to involve everyone? Do it centrally, send the draft and ask each location to verify (and add a local spin if needed). So much wasted time on stuff like this. EMS Reporting - Spend way too much time documenting how much we've done to reduce our overall usage, etc. Too many people investing time in this report. This is one EO that should go away...It's a waste of time and takes away from the important work that needs to get done. FAIR ACT Inventory - Terrible system. Can't tell which person each record relates to. Waste of time. PNET - Is TERRIBLE and wastes so much time for cardholders and their approving officials. Go back to paper, it was more efficient and we have to keep the records anyway. Another alternative - Why not buy the EAS expansion and			Consider fully utilizing space available at OWNED facilities instead of spending money on rent. Just like a home...cheaper to own than rent.		
514	513	5/3/2017	Thank you for taking the time to seek input from EPA staff. I???m a project manager in the Superfund Program with 28 years of experience, with an additional six years of experience as a contractor. My comments are more programmatic in nature and could be difficult to implement without changes to the National Contingency Plan or the Comprehensive Environmental Response, Compensation and Liability Act of 1980 (CERCLA) and/or the Superfund Amendments and Reauthorization Act of 1986 (SARA). 1)Greater emphasis is needed on the completion of cleanups and deletion of sites from the National Priorities List (NPL). In my 34-year Superfund career, I???ve only been able to delete two sites from the NPL. The process of characterizing the contamination and risks at a site and making a decision on a cleanup plan takes too long. On average, it takes about five years to make a					

	I
513	
514	

	A	B	C	D	E	F	G	H
515	514	5/3/2017	I require an administrator that thinks anthropogenic climate change is an actual scientific truth. It's quite disconcerting to hear him belittle the organization every day on the news. Also, can we agree the "back to basics" idea is just political bullshit disguising an agenda of dismantling regulations that affect the oil and gas industry. Surely, not everyone in Washington is buying this?			Impeach the president.		
516	515	5/3/2017	The requirement to get approval from Headquarters for every press release and press response is burdensome and highly inefficient. Similarly, the need to get HQ approval for even relatively routine actions such as review of required state submissions is also inefficient, significantly extending the time required to process such actions. The amount of mandatory training should be reviewed and could probably be reduced.			Return decision-making, particularly for relatively routine matters, to the regional offices; significantly reducing the types of actions that require HQ review/approval would reduce inefficiency and accelerate our activities.	The FPPS system is outdated and inefficient. It is counter-intuitive, organized poorly, and requires an excessive number of key strokes.	
517	516	5/3/2017	I love our work flexibility - but it would be nice to not have to enter time in to a leave request and then have to enter it into People Plus (and we also have to enter it into another couple of systems due to our flexible systems). Which individually doesn't take long, but in aggregate, takes a while over the year.			Push delegations down as far as possible - less review and briefing time for senior level managers.	Electronic Records (from both the regional record center and the federal record center) that are accessible anywhere - often I need records while doing work at home and I have to wait till I come into the office to obtain the records because they are not available electronically.	

	I
515	There's this one thing in the private sector they do. It's known as firing managers that underperform or don't believe in the company's vision.
516	
517	Electronic Concurrence

	A	B	C	D	E	F	G	H
518	517	5/3/2017	The administrative tasks that are performed by the administrative staff in this region make the staff's daily activities much easier and their assistance/knowledge provides a good foundation for the staff to not have to handle all administrative duties themselves. I have worked in other agencies where technical staff also needed to complete administrative tasks and it prevented them from doing their primary duties. If anything, with turnover occurring in the administrative staff, we could probably use more staffing for administrative duties.	Better environmental results from partnerships can be achieved if funding is not cut. With the proposed funding reductions in FY18, states, tribes, and locals would be unable to perform their base duties which are required in the CAA and CWA. More money, not less money would allow for better results to be achieved. A shift in approaches can help bolster private sector partnerships, but that will not be achieved by slashing funds to the EPA.	Better customer service to SLT communities, regulators, and the public will once again be achieved by providing funding to those parts of the agency. Communication with the public is not going to be maintained if those programs are eliminated. The staff I come across doing SLT, regulator, and community work are highly efficient, and sought after by local communities. If funding is cut to those programs, there will be a large void left unfilled for those community and SLT groups.	Effective communication from senior leadership at HQ that addresses the administration's mission would provide a clear message of what the objective is. As it currently stands, there has been no reassurance by senior HQ leadership that EPA primary objectives since 1970 are being maintained. This would allow for staff members to not be worrying about potential cuts, layoffs, region closures, and would allow them to continue performing their primary duties in their positions. In terms of reducing costs, hiring more staff that have modern technological capabilities will streamline processes, while maintaining the older, institutional knowledge employees will allow for a coordination that	Updating some of the back-end administrative software with provided training can make some administrative tasks more streamlined.	Shared responsibility does not exist in the program I work in, there is oversight, and separate duties that are performed on the federal level that are different from what state agencies are doing. EPA is viewed as an indispensable source for these state agencies for questions that are not able to be answered by other state agencies. EPA's duties and activities are very exclusive and do not overlap with other scientific agencies such as NOAA, USGS, Army Corps, NASA, HUD, NIH, and others. There is not overlap with EPA, but instead, very productive coordination and collaboration between
519	518	5/3/2017	Training - we have too many trainings (Information Security, Records Management, COOP, FOIA, ethics, health and safety, etc. etc.) to take and we take them too often. The substance of the courses rarely changes. We should be able to get a certificate & be done....or at the very least take the trainings every 5 years. If there is a legal requirement, then we should have the option of taking the test first (& then not needing to go through the powerpoint or in person training if we pass). Timekeeping - get rid of redundant systems. Transit - the system we have now is overly cumbersome. We get $ on a credit/debit card, then have to transfer funds to our bus pass monthly. Either we should find a way to put the funds directly onto our bus passes or we should only have to do this annually. Performance measures/program evaluation - too many measures, too frequent reporting. Our success in environmental protection should be measured by actual environmental	We need to ensure that environmental laws and regulations are carried out. We should not assume that the new administration will change things, until Congress & the President actually change the laws. Enforce the laws and regulations as currently written. When States fail to act, we need to be ready to act in their place. We should focus on core programs and less on fluff (e.g sustainability, trash-free waters, etc.). We need to ensure that our air, water and other resources are monitored, so that we know if we are achieving results.	We need resources to travel. On the phone, conference calls and video conferencing do not replace in-person contact to build relationships.	We have some efforts that are a luxury that we probably can't afford anymore. For example, in Region 10 we have our own dive team (most regions don't have one). They use a lot of staff time, training time, travel and equipment resources - this is work that we could contract out for less money. Any of the small (15-20 people or less) field offices (for HQ, labs, ORD) should be consolidated. Paying for rent, computers and cars for these offices is expensive.		The states are already facing budget cuts at the state level, if we reduce our funding to them & reduce our staffing levels - then we will not be able to do our jobs of protecting human health and the environment. The idea that there is all sorts of duplication of effort ("fat") in the system is ridiculous.

	I
518	Transparency between upper management and staff level of the direction of the company/agency. This is conducted in all best businesses and it would be useful for the HQ administrators to provide a clear and reassuring message to its staff and not to external entities. This would improve efficiency so staff is not tirelessly worrying about closures, layoffs, etc.
519	

	A	B	C	D	E	F	G	H
520	519	5/3/2017	1) Microsoft Outlook is terrible. -Mail disappears from my inbox all the time and ends up in other folders (sometimes). -Sometimes I do not receive incoming mail until the next day and when you look under "unread mail" those messages are not always there.My supervisor actually thought I was not working because I did not read nor reply to his email messages. -Important mail gets sent to the junk folder -mail in archived folders disappears 2) Way to shortcut the administrative process when there is an emergency: example flood on a floor. Secretaries coming out elevator see water heading to elevators and they call facilities as an emergency. Facilities is insistent that secretaries put in a work order and refuse to call plumbers to shut off water. Whole process takes 20 min after call for plumbers to show up 3					
521	520	5/3/2017				I think we could save a significant amount on FR printing costs if we dropped all or most of the Statutory and Executive Order review section from our proposed and final notices, and instead included them in memos to the docket for the rulemaking generally. The sections usually just include a rote recitation of the existing templates and have little-to-no environmental benefit or other usefulness for our actions. To the extent a particular EO or statutory requirement is especially relevant for a particular action, it could remain in the preamble. But this section generally takes 1-2 columns of FR text, so excluding it would have the potential to save $150-300 of printing costs for each EPA rule notice (at		

	I
520	
521	

	A	B	C	D	E	F	G	H
522	521	5/3/2017	De-regulating is unnecessary, inefficient, and damaging to public health and the environment. Re-organizing wastes time and money Eliminating staff loses institutional knowledge and long-honed skills Cutting budgets stymies work and creates inefficiencies driven by rubbing nickels together Lack of leadership stalls everything we do Answering thinly veiled surveys like this wastes our time...but, since you asked, read on.	Cutting more staff and budget hurts everyone: private sector, states, tribes and federal employees. Did you know that a large part of our budget goes to contractors? It takes EPA staff to responsibly manage taxpayers' money. EPA CREATES jobs - we don't kill jobs. Market forces are more responsible for job loss....and creation of new industries. EPA simply responds to the challenges of modernization to keep the public healthy and our natural resources productive in service of the economy.	More emphasis on vertical interactions - it takes time and money to engage with states, tribes, communities and the regulated community. And it requires trusting staff to be professional in those interactions. Provide us with the resources and the mandate and we can do it. Cut resources but add mandates and that is a recipe for failure.	We are actually already quite lean and already struggling to get our work done. If you could tell us what inefficiencies you are seeing, we could suggest how to improve them. But really the main inefficiencies comes from not investing in good technology, hiring new people with new skills and recently acquired knowledge, and keeping our skills up to date through training and professional development. Getting rid of people with institutional knowledge will set us back and create inefficiencies that stall environmental protections. To "maintain" environmental protection you have to not let up on the victories and you have to tackle the new emerging challenges. Yes, like climate disruption, population	All of our technology lags behind by several years. but again it takes money to keep up to date. it isn't a simple thing. I would welcome technological leaders to help us in this regard.	We already work together collaboratively! Let us continue! It is true though, since we all have different missions, priorities and budget constraints we are somewhat stymied from more effective collaboration. Part of the difficulty with more collaboration is driven by the congressional committee and approps structures. part of this is driven by sheer lack of resources to engage in a timely fashion and not enough flexibility to work on common ground.
523	522	5/3/2017	(1) poor relations with the state environmental agencies who may be uncooperative; (2) poor maintenance of state websites and online permit files; (3) re-reviewing cases at upper levels of management and at DC headquarters slows down the process	(1) networking events and annual gathering with state, local communities, and tribes; (2) town hall meetings with local communities; (3) encourage private sector to reach out to EPA on maintaining compliance; (4) open and encourage lines of communication to private sector to discuss environmental concerns anonymously	(1) stricter environmental regulations that will help the public and local communities; (2) providing EPA employees with information on updated industrial trends of different types of industries; (3) getting access to the documents and reports that companies provide to the states so that EPA doesn't have to ask for them again	(1) decreasing amount of time spent on sending out notices and documents to companies by not having to reroute cases to the DC headquarters	(1) new and more equipment to measure air emissions; (2) more training on certifications to use monitoring equipment	(1) having access to state files and reports; (2) form of inter-federal agency communication to share new developments and projects

	I
522	There are lots of best practices for achieving environmental protection, but cutting budgets and staff can't get you there. We are at our lowest budget since 1989 and the fewest employees since 1966. What are you thinking? Again, if you tell us what you want to accomplish for environmental protection, we can propose a variety of efficient ways to do it - your choice. But if your goal is to simply reduce the size of government...well, I am not sure what we are being efficient at.
523	In the air enforcement and compliance assurance, the environmental engineers and environmental scientists are involved in the whole life process of each case, from inspection through to the end

	A	B	C	D	E	F	G	H
524	523	5/3/2017	There should be fewer restrictions on how staff can use social media and other opportunities to get our messages out. These restrictions have become more onerous over the years and now that we are for the most part unable to send out press releases, it is very difficult to communicate effectively. I would decentralize the press function out of HQ and allow regions to message directly to their partners through frequent twitter/facebook feeds.	EPA/States/Tribes should convene regular conversations to discuss each other perspectives- and not just at the senior management level. EPA should not be the ones to organize all of these discussions. The responsibility should rotate.	On the whole, I think we do provide good "customer service". I take issue with the way this question is premised on the idea that we are not responsive and do not have good relationships with the public and others. The best way to provide "customer service" is to develop relationships. Relationships are best developed in person and are maintained by regular/frequent interaction that doesn't only occur when we have difficult issues to tackle. This means regularly-scheduled meetings to discuss common goals in person. It also means listening to all perspectives - which the current administration seems - to date -unwilling to do as it may up-end some of the preconceived notions about EPA and its employees.	The Superfund cleanup program needs to be more aligned with the Brownfields program. Part of the reason it takes so long to clean up a Superfund site, is that in many cases we are cleaning to extremely stringent standards that do not result in risk reduction. We must align our cleanups with future land use and work closely with local government and organizations to realize redevelopment. We also need to ensure that sites that present the highest risk to human health and the environment get addressed first -which are often sites that do not have a Responsible Party and the Superfund Cleanup Fund is tapped out.	We should not always purchase the cheapest version of software. In particular, we spent a lot of effort on rolling out SharePoint, but we purchased the version with very few capabilities and then we don't have an IT workforce that can support employees. This is also true of our travel software, Concur and our payroll software, PeoplePlus.	In general, I think we can partner more closely with other federal agencies on common issues. This needs to be done at all levels, and not just at senior leadership. Regularly scheduled discussions where the organization responsibility rotates among agencies is a good way to achieve this. I also think referring to entities to whom give money as partners is a misnomer. While I do think it is very important to collaborate to achieve common goals, the fact is, we provide significant funding to states and we have a responsibility to ensure that it is spent wisely. The states are able to carry out many activities, but not all of
525	524	5/3/2017	We are required to do lots of reporting on meeting where the public may attend - this wastes time and seems to be for no purpose. We report on measures and the measures do not seem to be an accurate assessment of the environmental benefits. management spends a lot of time tracking people's time and making sure that employees have signed and attested their time card, and that the supervisor has approved. 1-3 hour every other week per unit is spent on this. Amounts to hundreds of hours every pay period. Also, to make changes to a leave slip that has been submitted, the supervisor must locate the leave slip and return it to the employee. This is new, and a big time waster for all. the employee should be able to retrieve, make a change, and return for approval without involving the supervisor. Time Waster!!!!	The EPA can play a stronger role in bringing partners together and having the partners develop solutions that will improve environmental conditions. At every level, EPA should be encouraged to foster relationships. In particular, EPA would be a more trusted agency if stakeholders have the relationships with EPA personnel. Especially with agriculture, there has been so much misinformation spread and EPA has not take an active role to tell the story. If people knew us, and trusted us as individuals that work for EPA, we would have better results. EPA has allowed outside organizations with an need to gain power over a voting block, to spread mistruths about our agency and what we are doing. This would not have happened if the relationships were there. So, travel money and a mandate to make sure that EPA personnel are out in the	See Q. 2	NRCS has a great program - Soil Health. Good for the farmer and for the environment. Saves $, more crop, less pollutants run off. Most state env departments are unaware of the benefits. EPA works with state environmental departments and can help tie all the players together.	Soil Health as a process. Internal to EPA - more transparency around what happens in EPA. We are still very stove piped to this day. However if I could see what other programs are doing, via the emails that are sent, I could see where my program can connect. There is the technology to do this.	EPA should have the ability to sit down with other agencies - such as BLM and BIA to simply talk about what they are doing and how we can interact. Currently, there is somewhat of an 'embargo' from reaching out to other agencies and sharing information. We don't do the same things, but we may share mutual goals and could more effectively align tasks so that we are not at odds, or we can do more with less money if the activities were knitted together.

	I
524	We should not be outsourcing all of our IT work. It costs the agency more money and we get much worse service. In particular, our shared service agencies are overworked and don't know enough about the work we do, to provide good customer service. This is especially true in the hiring process.
525	

	A	B	C	D	E	F	G	H
526	525	5/3/2017	Burdensome Freedom of Information Act process. A typical request is overly broad requesting all emails related to a project or a specific issue. This can be a massive time drain with little useful information provided. Streamline with direction to minimize time working on information searches and stricter policy on the requestor narrowing the scope of the requested information. Loosen the requirement to scan massive reports and electronic FOIA online uploading that is another time consuming process with little value.		Reduce tribal consultation requirements when there's no clear nexus. Tribal concerns can be unfounded and used to discourage decision-making.	Reduce management layers.		
527	526	5/3/2017	Administrative Requirements: Employees who work "credit hour" schedules must fill out a separate spreadsheet chronicling their hours and leave, even though all of this information is recorded in People Plus. Duplicate paperwork for no reason. Also related to People Plus; employees are required to "attest and submit" before the end of the pay period. For Superfund workers, this means they must go back the following week and add in billable hours worked at the end of the week. This often leads to lost billable time.	We work very hard to build relationships with all of these groups. Limitations on our ability to travel makes face-to-face meetings less frequent and causes us to be less effective in doing so. Especially with states, tribes and communities, they cannot afford to travel to see us; we used to travel to see them but not as much with budget restrictions.	With regard to the public, we need to increase communication so the public understands the full range of services and information available from EPA. For this purpose, up to the minute web presence and frequent press releases and other media outreach are crucial. As to states and tribes, we again need to be able to connect face to face whenever possible, as appropriate.	We have been engaged in "leaning" process as much as possible and have achieved a lot of efficiencies, such as cutting out redundant steps in the grant process or the FOIA process. We should continue with those honest efforts to streamline process at the Agency without sacrificing environmental protection. At the same time, we cannot sacrifice substantive environmental standards in the name of reducing cost or achieving efficiency.	The Agency is increasingly inundated with FOIAs and with litigation discovery requests. In the electronic age, this can lead to crippling, time-intensive and labor-intensive efforts to search for and produce documents. We have substandard software for these purposes and this leads to waste of time and resources. This is not "new" technology; just technology we can't afford or don't invest in. Similarly, our computers and software are often old and outdated.	Our mission allows us to work collaboratively with other federal or state agencies in many areas. One area that is always contentious though is where the state or federal agency is a liable party. We often find that other agencies or states lack the budget to work cooperatively with us or with the private sector on cleanups that would be efficient and effective and a lot of time and effort gets spent resisting responsibility rather than stepping up, because the states and federal agencies can't afford to do otherwise. Relationships are damaged in this way. Adequately fund federal agencies to handle their

	I
526	LEAN process. It was discussed a lot in 2016 as being successful elsewhere, but I have not seen any EPA progress on implementation of LEAN solutions. Continue Employee input to streamline processes.
527	None at this time.

	A	B	C	D	E	F	G	H
528	527	5/4/2017	The yearly required credentialing and training process is now so burdensome that if an inspector were to "maintain" credentials in all required fields of expertise for a "multimedia inspector" they would spend the entire year doing nothing but training and would never be able to conduct a single inspection.	Individual inspectors rarely team up with local Health Department agencies. We will deal with state agencies regularly but we hardly ever interact with county of city personnel. We appear to have a very poor local government outreach program.	Have a better relationship with the local inspectors within that community. This way a federal employee can understand the local community needs and desires.	The EPA conducts a security screening of new employees no matter what. Even if the employee already has a security clearance through the military. OPM is in charge of both DOD and EPA background checks, but they demand on doing a second background check even if the employee already has a current security clearance through military service. This policy is not just with the EPA, but with many federal agencies.	We are pretty lean in this regard, but a possible improvement would be to use more ambient monitoring stations with centralized data collection through existing commercial networks. This could potentially reduce the number of field visits required.	Two thirds of the agency is stationed inside Washington DC. How can you be a national agency when two thirds of the organization is inside one city?
529	528	5/4/2017	The HR process historically has been long and drawn out due to backlogs at the Shared Services Centers. While I understand that hiring will not be a priority in the near future, it would be helpful to have the centers well staffed in order to keep things moving. In addition, when changes to internal process are being made, it would be helpful if these changes are discussed with the stakeholders BEFORE decisions are made. For that matter, there should be a collaborative approach for infrastructure changes in general. Doing so will save time and money associated with having to reverse the changes after they've been found to be ineffective and not efficient.					

	I
528	The EPA sends two inspectors to each site for "safety reasons." When I worked for local government they sent one inspector to each site and if there was a problem they called 911.
529	

	A	B	C	D	E	F	G	H
530	529	5/4/2017	for bankcard holders, the P-Net system is redundant and VERY time consuming. It has at least DOUBLED the admin work associated with EVERY bankcard purchase. The bankcard is just a tiny portion of my job duties, but it is the most time consuming. ALSO, I deal with the Environmental Management System (EMS). I pay monthly water, gas, and electric bills for two locations, then post the cost, date, amount used, etc. to the EMS database for quarterly reports. This is VERY time-consuming for unknown benefit. I also pay for daily fuel charges for all our vehicles. In addition, I post the miles driven, amount of fuel purchased, gallons purchased, etc. into the AMS system. Again, very time consuming for unknown benefit. I also process Purchase Requests in EAS....again, the requirements for the mountain of paperwork is overwhelming: 508 compliant, Sole Source Justification, FITARA approval, quotes, market research, etc. The list goes on & on. The purchasing process should be streamlined. Also, RAISE the limit on the	unknown	unknown	reduce the worthless, over-whelming amount of paperwork associated with every purchase. Increase the limit of the purchase card to at least $5K, which would eliminate some small purchases being sent to the contracting office (a PR must be prepared in EAS for every purchase in excess of $3500). When we make a small purchase on the bankcard, even if it's $10, the originator creates an order form and signs, gives to his supervisor for signature and before I can purchase, I get my approving official's signature. This goes on for EVERY purchase. In the field unit, the MAJORITY of their purchases are tiny: bolts, screws, hoses, etc. to make repairs to boats, generators, equipment. The volume of paperwork	unknown	unknown
531	530	5/4/2017			EPA could consider going to a one cleanup approach/standards.that would merge RCRA Corrective Action, Brownfields, TSCA, USTs, and Superfund. Currently industry at times has to implement 4 different cleanup standards with completely duplicative but unique administrative processes and obligations to come into compliance at one property. Such an approach working closely with States would save significant time and money while speeding up cleanup providing better protection. In addition EPA working with States could come up with a prioritization process that would prioritize High risk sites based on contamination concerns and regulatory concerns. Sites with low prioritization should be made eligible for State Voluntary Cleanup programs. Currently property owner cannot easily if at all cleanup PCBs, Tanks, nor address RCRA Corrective Action via a State voluntary cleanup program due to eligibility concerns.	-rebuild Multimedia core of inspectors. Having a core of inspectors assigned to a centralized work unit in each region trained and credentialed to conduct 3+ types of inspections (e.g., one inspector could inspect for compliance under CWA, TSCA, and SPC		See answer to Q4

	I
530	unknown
531	EPA like environmental consultants whom assist industry should get back into the compliance assistance game. Every time EPA assists the regulated community comply with how to comply with complex Environmental Regulations EPA saves money reducing the work related to pursuing enforcement. As an example a compliance assistance document along with some inspections and technical assistance concerning the regulations that apply to residential demolitions; EPA themselves and States by reducing the numbers of complaints from residents concerning local demolition operations and reduced dramatically the numbers of NOVs to local demolition

	A	B	C	D	E	F	G	H
532	531	5/4/2017	My apologies, however, I do not have a sufficient level of trust in Agency leadership to allow me to answer these questions. I am concerned that no matter what answers I provide regarding activities that are effective or ineffective, there appears to be a substantive probability that the answers will be used against the mission of the Agency and against what I believe to be best for America and the environment.					
533	532	5/4/2017	The biggest issue in preventing me from doing my job is any side-tracking away from the EPA's mission of protecting human health and the environment. Any stakeholder pressures and/or political whims that take the focus away from the mission impedes all progress towards meeting our mission goals. Addressing this issue is simple... EPA should stay focused on its mission of protecting human health and the environment (while still considering stakeholder concerns) - that should be the priority; all other political and stakeholder pressures should be secondary.	I think that increasing the interactions and improving the communication among EPA staff and management from HQs and EPA regions could improve our process. HQs is needed to ensure human health and environmental protections at the national-level, but to implement the national-level protections, the regions are needed since they are the 'feet on the ground' for enforcement and localized implementation of protection goals.	I think that customer service involves making sure that stakeholders are heard and their comments and concerns are considered. EPA already has a very robust approach for incorporating feedback from stakeholders throughout our processes.	The biggest change that EPA could make to reduce costs and inefficiencies, while still maintaining environmental protection for Americans, would be to put Americans first. Our mission is to protect human health and the environment and not to aid industry and big business - there are other agencies in the government that have primacy over that. Focusing on issues not related to our primary mission creates confusion and inefficiencies.	One improvement would be to make all of the data used in regulatory decisions publically available. Currently some data are only available via FOIA requests and FOIA, although valuable, is not a very efficient way to share information.	The work done in my office is unique to EPA, so I'm not aware of any opportunities for 'shared responsibility' with other federal agencies or states. However, there could be 'lessons learned' from other organizations - e.g., there could be processes/methods that are working very well in other regulatory agencies that could provide insight on process improvements for EPA.
534	533	5/4/2017				At some point we have to put on our taxpayer hat and question the practice of 100% telework. A few days here and there, but not 100%. People need to come into the office at some point.		

	I
532	
533	The FDA has some databases that allow for public reporting and access to data (e.g., for pharmaceuticals) and the Patent Office has a very good program for searching patents - these could serve as models for how to handle data in EPA.
534	

	A	B	C	D	E	F	G	H
535	534	5/4/2017	Lack of dissemination of information from the Administrator's Office. We need things like the Administrator's Priorities in order to respond to a request for quarterly measures. Kind of hard to map the measures to the priorities when you don't have a copy. The link to the priorities on the EPA.gov webpage is broken. This is just basic management here.		See #5 below.	In Region 4, we have a large amount of FTE resources being used in our EJ Office and with an initiative to partner with minority institutions. The EJ office spends a lot of travel resources and overtime hours, but there have been little to no results. We have the largest EJ office in the country, mostly pushed by the last 2 Regional Administrators. Also, the 2+ FTE that travel to minority academic institutes and sign agreements with them use lots of resources. Although we have these agreements, not much work has been achieved through them.	We have been working on moving inspectors from a paper-based process to an electronic one. This would speed up the pace of inspections and provide the facility with information on getting back into compliance quicker. It would also be much more efficient from data entry stand point and provide a higher quality of data in our systems. We have been working jointly on this project with ECOS under the E-Enterprise for the Environment. The contract for the initial phase is close to being let, but we have no additional funding to see this project through to more programs - right now it is only funded for RCRA.	In Region 4 and in a couple other Regions, there is no central enforcement office. Activities are managed through a coordinating office so that the Region has one voice when communicating with States, tribes and HQ. This is an effective way of operating but not very efficient. We have to coordinate among 4 different divisions. Each time information is needed, we have to disseminate it out to the Divisions, then get their responses, massage it into one voice and then transmit it. Other things like screening cases for multi-media or criminal have to be done through individual meetings instead of at a weekly
536	535	5/4/2017	Disdain from the Trump Administration and Administrator Pruitt prevents us from doing our job efficiently and effectively. Our work is depicted inaccurately and it appears to be willfully ignorant. This is a harmful distraction from our mission. I would address this issue by pleading with Administrator Pruitt to provide leadership for us to continue protecting human health and the environment rather than undermining our hard work. Our salaries are paid by the American people to protect them. Thank you for taking the time to seek feedback and for reading this comment.					

	I
535	In working with our State Partners, Region 4 is really a model. While some of our States may have issues from time to time with activities we are undertaking, we have a good enough relationship in the enforcement program to have those adult conversations and maintain mutual respect. We work very hard to keep communication lines open and ensure there are no surprises when it comes to interactions with our States. I think the results of our State Review Framework reviews, the data verification stats and other evaluation tools show just how strong our States are in the Southeast at least when it comes to the enforcement program.
536	

	A	B	C	D	E	F	G	H
537	536	5/4/2017	Fix OARM. Set up a (or fix the) ticket-request system for OARM, like how EZ-Tech tracks help requests. OARM repsonse to emplyee help requests should be tracked for service response. IMPORTANT - the tracking system should be set up to that OARM employees can't just go in an mark tickets as COMPLETE when they just don't feel like responding any more. OARM staff need to act like they care about doing their jobs, because they don't act like it. OARM service and response to employees is really bad. They are slow to respond to questions about training or other HR-related things. God forbid you need to find out something about payroll, eOPF, retirement process... you get told "it's not my job" or "I dont' know" or "I'll pass along your request" and it goes into a black hole. You get the feeling that you are BOTHERING OARM IF YOU NEED HELP. DOES OARM MANAGEMENT	Consider the VALUE of regulations, not just the costs.				
538	537	5/4/2017	Hiring new staff, particularly Peace Corp graduates, should be prioritized. The longer it takes to hire them, the higher the risk that they will take other jobs. Also, the previously standard annual move up ultimately to a GS-13 will keep these exceptional individuals at EPA.	Partnering with states and tribes as well as with the private sector has been very successful for EPA and partners. It should continue.	Having funding to visit states, tribes and the regulated community on an annual basis would make a huge difference for these important stakeholders and us.	I am not aware of high costs or inefficiencies that require resolution.	Yes. An electronic recordkeeping system that works for the entire Agency would be invaluable. ECMS and SEMS for superfund material and any other systems that are already doing this work can co-exist. We need a central organization looking out for EPA rather than focusing entirely on NARA.	We have done great work in eRulemaking by offering FDMS to other agencies. In addition, the availability of FOIAOn-line to other agencies is of great value to those agencies who are our partners. If we can find other areas where we can share our capabilities in the same kind of way, we should do it.

	I
537	
538	Pollution Prevention efforts have been wonderfully successful.

	A	B	C	D	E	F	G	H
539	538	5/4/2017	The human resources process is very limiting and OPM policies are interpreted extremely. Even with OPM programs to attract critical fields of IT and Cyber security, the organization does not competitively go after the best talent. This leave the agency with second tier talent that prevents the organization from doing its mission. Getting an organizational change even at the lowest levels is long. We have process for the sake of process and protecting the status quo. This organization needs organizational lean six sigma processes to lean out processes. In addition to HR, the acquisition office is severely understaffed and is unable to move in an agile fashion. There are many Agency doing agile contracting, but EPA cannot get anything in a timely fashion out the door. This hamperas the ability to deliver services which impacts the customer. It starts with contracting.	IT supports every single part of the agency. IT is hampered by cyber security but this is due to habitual underfunding of IT and Cyber security. There are many things that cyber can enable to "achieving better environmental results from partnering with states, tribes, local communities, or the private sector" but this requires leadership to funding, strategic planning, structuring and staffing IT appropriately.	We are in need of trusted connections to "states, tribes, local communities, the regulated community, and the public at large", we need collaboration suites that can work securely inside and outside of the EPA network. We need to consolidate our web presence to send a single message that has consistent messaging. We need a way to engage these communities and properly review, staff, fund and plan needed initiatives.	IT consolidation. Every program office and Region has an IT arm. There is significant redundancy throughout EPA and Millions of dollars in savings to be realized. This is a HUGE undertaking and should not be approach in a lackadaisical manner. This requires hard decisions by leadership and planning to ensure that OEI can raise the level of service and quality as this is undertaken. That will mean creation of a competency model, robust governance and increase of funding to deliver optimal results. The framework exist from FITARA. This will be transformational for the EPA if done correctly but will take years and will require both strong political and career leadership for the next few years.	Collaboration suites, mobile applications, trusted platforms, etc. There are so many but to adopt this posture requires the EPA to get their IT infrastructure healthy and robust to be able to handle the changing requirements.	The current environment cannot support full automation across the enterprise. Development work should be centralized, IT Operations should be centralized, cyber should be centralized. Then the Program Offices and Regions can focus on the environment and OEI can build the necessary expertise to deliver the mission.
540	539	5/4/2017	The nearly absolute lack of communication between new political appointees and career staff is severely and negatively impacting my ability to do my job efficiently or effectively. For example, the shutting down of websites while reconsidering content without discussion with affected programs and without providing direction on what programs are to do with ongoing work intended to flow through those websites results in massively inefficient and ineffective efforts by program staff. The Administrator in his one and only address to career staff, 11 minutes in duration, stressed the importance of listening, both in his listening to career staff as well as career staff listening to him. Yet, other than interaction w/ Acting AA's, his and his senior staff's interaction w/ career staff has been virtually non-existent. How would I address this? I would prioritize staffing of political appointee slots and re-prioritize Administrator and his senior staff time to meet w/ career staff, become educated on programs and					

	I
539	There are so many. Each organization should look into it and adopt it. Then the Administrator should create an award for the best ideas and adoption. This will motivate the staff to look for change. We also need to create a messaging platform. We will only be successful if the organization is marching to the same drum and speaking from the same script. This requires robust communication in each major office. Additionally, the organization needs to invest in leaders in training. Teach this organization to be innovative but at an enterprise level. Then charge each leader to take this training and train their direct reports and cascade this down until everyone has been training. This
540	

	A	B	C	D	E	F	G	H
541	540	5/4/2017	Upper management review of working papers, Federal register notices, training requests, and just about everything is burdensome and taking way too long.	Rely on science, not politics, to develop policy.	Rely on science, not politics, to develop policy.	Rely on science, not politics, to develop policy. Upper management review of working papers, Federal register notices, training requests, and just about everything is burdensome and taking way too long.		Rely on science, not politics, to develop policy.
542	541	5/4/2017	The contractual review process is tedious and understaffed. It took me 6 months and a special request chit from our IOAA to get a priority completion for a $13K contract. My guess it took several thousand $ of staff time and tracking to get this through. Staffing and some tracking process on line with limits for each step might allow and push things forward. Tiering so that trivial contracts go through with minimal but adequate check and balances to ensure ethical issues. In my 33 years in EPA the process has encumbered by a factor of 10 at least.	There already is a lot of state and local interactions - mostly done as daily activities and cooperative efforts. Most is below the radar of senior folks at the Sate and Agency level who generally are not here long-term and don't see the granularity of staff efforts. Most folks feel this is essential to the Agency mission. As with everything, there could be more but many state and local activities are ad hoc needs and requests. As such, with monitoring of performance metrics set up in planning activities and OMB assessments of progress (by meeting these metrics) there is an embedded disincentive to address many ad hoc needs which when complaints rise up to those who don't see what already exists get the impression there is lack of responsiveness - this is a design flaw in management control to meet strict metrics. I don't have a full solution but part of one would	See above. provide also incentives which include funding to support that does not cut into the pre set plans that have established and funded tightly. In the last 10 years the program I'm in focusing on air quality has lost 30% of staff and more of funding - especially if inflation is included. The demand=s have not decreased.	Most costs and inefficiencies have been accumulated management controls over the last 25 years. Having been here for longer than that period, I've seen the layering of oversight upon oversight and the disincentives applied to innovation and straying out of the box. What comes with this is a lack of trust that pervades from top to bottom and bottom to top. Clean up the excesses of oversight and apply true accountability rather than lip service to that end with over management. Problem is that there are those within the senior levels of the Agency and at the political level who look only to critique for self gain - no matter what administration is in power. The energy and trustworthiness of the	These would come about naturally and in fact mostly exist. is the system or process and oversight that needs attention.	Moving things around and reorganizing is an excuse for dealing with issues. I've been a senior manger in the Agency for a long time and this panacea is a Spruce Goose of optics.
543	542	5/4/2017	There are no administrative nor management, nor organizational processes that prevent me from doing my job.	We have good working relationships with stakeholders in Region 8. We partner with them to achieve environmental goals. Current regulations help to define mutual goals.	Provide EPA with an appropriate budget to permit us to do our job and to hire and keep the best professionals. EPA's budget is very small compared to other federal agencies. A little here can go a long way to protect the environment and the health of the American people.	Provide EPA with an appropriate budget to permit us to do our job and to hire and keep the best professionals. EPA's budget is very small compared to other federal agencies. A little here can go a long way to protect the environment and the health of the American people.	Provide support for continuous improvements to IT support to improve data management and security.	Provide EPA with an appropriate budget to permit us to do our job and to hire and keep the best professionals. EPA's budget is very small compared to other federal agencies. A little here can go a long way to protect the environment and the health of the American people.

	I
541	
542	IBM revitilized itself 20 years ago getting rid of over-burdensome management practices and the many of the people whose sole job was overseeing processes and not processing themselves. I'm not disgruntled - quite the contrary. I've learned to navigate the system well and get crap done but I've seen the system clog ceaselessly motivated by the false belief of accountability and perception of effectiveness. What's happened is the output of the pipeline has fallen dramatically.
543	

	A	B	C	D	E	F	G	H
544	543	5/4/2017	We are forced to have many, many needless meetings. For example, our section meets every two weeks whether or not it is necessary. The worst offenders are our managers. They spend countless hours huddled together is secret meetings. Why do they need to send so much time meeting? What are thy doing? Every meeting without exception should have an agenda that is distributed prior to the meeting. At the end of every meeting there should be a survey to determine how useful the meeting was and whether or not it accomplished its goals. If a meeting is not needed it should be canceled.	The environmental issue of our age is climate change. Scientists now say that 80 percent of the monthly and daily events where heat records are exceeded are directly related to climate change. The path that we are on to deemphasize and ignore climate change will result in incredible suffering for humanity and massive environmental upheaval. Indeed we are already seeing the effects and they will continue to grow exponentially. The current administrations position on climate change is anti science and will hurt states, tribes, local communities and have devastating impacts on the private section. Addressing climate change must be the number one objective of EPA in order for us to achieve better environmental results. EVERY action EPA takes should be measured on how it helps to address the issue of climate	One of the worst things that has happened in the last few months is to have an Administrator appointed who has fought EPA efforts to protect human health and the environment in fourteen lawsuits designed to cripple our activities. Now that he is inside the Agency he seems to rarely miss an opportunity to slam our work. "Back-to-Basics" has become a code phrase of carrying out a political agenda designed to cripple the agency. The most useful act to improve our customer service would be to get rid of the political cronies and the political agenda designed to weaken the agency.	At my location we have needless layers of managers. They consume huge amounts of resources because they all have to have huge travel budgets, and large offices and produce almost nothing of use. Almost none of them have educational credentials that match what they do. We need more resources directed to staff and much less toward layers of bureaucrats with huge offices who don't appear to do much.	EPA travelers are forced to use CONCUR for making authorizations, travel reservations, and submitting vouchers. The CONCUR software is very poorly written and difficult to use. Sometimes I have to spend almost as much time as I spend traveling trying to deal with CONCUR. EPA should not purchase software that doesn't work well. It may have been cheap to purchase but CONCOR is huge waste of resources.	
545	544	5/4/2017	Purchasing supplies & equipment are difficult in Cincinnati and the process needs some tweaking. The only individuals with a purchase card in Cincinnati are in EMMD. I've gone to them a few times to ask about purchasing something and have been told that I have to go through my division in order to get something ordered. However, no one from my division has a purchase card here in Cincinnati, so supply orders are time-consuming and complicated (e.g. the Cincinnati card holders can order us office supplies, but not computer supplies, etc.). Either every division needs to have a purchase card holder at every location so each division can take care of their own supply/equipment orders, or there needs to be something in writing that states that supply and equipment purchases are done on a location basis, regardless of which division a person belongs to.					

	I
544	The private sector frequently sets a poor example for our work at EPA. We know that oil and coal companies have contributed huge sums of money to the people who control the current agenda. Cash buys influence as we see our laws and regulations now under attach from inside the agency. A pesticide company makes a generous contribution to the inauguration and finds its toxic pesticide which harms children will not be banned. People who have taken money from polluters must be banned from participation in any decision which impacts that polluter. People who sue EPA must not be allowed to set our agenda.
545	

	A	B	C	D	E	F	G	H
546	545	5/4/2017	Approval of budgets(State Allocations) in a timely manner.	More community outreach initiatives based on the mission and goal of the EPA.	More community outreach initiatives based on the mission and goal of the EPA.	Yes. Removing the threat of government shutdowns will always reduce costs and improve any inefficiencies.	No additional comments.	Remove barriers on data sharing between federal agencies.
547	546	5/4/2017	There is a great need to streamline the procurement process for EPA getting work done by external contractors. The current process is overly bureaucratic and actually costs the Agency money in numerous delays in getting new contracts awarded and funds placed on existing contracts. This waste taxpayer money, but also delays getting useful funds to the private sector doing much of that contracting work. There seem to be too many hurdles in the process and not enough staff in the procurement office to make these actions move quickly.	I think EPA does a tremendous job interacting with our state, local and tribal partners. One way we can improve upon that partnership is to increase the travel funds for EPA staff to have more face-to-face interactions with those partners. Video and conference calls are great, but nothing enhances a relationship better than the opportunity to have face-to-face interactions and getting our policy and technical staffs more engaged with our partners would be a great improvement.	Again, we do a good job of that already, but more interaction with those folks will lead to better customer service. There is also a great need ot increase state and local grants, specifically in the ambient monitoring area. Equipment is now dated and old, staff resources have decreased significantly over the past 10-15 years and as a result data quality is suffering. States regularly complain to EPA about needing more resources in these areas to better manage their programs. Also, EPA programs tend to be very territorial and we could provide much greater customer service, if for example, data reporting programs were more coordinated across program offices. We routinely run into stovepipe programs that refuse to work closely with other similar programs and thus we often duplicate effort with our state	Again, streamline the procurement process will save money and make for cheaper and better environmental protection. Reduce some of the mandatory training required for staff that is often not applicable to their jobs, yet takes hours of their time to complete.	EPA continues to be a leader in evaluating new technologies and routinely, the hold-up on those is the legal challenges, not the technologies.	EPA does a great deal of leveraging technical work with both NOAA and NASA and well as other Federal agencies like the NPS, USFW and UFS. The scientist in all of those agencies are keenly aware of the individual skills and talents in each agency and we routinely work together to share those expertise. More easy ways of formalizing those partnerships would be helpful and support from senior management within the Agency would also be helpful.

	I
546	No additional comments. Stop the threat of shutting down the government and stop cutting the budgets.
547	To be honest, we work closely with all of our stakeholders and currently utilize many of those best practices in our daily work. Over the last 10 years or so with declining resources, we have made great strides to bring new technology into our work, leverage work by others in both the government and private sectors and are actually doing much more work with less resources today that we ever have. There is no lack of interaction with all stakeholders in looking at new technologies and practices. The biggest challenge is often, to get a long-term win on a best practice, you need to invest some up front capital and historically, EPA has been risk adverse to investing money in the short-term for

	A	B	C	D	E	F	G	H
548	547	5/4/2017				1. Increasing the use of Telework and "hoteling". This could reduce the agency's office space and save the government money. Increasing the use of telework also has many other benefits including; easing traffic congestion, reducing gasoline usage and air pollution, saving money for the employee (reduced transportation costs), improving job satisfaction, and the ability to continue operating when there is a weather event or emergency. 2. Eliminate or reduce the amount of mandatory training (i.e., e-learning courses required through skillport.com). I have no idea how much the agency spends on these e-learning courses, but they are		
549	548	5/4/2017	With the change of administration, I have not been able to move forward with my assignments due to micromanagement scrutiny that has passed down through all levels of management before it goes to the administrators office for release. These are simple regular assignements that help businesses to operate legally with permits that normally would be processed timely are now taking two to three to four reviews internally from supervisors to legal counsel etc etc etc. Morale is extremely low in the section	Give the top level managers empowerment that should pass down to the regional supervisors and staff	We try our best to explain why the delay in providing decisions from management in writing!!!	Yes reduce the micromanagement and levels of management . Never seen so much micromanagement in private industry. Even my counterparts in private industry find it hard to believe that senior profession staff that are licensed are not empowered to make any decision. It is only " managers" not even first line supervisors. This " power " element needs to go away to make the agency more efficient.	The technology to make processes more efficient are used in business is LEAN. However the assigned leaders are totally inefficient in employing this technology in the region and also at EPA. It would appear that the upper level managers and decision makers at EPA only adopted the LEAN technology for their performance indexes- not to improve or empower the agency staff. So unless empowerment happens and the " power" of managers and levels of management in the agency is reduced- I do not see any possible improvement. They are the roadblocks to improvement at EPA	Communications- Real communications. Staff between agencies always communicate openly and have trust between them- once again the issue is the " management" whose only concern appears to be the " performance factors" frankly put- extra bonuses and money in the pocket

	I
548	
549	Yes : Stop micromanagement practises. Empower the staff that know the real issue- Failure results in the Michigan where the EPA Region 5 staff told his supervisor and management the concern and it got lost in the Region 6 management administration because they were keen in fullfilling their performance goals rather and wished this trouble will go away. Power given to these managers definitiely need to decrease especially when managing " professional talented employees that have multiple college degrees". Managers need to have sufficient capabilities in managing " degreed professionals- Many are totally raw and have only

	A	B	C	D	E	F	G	H
550	549	5/4/2017	The current acquisitions process hampers me from my job. Even with all approvals it took over 2 years to purchase some software that will help our office mission. I just got notified that even though my license does not expire until December I need to submit a PR for renewal - close to 7 months just to process a renewal seems a bit extreme. Additionally, access to various tools we use to monitor the Agency for cyber security issues takes several months, again even after all approvals have been received.		Inclusion of other groups when attending meetings, conferences, etc. with external entities. I am in OISP (Cyber security) and we frequently get questions from other groups that came from the states, tribes, etc. If we had been included in the original meetings/discussions this may have increased efficiency by being able to answer questions then rather than later.		More sharepoint staff resources; a BYOD policy; from my perspective the acquisitions process needs to be modernized	
551	550	5/4/2017	The 5 tier PARS system we have. Its too difficult to parse performance into 5 tiers; too much pressure to inflate ratings. And, having Minimally Satisfactory as an acceptable level sends the wrong message. We should get rid of MS; perhaps go with a 3-tiered system - failing, successful, and outstanding. We can also streamline addressing poor performance by eliminating the PAP aspect prior to PIPs, and shortening the PIP time to what is required by case law.					
552	551	5/4/2017	Why do we have THREE time and attendance reporting systems? It is ridiculous.					

	I
550	Cybersecurity staff should have access to tools that are needed to monitor and identify security issues so more proactive steps can be taken. Currently this does not happen or it takes several months (still not achieved as of this survey) to get this access. Also a best practice is to have some sort of content filtering capability, to include some level of monitoring, for blocking common attack vectors of malware.
551	
552	

	A	B	C	D	E	F	G	H
553	552	5/4/2017		We need more travel dollars. Building effective, trusting relationships with our partners is critical to achieving the next level of environmental protection. We need travel dollars to have that face-to-face time to effectively discuss issues, address challenges, and celebrate successes. More travel dollars is a resource that we MUST have in order to partner with our states, Tribes, local communities and the private sector.	We need more travel dollars to build effective partnerships with our states, Tribes, local communities, the regulated community, and the public at large. We need that physical presence, to be there for public meetings addressing environmental challenges, and to celebrate successes.	By working off-site more often - ie, telework and/or flexiplace, that allows for more time during the day devoted to actual work - not sitting in traffic or on a train commuting back and forth to the workplace. By working offsite more, we can reduce our physical footprint (office space needs), and reduce traffic, but increase our productivity and actual work time, to be more responsive to the American public that we serve - communities, industry, and the public at large.	Again, more effective use of the telework/flexiplace program would allow us to be more modern, efficient, effective, and therefore accountable to the public we serve.	
554	553	5/4/2017		EPA could develop more electronic tools, experimental test methods and alternative regulatory standards that would allow states to have more flexibility in running their own programs while achieving equivalent or improved environmental results. EPA has vast internal technical knowledge that could be more directed towards assisting states.	There should be more staff level meetings between headquarters staff, regional office staff and state agency staff so that knowledge and ideas can be transferred and emerging issues can be communicated to EPA via EPA staff briefing EPA management.	Telework should be treated equivalent to working the office. Those who are teleworking should be effective at using Skype/adobe connect/email/call forwarding to communicate with their coworkers. Once teleworking standards are improved, the agency could then reduce physical footprint and "drain the swamp" allowing employees to live at remote locations with full time telework. ORD should be realigned or in some way prioritized to actually help program offices meet program office and state needs. There is currently a negative opinion of ORD amongst many staff in my program office and this is counterproductive to collaboration. Improved	Telework should be used more effectively. There should be a system in place so that staff are aware of who is teleworking and existing services such as adobe connect and skype should be used more effectively.	

	I
553	1) Increased use of telework and flexiplace options. That would reduce cost for office space, and allow employees more work hours each day to be more productive, more efficient, and therefore, increase our accountability.
554	

	A	B	C	D	E	F	G	H
555	554	5/4/2017	The inability to hire replacements before people retire or leave is extremely hindering because often times there is no training for certain aspects of a position and no one to provide insight. This makes new-hires inefficient. Making an effort to preemptively hire would help fix this.	none-regional staff would be a better resource for this.	none-regional staff would be a better resource for this.	ORCR has already been working on making processes and procedures more efficient, and has been using SharePoint to distribute fact sheets and example documents for employees to use, which has reduced the number of people who need to train others on routine duties.	All of the computer systems that EPA uses (concur, people plus, EAS, webforms, etc) are the opposite of user friendly. Upgrading these systems and integrating certain ones would make things much more efficient. Employees would spend less time using these systems, which would save money.	increased collaboration with other federal agencies
556	555	5/4/2017	Getting our routine federal register notices generated in the region reviewed by OGC and HQ offices seems wasteful. We should be trusted to understand what the regulations are and be able to send our notices out without this extra layer of review. HQ and regions should come up with a system that identifies only those most critical scenarios where extra review is needed. I would imagine the amount of notices needing review could be cut in half, if not more. I understand being cautious about setting legal precedent, but in my experience, there is too much caution.	Have EPA employees interact more with those in the private sector. If more EPA staff understood that those in the industries we regulate were interested in their economic and environmental well being, we would do our jobs better. Too many times, industry is viewed negatively. These are real people with real jobs and sometimes we fail to understand that. Of course, bad actors should be prosecuted to the fullest extent of the law. Some examples of how to improve this relationship would be to set up "technology sharing" workgroups. Industries that emit wastes are interested in technologies to clean up or reduce that waste. So are we. We should convene workgroups to study and pilot test various innovative ideas and write reports showing how well it may or not work.	We should get out and do more face to face interactions. We have grown too dependent upon email to communicate. We should encourage employees to give talks and presentations to all audiences, including industry and business conferences. Trust the staff in the regions to know what our message is and communicate it effectively.	Try to do something about the clean air act that reduces the amount of federal register notices that deal with non-environmental issues. For example, infrastructure state implementation plans are really more for paperwork or administrative issues. They do not really get at reducing air pollution in the real world. We seem to get sued for not following this part of the act and it takes time away from dealing with real nonattainment air pollution issues when we get bogged down with minutia. There has to be some common sense solution to concentrate our efforts on what really matters for the environment.	The move towards electronic filing and submittals from our states is a good step. We should expand those efforts.	There should be more interaction between DOE line engineers/scientists who understand how the power grid operates in this country and EPA line staff who understand how harmful pollution forms from large sources (especially coal fired power plants). There is some promising research trying to link turning on and off various sources during expected ozone conducive conditions (i.e., low wind, hot, sunny summer days). A workshop that brought together experts from the EGU industries, DOE and EPA would help further this research along and put it into practice. We should be able to see real

	I
555	Leaning internal administrative procedures and then communicating them in a way that is easy to understand. Using the website to communicate with the public by routinely updating the content and maintaining mailing lists for certain topics.
556	Create more workshops that emphasize that there are always trade offs when it comes to risk. We need to better communicate to the general public that complete elimination of pollution is unreasonable. Explain that small amounts will always be part of reality. Also, that exposure to pollution is the key, not just the fact that pollution exists. If we can communicate this risk message better, people will understand. Just like they understand the risks of smoking, riding motorcycles or jumping out of airplanes. We should emphasize that it always comes down to cost. How much are people willing to pay for reasonable environmental protection? People will get it.

	A	B	C	D	E	F	G	H
557	556	5/4/2017		One private sector element of vital economic import to the United States is agriculture. The USEPA does a horrendous job of "regulating" pesticides, using incoherent, every changing scientific bases, to obscure a decision-making process that owes to executive branch politics, changing thru the years. Recommendation: Pesticide registration should be moved back to the Department of Agriculture! Recommendation option 2: outsource pesticide registration and application instructions to the Chemical Manufacturers Association. Either recommendation can allow farmers freedom to choose how to run their own businesses. Farmers can then freely choose to use pesticides, if they think this confers net economic benefits, or	Similarly, the mission of registration of new chemicals should be moved out of the USEPA. Registering new chemical formulations is important for society, but EPA employees disparage all industrial chemicals, not appreciating that all molecules are toxic if served to a rat at tremendous doses, even molecules that are natural and comprise our foods. Chemical registration could be moved to a Chemical Safety Board or even be outsourced to the Chemical Manufacturers Association to perform on its own, at zero cost to the Federal government. Let manufacturers take and accept liability for their products, and reduce reliance on the Federal government to do everything itself.	Another area under OPPTS has been Design for the Environment. This seems in effect a sales pitch for favored molecules in lieu of others that are disfavored for are unlikely to be scientifically plausible, if examined by competent independent scientists. Its crony capitalism and consorting with environmental groups, under the guise of being pro business. This thrived under Administrator Johnson and presumably under the last Administration. There are products in stores that purport to be EPA approved. The federal government should not be endorsing commercial products and meddling in the marketplace. If environmental groups want to do this, then they are free		
558	557	5/4/2017	We do need to upgrade our Lotus Notes-based systems to be cloud-based, such as FIAT - the international travel approval and tracking tool. FIAT is an extremely effective tool for tracking international travel and would benefit from being brought into the cloud.	Retain the professional and effective staff of the EPA that are well-trained and responsive to stakeholder needs and work hard in a resource-poor environment. Both the long-time staff and the newly hired staff are dedicated to the mission of EPA and to serving the public to protect the environment, while also addressing questions and concerns from stakeholders.	We need to provide scientifically agreed information on the EPA web site. The country and the world look to EPA to provide the latest information about many topics, including climate change.	No, I do not. I think EPA has reached a point, where it runs efficiently on very little and achieves incredibly effective results to protect human health and the enviornment with a high benefit to cost ratio (high monetary gain compared to cost of compliance). As a result, the American people enjoy some of the cleanest air, while residing in one of the world's leading economies. This is a goal many other countries seek to achieve, including China, Germany, Brazil and other economic powerhouses around the world.	A big missing piece that I see that would greatly improve the efficacy and efficiency of our projects is to have a Project Management Tool, which allows project managers to run timelines, budgets, projects, reports to manage large projects. I have not yet seen such a tool at EPA.	No comment at this point.

	I
557	Thanks again!
558	As stated above, many agencies and corporations use project management software/tools to run projects efficiently and effectively. PCmag recommends these project management tools: http://www.pcmag.com/article2/0,2817,2380448,00.asp

	A	B	C	D	E	F	G	H
559	558	5/4/2017	One organizational process that would help me do my job more effectively would be giving career staff more freedom in advertising our services and "products." The Food Recovery Challenge (FRC), one of the programs I participate in, is based in recruiting participants. It is difficult to meet recruitment goals without better media materials or use of the EPA logo to promote participating organizations. Businesses and institutions that participate in this program are happy with it and find it worthwhile. It would be easier reach agency goals if we could acknowledge the hard work of these organizations in a more public fashion. The public is generally positive about the work EPA does and we should make these efforts highly visible, especially when we help businesses make smart decisions that save them money (which is what the FRC does).	One way to support these programs is to support them more financially. I work on voluntary waste reduction programs and often it takes studies by states/local governments or private sector to prove the work will be beneficial financially and from an environmental perspective. In the past we have supported this work extensively and it has innumerable financial and social outcomes (e.g. employed the disadvantaged, begun businesses and non-profits, kicked off well liked local programs). States and private partners want to reduce waste to save money and help the environment but it takes some seed money that we can provide. Small businesses, institutions, and governments all benefit from these small investments.	I could provide better customer service if there were more FTE working on the same projects. I am already taking on multiple projects and communications with states/tribes/regulated community/ public with little time to dig deep and really assist them. Rather than cutting more positions, it would be beneficial to hire additional staff to assist with states needs and help them achieve their goals in a partnership.	Less fear of constant review by the new administration would help reduce cost and inefficiencies. I oversee small grants (less than 100k) for my program and with the indiscriminate review of grants and contracts earlier in the year made me delay my work, work that will go to fund small businesses and organizations. I am constantly filling out material to report where I will be when out in the public when I speak about what should be non-controversial issues. This also causes delays and ultimately inefficiencies in my work. When we need to pause our processes all time we waste our time and taxpayer money, which I believe is true as well when we review rules that have already been decided on. We are good stewards of	Better IT support.	My group is attempting to reengage with states by having increased contact on voluntary programs. We could accomplish more in the mutual interest in our agencies by having more staff to help increase outreach to our states and other federal agencies. Also, having more financial resources to produce studies used by the states would help us realign. States are able to better protect human health and the environment when they have scientific resources from our agency. If we cut programs like ORD we will have less of the resources states rely on to do their job.
560	559	5/4/2017	Currently all Administrative Orders that are issued are required to go through the Office of Regional Counsel. This was a result of the Supreme Court Decision in the Sackett case. Given that our Orders all contain language approved by the Office of Regional Counsel, that invite the permittee to come in and meet with EPA to discuss the Order and contain language consistent with the Sackett Decision, ORC review of Administrative Orders should not required in most instances. This procedure of mandatory ORC review of Administrative Orders should be ended.	In some instances there are some sectors of the regulated community that can use their political influence to lessen their regulatory burden at the expense of public health and the environment. Partnerships between state, tribes, local communities and EPA are extremely valuable tin addressing these sectors to ensure that environmental laws and regulations are being complied with, and are being applied uniformly to ensure a level playing field. EPA, States, Local Communities and Tribes need to assist one another and using the best and most efficient tools that each party can offer in ensuring the highest levels of compliance and protection for human health and the environment.	EPA has a good web site to allow for citizen's complaints and the ability to track them and EPA will follow up on these or work with State, local or tribal partners to address. This is a good system. Another area that currently works in some states is quarterly meetings to discuss significant non compliance within the State. Having this routine dialogue fosters a strong partnership where EPA and State partners can divvy up the work load and ensure the best and most efficient use of inspection and enforcement resources. It also ensures that non compliant facilities are addressed.	EPA's system to process Travel Authorization and Travel Vouchers is pretty costly - it costs about $18 to generate a Travel Authorization/Voucher with Airline Tickets. And even charges a few dollars for local Travel Authorizations. For example in getting reimbursed for an $8 fee at a parking garage may require paying an additional $4 or $5 to generate a local travel voucher to get paid that $8. EPA needs to find a lower cost system for Travel Authorizations and Travel Vouchers. EPA also needs to move most of its auto fleet to plug in electric hybrids like the Ford CMAX which is very fuel efficient - around 35 to 40 MPG. Plus it can go about 18 miles on battery power.	Increased use of real time monitoring of pollutants in streams and air can help target inspection, enforcement and grant resources to those areas where water quality or air quality is impaired. The increased use of real time monitoring will help to ensure compliance with ambient air quality and water quality standards	

	I
559	
560	Inspection reports conducted by some state agencies are available for the public on line. EPA does not routinely post inspection reports on line, nor are Permits always available on line. EPA should work to make its inspection reports and Permits readily available on line for the public. This will improve efficiency and accountability, and also make it easier to work with our state and public partners.

	A	B	C	D	E	F	G	H
561	560	5/4/2017	EPA can, but does not do, cost accounting. As a result, programs stray from their original legal and statutory mandates and conduct "pet projects" of interest to some but not necessarily falling directly within EPA statutory mandate. Instituting cost accounting provides a means of being able to see where and how funding is being spent and who is spending - providing a level of accountability that EPA (OCFO and the program offices) has for years resisted.	More interaction from senior managers (AAs, RAs) on both sides to communicate and fully understand the dynamics of state, tribal and local issues. Senior managers tend to be reactive and micro-manage. Senior managers should delegate which would allow them the time to focus on the big picture and work with their counterpart executive - states/tribes/industry.	The question is interesting as it assumes the all listed entities fall in the same customer bucket. EPA is a regulatory institution that works with states/tribes/local to implement regulations mainly on the regulated community in order to protect and improve the environment for the public. As such there will always be level of dynamic tension between those who regulate and those that are regulated. That said, EPA (states/local/tribes) has a tremendously difficult time demonstrating to the public the benefits derived from environmental protection efforts. This is because EPA invests very little up front determining how the benefits of the program activities will be measured and communicated. This has been brought up over and over and EPA does nothing about it but provide lip service that environmental results are hard to measure. Just because it is hard, does not mean it does not	EPA needs to implement more business minded modeling into its culture. There is a culture of mission at all cost, which unfortunately, does not factor into fiscal reality. As mentioned in number 1, EPA can, but does not do, cost accounting. As a result many programs and projects stray from their original legal and statutory mandates and conduct "pet projects" of interest to some but not necessarily falling directly within EPA statutory mandate. Instituting cost accounting provides a means of being able to see where and how funding is being spent and who is spending - providing a level of accountability that EPA has for years resisted. This must be done, not at a high level,	EPA should take advantage and/or further it use of remote and drone technology for ongoing inspections, monitoring and enforcement. EPA should take a hard look at the various tools and methods that ORD has/is developing but no one is using -research for researchers - not for EPA program use. Work done in ORD should be directly, or more directly, tied to the needs of EPA program offices. All ORD work should be tied to a customer - program or regional office.	A relatively simple organizational factor that could provide cost efficiencies and clarity to EPA and those that do business with EPA, is to have consistency in organizational structure. EPA HQ is organized by major statutory program (Air, Water etc.) When you go to the regional offices, that implement the HQ programs, there is a hodge-podge of structures that few (even with the agency) understand. This is nonsense and ineffective - there should be clear lines of authority and responsibility, as well as accountability, directly from the HQ offices down through the regional offices. Are there differences in EPA
562	561	5/4/2017	The contracting regulations are onerous. There are many times when projects stop in their tracks for months at a time because a contract is being rebid. It's not clear why PeoplePlus requires separate lines for teleworking and in-office charges, and for different kinds of telework. Why does it matter where we worked on the project in question? And why does it matter whether the telework was regular or episodic? It increases the time it takes to do timesheets every pay period. The Concur system is overly complicated.		We already do intensive outreach to industry, states, and our other federal partners. We do a fair amount of outreach with the public. We should do much more with tribes. We have state liaisons but I'm not sure if we have tribal liaisons.	The IRIS process has become unnecessarily complicated by EPA's desire to let stakeholders weigh in multiple times at multiple steps of the process. The procedure has expanded to the point that we can barely get chemicals through the system. There should be one stakeholder input/review step at the beginning of the process and one at the end.		States should be held accountable for their voluntary cleanup programs. Often sites go into these programs and we can't touch them, but nothing happens on them for ages.
563	562	5/4/2017						
564	563	5/4/2017		We could certainly promote more environmental cleanup and economic redevelopment if we had more resources to travel to affected communities and more resources to convene stakeholders and strengthen partnerships in working toward common visions.	Again, the ability to travel to the communities we serve helps to assist and support them and provide the opportunities to interact and strengthen relationships and implement program objectives.			

	I
561	EPA needs to implement more business minded modeling into its culture. There is a culture of mission at all cost, which unfortunately, does not factor into fiscal reality. (a.k.a. - Mission over Management) The points below (and mentioned above) are things that others are doing and do well. Cost accounting, workload analysis, organizational alignment and to some degree performance measurement. These are well established practices in the private sector. EPA should look to make management and accountability just as important as mission accomplishment.
562	
563	
564	Convening stakeholders and facilitating better collaboration in communities where EPA works to maximize resources where programs and partnerships can complement and support each other.

	A	B	C	D	E	F	G	H
565	564	5/4/2017	Immense amounts of weekly reporting that has to be done is not consistent, have been constantly changing as far as content and requirements of what to report and what not. I do account a lot of this increase in activity related to the transition occurring in the agency and realize that this transition period requires that type of weekly reporting of information. I recommend that one framework for reporting to upper management about activities be created or utilized for the entire agency (as there may already be an appropriate framework that part of the agency is using). The hiring process at this agency (and in general the federal government) is so prolonged that most of the time we lose most of the candidates that we want. Hiring shouldn't be that difficult. And now that we are assessing our budget requirements and not hiring as much previously, this could be a perfect time to refine the process and make it more efficient. As my experience of being	Joint partnerships, inspections, trainings and consistent contact with the states. Many EPA employees already do this and have particular contacts in their agencies that work together to efficiently get things done. These joint partnerships also include EPA partnering with other federal agencies. Many agencies (state especially) relay on EPA for funding, technical assistance, and sometimes even enforcement assistance. These functions are very important. EPA can continue to increase communication with their partners, invite states and tribes for environmental trainings, and continue to engage the communities that need us most. As many situations are different there can be numerous amounts of strategies that can be used to continue to protect the public health and the environment.	I really think that we could do a much better job of getting our mission and the different activities we do out to the public. We really are not proactive about that in my opinion, and we should be. Unfortunately, a lot of our communications do not reach the public that needs us most in a timely and effective manner. People don't want their health and environment negatively effected in their community, and EPA, states, tribes, and local communities, so why should it be so difficult for us to show them how we are protecting public health and the environment. Better customer service requires building a line of communication and relationships with these partners and the public. There are many effective ways that these relationships are being built on a daily basis in the agency, and those ways should be capitalized on.	We are the leading environmental agency in the world, and we should be setting an example by our internal practices. Right now I am not proud of the lack of sustainability initiatives we have internally, and the lack of support for those practices. Sustainability practices, like the environmental management systems (EMS) in place in HQ and the regions are important, save money, and assist us in promoting our mission of protecting human health and the environment. Sustainability is not hard and is just plain common sense. How can I promote our agency's mission and values when we don't even make these practices a standard part of our operations? This would and does reduce costs and protect the	Having more than one programmer for large parts of the agency will be beneficial. Why are we not investing in the technologies to make us more up-to-date? Continue to have trainings for these tools as they get introduced. How difficult is it to combine the People Plus timekeeping system with the different log in and log out technologies? That way I only have to enter my time in one spot and attest there. People Plus is not well liked in the agency, but a much needed system! Getting help to fix things in this system in HQ is difficult and I have not received an adequate response for help on a leave slip issue for over a year. Things like this waste my time, as my timekeepers have to keep up with these	Shared database systems with shared information across agencies. And make that consistent across the nation. Overall, there's a lot of activities that get accomplished and the different agency communications is positive. Some of these databases systems link together and work well, but not all of them.
566	565	5/4/2017	All conference rooms should have plug and play capability to allow staff to flow freely from their office to conference rooms and connect to the network and a digital screen for presentations and screen-sharing for in-office collaboration. Docking stations could be installed in every conference room that would allow your laptop to project on a digital screen installed on the wall of the conference room.	Utilize federal funding to fund more local, on the ground, environmental solutions in partnership with states and placed-based programs through targeted grants. The geographic programs and National Estuary Programs are a great example of what local engagement of a variety of stakeholders can achieve through creative and innovative solutions that involve a wide-range of interest groups (i.e. state and local governments, non-profits, and businesses). By being immersed in the community, these groups are able to engage with local stakeholders to evaluate the environmental issues, work with stakeholders to develop solutions, participate in the solution, and document the success!	Create web services that help states, tribes, and local communities better serve the public and get the word out on what work is being done in the field. We need more visual/video success stories that are professionally created and published that highlight some of the excellent work that results from EPA funds.	Break down the data silos and have all of EPA's data spatially related to the geography and located and managed in one place, then build web services that point to the data that relates to what people care about most.	Replace SharePoint with Google shared-workspace platforms. Google is way more flexible and not as clunky. There has got to be a more technologically advanced way of tracking weekly hot issues than the methods we are currently using... Peoples Plus will not allow us to pull back and modify leave requests. We have to request the approver to return the leave slip and then re-submit. This process needs to be optimized. EPA's work is spatial. Everyone should have training and access to GIS (GIS online). We should be able to share information and ideas utilizing today's technology.	Where it makes sense, take restrictions out of how grant funding is utilized (i.e. OMB guidance that requires implementation in lieu of program support) to give states more flexibility.

	I
565	As stated previously, having things (databases, technologies, etc.) that are linked together are much better than having them separated. They are more useful. I do not know of any specific software that could be identified at this time, BUT I hope we continue to improve this part of the agency.
566	When I worked in the private sector, there was a program called Six Sigma, which linked professional development and performance to financial incentives. Staff are challenged to find opportunities for optimization, work to implement solutions, and if cost savings result, the staff receive a percentage of the savings. I'm not sure if that is a good fit for the federal government, but it created the incentive for continuous optimization and improvement.

	A	B	C	D	E	F	G	H
567	566	5/4/2017	Our management started a travel help desk that is costing the agency way more money than the previous way of making travel arrangements. The travel desk staff make a lot of mistakes and we are paying the help desk staff salaries, the hours and salaries for whoever fixes their mistakes, the lost efficiency and work hours of the traveler because of the mistakes and delays of the travel help desk, and fees to the travel agency that have increased because the travel help desk makes so many errors. We also paid for a online travel system that is easy for employees to use but they blocked us from using it. This travel help desk is wasting taxpayer money and violates agency policy and needs to be stopped. Shared service centers for human resources should be disbanded and duties decentralized. The delays and mistakes in HR functions are costing us time and money. Plus these people don't know what scientists and engineers do but are making decisions on those positions and for organizations they	We need to make sure we have the funds to complete projects that benefit communities. Cleaning up waste, meeting with them to listen to their ideas, helping make towns in America better places to live.	Make sure we have enough staff to respond quickly to needs of state, communities, and others. If people call we need to be here to respond.	Focus resources on core programs and mission. Reduce non-core offices in regions, like administration and finance offices, and reassign staff to core program offices. Eliminate unnecessary GS14, 15, and SES positions in HQ and shared services.	Electronic concurrence	
568	567	5/4/2017	There are good reasons for why many things now require so much more paperwork.	EPA already does this extensively and it is highly effective. What is limiting is the resources available in terms of FTE, travel $, and funding and in-kind (lab, GIS support) available. All of those have been substantially reduced over the last at least ten years. Less resources means less performance, not just for us but in many cases, for our partners. Improvement may require restoration of a variety of grant programs, FTE levels, and the viability of in-kind support such as lab support that has fallen off in recent years. Active engagement in starting a new partnership is oftern a 0.5 FTE commitment to the project for 2-5 years with potentially some continuing activity after that. Grant funding from EPA is often instrumental in fostering effective partnerships AMOUNG among a variety of entities including federal, state, and local government entities, the	Improve navigation of the new website and create a functioning search engine for it. The best way to find something on EPA's website now, by anyone inside or outside of EPA, is to Google the topic separately. Otherwise we currently strive to provide the best customer service we can given the circumstances. Our ability to do so is expected to decrease. It is unavoidable that massive layoffs and budget cuts will result in a substantial decrease to customer service to everyone.	No	There is already a program and a schedule for this in terms of IT, and changes such as migration of IGMS to something other than Lotus Notes. Some of it is Federal Government-wide It would be helpful for the administration to research and understand what we do now, why we do it, and improvements already planned before instituting changes which may or may be improvements. Random changes without understanding the system is very likely to create rampant inefficiency, render existing systems less effective than they were, and result in poorer outcomes for which no one actually responsible is likely to be "held accountable".	State capacity to mange its programs varies from state to state. Very few could take on what are currently Federal responsibilities without some source of additional federal funding. Partnership, which we have now, is a better approach. Because no one can afford duplication of effort, programs look constantly for ways to better do business between the States and EPA. An example is the Grants Reporting and Tracking System which allows state Nonpoint Source Programs to upload their grant documents and data directly. EPA provides training and tech support, tracks progress

	I
567	
568	No

	A	B	C	D	E	F	G	H
569	568	5/4/2017	I would like to be able to access work email from remote location more easily. I will not use home/personal email to communicate on work issues and it would be good to be able to more easily monitor emails in the evening or on weekends/vacations from personal devices.	I believe we already do a very good job of partnering with states, tribes, local communities and the private sector. I have always done that in my own case management and I encourage each of the attorneys who I supervise to do the same. We typically find that the states appreciate our efforts and are glad we are there to assist them. We often have more expertise, funding, FTE, or authority to bring to the table and they are most often very grateful. In most instances the states have asked us to take the action we are taking; in a few instances the states have failed to act and we are required to step in -- either as a matter of statutory responsibility or to protect public health and the environment.	We should continue to do what we are already doing. We should continue to have regular meetings, several times a year, so that we can tackle issues as they arise on ongoing basis. We have very strong relationships with our counterparts and we can always build on those relationships to make them even stronger.		it would be great to be able to access our work email on private devices while allowing the emails to be captured in the government server.	
570	569	5/4/2017	EPA has a number of bad computer management systems that must be used to conduct work. The IGMS system for grants management is not user friendly and just navigating the program is a major challenge. Most EPA users go into the system infrequently (one or two times per year) so a considerable amount of time is wasted to relearn this non-intuitive system. Reports for detailed post award monitoring are have formats that are awkward and are an embarrassment to send to grantees. Other systems such as gov trip are not easy to use and waste a lot of time. The Region 8 Quality Assurance Program utilizes a 10 page crosswalk for the review of any environmental monitoring plan that in practice focuses attention to trivial matters and away from the most important issues. A more streamlined approach would take less time and provide better results.	EPA should be an organization that can provide environmental expertise to help states, tribes, and local communities with environmental problems. EPA's expertise in programs that partner with outside organizations appears to be declining over the years. In order to be effective EPA must ensure that there is skilled expertise in science and engineering at all program levels, especially management levels. State environmental programs often require Professional Engineer or Professional Geologist registration for management positions, EPA should also.	Customer service must be made a priority, recognized, and rewarded. The EPA culture should discourage talking in acronyms and using acronyms in material written for the public, The EPA guidance for Brownfields Grants is not very user friendly in organization or in terminology. Review our documents for ease of use by the public.	EPA should determine areas where they can provide a value added benefit and eliminate work in areas where they cannot. At the regional level I have seen EPA trying to promote resource recovery or recycling where we have had the highest paid persons also the least knowledgeable and effective persons in the sector. EPA should reevaluate any involvement with areas such as sustainability, food recovery, job training, and resource recovery. With resource recovery, our emphasis should be to examine and work to provide a regulatory framework that does not prevent it.		Region 8 states have been running environmental programs for decades and have been running them well. EPA can significantly reduce the oversight. EPA being in an oversight role has reduced opportunities for cooperation and assistance.

	I
569	
570	

	A	B	C	D	E	F	G	H
571	570	5/4/2017	With the recent mandatory requirement to use the PNET purchase card system, we are currently using three separate websites or systems to complete a single purchase using our EPA provided Purchase Card. Because of a lack of integration amongst these three systems we must manually reenter numerous items into each system, resulting in a very large amount of time spent completing the paperwork associated with a single purchase. The three systems are: 1.ORD System is designed to a.Electronically route and obtain required approvals, including Document Control Number and accounting information from Funds Control Officer b.Eliminate the need to print out purchase orders for approval routing 2.OCFO Cost Allocation System is designed to a.Cost allocate purchases once the items have been received 3.PNET System is designed to a.Allow desk audit to be completed				EPA currently has a policy against the ownership or use of Unmanned Aerial Vehicles (UAVs). Over the past several years there has been rapid advances made in the measurement capabilities of UAVs. The use of UAV would dramatically increase safety and reduce cost since we wouldn't need to hire aircraft or helicopters to complete various monitoring activities. Can we please modify the prohibition on UAV usage so that at least they could be used for research purposes?	
572	571	5/4/2017	It's not the administrative requirements, management procedures, or other organizational process that prevent me from doing my job efficiently and effectively - it is the people. Too many managers and senior leaders are incompetent and/or corrupt and will make the "politically correct" and/or "selfish" choice over the "right/correct" choice.			An untapped opportunity to make a change at EPA that would reduce costs and inefficiencies, while maintaining environmental protection for all Americans is "trim the 'dead weight.'" Too many employees are simply not held accountable --> and this STARTS AT THE TOP. <-- When senior leaders/management is incompetent/corrupt, they mask this and doing so compromises their authority to hold others accountable.	There are no new technologies that could be adopted or existing procedures that could be modernized to make us more efficient, effective, or accountable - SIMPLY --> effectively training employees to CORRECTLY and CONSISTENTLY <-- use the technology provided would "work wonders." EXAMPLE: the MS Office suite was adopted years ago and _still_ employees cannot perform basic tasks in MS Word, MS Excel, and MS Outlook. Inexcusable, embarrassing, ridiculous.	

	I
571	
572	A best practice would be "train to competence" and make, and keep, training a priority. Lead by example: senior leaders and managers should lead the way and be competent in what their employees are doing. EXAMPLE: train one level up and two levels down (see the U.S. military).

	A	B	C	D	E	F	G	H
573	572	5/4/2017	Too much mandatory training - too often, such as Tribal Training, Security Awareness, Ethics, Travel Card, ... Address: If there's not a problem, no need for ANNUAL training. Train only those new to Govt and those who don't comply...	Hold open forums - with suggested agendas so that appropriate personnel are there to hear from the public in person. conduct annual training which includes States and local muni's to offer them our expertise and to share problems, accomplishments and ideas.	Problem solving and discussions should NOT be solely by "Managers". It's the "boots on the ground" who more likely understand the concerns and can help w/formulating corrective axns. Address: Include more staff level folks on Workgroups.	Mgrs need to discipline poor performers, slackers, those who surf the internet and surf their personal cell phones. Address: An updated Policy is needed to replace Memo of 6/18/89 "Personal Use of Agency Eqpt" to include surfing the net and for doodling around on personal cell phones all day. this affects morale immensely also in many ways. Especially when supervisor finds it easier to look the other way. Implementing 360 evaluations so that staff can critique their supervisors would be helpful. As we speak, my supervisor has been MIA all morning (4 hrs.) w/o notifying her staff that she would be away, out or on leave. I have no idea where she is, how to reach	Stand-up workstations would be helpful to allow for stretching and better blood flow while working continuously on our computers writing reports, reading emails, etc.	Determine overlaps in, e.g., NOAA, FWS, USDA, etc.
574	573	5/4/2017				There are MANY EPA employees whose jobs lend to more than 2 days/week telework - many could telework at least 90% cutting down on EPA space as well as electricity. As well as reducing the carbon footprinit - taking more cars off the road, too.		

	I
573	Have staff lead their section mtgs with supervisor avail for guidance and input. More refreshing and exciting. We need a better lunch/break area and more picnic tables. Our facility is the pits - EPA Edison, NJ. Being able to refresh oneself thru conversation w/colleagues provides a spunk to keep you going.
574	

	A	B	C	D	E	F	G	H
575	574	5/4/2017	It would be most helpful for approved leave slips to automatically populate an employee time card in People Plus. It would also be helpful if only supervisors could edit a time card once it's approved -- locking it from employee access.	Model the Brownfields Program.	Consider sending IPAs from the Agency to states, tribes and local communities for two to four years.	While I appreciate the focus on outside stakeholders - states, tribes, local communities, private sector, etc., a focus should also be made on the Agency's infrastructure -- IT, property, facilities, budget -- perhaps establishing one AAship that merges OARM, OCFO, and OEI -- consolidating three AAships into one.		Use Brownfields as an example -- in its early years, prior to legislation, the Agency created a Brownfields National Partnership which included over 26 Departments/Agencies. The Council met quarterly and focused on doing things together - partnering - using and leveraging existing Agency/Department Resources to provide assistance for economic redevelopment in communities across the country. It started with 10 "Showcase Communities" where we featured the partnership efforts and shared the successes with other communities across the country..
576	575	5/4/2017	EPA has too many political appointees and specifically senate confirmed ones. Other similarly sized executive branch agencies (such as the US Forest Service) have none. We should consider filling spots with career professionals instead of political appointees to ensure continuity and with less disruption to workflow during presidential transitions. Also, the ADP process is a mess and has departed from its original intent -- there is no reason why for some projects you need to develop a workgroup that consists of random volunteers throughout the agency who have zero expertise on the topic. We need to consider abolishing the Office of Policy and ORD's Office of Science Policy -- they are redundant to the policy work in the programmatic offices.	There is little else that EPA can do. States, tribes and local communities, as well as the private sector, need to do more and they need the financing to do so. The public needs to push them to do more so that better environmental results becomes a higher priority for them to use their scant resources.	No ideas, we do so much already.	EPA has too many political appointees and specifically senate confirmed ones. Other similarly sized executive branch agencies (such as the US Forest Service) have none. We should consider filling spots with career professionals instead of political appointees to ensure continuity and with less disruption to workflow during presidential transitions. Also, the ADP process is a mess and has departed from its original intent -- there is no reason why for some projects you need to develop a workgroup that consists of random volunteers throughout the agency who have zero expertise on the topic. We need to consider abolishing the Office of Policy and	We need to get all systems off of lotus notes, eg. IGMS. We should have systems that function across one another instead of different ones with different pass words. For example to sign things in our various systems, there should be a common terminology. Right now, in some we "approve", others we "stamp", others we "review", others we "sign". Just have them all be the same!	No thoughts

	I
575	The initial days of the Brownfields program, prior to legislation, are a perfect example of how the Federal Government can work together to provide assistance to communities -- I was part of creating that program for the Agency - I co-chaired the Brownfields National Partnership and the Showcase Communities Project, and would be very interested in participating/helping to launch a new Federal Partnership around an area or areas of Administrator Pruitt's priorities.
576	We should look to other agencies and see if IT and personnel systems could be replaced with better programs.

	A	B	C	D	E	F	G	H
577	576	5/4/2017	A customer service motivated organization should be created that aims to provide technical support of diverse kinds to meet the diverse needs of State and Tribes, at their request. This seems implicit in Back to Basics (about which I know little). Since the most important function of a federal EPA, it should be a significant organizational element within the Agency. Some existing offices within EPA could be shifted into this new entity, whereas individuals with usefully pertinent skills might be added too. For one possible illustration, the auto emissions testing office in Ann Arbor could be shifted within a new super office of assistance to States and Tribes. It could be removed from the Office of Air or from an enforcement affiliation, where-ever it is now affiliated, and instead simply serve to test automobiles, with results thereby available on the industry, available to any State or Tribe. Cost benefit economists might be added, in case they can assist States and Tribes to analyze options for	EPA could initiate a virtual network of employees who can offer diverse technical support for State or Tribe developed requirements for their industries. What could States and Tribes possibly need? Production engineering/industrial ecology familiarity. How do factories work and what kind of wastes and losses of materials arise? People with track-records for working constructively with U.S. industrial sectors Land or sediment cleanup remedial engineering. Air emission study expertise. Water treatment technology familiarity. Above all people who are client oriented and respectful. A customer service motivated organization could interview internal EPA applicants willing to			To support the Back to Basics program, I recommend sending out a survey to all EPA employees inviting them to nominate themselves for supporting the program. This would enable individuals to volunteer and to provide rationales as to why they are suited to serve such a program. If the question is posed instead to senior managers, for most their work careers have been spent as Federal regulators, so their sense of people to nominate may not be well informed? Not sure about this and am not claiming this, but it still seems a fair approach to ask all employees for nominations.	There needs to be a coordinative point of contact for each State and Tribe. This person can then consult the internal EPA network for possible opportunities to assist on a particular need in a particular State or Tribal land.
578	577	5/4/2017	Two of the biggest impediments to our operational effectiveness and efficiency are the lengthy recruitment and procurement processes. Our experience has been that within EPA these processes take much longer than EPA???s own service standards and, for recruitments actions, much longer than the metrics established by OPM. Simple procurement actions can take six to ten months, and contract extensions have become the norm because new contracts are not awarded in a timely fashion. Recruitment actions often take more than eight months. These cause delays in meeting our deliverables and contribute to poor morale. I would address these by applying the Agency???s Lean principles, focusing on eliminating unnecessary requirements beyond those necessitated by OPM and federal acquisition regulations. I would evaluate the internal EPA processes and systems, and benchmark with other federal agencies for opportunities to apply their best practices to our operations. Finally, given the	Continue to strengthen efforts in working with the Environmental Council of the States, Association of Public Health Laboratories, National Estuaries Programs, and other similar entities that represent the interests of states, tribes, and local communities. Similar efforts should be undertaken with the private sector and permitting EPA employees greater latitude in working with stakeholder groups such as the ILSI Health and Environmental Sciences Institute.	See answer to #2 re: Continue to strengthen efforts in working with the Environmental Council of the States, Association of Public Health Laboratories, National Estuaries Programs, and other similar entities that represent the interests of states, tribes, and local communities. Similar efforts should be undertaken with the private sector and permitting EPA employees greater latitude in working with stakeholder groups such as the ILSI Health and Environmental Sciences Institute.	Consider a thoughtful restructuring of Interior, Energy and Environment with a strong emphasis on research and development. This effort needs to more thoughtful and effective than what was undertaken in development of the Department of Homeland Security which continues to be a dysfunctional organization.	Continued development, deployment and use of sensors and the ability to develop an effective outreach and citizens science program.	See answer to #4 re: Consider a thoughtful restructuring of Interior, Energy and Environment with a strong emphasis on research and development. This effort needs to more thoughtful and effective than what was undertaken in development of the Department of Homeland Security which continues to be a dysfunctional organization.

	I
577	
578	As an example: greater transparency and public access to scientific data as is being accomplished within EPA's Office of Research and Development (i.e., Science Hub).

	A	B	C	D	E	F	G	H
579	578	5/4/2017	Preparing travel authorizations and vouchers takes an inordinate amount of an individuals time. I've always fantasized about a travel system where I enter in some core information (dates of travel, destination, need for a rental car, etc.) and the system would debit my government credit card a total for the trip. I would then make my own airline, hotel, and rental car reservations at the government rate or lower and use my card to make the purchases. At the end of each year any unused funds would be credited back to the government. I've spoken to accounting folks about this and not sure this can be done with current regulations but wanted to share anyway.					
580	579	5/4/2017		Our state and tribal partners in Region 10 rarely implement the programs we delegated or authorized. Many past OIG audits identified states and tribes misusing funds appropriated to them by states. EPA then has a larger oversight role in those states because citizens call and complain about the state and local government not doing their jobs. I have been with EPA 13 years and consistently have seen issues with states not doing the required number of inspections and enforcement. There needs to be more accountability at the state level. EPA provides a significant amount of funding to the states and tribes, but there are rarely any consequences when the states don't follow through. Also, establishing task forces/committees that include representatives from state, federal and tribal jurisdictions to discuss the issues in each	As government employees, we routinely receive a significant amount of phone calls from states, tribes, industry, citizens, etc. I know several employees who have a hard time staying on top of work if they are having to spend 8 hours a day on the phone. It would be an improvement if there was a call center or administrative person that could take on some of these calls. One complaint I often hear is that many employees never return calls and this leads to bad customer service and poor government. Having at call center that could take care of this burden would improve our customer service.	EPA needs to do a better job of getting rid of poor performing or non-performing employees. Managers are afraid of conflict and are handing out "fully successful" ratings to employees who need to be put on PIP's or removed entirely. We need to allow management more autonomy to remove problem employees without the fear of being sued. Also, there is no accountability for employees who work from home.		
581	580	5/4/2017	Most HR processes are burdensome and the amount of time it took for me to get hired seemed unnecessary, it was over five months between my offer and when I was able to start.	We can do a better job the more we listen to local communities so I would like to see increased funding in our budget for EPA programs that deal with engagement with communities. We already have great partnerships with states and tribes.	None.	We are already operating at such low FTE and slashed budgets, I do not see how we can continue to maintain environmental protections for all Americans if we further reduce costs.	Improve Agency use of GIS, we seem to be behind other agencies and departments.	Not sure.

	I
579	
580	I visited the Chicago GSA offices in 2015 and noticed that the entire office has moved to a full time flexiplace schedule which allowed for an office that looked more like an office of a startup. The GSA office had a modern open feel and docking stations so employees could come in and sit wherever they wanted. My understanding is that this model decreased office space and the operating costs of GSA-Chicago. For employees who do work from home, there should be requirements such as must be logged into Skype and must be responsive during core hours.
581	None.

	A	B	C	D	E	F	G	H
582	581	5/4/2017	Manually inputting leave that is taken into PeoplePlus each pay period can take a lot of time. I have worked at other agencies where once a supervisor approves a leave request, the leave is automatically entered into our schedule for the week and we do not have to manually enter it into the system and certify every two weeks. Streamlining the timekeeping system would reduce administrative burden.					
583	582	5/4/2017	I appreciate the tone you took in your invitation to offer feedback. This was really the first time that I felt as if anyone from the new leadership thought to ask about the view of its employees since the transition took place. I encourage you to do more of this type of thing since it helps to break down walls and build trust. To this question, I feel like the biggest problem with our bureaucracy right now is the apparent dim view that is taken of the Agency's core mission by the new leadership, the lack of concern about the welfare and opinions of the staff, and the outright hostility of the new management towards the scientific approach and data. People are afraid to engage with this leadership since it currently seems bent on getting rid of programs and getting rid of staff. This approach has been crushing for morale and has been a huge tax on efficiency. I think this ship can be righted but it will take effort and genuine interest on your part to show that you care about the	I would correct your question to add in environmental groups to your list of stakeholders to partner with. I think there are a host of issues, in water where I work, where we could use ADR approaches, such as mediation or regulatory negotiation techniques involving the key stakeholders (including the environmental groups as I mentioned) to better identify policy options where there is some common ground among groups with different perspectives. We do a good job of involving each of the key stakeholder interest groups during permit, rule, policy development, but we don't have a good way of involving them together in an efficient way. So we end up having splintered discussions with these groups. I think if these techniques were used it would give outsiders greater confidence that we were consulting with all interest	Transparency with these groups (and again the environmental community wasn't mentioned, but I would include them) always is the best way to go. There is great appreciation from outside groups when you were work with them openly and make them understand that you are taking in what they are saying and you are responding to their concerns.	Not at this point, but I know there are a lot of discussions going on about permit streamlining.	Overhaul of the conference rooms to allow for video conference calls. At a minimum, there is still an embarrassingly poor quality of AV in the office. Conference calls often have poor sound quality, and don't allow for people to hear others around the table. This gets in the way of us having good communication with stakeholders and among our different offices.	This doesn't really apply in our area of water permitting.

	I
582	Increase mentoring programs, provide more funding for professional development and training, increase opportunities for details and temporary promotions, and provide more financial bonuses and incentives to reward and motivate higher-performing employees across the organization.
583	I mentioned previously making better use of ADR techniques such as mediated disputes and regulatory negotiation. These approaches seem to work well if you have the right people in the room and there is a clear policy goal.

	A	B	C	D	E	F	G	H
584	583	5/4/2017	Time-reporting in People Plus could be greatly improved. Approved absences do not auto-populate in the time card, I can't see my calculated hours until after I submit my card, I have to submit my time for several days that I haven't worked yet to get paid on time, and reporting account codes is an extremely rough estimate that doesn't provide meaningful data. We can sometimes be notified years later that there is a discrepancy between leave slips and the time card. All of this takes time and energy away from working toward the EPA mission. I would address these by both IT solutions and an examination of the time card approval process to bring it up to speed (it's all electronic but operates like a paper system).	There are certain aspects of my job that I am not an expert in (and I can't be an expert in everything), but that I am expected to make decisions about. For example, I work on pesticide labels and recommend specific label language, but as a scientist I have little training in how to convey directions so they are understandable to the general public. I also have little access to information about how pesticides are used by different groups. It would be helpful to be able to have an in-house expert, receive training, request systematic reviews, or fund research to answer those questions.			In the Office of Pesticide Programs, we do not currently have a relational database that makes all of the information on labels and associated studies searchable. Most of our data is still stored in pdfs, and in the cases where we do have metadata on products and studies, it is notoriously unreliable. This makes it very difficult to answer simple questions like "how many product are registered for use against x pest/on y surface?" There is an effort to create this database, but it will only function "day-forward" so it still will not address problems with legacy data. Poor data management reduces efficiency, increases stress, introduces preventable errors, and slows down customer service.	
585	584	5/4/2017	Currently, EPA and the States are prevented from spending CWA Section 319 (Nonpoint source pollution program) funds on restoration activities within MS4 areas due to the conflict with permit requirements. In regions in which a large percentage of NPS pollution comes from urban runoff, that restriction severely limits the restoration work that 319 funds can do. It would be helpful if that restriction could be relaxed.					
586	585	5/4/2017	Our continued use of Lotus Notes database applications is slowing us down and results in numerous redundancies. We should accelerate our move away from this outdated software.		We should reduce in-person travel to states, tribes, and local communities in favor of online and teleconference meeting options. This effort would save time, reduce costs, and limit pollution stemming from unnecessary travel.	We should reduce in-person travel in favor of online and teleconference meeting options. This effort would save time, reduce costs, and limit pollution stemming from unnecessary travel.		
587	586	5/4/2017						
588	587	5/4/2017						
589	588	5/4/2017						

	I
584	
585	
586	
587	
588	
589	

	A	B	C	D	E	F	G	H
590	589	5/4/2017	The EPA has already cut back a lot from the time I arrived nearly 30 years ago. This said, I would suggest the following to increase the efficiency and effectiveness of the Agency: --Streamline the concurrence process. Too many people are currently required to concur on an action or document. I would propose eliminating at least one and sometimes two or three of the middle managers in the chain (I don't think some of them review the document anyway). Briefings are similar and I am sure there are other organizational processes that require an excessive level of concurrence before it can be approved. This occurs across the Agency, e.g. within the Regions, within HQ and between the Regions and HQ. One way to address this situation would be to give more authority to senior staff and to cut back on the details middle and lower management concerns itself with. --Examine the management bonus system. Right now, the bonus system seems to be based on the quantity of cases settled rater than more qualitative	Over the years, EPA has partnered with these groups, come up with very creative and workable ideas, then stopped the program from going forward. I would encourage folks to re-examine and re-start the ones that worked. I am most familiar with the projects involving Region 4 and the private sector, e.g Florida Citrus Industry (Air permitting), Tenneco Pipeline (TSCA penalty/CERCLA injunctive relief), Weyerhaeuser (Air permitting). In each case, the team streamlined regulations to eliminate overly burdensome and overlapping requirements. I apologize for not remembering the names of the programs, but I would bet somebody at EPA would. . . ECOS may have been the name of one; I think Tenneco started as a Region 4 initiative. Bringing back, re-examining, improving and/or broadening these innovative and streamlined	Although I have worked in the customer service area, it has been awhile. Thus, I will defer to others on this one.	Yes. Most of the people who work at EPA are incredibly creative when given the opportunity. I would encourage a re-examination, modification to work out the things that did not work, and implementing the innovative and streamlined projects, mentioned above, including self-disclosures. --In addition, I worked with the Underground Storage Tank Program years ago as it got started. My understanding is that its focus is still on the customer and helping the regulated community to come into compliance. I would encourage you to take a look at this Program to see whether some of the things they have done could be transferred to other programs. --Enforcement is so over-	I am not a technical person, but I would suggest that many regulations could be streamlined by EPA and industry (maybe states and tribes as well) to come up with more efficient, effective, accountable AND environmentally friendly.	Sometimes it is very good to interact with other federal agencies or states since the different perspectives lead to more innovative ideas. I would need to look at the programs you are referring to to answer this question more specifically, but it seems like it would be helpful to have fewer mandatory meetings and/or interactions between them.
591	590	5/4/2017	Staff is generally discouraged from participating with the professional communities associated with the industries we regulate. However, we greatly benefit from this participation, both to get our messages out, but more to learn from those at the cutting edge of their disciplines. As our research programs have withered, the information necessary to construct cost-effective regulations comes from external sources. It is to our detriment to not stay current.	We need to be physically present at meetings and collaborative activities with our partners. Networking with individuals is essential. We are in the unique position of being able to bring parties together and seeing the bigger picture when bringing different groups together. Those entities affected by our regulations often ask for such meeting as a way to get the administrating agencies to collectively agree on how to go from no to yes. This basically means additional funding to cover such travel, which needs to be in our customers' back yards, not our offices.	We need to be physically present at meetings and collaborative activities with our partners. Networking with individuals is essential. We are in the unique position of being able to bring parties together and seeing the bigger picture when bringing different groups together. This means additional funding for such travel. We also need to be able to talk with these groups openly, so that they can trust us to provide them useful information.		We would benefit from more attention to accurately assessing and monetizing benefits in developing and reevaluating regulations. We do an ok job on costs, but not so much on benefits. Our reluctance to embrace innovative means to comply with regulations could be improved. We could allow regulated entities to pilot innovative approaches and allow provisional compliance while they do so.	

	I
590	
591	

	A	B	C	D	E	F	G	H
592	591	5/4/2017	I do have everything I need to do my job correctly. Everything is in accordance with 40 CFR and the SWDA.	Continue helping the states, tribes and local communities. As far as I know, they need constant help from us to achieve their goals.	We are currently providing red carpet treatment to everyone. We will continue to support and help everyone, the same way we've been doing for years.	In my opinion, to make the EPA free of political appointees will be the best for our citizens and the environment. The EPA should be an unified agency to care about the environment and the public health (Everyone & Everything).	As an EPA inspector and a trained military (retired military), I would love to use my conceal carry permit to carry my personal weapon, or issue us a federal permit to open carry while we do inspections for my safety and the safety of my co-worker. We go to places in the middle of nowhere where are not safe. There are people who do not care about the environment and others in this world. Those people usually pose a threat to our inspectors. If not, can we get satellite cell phones for emergencies only for our peace of mind?	Stop promoting job grow on social media we are not the SBA or the Workforce agency. Stop questioning our scientific integrity. This is not an efficient way to help the environment or the public health.
593	592	5/4/2017	Office of Acquisition (OAM) is unable to provide a minimal level of service thus costing substantial amounts of EPA resources. The adverse impact has been numerous delays in awards, continuing lack of confidence in projected award dates inhibiting sound planning and financial management . Given their inability to present a reasonable "get well" plan, it seems wise to provide the Agency offices a blanket waiver to use other acquisition support offices such as GSA or otherwise known as Assisted Acquisitions. The blanket waiver is necessary due to OAM's in ability to even process those requests in a timely and wise manner.					

	I
592	If you look at the history of the EPA, the improvements on our environment and public health are real. The problem we face every-time is changes in a bad way due to politics, if they let us do it, we will continue to make improvements. Keep politics away from the EPA. Make mandatory for the political appointees to learn the history and accomplishments of the EPA. The historical changes made in the environment since the EPA took over are a good way for political appointees to understand the job we do is helping improve this nation. If you let the states do this job, we will go back to the horrible and contaminated days of industrialization. They couldn't do it in the past and they continue to ask for
593	

	A	B	C	D	E	F	G	H
594	593	5/4/2017	Concur is a terrible travel system and our administrative procedures for travel authorizations, booking, and reimbursement is incredibly time consuming and burdensome, to the point where I have decided not to attend certain trainings because I would rather avoid Concur. Concur makes searching for flights incredibly difficult, when we really only have one option, the contract carrier rate, so why not just show those? I do not get any administrative support for navigating Concur, and since I use it so infrequently, I need to re-learn it each time -- I am very computer savvy, so this shouldn't be this hard, it's just the least intuitive system ever. We should have dedicated travel agents doing this work for us, or get an easier system to use that looks more like kayak or flights.google.com. Our timekeeping system, People Plus, is also antiquated and inefficient; I spend so much time logging hours in two different systems, and submitting leave requests is complicated and rife with	We need to increase EPA staff to improve our responsiveness and timeliness in responding to states, tribes, and local communities. States come to EPA with questions or things that need to be approved, such as state regulations under RCRA and Clean Air Act, and we cannot respond quickly enough. I worked on one request for approval that, by the time I received it, had been sitting at EPA for several years (6-7 or more) without any action because the work unit responsible for doing the review was not provided funding to do the review. Additionally, we need to increase EPA staff members' capacity to do the review of such submissions internally instead of contracting out that review, so that staff understands the full story if the state has questions, rather than the staff member doing a cursory review of the contractor's work and not being	We should increase training opportunities for states, tribes, communities, and the regulated community. EPA currently holds some training sessions for states, but these should be beefed up and provided frequently so that states et al. know what they should do and can have an easier time getting approvals from EPA. It would also help increase capacity and knowledge in EPA by holding these trainings, which would reduce review times. As for local communities and the public at large, EPA should reevaluate its approach to Federal Register notices of proposed actions, such as rulemaking. FR notices should be made more understandable to the public. For example, FR notices often list which industries are affected by a rule, but the general public has a harder time finding out whether any affected facilities are near them and how the rule affects their environment and	Although many petroleum exclusions are mandated by statute, EPA should remove them in regulations and policy to the extent possible and petition Congress to amend CERCLA to remove the petroleum exclusion from the definitions of hazardous substances, pollutants and contaminants. Petroleum products are often spilled in the same areas and we have to use a patchwork of authorities to clean up the full mess, or spend a lot of time ascertaining whether maybe the petroleum product is mixed with hazardous waste and thus subject to RCRA/CERCLA. It is incredibly inefficient. EPA should also ask Congress for more money to hire scientists. My region currently has only two	We need to modernize all HR and travel systems, as noted in Q1 - they're ridiculously inefficient and outdated. There are so many problems with video conferencing and presentation technologies that they are unreliable. I think we need to increase IT staff to troubleshoot these problems and stay on them (and the companies that provided the systems) until the problems are resolved.	EPA should demand that the Department of Defense and other federal potentially responsible parties (PRPs) reimburse EPA for our oversight costs at federal facilities managed by the federal PRP under CERCLA. Federal agency PRPs would be able to get a faster response from EPA if more resources were devoted to it, and it's no secret that DOD's budget dwarfs EPA's. DOD in particular could be funding tens of positions in EPA if it paid for our oversight costs like any private PRP is required to. We should use political channels to encourage PHMSA to improve its regulations to redraft
595	594	5/4/2017	Brownfields Program spends many mind numbing FTE hours to run a grants program- awhile the BF Legislation is open for amendment- please form a committee that can find a way to fund programs without having an annual disruption of dealing with grants process. Superfund site that are lagging progress should be forwarded to a "some review committee" that help move the site forward.	At the end of the Obama Administration the "Making a Visible Difference program" was a good attempt in achieve greater environmental good with collaborative effort among State, Tribes, Local communities, and at times private partners. This requires federal employees getting involved in the community to better understand the needs of the community. Too often we have employees staying in their offices and let the issues come to them. EPA employee should be more proactive and getting out the communities identifying the problems of the community. It is my experience in working in Brownfields Program to help underserved communities, the community leaders do not always know what EPA tools and other federal programs are available to help address broad range of community issues.	Please evaluate each program's reporting requirements and streamline it as possible. The federal grant programs have so much reporting requirements that the people who are performing the work are overwhelmed with paperwork. In the Brownfields program -- amend the grants program funding mechanism. Brownfields program waste many hours of just running the grant process. Form a committee explore ways streamline the grant process so the municipalities BF program is disrupted because of funding disruption due not getting a grant. For cities there is plenty of need that will take decades to tackle. Congress should provide a greater appropriation for Brownfields program- this should be "no brainer". I don't know a single program in EPA that better serves the State, Local Municipalities, Communities, and Private market	Find less cumbersome and fair way to fire employees that give the Agency a bad reputation. There are many very intelligent and dedicated employees in the Agency, but it only takes a few to taint the reputation of the Agency. We have good managers and supervisors and good and bad employees. Ask the employees if there are bad managers they would demote and at the same token ask managers if they have a list of trouble employees to demote lower or dismiss. It is like being in school, most of us knew who the bad apples were. We are suppose to serve the people, employee who do not want to travel because of all kinds of reasons should find another job that doesn't	I will leave this to tech experts. b	Past Administration started the MVD program- This requires senior leaders' and managements' buy-in and regional funding source managed by (Regional Administrator) in order to get work done where there is cross program needs instead of talking about it. Regional Administrator should have limited discretionary resources not tied to any programs so when there is a need the response could be quick.
596	595	5/4/2017						

	I
594	Transparency is key. Very little information from HQ gets down to staff in Regions, and when it does, it's watered down with platitudes. For example, if HQ takes down EPA's 20-year-old climate change website, it should send out an all-staff email notifying us of the change and the reason for it, instead of having staff be distracted by news reports and rumors. Internal communication of this sort is standard practice in all of the non-governmental entities I've worked at. Improve efficiency by improving morale and making EPA a desired place to work. For example, most companies and agencies issue press releases celebrating their accomplishments, and not
595	Heavily utilize Intergovernmental Personnel Act (IPA) - OPM to train senior leaders and managers to become imbedded in State/municipal/Tribal governments who deal with issues real time close to people who we are suppose to serve!
596	

	A	B	C	D	E	F	G	H
597	596	5/4/2017	The agency check-out procedures and forms are confusing and burdensome for employees (including those being reassigned within EPA), supervisors, and all the other people who have to sign off before an employee can move from one place to another, or depart the agency. The process and forms were just recently updated and still are frustrating, and there is a LEAN effort address this issue again. It is really important that this new effort "get it right" this time, and that all appropriate stakeholders get to weigh in this time.			OARM, OCFO, and OEI could be merged into one AAship to better communicate, integrate or merge related processes, and leverage technology to reduce costs and inefficiencies.	EPA has multiple systems for records management, such as ECMS, CMS, FOIAonline, and perhaps others. Some are fairly new, such as FOIAonline, and others are antiquated, such as CMS. Is there a way to have one system that can be used for records? Or at least, can the systems be integrated so they can "talk" to each other? CMS just needs to be replaced. If this is not feasible due to resource constraints, fix the reporting so offices can run a single report that includes all organizational "buckets" instead of having to run separate reports for each organizational unit. This is a hassle for AA/RA-level coordinators trying to get a comprehensive picture of what is pending, overdue, etc.	
598	597	5/4/2017		Maintaining our current regulations are key to achieving environmental results.				

	I
597	
598	

	A	B	C	D	E	F	G	H
599	598	5/4/2017				Reduce regulatory costs by increasing the applicability threshold under OLEM's SPCC program from 1320 gallons to 6000 gallons. Farms have this exemption since 2014, yet there has been no measurable increase in spills. There is no technical reason to treat farms differently from other facilities. If the regulation is overly burdensome for farms, it is likewise overly burdensome for other facilities. The issue has been studied in the context of farms. Not a single case has been identified where a farm with capacity less than 6000 gallons caused a reportable spill that would have been prevented by a prevention program such as secondary containment. To the extent prevention is effective, staff level		
600	599	5/4/2017	None.	(1) I am a CAA Inspector with years of first-hand experience working with state and local air pollution control authorities. I have found they are increasingly interested in participating in inspections where we apply advanced monitoring instruments to focus the inspections on excessively-emitting sources. My idea is to keep doing that; cases focused on actual emissions problems achieve the best results and provide first-hand experience for state and local inspectors. I believe that we could provide training to state and local authorities on how to conduct inspections where excessive emissions are the focus. (2) I have a number of contacts in the private sector (industry and consultants) with whom I share emerging issues; I believe that EPA Inspectors, who have real-world experience with multiple	See Q. 2.	Yes. (1) Having in the past been tapped to participate in reviewing grant proposals, I believe that EPA wastes a lot of money issuing grants that only result in papers, or other products that have only the slightest nexus to EPA's core mission. (2) There are boutique offices that were created during past administrations that live on, with no substantive benefit for EPA's core mission. They have good and talented people; perhaps they would like to back-fill as staff from core-mission offices retire or otherwise leave the Agency.	From a field presence standpoint, it has become quite clear that having the ability to detect excess pollution allows EPA to focus efforts on real pollution problems. This ability has transformed CAA inspections; I no longer focus on "regulatory scheme" violations that are of no environmental consequence. There are a few investments in instrumentation that could be made in certain areas of the country to advance this transformation. I suggest that someone contact OECA/OCE/AED management for the particulars; there is a lot of background.	See, Q. 2. (1).

	I
599	
600	Yes. I have been impressed with the ability of private sector employees to access their firm's IT system when they are out of the office. EPA's lagging remote access capability is to some extent the outgrowth of the incomprehensively moribund Federal Acquisition Regulations, which serve special interests at the expense of efficiency. EPA should ask Congress for direct-hire authority for IT support, in the same vein as DOJ's authority to directly hire Expert Witnesses.

	A	B	C	D	E	F	G	H
601	600	5/4/2017	I work processing grant applications and the amount of paperwork required is vast. Maybe it is not practical to eliminate all of the forms and documents required but it seems counter to the EPA mission to print all of the docs for paper files vs. electronically file most of the grant docs. We are far too "paper" intensive.	Treat our partners more as true partners and customers.	Treat our partners more as true partners and customers. We're too inwardly focused vs. customer. Be more customer focused like private industry.	I realize the EPA mission supports telework but I see lots of wasted time by EPA employees using this program. Plus, our systems don't work as well in the telework environment as when employees are directly on the office network. Again, wasting valuable time and resources.	Electronically filling vs. paper files.	Better understand what the needs and drives of our customers are vs. what we want them to be.
602	601	5/4/2017	We should not be letting an individual sitting at HQ direct how innovation is incorporated into our work and how to better optimize the work we do. **[REDACTED B6]** has continually caused problems and puts roadblocks in the way of the Regional RPMs being able to optimize SF project implementation. In my opinion she needs more supervision and should not be given so much authority to interpret and direct policy decisions that prevent us from doing our work more effectively.					
603	602	5/4/2017	We track our time in two totally different systems: the Maxiflex system on Lotus Notes, and People Plus. These should be consolidated. In Superfund we bill to sites, but the billing system is complex, with thousands of possible codes. This could be simplified. The Concur travel system is difficult to use and takes more time than it should to complete TA's.			The EPA could use data science to help standardize data submissions from industry, so that data can be tagged and easily sorted. Currently, sorting through data is very time consuming. With the ability to tag and sort information on Superfund Sites, or other measures (pesticides, pollutants..), reviewing data and looking for trends in the data should be easier.		

	I
601	Nope One of the things I see is how our hiring practices of hiring x-military vs. from private industry hurts our ability to get the latest best-in-class practices into the organization.
602	
603	

	A	B	C	D	E	F	G	H
604	603	5/4/2017	I am prevented from doing my job effectively when communications with the public are required to be approved by headquarters. The regions have the best on the ground knowledge and experience with how to communicate our work to the press and the public, and already have systems in place to allow for effective and accurate information sharing.	More funding should be requested and allocated to grant programs that assist states, tribes, and local communities in building up their capacity to enforce and administer environmental programs and laws. However, EPA oversight is also critical for ensuring that local and state programs are following the law and regulations and are not experiencing undue political influence from powerful local special interests. EPA is less susceptible to this pressure than state and local entities. In addition, more funding should be requested and allocated to programs that target environmental justice communities that bear a disproportionate burden of industrial pollution. In particular, targeted enforcement in environmental justice communities has proven effective in some states, by targeting areas	Transparent and open communication is key in improving our communication with stakeholders. Investments should be made in our community outreach and communications programs, and the new administration should emphasize the importance of providing swift and complete responses to FOIA requests. All stakeholders should be encouraged to provide comments to the agency on proposed actions and rules, and the agency should weigh these comments with a primary focus on our mission to protect human health and the environment. The agency should clearly communicate the basis for its actions, emphasizing the economic and health benefits of our regulations and actions. Economic benefits include not only market opportunities created by regulations that inspire and spur innovative new technology, but also the economic benefits of increased tourism, reduced damages to crops, and	Investment in effective enforcement, particularly in the Superfund program, can lead to reduced costs to the taxpayer and the agency. Enforcement allows the agency to recover costs from the parties legally responsible for the pollution and invest those cost savings into cleaning up the sites and putting them back into beneficial reuse. Effective regulatory enforcement also deters other in the industry from not complying with the regulations; increased compliance decreases costs associated with enforcement and accidents that require EPA and other agencies to respond and ensure public safety (not to mention the cost to the public from accidents and non-compliance that results in deaths, medical expenses,	EPA and the federal government continues to be behind the times on records management, especially electronic records management. There are too many separate systems that don't interact or are unable to interface with one another for different programs. It would be a very large project, but an effort to overhaul the records management system so that it uses the latest records management system that one would see in the private sector would be helpful. This is especially important as there are laws governing how government records are kept and provided to the public. The system should be user-friendly, easy to update as technology advances, and provide a way to index, catalogue, and organize	Joint enforcement programs can be powerful ways to combine resources of other federal and state agencies to target industries or areas where there are high levels of non-compliance. Another area of cooperation should be in scientific research; a lot of important ecological and public health research is conducted either by government scientists or through government funded programs and grants. State governments and non-governmental organizations rely on this research in guiding their decision-making as well. Partnering with academics, other federal
605	604	5/4/2017	The multiple layers of review take weeks/months/years to do research. Give more power to the mid-level managers.	Stakeholders like meetings, opportunity for public comment and having their concerns heard. Local communities want to be protected from companies/people that pollute. Tribes want to be protected from companies/people that pollute. States want the resources (money and talent) to be effective. How can a state hire a scientist to help them enforce the laws if they cannot afford to pay the scientist as much as a private company?	Hire more people. In 1976, EPA had 9,481 staff. The US census population was 218.04 mil. There was 1 staff for every 22,997 US citizens. In 1986, EPA had 12,892 staff. The US census population was 240.13 mil. There was 1 staff for every 18,626 US citizens. In 1996, EPA had 17,082 staff. The US census population was 269.39 mil. There was 1 staff for every 15,770 US citizens. In 2006, EPA had 17,355 staff. The US census population was 298.38 mil. There was 1 staff for every 17,192 US citizens. In 2016, EPA had 15,376 staff. The US census population was 323.15 mil. There was 1 staff for every 21,017 US citizens. The number of staff to citizen ratio is too high.	Better technology would save all people time.	Faster LAN, internet speeds, talk to text for the computers.	Remove the paperwork to work with other federal agencies and states. More collaboration could be possible if it was not so difficult. Agencies want agreements, they want to know how much resources, time and money you bring to the table. If you do not have many of those things, they do not want to work with you.

	I
604	Large law firms may be able to provide information on e-discovery, records management, and record review that could be helpful in overhauling any records management systems in place at the agency. California has implemented an innovated targeted enforcement program in environmental justice communities (and I believe EPA has partnered with them in some cases on this program) that could be a model both for EPA enforcement in environmental justice communities and a model that could be adopted by other states. The Superfund program has some great examples of ways to optimize remedies that are already in place at Superfund sites to
605	Reward those who work hard and accomplish a lot.

	A	B	C	D	E	F	G	H
606	605	5/4/2017	I think the workforce is currently very distracted by the hostile messaging from the top. It's difficult to efficiently do your job while being bombarded by the top-down message of "I hate EPA" in the media.	I think that we should increase our enforcement presence in the states to achieve better environmental results. Too many times the sources have political sway at the state level, and our state partners are reluctant to take enforcement action that requires the installation of pollution controls. We at the federal level are somewhat more immune to political pressure from big sources (big emissions, but big employers) and are necessary to hold all parties bound to the requirements and regulations.	I think that as new rules are passed, we should have more face-to-face interaction with the state and local regulators, both at the time of issuance and at the implementation deadlines. This will give our state/local partners better understanding of the rules and provide better customer service to them. This will cause an increase in travel money, but provide a better educated and equipped state and local workforce.	The LEAN process (process improvement) is terribly inefficient. It utilizes a tremendous amount of resources in employee time and provides very little positive results. The Concur travel system and the Controlled Correspondence CMS systems are inefficient and unwieldy.	The CEDRI/CDX electronic reporting system is cumbersome to use - both at the regulator level and the regulated industry level. There must be a better electronic system out there that the facilities can use that is more user-friendly and intuitive for their required electronic reporting.	I'm not sure what this means.
607	606	5/4/2017	EPA's chain of command is rigid and top heavy and could benefit from a flatter hierarchical structure with cross-cutting teams that are more flexible and have greater decision-making power.	EPA could partner with the private sector on creating and promoting more environmentally-friendly brands, such as Energy Star. On another note, many state environmental protection agencies are in need of more manpower to complete their necessary compliance work. When states are experiencing budget and human resource shortfalls, the agency could assign federal staff to work out of these agencies to meet their requirements. This will help improve relationships between states and EPA, leading to greater cooperation.	EPA should strive to be as objective and apolitical as possible when interfacing with states, tribes, local communities, the regulated community, and the public at large. EPA's primary agenda should be fulfilling the agency's mission of protecting human health and the environment.	Some of our office layouts do not often reflect EPA values nor are they especially resource-efficient. Removing outdated cubicle setups and installing open office layouts and promoting hoteling and telework will cut down on agency costs, increase collaboration, and lower the workforce's carbon footprint.	Incorporating electronic signatures into forms using technology similar to DocuSign and have the capability of revising documents and sending them to users. Users will receive notifications in their email that a new document is awaiting their review and approval. This will cut down on our paper use as well as speed up the process of getting important documents signed and forwarded on to the right people.	

	I
606	Our flexiplace and flexible time reporting systems are excellent. We have the opportunity to do work outside the traditional 9-5 hours at the office.
607	EPA could definitely adopt best practices and technology used by GSA in hiring and recruitment. For example, GSA has an online registration system for selectees to register for a time to get their fingerprints taken at their nearest GSA fingerprinting facility. Conversely, EPA has a number for you to call and the scheduling is done over the phone, if and only if the fingerprinting specialist happens to be available. Hiring should be seamless and user-friendly and not force the selectee to follow-up with their own hiring action. Implementing electronic forms with electronic signatures and giving HR specialists more sophisticated tracking systems will also expedite processing.

	A	B	C	D	E	F	G	H
608	607	5/4/2017	None - all encountered processes are working efficiently and effectively.	Continue with full program implementations and strategies in order to achieve long term goals and fulfill commitments.	Increase levels of funding and staff numbers across programs that have seen reductions or that are poorly staffed and funded in order to increase the extent to which involvement with states, tribes, local communities, the regulated community, and the public at large can be achieved.	Funding and staffing reductions in previous years have left no room for additional reductions. No inefficiencies are known.	Portable electronic devices such as tablets and smartphones enhance communication and allow for uses such as in-the-field mapping and up-to-date route planning. These technologies should be considered for all field staff.	Providing additional funding for travel and grants as well as increasing overall staff numbers would enable enhanced partnerships with other federal agencies and states. No areas of unnecessary overlap are evident, and increased joint work would be of great benefit in both the short and long term.
609	608	5/4/2017	Checking in with headquarters political appointees on every enforcement action leads to frustration of the enforcement team in the region as well as uncertainty and frustration for the outside party involved. The time delay while waiting for headquarters approval is also problematic for enforcement actions. I recommend relying on concurrence/consultation/notice procedures for regions to communicate with headquarters that were already in place for significant enforcement actions, and allowing regions to proceed on routine actions without such concurrence/consultation/notice, as was previously the procedure.	Allowing for open dialog between EPA program staff and state program staff would continue to help. Additionally, providing EPA regions with resources (staff and travel budgets) to meet with states, and continuing to provide states with grant money would foster good relationships and would support strong environmental results.	Asking a question about customer service is inaccurate. I work in public service. The government is not a for-profit entity with customers. We are a public agency dedicated to serving the public. I think an important element of providing strong public service is providing the public with full information on what EPA is doing and planning in local communities and across the country. Strengthening the public outreach and media elements of EPA would help tell the story of how public resources are being used for the public good.	I think less headquarters interference in normal regional processes would reduce costs and lead to better efficiency. I believe a lot of time and resources are wasted at both staff and managerial levels to prepare and provide briefings to headquarters. Headquarters needs to trust the regions to follow the guidance and procedures sent out from headquarters, rather than second-guess our work.	New technology should be applied to records management. EPA receives many requests for information through the Freedom of Information Act. To my knowledge, we do not currently have a strong system for searching electronic records. Having better technology would allow EPA to respond to requests more quickly and would provide for greater transparency as documents could be released quickly and EPA could have confidence that all appropriate records had been searched.	Cooperation.
610	609	5/4/2017	Believe it or not but we have a shortage of things like good pens and yellow highlighters, so more of each of these would be good. Just received a standup desk, which I am very appreciative of.	I think we already do a great job on this!	I think we are already doing this and have been for the almost twenty years I've worked here!	No.		States have been cut to the bone; I do not see duplication of efforts from where I sit.

	I
608	High staffing numbers and incentives for long-term employment observed in many private sector businesses results in very high accountability with rapid response times. EPA should increase staffing levels to achieve this goal. Additionally, it is imperative that EPA provide as many incentives for staff retention as possible in order to enable agency expertise to maximize the efficiency and accountability that expertise provides. Promoting a culture of employee retention is one of the simplest way to maintain efficiency, accountability, and minimized cost.
609	No.
610	We meet regularly with our state, local and private partners; I'd recommend more of this.

	A	B	C	D	E	F	G	H
611	610	5/4/2017	Evaluate & reduce mandatory training: ??Â§Continuity of Operations Awareness ??Â§Domestic Violence (coming soon) ??Â§Freedom of Information Act (coming soon) ??Â§FY17 Information Security Awareness ??Â§Records Management ??Â§Working Effectively with Tribal Governments Fix timekeeping software it does not reflect how we actually work. Provide advancement opportunities for workers to prevent loss of effective workers to management. Support more workers and less managers. Support mobility of staff to improve development, currently limited to SES candidates. Make our e-mail searchable and remotely accessible. Make our internal support groups accountable to staff.	Clearly identify and communicate goals to look for common ground.	Improve IT support Consider Alphabet gmail & calendars.	More workers, less managers. Improve our performance measures to expedite incentive advancement and actions to improve or remove underperformers.	email, remote access, and file sharing Reward employees based on demonstrated benefits of the their work.	Start by identifying areas of shared responsibility and mutual interest
612	611	5/4/2017	It would be helpful to learn about major policy decisions under discussion or explanations for actions taken via direct communication from Mr. Pruitt. To date, as a regional employee, I have not heard anything directly from him other than his opening day video where he said he was here to "listen and learn". Hard to do that when you are not engaging your employees.	It is important to realize that sometimes we have to be the hammer, that in some states we are the only enforcement show in town, both civilly and criminally, and that our mission is to protect human health and the environment FIRST. Our second job is to make sure the economic playing field is level.	Training and funding to develop their capacities, with oversight as needed. Ultimately, the executive branch is responsible to Congress, not the States, etc.	1. More delegation to Regions. 2. More staff, especially in science, engineering and legal. 3) More enforcement publicity and less levels of press releases on routine matters. Very little should have to be reviewed at HQs.	Get a computer system that is at least five years within current standards, and one which is capable of responding to e-discovery and the modern legal world.	Increased funding of states and joint inspections and actions.

	I
611	More worker engagement and input to Agency planning. Seek input from staff when hiring peers. Enforce existing harassment policy.
612	As in 5, invest now in modern computer systems.

	A	B	C	D	E	F	G	H
613	612	5/4/2017	Inadequate travel funds prevents me from doing my job effectively. (I am allowed a total travel budget of $1,500 a year and need to travel out-of-state since the entities I regulate are located out of state.) On site communications and observations are critical for my technical and administrative understanding of the issues that would need to be addressed, as well as how best to work with the entities that I regulate. The way to address this issue is to provide more travel funds for mission critical activities. However, with the shrinking budget forecasted for EPA, it looks like even less travel funds would be allotted for me to do my job.	More effective, two-way communications. Even though outreach is generally conducted, EPA some times does not listen to what those outside the federal government are saying because decisions have already been made. Many of the decisions made by EPA are based on politics and not science. That was very obvious when I used to work in the private sector.	Be truly transparent. Be honest. Be truthful. Do not underestimate people outside EPA. I have worked with many people outside EPA that have great BS meters. They know that many of EPA's decisions are based on politics and not science. Even though the word "transparency" is used a lot throughout the agency, EPA really is not that transparent.	Headquarters comes up with the policies and the regulations. The Regions have to implement the policies and regulations. Many times, the policies and regulations are difficult to implement because they do not make sense, are inconsistent, are vague, or cost too much. To ease this, apply less political pressure on the policy/regulation-making, but yet keeping the completion of this activity within a reasonable timeframe. Also, listen to what the Regions have to say when asking for Regional response to a proposed policy or regulation.	I chuckle at this question because government agencies are usually one of the last entities that adopt new technologies and processes. Basically, after the private sector tries it out and decides whether it is useful or not, that is when the government agencies start looking at the technologies. Then it will take quite a while for the government agencies to procure and then adopt the "new" technology. If an EPA employee cannot be physically on site, then communication technologies are the next option. However, government agencies sometimes forget that in order for new communications technology to work, the person on the receiving side of the communications may also	I do not think that for some of the programs that realigning activities are needed. Some of the programs already work well with other federal agencies or states. By working well, I mean that our respective organizations complements each other. What one federal agency cannot do, another federal agency or state can fill in the gap. However, this cannot really be accomplished unless there is a good working relationship and communications amongst the organizations. Many times, however, it takes a long time to build the relationship and communications.
614	613	5/4/2017	The grant database tools (IGMS, for instance is sorely outdated and not user friendly) and amount of time it can take to award grants/cooperative agreements to partners could be much more efficient. Could more of this award process be simplified on the number of people that need to approve/touch the award all the way from competition advocate to Grants Management Office. Raising the dollar amount for awarding noncompetitive awards to proven entities that deliver results would be extremely helpful. It seems the entities who have been proven to deliver environmental results should have some easier process for funding projects to them (grants/cooperative agreements).	Using citizen advisory councils and business advisory councils have been helpful in the past for helping programs receive unique insight into how better to achieve results and target efforts with partners. Also, working hands-on with partners, because of close location to them creates some efficiencies with staff time, travel etc. in achieving results together as a partnership team. Of course, certain staff having excellent people skills and situational awareness may be best targeted for these efforts as well.	Having staff more closely located with these partners seems to help in some cases. In my personal experience in EPA, I have found it much easier to provide great customer service (of course, this is always the goal regardless of location) when I was located in a program and/or location where I was able to meet easily with partners. It also makes a big difference if you live an work close to your partners, because you see each other even outside of work (e.g. church, grocery store, little league). Close proximity, if possible, can help make stronger customer service and partnership bonds.			

	I
613	It is the practice of respecting people and hearing and considering their varying points of view. The best managers are those that are willing to listen and learn. If "staff" respects a manager and really feels the manager is looking out for him or her, you will have productive people. However, many times, respect has to be earned.
614	The National Fish and Wildlife Foundation/Southern Company Stewardship Partners http://www.nfwf.org/partnerships/corporate/southerncompany/Pages/2017-Southern-Company-Partnership-Meeting.aspx Working closely with Land Trusts to conserve habitat and water quality. This could be an area to consider to target for grant awards because of Land Trusts unique ability to engage the private sector and landowners. The EPA Great Water Body Program and National Estuary Program models of working closelywith state, local and business partners to achieve results at lower

	A	B	C	D	E	F	G	H
615	614	5/4/2017	Inconsistencies between Contracting Officers (CO). I work with several contracts each with a different CO. Every CO seems to have their own requirements for what???s needed for work assignments, task orders, funding requests, etc. It would be much more efficient if it was consistent between the COs. Why does it take one CO a week or two to process a work assignment/task order amendment and another takes closer to two months? Why does it take so long to get funds moved from one option period to another on a contract or to get expired funds deobligated? I???ve been trying to get some funds moved on an expired contract so I can pay the final invoices for over a year (closer to two). My requests have gone through my supervisor and her supervisor, but it???s still not done. If she???s that busy, why haven???t they evened out the work load? Don???t get me wrong, I know the COs are very busy, even overloaded, so why hasn???t the Agency done something to help? Like hire more COs instead of adding a	No comments	How about better customer service for EPA offices and scientists too? Not taking so long to issue a procurement request or amendment would help the scientists do their work.	EPA is too top heavy when it comes to high level management. For example, does ORD really need an Associate Assistant Administrator? Couldn't one of the Deputy Assistant Administrators fill in if necessary? That's just one example. It just seems like there are a lot of layers of high level management before you get down to the offices doing the science.	No comments	It would be great if other programs centralized their extramural management services under one office like ORD (see Q.7). One of the OARS/EMD goals is to share contracts across programs but it's difficult to find the right people to talk to. If the other programs had a centralized office to work with, we could possibly eliminate duplicate contracts across program lines and get more participation in sharing contracts.
616	615	5/4/2017	Current requirements to provide details about any routine program meetings that might include members of the public or staff from other agencies and to then await clearance to attend from D.C. is highly inefficient and ineffective.	Consistency in program implementation and adequate, dependable funding is critical.	Consistency in program implementation and adequate, dependable funding is critical.	Consistency in program implementation and adequate, dependable funding is critical.	There must be an adequate budget available to even begin to discuss this topic. ORD must be supported in order to efficiently and effectively incorporate new technologies.	Find a role for EPA in the Louisiana CWPRRA coastal restoration interagency Task Force that does not require field work, supported by scarce travel funding. For example, EPA could focus on water quality analyses rather than on project construction oversight, which could be handled more economically by agencies located in Louisiana.

	I
615	ORD has centralized their extramural management services under one office OARS/EMD with very good results. It eliminates duplication of contracts for similar services in different offices, allows for multiple offices to use one contract, greatly reduces administration costs, and frees up scientists to concentrate on science instead of extramural management.
616	

	A	B	C	D	E	F	G	H
617	616	5/4/2017	Additional layers of headquarters review for relatively routine regional office matters have the regions less efficient at handling day-to-day work.			Increased teleworking could save agency resources. Where appropriate, well-performing employees could increase the number of days a week they telework, and then potentially consolidate office space. For example, two employees that each telework half-time could coordinate their schedules and share an office.		
618	617	5/4/2017		Disregard Scott Pruitt's and Donald Trump's directives to remove regulations that protect human health and the environment. Do not decrease EPA's funding and workforce. The agency has been reduced enough.	Disregard Scott Pruitt's and Donald Trump's directives to remove regulations that protect human health and the environment. Do not decrease EPA's funding and workforce. The agency has been reduced enough.			
619	618	5/4/2017	I work in air programs in an EPA regional office. Our office processes numerous state implementation plan submittals, as required by the Clean Air Act, from our states. These actions collectively protect and improve air quality. The new administration has added another layer of review for each notice before it can be published in the Federal Register. This has created an unnecessary bottleneck and inefficiencies affecting our work, and leading to wasted time. This extraordinary and unprecedented level of review would be understandable for controversial actions, but apparently every action is receiving the new level of review.	Discontinue the extra level of review of Federal Register actions accept for controversial actions. The current approach is not adding value. In fact, it is having the opposite effect.	Being able to act on state implementation plan submittals in a timely manner is how we can best serve the public. Again, discontinue the extra level of review of Federal Register actions accept for controversial actions. This allows the process to move at a faster pace and for EPA to better serve its stakeholders.	Same comments as above.		

	I
617	Expand nodes of expertise in ediscovery. Time is wasted when new people have to learn about ediscovery, when they could instead just rely on a group of agency experts to coordinate ediscovery efforts.
618	
619	If the new administration is determined to review all Federal Register actions, commit to review or pass on actions within a very brief amount of time. Otherwise, provided adequate staff so this extraordinary and unprecedented level of review is not a bottleneck creating inefficiencies.

	A	B	C	D	E	F	G	H
620	619	5/5/2017	Misalignment on prioritizing efforts and resources. For example, travel should be saved for efforts, whether business or project based, that require physical presence such as site visits, sampling activities or analysis, or first time collaborative meetings between state, local and tribal communities; but not for just meeting face to face. With current technology, we can train, discuss, communicate, present and even work on documents from other locations.	Organized collaboration, where the roles are clear, resources and responsibilities are defined. Create a memorandum of agreement that decides who will be leading based upon experience and funding; who will oversee quality assurance and controls and what approvals will be needed to confirm implementation and documentation of info	Liaisons exist between these groups but I am not clear on how this is done between each of the groups mentioned above. Therefore, if there is one person or perhaps different people whom can play this role and be involved in the conversations and planning when different stakeholders are involved in a plan, project or improvement project.	get rid of redundant/duplicative systems.	Electronic Research notebooks and project management tools that are interlinked to allow for documentation, saving of all types of documents and sharing within or outside the agency depending upon confidential controls.	Through collaboration and known resources, decide how and who can take on certain roles, share resources and implement certain aspects of projects or research. I believe some of the biggest problems are duplication of efforts or not a clear understanding on who will be responsible for certain aspects of the project and finally, what requirements such as quality assurance requirements will be followed. At this point in time, QA requirements vary throughout the agency and thus creates confusion between different offices, divisions and labs.
621	620	5/5/2017	At the EPA, there are experts in the laboratory. Their counsel could be used to avoid potential problems. Promote collaboration with the experts in the laboratory. (Overall, involve the laboratory in projects. Not just a resource, "an ally".)	"Helping hands" are thought of more fondly than a "bullying tongue". Solid expectations: I think our administrator, Mr. Pruitt, has the right idea; follow his lead.	Ask the simple questions: "What are your concerns?", "What do you want done?", "What would you require to accomplish what you want done?" Inform them of what facilities we have and the services we can provide them. Then, offer the services we can provide them. ["actively sale" the EPA services, (common business practice)]	Do not rely on contractors to do jobs we as the EPA are capable of doing. ("We are paying our people anyways, let them do the work.") However, in the event we do use other facilities other than "our own": Expand the concept of the National Lead Laboratory Accreditation Program (NLLAP). "EPA accreditation." This concept provides EPA as an "expert" organization. (This has a lot of potential; including monetary potential.)	Yes, there is much that could be changed to make things more efficient, effective, and us more accountable. Most of it is common sense; I am not going to spend the time explaining. (I apologize for this answer to the question not being helpful, but I did think it was important enough to indicate the existence of deficiency in efficiency, effectiveness, and accountability at the EPA.)	

	I
620	Several but not sure if it applies to all agency needs. Some systems or programs at EPA are outdated and we could be more efficient if we begin to use modern/current applications to improve our jobs and reduce duplicative efforts. Also, telework opportunities for staff that do not require a laboratory should be implemented to reduce footprint, reduce utility cost, increase job performance (reduce traffic) and so forth.
621	

	A	B	C	D	E	F	G	H
622	621	5/5/2017	The budgetary planning process, while extremely necessary, has been the largest factor preventing my work's efficiency and effectiveness. Constant fear for the existence of my job has created large stress for me and prevented me from doing my best work. I would address the concerns of staff more openly and frankly - we understand that the president's priority is reducing the federal service and some jobs are going away, but real people and livelihoods are at stake. For example, it is extremely disheartening to see the president and the Administrator extol jobs in the coal sector while deriding EPA's work to prevent human health and environmental risks associated with coal. It would be nice if the administration showed some empathy for us.					
623	622	5/5/2017	The process for rule development and review has not changed to accommodate the frequently imposed court order deadlines to write new rules. Technical leads are given very little time to write a proposed rule or adequately respond to comments in a final package because of the lengthy and sequential review process by work groups, management, and various offices (e.g. OMB, OGC). The whole process should be updated to reflect the quicker timelines imposed by the court with an emphasis on getting the rule correct the first time around and not just putting something out to meet a deadline that we know will be reconsidered. Perhaps things could be reviewed by management or different offices concurrently with an offset of a week or two if one office really needs to have the last say. You should also consider decreasing the length of time each office is given to review, it often feels like it just sits on a desk anyway for most of the review cycle and then comments are done at the last minute.	EPA needs to pay attention to momentum in the private sector - big data providers - streaming regulatory data. Collection, storage, interpretation, and visualization of environmental data has historically been a role filled by the States and facilitated at a national level by EPA. A fundamental shift in these roles is occurring and is very disruptive in the environmental space. Big IT companies are tapping into open government data streams and building platforms that allow end users to combine regulatory data with non-regulatory measurements or other types of data (e.g. low cost sensors, satellites, health data sets from other organizations, etc). Outside organizations may use big data platform tools to characterize national or international air quality data in different ways. There will be pros and cons and a lot of questions generated that	None.	There is a general issue across government that workload is unbalanced. There are too many people that don't do much and quite frankly aren't capable of much and no way to do anything about it. Actual meaning for performance evaluations and consequences for bad performers would go a long way in retaining good talent and reducing staff/inefficiencies associated with keeping unnecessary people at the Agency.	Pay attention to air sensors (low cost, portable devices) measuring one or more pollutants. These devices will likely never be FEM/FRM quality, however, they will be deployed everywhere nationally and internationally and saturate the market (take a look at personal weather stations for example). EPA needs to help define data quality standards/protocols/application/use for these devices quickly before local, State, and Federal partners are bombarded with questions and concerns about certain readings. Big data (the internet of things, smart city infrastructure, the cloud, etc.) is really driving the ability to collect information with small, wireless devices and quickly couple that data with other data sets	E-Enterprise is a good model for States.

	I
622	
623	None.

	A	B	C	D	E	F	G	H
624	623	5/5/2017	Leave requests are not necessary for managing staff. Supervisors have daily communication with staff plus Outlook calendar tools for tracking/documenting/recalling staff whereabouts, making leave requests antiquated and redundant. The labor costs for the time spent by staff, supervisors, and administrative staff in dealing with leave requests through the time system could be eliminated by removing this feature from timekeeping. Contracting paperwork is a bottleneck. Uncertainty regarding contractor availability due to paperwork procedures (e.g., uncertain timing of contract rebids or task order approvals) and/or ongoing budget uncertainty makes it difficult for EPA project leaders to plan and execute projects, particularly if contract teams are forced into frequent stop-start unknown finding mode. Additional well-training contract project officers are needed to get things done, and turnover in this department needs to be minimized.	Partnering involves traveling to meet with and interact with partners. Sufficient funds typically are not available for travel. Partners are often interested in funding from EPA. If we want to develop partnerships we should to be willing to bring something to the table in addition to our expertise. Regarding the private sector, optics can be a concern.	The EPA does an excellent job of listening to stakeholders. We are funding-limited in the guidance we can provide and results we can deliver.	Inaction from Congress and political leadership is the root of much of the perceived inefficiency. For example, the CAA is 27 years old. All too often we get wrapped up in sue-and-settle situations or court-ordered deadlines leading to rule do-overs because the outdated CAA has rule review schedules that are too frequent, and limits our discretion (e.g., no de-minimis authority) and promotes the sue-and-settle approach. The original premise of the CAA has been interpreted by the courts repeatedly, each time chipping away at EPA's discretion to customize solutions for industry-specific or community-specific problems. Changing political leadership is also resulting in rule do-overs	More powerful computer equipment would improve staff efficiency for people working on complex projects involving large amounts of data. Staff should be given reasonable options depending on their project needs as computers are replaced. Supervisors for various programs could limit the range of options as necessary depending on program uses.	Continue cross-agency teams and develop new partnerships. However, such initiatives cannot happen if not funded.
625	624	5/5/2017	Ensure the budget process is implemented across the board...all offices within the Agency follow procedures to identify their top tiered projects...which are then shared up the management chain. These are then prioritized across the Agency. If you are relying on management to follow by example...then administration should lead by example.	Need to be very specific in defining programmatic elements/environmental results within partnership/cooperative agreements.	Need to engage with our partners and listen to their issues and concerns...can not create a one size fits all across our regions and states - what's an issue in Region 1 (and their states) will be completely different to Region 10 (and their states) and should be treated as such.	Previous administrations looked at creating "One EPA" across all programs. Need to continue this approach to remove redundancies but also to ensure that program offices are not duplicating efforts and/or resources.	Not aware of any at the moment.	Creating partnerships like the National Radon Action Plan or Asthma Disparities Workgroup that connect partners (federal, NGOs and industry) to develop action plans and strategies to implement change.

	I
624	Consolidate "sick leave" and "annual leave" into one category of "personal time off" with an undesignated purpose. Because its use is not restricted for a given purposes staff could accumulate fewer days (e.g., 3-5 days less of what was formerly "sick leave"). Staff can use their leave as they see fit (an increase in flexibility for staff) and there is not longer any need for the government to track separate balances (an administrative cost savings). Reframe the hiring and retention process to speed it up allow supervisors more discretion. Allow an efficient mechanism for poor performers to be eliminated and replaced. If there is a RIF, supervisors should be allowed to
625	See question 6.

	A	B	C	D	E	F	G	H
626	625	5/5/2017	We are generally limited to using Microsoft Internet Explorer (IE) on the computers in our office, but many web pages do not work with IE. I suggest that employees be allowed to choose to install one or more web browsers supported by EPA that allow them to work effectively. Chrome, for example is widely used in industry and academia. Another example is that only Microsoft Outlook may be used. In my opinion, the implementation of Outlook at EPA is very inefficient, and at times maddening. There are much better products available that allow employees to work more efficiently.	In my experience, our office works very well with states, local communities, tribes, and the private sector.	I think the EPA office that I work from provides very good customer service, which is much better than most other government agencies that I deal with. We need to continue to provide clear guidance in our rules, on our websites, and in the services we provide. Although it may not be feasible at this time, increased staff count in certain areas would help us provide improved customer support.	In my opinion there are too many restrictions on computer use. The EPA computer system must be secure, but sometimes poor decisions are made in setting us systems that cause inefficiency in our daily work. Also, the travel forms we have to fill out to get travel approved are confusing, time consuming, and don't address what is really important. We waste much too much time with these things. Someone that actually uses them should work with administration to streamline these.	Allow us to use efficient computer business tools. For example, Microsoft IE doesn't work with many websites. Let us use Chrome or other browsers. EPA's implementation of Outlook is frustrating and inefficient. Let us use Google Mail or similar. Give employees that run simulations on their computers administrator status. We can't even remove unnecessary icons on our desktop without support from EZTech.	I believe the work that our EPA office does is much better done on a national level than passed to states. A smart, effective national standard serves the industry that our office regulates much better than a patchwork of state rules.
627	626	5/5/2017			Improve the efficiency of our FOIA processing.		EPA should invest in Relativity Analytics, a tool which could dramatically reduce EPA costs in responding to FOIA and other document requests. Relativity Analytics identifies and groups "email threads" and "duplicate and near duplicate" documents. A similar tool (Equivio) saved EPA at least 24%, and could possibly have saved EPA as much as 50%, of the time needed to review documents for a large FOIA. These are saving above and beyond time saved by EPA's existing "de-duplication" software (iPro and EnCase). Such savings could be realized for the vast majority of FOIA and document requests, both small and large. EPA no longer has Equivio. Relativity Analytics is the potential replacement. It could save	

	I
626	I'm copying my response to Q5 here: Allow us to use efficient computer business tools. For example, Microsoft IE doesn't work with many websites. Let us use Chrome or other browsers. EPA's implementation of Outlook is frustrating and inefficient. Let us use Google Mail or similar. Give employees that run simulations on their computers administrator status. We can't even remove unnecessary icons on our desktop without support from EZTech.
627	Email threading and duplicate/near duplicate processing for document requests, such as FOIA and discovery requests. Relativity Analytics is one example of such software. Large law firms and corporations routinely use such software to reduce their costs in responding to document requests.

	A	B	C	D	E	F	G	H
628	627	5/5/2017	Opposite a private business whereby the owner of the business is responsible for the success of the business, leaders in the EPA are not beholden to investors and employees to turn a profit. Therefore, at the end of the year (calendar or fiscal), when everyone is taking their use or lose, there is no one around to sign off on administrative products. In a private business, the owner/president puts in the most hours to keep the business afloat. In EPA, the newest, most inexperienced staff are the ones putting in the most hours. I don't know how this can be addressed. The sign-off process to get anything through is ridiculous at times. It can add a few weeks, to several months to the process. Either eliminate some in the sign off chain or give supervisors time to do their jobs.	We already partner well with states and tribes and such. They respect us and we respect them and we seek help from each other when necessary.	We already provide great customer service (?) to states. We provide trainings, money, advice, leadership, technical help, when asked. Regulators need to stop criticizing the Federal EPA to the point that if a state wants to ask for help, they are made to feel like they are asking a bunch of circus clowns to help. Our state (and tribe, etc.) counterparts respect us and undermining that is not productive to anyone.	No. I believe that Obama's cuts were deep enough and have already made it hard for the EPA to fulfill our mission. More cuts would make it so that EPA employees are demoralized. We already work our butts off and are hampered at every turn. More of that would be detrimental to the country.	Of course there are. But EPA staff is already so overworked, that no one has the time or energy to implement new processes.	Stop worrying so much about the costs to corporations for environmental regulations. The public doesn't care if a corporation makes only $9 billion in profit vs. $10 billion. States need and want a strong federal agency when things go wrong and they don't have the money to fix it. That is what we are there for.
629	628	5/5/2017	Printing out routing slips to request signature from management. I would like to see if this can be done electronically instead.	Have more face to face engagement and interaction. Provide examples of success stories or case studies that can be used to inspire more work with these stakeholders.	Call people back and be available to answer questions from our stakeholders and the community. They are happy to hear from us and appreciate that we reach out to them.	Encourage management to appreciate staff more and develop better relationships with the people who report to them.	Yes - for grant work we should be moving away from printing emails, work plans and other grant related files. This is cumbersome, wastes a lot of time and is inefficient. Perhaps a database or on-line repository can be used instead. This would increase efficiency especially if an audit is ever done on the grant.	Learn what other agencies do and see how our work complements their work and how we can leverage our resources more effectively.

	I
628	We have the best staff. We are dedicated beyond words. We believe in our mission and care about our country and world. We do more than just like statuses on Facebook or speak out at rallies. We live it. We choose to make our careers all about it. Those that are engineers or lawyers could make way more money practicing in the private sector, but choose to put their efforts onto something that will benefit the people of the U.S. We are intelligent, hard working, and dedicated. Many are scientists with analytical minds that always work with accountability and efficiency at the forefront. We are criticized and made to feel like our work is unappreciated at the highest levels these
629	Consider being more flexible as needed when staff ask to work from home. Having a good work - life balance is essential to happy employees and more productivity.

	A	B	C	D	E	F	G	H
630	629	5/5/2017	Answer provided from a private/public sector procurement/acquisition perspective. A: The field overall is old fashioned and the best practices are as such (i.e. duplication of contractual filing both paper and electronic; both manual and automated document routing procedures; partial implementation of system automation). Primary example, the public sectors procurement key/bible is the Federal Acquisition Regulations (FAR) http://farsite.hill.af.mil/ and it was designed as a one stop shop but each department and agency has subparts, that add additional layers of interpretation and applicability. The layers need to be peeled back and more standard regulatory requirements applied across all agencies/departments.	Answer provided from a private/public sector procurement/acquisition perspective. A: Leading by example with clear/transparent channels of communication from the top down. Defining the core of the agencies mission/requirement and the necessary partnership with each and every party/customer. The bottom line is about creating and communicating the bigger picture of how we all play a piece/part in the achieving environmental results. Also suggest greater private and public sector cross over and a more streamlined acquisition approach. Share and reapply experiences; as the two sectors are two very different worlds and many of the professionals in the field have minimal exposure to	Answer provided from a private/public sector procurement/acquisition perspective. A: Understanding your role from varying perspectives/sectors is key. The simple term buying sums up both private and public sectors use of procurement, acquisition, contracting, etc. and no matter how large or small, the general practice/function remains the same. It is the purchase of a product or service that requires logistical supply or delivery from one point to another, to satisfy an overall customer or user need. Understanding the service or supply we are providing is key to providing better customer service.	Answer provided from a private/public sector procurement/acquisition perspective. A: Better forecasting and planning practices for more efficient execution. The terms category/commodity management float around in both worlds and the bottom line is that there are existing specialties that make current practices overcomplicated, with too much oversight. Merge the overall customer requirement(s) administrative management together (i.e. EPA Contracting Officer Representatives are similar to private sector Program/Category/Quality managers) and automate processes (i.e. system flow through, such as contractual and financial interfacing and	Answer provided from a private/public sector procurement/acquisition perspective. A: Recommend investing in one standard commercial procurement system, with applicable regulatory requirement and contractual vehicle selection; creating borders for customization and interpretation (i.e. GSA has made tremendous advancement and is under-utilized).	A: Better understanding of roles and relationships with overall environmental execution; the downstream impact or flow-through of corporate/agency action.
631	630	5/5/2017	There are too many administrative reviews for regulatory packages - the administrative reviews take up to 3 months out of the regulatory schedule, which is usually 3 times more that rule writers actually get to write the regulations. I would cut some of the reviews out - 25 people reviewing the same package for grammar and commas is just wasteful.	We need to be able to do site visits to learn more about the private sector issues with our regulations. We need to be involved more with states when developing regulations, but when we reach out, no one is interested in working with us.			We need more electronic processes for collecting data and reviewing regulatory packages	If we could get states and EPA to use the same electronic reporting systems, we would be better able to share data and help the private sector by removing duplicate reporting requirements
632	631	5/5/2017	1) Too much annual training. Stagger training, make it good for multiple years, or require a certain amount of CEUs per year. Update training tracking systems for annual EPA training, CORs, grants POs, etc. 2) Institute further use of electronic signatures on documents. 3) Simplify Concur interface for travelers - make it more intuitive. Travelers are not accountants or finance experts; the terminology and requirements are extremely difficult to understand.	Open communication with partners.	Full access to and integration of databases containing environmental information.	Yes - build climate change considerations into all projects and programs. Build infrastructure that is more resilient to reduce costs for replacement after storms, floods, etc. Set water quality standards and establish TMDLs that take into account changes in water temperature, etc. that are occurring. Being proactive in all of our programs on climate issues will make it easier to achieve environmental standards into the future.	Electronic signatures.	

	I
630	A: Automation and clear transparent communication, with receptiveness and reward for change/innovation.
631	
632	

	A	B	C	D	E	F	G	H
633	632	5/5/2017	Legal Reviews: Legal reviews by EPA Attorney's (who are not prosecuting criminal investigations and nor are they appearing in court is a waste of time and money that can be spent on other important issues). U.S. Attorney's oversee or decline criminal investigations, not EPA Attorney's. This creates a conflict of interest when an EPA Attorney is telling agents what to write in reports and will not approve a legal review until their wording is placed in the report. These practices undermine the U.S. Attorney's authority and will eventually cost EPA when an agent testifies under oath that they are not the author of the report. EPA Attorney's spend countless hours on criminal cases that the U.S. Attorney's oversee, this time can be spent on agency issues rather than criminal matters being handled by the Department of Justice.	Suggestion: Ensure an EPA representative are placed in these various office as liaisons to support achieving better relationships and results.	Suggestion: Recommend evaluating customers needs on all levels to improve relationships with our customers and essentially the public at large. Our customers are made up of the public and serve those communities, so reaching out is key. Partnership and visibility on the local levels is important to understanding the concerns and issues at large.	Investigations Side: I do see untapped opportunities in investigations but many of the agenda's are forced by senior leadership who have outdated philosophies and tactics (particularly in the OIG). Within the cadre of agents there are untapped potential from agents who have been police officers, detectives, special agents in other federal agencies, and military investigators. These resources are invaluable, but these agents are leaving due to the stale methodologies of folks who did not perform criminal investigations but rather security or protective service functions as law enforcement. This inexperience has affected the agency and forced second criminal	Investigative Suggestions: There are technologies that could show leadership pie charts, statistics, open cases, closed cases, pending cases, types of cases, convictions, restitution amounts, and so much more; however, we have outdated technology because of the stale leadership philosophies or inexperience.	We can accomplish more by reducing the amount of work being duplicated. Mission and goals are key, followed by oversight and accountability.
634	633	5/5/2017				Eliminate political appointees since they come with no experience or pertinent skills, time is wasted getting them up to speed to that they can enact their political agenda, and they are undoubtedly paid more than those who have worked hard to protect the environment and the American people throughout their careers as scientists and the like.		

	I
633	Yes. Currently, I am attempting to implement new practices considered by other agencies (as best practices) in areas such as evidence, ammunition accountability and purchases, training, policy reviews, and investigative processes; however, it is an uphill battle. These practices would save thousands of dollars, increase accountability, and improve efficiency all of the areas mentioned. For example, using training ammunition vs. duty ammunition for training purposes. Duty rounds cost .50 cents where training rounds cost .25 cents. If a person use 60 rounds to qualify with duty ammunition they are wasting $30.00 vs. $15.00;
634	

	A	B	C	D	E	F	G	H
635	634	5/5/2017	Recently I have noticed that our communications, interactions, and work are subject to new rules and heightened scrutiny from EPA HQs. The level of scrutiny our work is receiving from leaders who would normally not be involved (i.e. senior management to HQ hierarchical review of documents) is inefficient. Each program and office has signatory delegations for a reason...so HQs does not have to be involved in every decision and can focus on their work. It takes much more time to go through review, concurrence, and get a letter signed...and time equals tax payer money.	We already achieve good results when we can partner with the states and communities and spend time with our stakeholders. Our budget over the years has already made it increasingly difficult to travel to state offices, meetings, conferences, etc. Dramatically decreasing the budget will only hurt our ability to achieve better environmental results by hampering our ability to travel out into the community or visit the state to foster that relationship and build trust. Phone calls and emails are not a good substitutes for face-to-face interaction, and a skeleton budget will make travel and that crucial interaction impossible.	One of the complaints I have heard from the states and tribes is EPA no longer has the staff to effectively carry out its responsibilities to the states and tribes, assist them with their programs, or travel to their offices to partner on projects or attend meetings. I have watched our budget be slashed dramatically through the years, and I have had to apologize to our states and tribes for not being able to spend the time and attention they need to effectively run their programs and carry out their responsibilities. Continuing to target EPA in the budget process, and decreasing the amount of grant money available to the states ands tribes will render federal, state, and tribal environmental programs completely ineffective.	EPA's budget has been slashed over the years to the point that EPA has a skeleton crew of administrative staff. That means we have scientists and engineers (GS 9-13) doing administrative work (e.g. finalizing, printing, and sending letters out). A scientist's hourly salary is was more than an admin's salary, and this is a huge waste of taxpayer money when a scientist has to do admin. work. They often don't have the skills or resources to do this admin work, and it takes a scientist much longer to complete these task. Additionally, this takes time away from completing their actual duties: maintaining environmental protection for all Americans. Another way to reduce costs	EPA has struggled though the years to figure out a way to go totally electronic due to lack of resources. Implement an electronic records system that stores past and current records for access by all of EPA. Get rid of requiring paper documents be submitted by the regulated community, and go to electronic signatures. This will eliminate the space and resources needed to store and access paper records.	Our activities are already aligned in areas of shared responsibility and mutual interest with the states and federal agencies. We are all driven by statute and regulation, and we work together to accomplish our responsibilities under these statutes. We also partner and assist our states in areas that are not regulatory driven (e.g. nonpoint source programs). The state wants to reduce pollution, prevent issues, and protect its citizens, and we help them accomplish this absent a statute. There are also areas the state does not have the resources or political will to undertake, and they rely on EPA to step up and do
636	635	5/5/2017	It does not prevent me from doing my job, but Environmental Justice issues raised by community memebers with a lack of good faith [where EPA is making every effort to protect the alleged EJ community] are given more attention by EPA than is appropriate. EJ concerns should not be a weapon for self-appointed community activists to make ridiculous claims for the need for EPA to give special treatment for the community in question - when EPA is already doing its job. EPA tends to be overly protective if anything. I flat out do not believe EPA employees would ignore health concerns just because a community was poor or of color. The EJ staff employees in my estimation probably spend very little time doing real EJ work because there are not that many new sites to be evaluated. The EJ staff probably spends most of their time doing nothing or creating busy work to create the appearance of useful activity.					Department of Defense agencies often take ridiculous positions. For example, DoD at one time asserted the position that an explosive is not a hazardous substance. Focusing on ways to resolve EPA-DoD disputes more quickly would be helpful. A dispute resolution should be mandatory on all DoD agencies. For example, not just the Army or Navy, but rather all DoD agencies.

	I
635	Electronic records management system - a lot of states, and private industry have gone electronic, and the federal governmental has lagged way far behind in this area. This will improve our efficiency by having information readily available for staff and our stakeholders, increase accountability and transparency, and reduce costs by not requiring floor space and buildings devoted to the storage of paper records.
636	

	A	B	C	D	E	F	G	H
637	636	5/5/2017	IGMS is the grants/IA database. Efforts have been ongoing to update it but they are very slow (years) and I personally haven't seen significant changes result from the efforts yet. I think changes have been recently made on the grants side but they are still in progress for the IAs. For example, in the IA decision memorandums, there are a number of redundant or unnecessary questions. Also, the programmatic baseline process needs to be revised. It is not clear who actually reviews those when regional staff submits them and what, if anything, is done with the information. The questions also need to be updated as some either aren't necessary or aren't effective.	Continue with implementing successful voluntary programs that EPA has such as Energy Star and Wastewise. These involve the private sector and are very appreciated. Perhaps they should even be expanded to the small business community if not done so already. Assist state/local communities with improving recycling rates by providing grants to better understand waste management/recycling infrastructure and to undertake studies. Also, EPA is needed to convene leaders and decision makers in recycling and other environmental arenas. EPA also can serve more of a role in providing guidance (not regulations) on standardizing approaches in recycling and other environmental arenas. Sustainability/sustainable development is also an area that EPA can focus on more and promote/support at a higher	There used to be a toll free hotline that EPA provided, however, I'm not sure if it still exists and if it does, it is not advertised enough since even I don't know if it exists as an EPA employee. EPA also needs to do a better job at marketing and improving communication about what role it plays and how it serves the public. The public at large is not very aware of EPA's voluntary programs, for example.	EPA used to make more of an effort to do compliance assistance as an alternative to enforcement, particularly with regard to the small business community. Not much of that is done anymore or at least it appears that way. This is an opportunity that will assist the regulated community in reducing costs and inefficiencies. Internally, EPA has begun promoting/implementing the LEAN concept to reduce costs and inefficiencies. This effort needs to be focused on more and promoted by management. It needs to become a part of doing business at EPA.	In the last few years, EPA has placed videoconferencing technology in it's office conference rooms. This technology does not get utilized much and it should since it cost $ to purchase/install. Instead of spending so much time and money on travel, videoconferencing should be promoted/supported more as it was intended to be.	Drinking water contamination has become a huge, prevalent issue. Most of the drinking water enforcement/monitoring falls to the states and they cannot keep up. USEPA needs to assist more with this shared responsibility/mutual interest. We do to some extent, however, it is not nearly enough.
638	637	5/5/2017		Fund states at levels that allow them to continue to run critical environmental programs. Many states do not have the budgets to completely take over programs that are currently funded by EPA. If state funding takes a big hit, then it is highly likely that states in each region will return programs back to EPA - this will effectively create more work for a diminished EPA staff.				

	I
637	Program/project evaluation is a very useful effort and best practice that EPA attempted in the past but wasn't very successful at fully implementing. Management didn't support it enough so it faded. It needs to become a part of the EPA culture and fully embraced as I'm sure is the case in the private sector and other organizations. The CDC has an approach to program evaluation and implements it.
638	

	A	B	C	D	E	F	G	H
639	638	5/5/2017	The annual required online trainings are a huge waste of time. I really don't learn anything, and I try to just push through them as fast as possible. Some of them don't even apply to my job, that is extra frustrating!! The leave requesting module in PeoplePlus is way too complicated. The whole start day/end day menu does not make sense to most folks, and the system will not allow you to request 2 different types of leave on one day. It is unnecessarily complicated. Employees should be able to pull back requests as well when needed.	EPA should not maintain dive teams. The expenses associated with that are huge, and we could save a lot of money by contracting that work out when it is necessary. In our region the Dive Team has a dedicated vehicle, and the members participate in long and expensive training events. That doesn't make sense to me. We also have "operations offices" in each of our regional states. I think we need to be rethinking those. It makes sense to have an office in Anchorage, but I don't know how we justify offices in Olympia or Portland specifically.	I actually think we do this pretty well.	Yes. We have pushed so many administrative tasks onto the backs of our high graded staff because we've eliminated support staff. If we had an "assistant" type position in each work group, e.g. Budget Assistant, Environmental Protection Assistant, HR Assistant, etc., then we could increase the work efficiency and effectiveness of the higher graded staff. It is just plain silly for a GS-13 to spend time doing work that could be done by a GS-7 or 9.	Our IT tools aren't the best. Many employees still have heavy laptops that you can't really use for teleworking.	
640	639	5/5/2017		We need to be doing more community-driven and community-engaged research, answering questions that are relevant to the everyday lives of Americans with direct impact on communities. We could set up local EPA hubs across the country where researchers work directly with community members. Joining forces with citizen science would enhance EPA's accountability, relevance, and reputation.			We need larger, faster computers, servers actually. We are increasingly using large databases for our research, such as Medicare, and there is not enough space on our computers for this. Invest in technological infrastructure. Another big help would be to have tech support who are actually federal employees and who are adequately compensated. Our current tech support team (locally) is run down and inefficient because they are so overworked and undercompensated.	Share data resources and expertise with HHS. HHS (i.e., FDA) have large healthcare databases and other resources that we are replicating here at EPA. I've worked at both agencies and I find myself rebuilding the same systems over again, requiring hundreds of hours of work. This replication is time consuming and inefficient. We need to draw from the same well instead of building a whole separate well.

	I
639	
640	Of interest might be FDA's Sentinel Initiative which provides real time or near real time signal detection in claims data. Pair this with environmental data and you have yourself a winning, innovative system.

	A	B	C	D	E	F	G	H
641	640	5/5/2017	Many of the administrative processes that I have to use as a supervisor at EPA are not user friendly. Because I have to routinely use them, I and other managers are constantly encountering situations where our time could be more efficiently and effectively used. Key examples are with travel software (Concur) and time keeping software (PeoplePlus). These are systems that are necessary but not user friendly. In People Plus, I would like the ability to aggregate time for a day and not see time per each accounting code. If I could do this, it would enable to get all information that I need to see to approve on one screen. Without it, I need to go back and forth multiple times between screens.	The underground storage tank program is a program that is implemented in large part by the states (except in Indian Country). The states rely on federal leaking underground storage tank (LUST) Trust fund money. The EPA provides this money via grants to the states. The states use the money largely to provide staffing to inspectors (prevention) and cleanup staff (cleanup). Cleanup money is more plentiful than prevention money yet the prevention program continues to absorb disproportionate amount of budget cuts. It would be better if the states could have the flexibility to combine their money (prevention and cleanup) and find the best way to ensure both programs work well and work together.	We already do a good job here. I don't have any ideas but I would be willing to hear what these customers suggested as areas for improvement.	I think we should seriously consider implementing all the Government Accountability Office (GAO) recommendations. They are experts at understanding how government works and they have great management and accounting skills. Every year since 2011 GAO has evaluated federal programs that overlap, are fragmented or are duplicative. It found dozens for the 2017 annual report. Rather than cutting needed programs like the massive reductions proposed by the President's 2018 budget which targeted Environmental Protection Agency, for a 31 percent reduction under we should focus on implementing GAO suggestions to make government more cost-	Not aware of any.	We already attempt to not overlap with states but some oversight of states is necessary. The only thing that I think we can do better is be more transparent about what we are doing and why we are doing it.
642	641	5/5/2017	Fear of losing my job, and watching politicians celebrate my potentially losing everything my family has...leads to the most inefficient days anyone could have at work. Give us certainty and job security and we will support your aims. We are here to work for the mission of the EPA, and support ANY current administration's understanding of it so long as it is moral, ethical, legal and constitutional. A little respect and job security will go a long way towards making you appear successful to the public. Give it a try.	Partnership building requires thoughtful training. Develop a comprehensive, sequential and cumulative training program for EPA to learn how to facilitate and be open to true partnerships.	My job is responsible for supporting dozens of good paying contractor jobs in rust-belt areas, using only American-made materials onsite. The work they accomplish remediates formerly toxic sites that can be redeveloped into new economic engines for these areas. Why do not advertise this? Why does the public not know we do this? It is insane that people only consider the EPA to be a regulation agency when so much of what we do is foster grants and contracts that lead to real trainings and jobs. We are already an economic-enhancing agency. Advertise those real successes.	Telework expansion will allow for less office space needs.	We have them already, it's just a matter of training and having internal processes change to utilize them.	Expanding telework is far more efficient than eliminating any region. The opportunities to work closely with the states and partners is then available for face-to-face because people live in that state or area.

	I
641	I appreciate being asked this question. We should allow government agencies to benchmark other agencies. It is difficult to take any best practices from private industry and apply to the government sector. However, we can learn from sister agencies and perhaps from states and tribes.
642	Change employee performance evaluations to reflect a simpler way to discern high performers. Give only three choices: Unsuccessful, Fully Successful, and Exceptional. This way, we can measure the person that does 100% effectively, and anything else they bring to their position allows them to be recognized as "above and beyond." Right now, there are multiple areas above "fully successful" and no one truly knows what the difference between them. Also, add 360-evaluations instead of just relying on one supervisor to rate the person.

	A	B	C	D	E	F	G	H
643	642	5/5/2017		Respect treaties with tribes, such as the Standing Rock Sioux. Don't work against states which have established more stringent standards, such as the California fuel efficiency standards. Expand programs that support private sector innovation, such as Energy Star.	Provide adequate funding for efforts to streamline regulations. There are some areas where EPA and the regulated community are working together to simplify regulations and to remove obsolete provisions. Drastic funding cuts will hamper these efforts. The regulated community would benefit greatly from a more predictable regulatory environment. When each new administration radically shifts the policy focus, it destabilizes the economy and discourages investment. Many corporations have been holding back for years waiting to see where the shoe will fall on climate change.	Focus resources on reducing emissions of greenhouse gasses, which pose the greatest risk to the health, economic competitiveness and national security of Americans during the coming decades. (see http://www.sciencemag.org/news/2017/03/trump-s-defense-chief-cites-climate-change-national-security-challenge)	Continue to simplify and modernize reporting. There are many areas where reporting can be simplified, (especially if regulations are streamlined and obsolete provisions removed). EPA's reporting infrastructure needs to be upgraded to 21st century standards, migrating to web-based forms. However, drastic funding cuts will cripple these efforts.	
644	643	5/5/2017	The communications structure within ORD needs to be overhauled, streamlined, or at least DEFINED. There is a matrix within the matrix - we have ORD comms, national research program comms leads, comms staff working under the NPDs, and lab comms staff. And there's no definition or process for who is leading what. Lab comms staff are left reacting to the needs of all the other comms staff. This structure is inefficient and redundant. If all the levels will remain, at least define who leads what and what responsibility each level has. It's unclear and frustrating to try and work within this loose structure. It leads to inefficiencies in reviews, no consistency across EPA-produced comms products, and an inefficient, non-strategic approach to producing comms products altogether. We need to take a good hard look at comms teams and activities, and determine how to streamline development and review of products. We need to develop better definition of					

	I
643	
644	

	A	B	C	D	E	F	G	H
645	644	5/5/2017	I think we are missing a crucial question in this survey: Describe any relatively minor legislative fixes (in environmental laws) which would enable significant efficiencies in the ongoing implementation of the national federal/state regulatory/environmental protection scheme? Oftentimes it is the underlying environmental legislation that causes enormous inefficiencies at both the EPA and state levels. A piece of legislation is typically well intentioned (and often bipartisan) but have well meaning bureaucrats spinning their wheels seemingly endlessly trying to implement some small aspect of the law (that was not well thought out). In all my years at the EPA I have never seen us be proactive with the hill in trying to get some minor legislative fixes. Instead we spin wheels trying to implement as is. I realize asking congress			I think we are missing a crucial question in this survey: Describe any relatively minor legislative fixes (in environmental laws) which would enable significant efficiencies in the ongoing implementation of the national federal/state regulatory/environmental protection scheme? Oftentimes it is the underlying environmental legislation that causes enormous inefficiencies at both the EPA and state levels. A piece of legislation is typically well intentioned (and often bipartisan) but have well meaning bureaucrats spinning their wheels seemingly endlessly trying to implement some small aspect of the law (that		
646	645	5/5/2017	Needing to wait on multiple levels of approval in precisely the correct order when filling out requests such as for training.	Better communication and transparency about process (not necessarily always data due to CBI concerns)	Again, better communication and transparency about both process and making them understand our perspective on regulation and assessment	Better coordinate regulatory policies, especially allowable limits and toxicological assessments, among various offices in order to improve internal consistency	Project management software	Better communication in order to find out where local governments or other agencies are deficient and where they have expertise so that we can fill in the gaps for each other.
647	646	5/5/2017	Publishing items in the Federal Register. Consider reducing the types of actions that need to be published (maybe only rules, and final decisions). Others could effectively be published on EPA's website, or in the docket. Simplify and streamline the task of hiring. The time it takes to bring on new staff is so long and difficult, it is hard to get the best people for the job.	Our public participation process is a very good way of getting input and by-in from our stakeholders. Allowing this process to continue would be beneficial. However, delays in being able to publish information on leads to distrust among stakeholders.	By sticking to the schedules EPA has established would help our stakeholders to better anticipate when our actions are being completed, and plan appropriately.	Reduce the information in FR rules, which would reduce the cost. Do away with any requirements for paper documentation and move to a completely electronic workflow. Improve IT systems to help manage the projects at OPP, and to help keep companies informed of the progress of their actions.	yes! SmartLabel would be a huge benefit to our program. All of the document processing functions should be reviewed for the Office, and standardized, to help find information quickly.	

	I
645	
646	Better website and PR.
647	Improving our IT systems would help efficiency greatly!

	A	B	C	D	E	F	G	H
648	647	5/5/2017	PASSWORDS: When you access as many applications as I do, it seems there is always a password to change. Changing passwords takes a lot of valuable time away from actually doing work. I propose that, where we can, we do what the FOIAonline folks did and start using the EPA Region 7 Smartcard in place of passwords.					
649	648	5/5/2017			Alternative dispute resolution (ADR), including mediation and facilitation by neutral third parties, and training in ADR and Environmental Collaboration and Conflict Resolution (ECCR) approaches in working with all stakeholders results in greater customer satisfaction with interactions with EPA, particularly when complex, contentious issues are at stake. Through a (new) EPA order, the Administrator could encourage EPA programs and regions to routinely consider using these approaches more frequently during key rule making, policy development, public engagement and enforcement activities. Use of ECCR at EPA and other federal agencies has been shown to reduce costs, improve governance, by resulting in more broadly supported solutions, support better informed agency decisions, and result in more durable agreements to resolve environmental disputes. ECCR can	When there are conflicts in the workplace, EPA incurs significant costs both in terms of the costs to resolve conflict through formal processes and in terms of lost productivity, which can often spread beyond the initial involved individuals. EPA has a highly effective, but severely limited Workplace Solutions program which addresses workplace conflict through informal processes and provides staff and managers with skills to prevent and reduce future conflict. Unfortunately, over the years, this program has lost nearly all of its resources and is currently supported by one (outstanding) expert and no funds. In addition, the location of the program, isolated from the rest of EPA's Alternative Dispute		

	I
648	
649	

	A	B	C	D	E	F	G	H
650	649	5/5/2017	I would say in general that EPA, in most instances, creates workgroups to develop a project or come up with recommendations and it takes FOREVER to get any actual work done. I would like to see quicker action and decision making across all aspects of the Agency. Also, our managers are in too many meetings and are not available to staff to assist with planning and direction of work. One problem I would like to see addressed is with poor performers (or just people who are unqualified for a job) who just get transferred around and become someone else's problem. As an example, I'll just say I'm in Region A and we hired a manager from Region B and the staff in Region B were so happy that manager was leaving. That manager, now in Region A, is not (based on what I know) qualified for the job he was hired for and I believe he creates problems for the group he manages as well as the entire Region which relies on services from his group. In addition to that, he brought an employee with him from Region B because that person was	my work at EPA does not involve partnering with orgs outside EPA so I don't have anything to share on this.	my work at EPA does not involve partnering with orgs outside EPA so I don't have anything to share on this.	I think most employees in the Regional offices wonder why there are so many employees in HQ. The Regions are doing the on-the-ground work.	I think all of EPA's electronic systems are poorly designed, not intuitive nor user friendly. A few examples include putting in a leave request and travel request. Also, EPA's IT support for existing technology is poor. When SharePoint became available, there was no assistance in how to use it and no vision for using it in a way that would improve our work. As a result, it has not been utilized to its full potential and many of our work sharing processes are stuck in the dark ages. Also, EPA does not have a corporate solution for Intranet. Regions are doing their own thing and struggling because we don't have the necessary tools or resources or tech support.	There is HUGE opportunity to make improvements in this area. As part of a special project, I identified something like 21 different environmental and health topics that other Federal agencies do work on, in addition to EPA.
651	650	5/5/2017	Redundancy in a lot of administrative tasks. Update and synchronize software programs across the Agency and between sister agencies. Implement admin policies consistently between Regions. Reduce administrative staff from doing tasks technical employees could do on their own and hire more technical employees to better balance workload.	Share information more, continue to develop and maintain productive working relationships with stakeholders, continue seeking stakeholder input. Invest in compliance assistance and voluntary programs.	Be transparent and stick to good science. Put protection of public health and the environment first. Keep up funding to support these communities and the public who benefit from the work our agency does.	Update the regulations. Most of our core legislation is very outdated and cumbersome to enforce and implement efficiently and to be truly protective.		We work closely with states well already. They are key partners in almost everything we do. Other federal agencies could share information better and cooperate more on common goals. Multi agency inspections, enforcements, collaboration on planning for shared goals etc.
652	651	5/5/2017				Bring IT work in house instead of contracting it out. There would be considerable savings for EPA and tax payers. EPA employees with IT back grounds would relish the chance to be more hands on and utilize and further develop their IT skills.		

	I
650	I don't have any suggestions for this topic but just want to thank you for doing this survey in a manner that people can provide real, useful feedback. The Employee Viewpoint Survey doesn't provide comment fields so if they rate something poorly, EPA has no idea why it was rated poorly, or what the details of the problem are and therefore can't take any action to correct the problem.
651	
652	

	A	B	C	D	E	F	G	H
653	652	5/5/2017	KEEP ABREAST 1-be prepared to identify and measure the obsolescence of products and services and on the shelf. 2-in a routine manner keep abreast of the inventory. 3-what can we count? what can we measure? what criteria do you use to get rid of things that are obsolete?	PARTNERING 1-reach out to achieve better environmental results. 2-set a goal of reaching all states, all tribes in the US, all communities in the sates, and selected entities of the private sector.	PROVIDE BETTER CUSTOMER SERVICE 1-identify more and better ways to identify and measure customer service.	UNTAPPED OPPORTUNITIES 1-develop a routine that will keep managers and staffs up to date on new inventory and the value/cost of this new inventory.. consider	NEW TECHNOLOGIES 1-Inventory new technologies and compare them from agency to agency, and from state to state.	SHARED RESPONSIBILITY/MUTUAL INTEREST 1-try to identify and combine activities that are duplicated from agency to agency or from state to state.
654	653	5/5/2017	I do a fair amount of emergency response work with EPA Region 7's Superfund program. EPA needs the capability to address Superfund sites that do not score for listing on the NPL, so are not part of EPA's remedial process, but also do not qualify for a removal action - these sites typical involve contaminated groundwater (EPA will provide alternate water via the removal program, but not address the groundwater contamination itself unless the site is listed on the NPL). I think the new administration's goals regarding redevelopment and infrastructure would align with addressing groundwater contamination that falls through the cracks in the Superfund process.	I think EPA must simply continue fostering open dialogue, communication, and trust with states. In a recent discussion with one of our state partners in EPA Region 7, someone from the Nebraska Attorney General's office stated how important EPA was to the State of Nebraska - that the State always tried to work with its small businesses and municipalities, but that EPA served a very important role in having the political will, resources, and expertise to take enforcement cases against companies and municipalities who will not come into compliance. He was very appreciative of EPA's role and said that EPA often gets criticized for being "the hammer", but that "the hammer" was very important and necessary to the State.	I think EPA must simply continue fostering open dialogue, communication, and trust with states. I think this includes ensuring regular face to face meetings occur with our state partners. In a recent discussion with one of our state partners in EPA Region 7, someone from the Nebraska Attorney General's office stated how important EPA was to the State of Nebraska - that the State always tried to work with its small businesses and municipalities, but that EPA served a very important role in having the political will, resources, and expertise to take enforcement cases against companies and municipalities who will not come into compliance. He was very appreciative of EPA's role and said that EPA often gets criticized for being "the hammer", but that "the hammer" was very important and necessary to the State.	EPA desperately needs a better record keeping system. The Nebraska Department of Environmental Quality has a record keeping system that is organized by facility - that is, organized by address so one can see the progression of what business operated at the facility over the years, and it is all located in the same location in NDEQ's files. They have recently upgraded so that all non-privileged information is available online, to anyone. EPA needs a system like this! It would be great if additional resources could be used to facilitate an overhaul of our recordkeeping practices.	(Same comment as above) EPA desperately needs a better record keeping system. The Nebraska Department of Environmental Quality has a record keeping system that is organized by facility - that is, organized by address so one can see the progression of what business operated at the facility over the years, and it is all located in the same location in NDEQ's files. They have recently upgraded so that all non-privileged information is available online, to anyone. EPA needs a system like this! It would be great if additional resources could be used to facilitate an overhaul of our recordkeeping practices.	I think EPA must simply continue fostering open dialogue, communication, and trust with states. In a recent discussion with one of our state partners in EPA Region 7, someone from the Nebraska Attorney General's office stated how important EPA was to the State of Nebraska - that the State always tried to work with its small businesses and municipalities, but that EPA served a very important role in having the political will, resources, and expertise to take enforcement cases against companies and municipalities who will not come into compliance. He was very appreciative of EPA's
655	654	5/5/2017				See below we have a lot of duplication between OARM and OCFO	The agency's legacy separate financial systems should all be in the Compass accounting system.	Within EPA we have many IT shops that all do the same thing. An example is OCFO and OAM and OGD. Shouldn't we have one since its all financial mixed financial data?

	I
653	BEST PRACTICES 1-use both sides of the paper when copying. 2-use one side of the paper if there is a full blown rationale or justification to do so.
654	EPA desperately needs a better record keeping system. The Nebraska Department of Environmental Quality has a record keeping system that is organized by facility - that is, organized by address so one can see the progression of what business operated at the facility over the years, and it is all located in the same location in NDEQ's files. They have recently upgraded so that all non-privileged information is available online, to anyone. EPA needs a system like this! It would be great if additional resources could be used to facilitate an overhaul of our recordkeeping practices.
655	

	A	B	C	D	E	F	G	H
656	655	5/5/2017	Dealing with requests such as this survey and "regulatory review" of this Administration interferes with us doing our jobs well. We need to deal with real environmental and public health issues, not fake ones created by people bent on the destruction of this agency and government as a whole.	Make sure that we maintain a strong presence in establishing good science, strong national standards, and enforcement actions. We need to help the states and communities prepare for climate change, as it will have a devastating effect on many states and communities. We need to bring real science to the table and identify what federal resources are available for them to tap into.	Establish strict national air quality and water quality standards. Tackle the lead crisis in communities. They can't do that alone, as it's too expensive. Having uniform standards means there will be no "race to the bottom" in which some states will develop very weak environmental standards or have to succumb to large, politically connected businesses. Communicate with states and communities that the states and towns with the strongest, most stringent environmental standards are also the ones with the economies that are growing the most high-paying jobs for their states and communities.	Simplify the hiring process for prospective employees with college or graduate degrees. While our agency has an incredible wealth of smart scientists and other professionals, we need more smart people on board to ensure we can maintain our protection of the American people as natural retirement and attrition occur.	Stop trying to do e-discovery on the cheap. Provide sufficient resources to allow EPA to respond to FOIAs and litigation. The more quickly and fully we respond, the fewer lawsuits we will need to respond to. But we need enough money committed to the e-discovery process to ensure that it is done well, thoroughly, and in a timely manner.	Other federal agencies and the states rely on EPA to bring well researched science, strong environmental standards, and an even playing field to the table when we work with states, communities, industry, and the public. We are well regarded for our excellence in all areas. It is difficult to see how realigning us would improve our effectiveness or efficiency. Up till now, we have been seen as apolitical, and it is vital that we continue to be non-political to ensure the confidence of the American people.
657	656	5/5/2017	Dealing with requests such as this survey and "regulatory review" of this Administration interferes with us doing our jobs well. We need to deal with real environmental and public health issues, not fake ones created by people bent on the destruction of this agency and government as a whole.	Make sure that we maintain a strong presence in establishing good science, strong national standards, and enforcement actions. We need to help the states and communities prepare for climate change, as it will have a devastating effect on many states and communities. We need to bring real science to the table and identify what federal resources are available for them to tap into.	Establish strict national air quality and water quality standards. Tackle the lead crisis in communities. They can't do that alone, as it's too expensive. Having uniform standards means there will be no "race to the bottom" in which some states will develop very weak environmental standards or have to succumb to large, politically connected businesses. Communicate with states and communities that the states and towns with the strongest, most stringent environmental standards are also the ones with the economies that are growing the most high-paying jobs for their states and communities.	Simplify the hiring process for prospective employees with college or graduate degrees. While our agency has an incredible wealth of smart scientists and other professionals, we need more smart people on board to ensure we can maintain our protection of the American people as natural retirement and attrition occur.	Stop trying to do e-discovery on the cheap. Provide sufficient resources to allow EPA to respond to FOIAs and litigation. The more quickly and fully we respond, the fewer lawsuits we will need to respond to. But we need enough money committed to the e-discovery process to ensure that it is done well, thoroughly, and in a timely manner.	Other federal agencies and the states rely on EPA to bring well researched science, strong environmental standards, and an even playing field to the table when we work with states, communities, industry, and the public. We are well regarded for our excellence in all areas. It is difficult to see how realigning us would improve our effectiveness or efficiency. Up till now, we have been seen as apolitical, and it is vital that we continue to be non-political to ensure the confidence of the American people.

	I
656	
657	

	A	B	C	D	E	F	G	H
658	657	5/5/2017	The Action Development Process is inefficient and cumbersome. Most participants in EPA work groups seek to advance their individual perspective and do not try to balance competing objectives in establishing policy. Lead offices are forced to compromises to face substantial delays to elevate issues to senior levels to obtain a more balanced perspective.	States, tribes and local communities need technical and financial resources to carry out the actions necessary to protect public health and the environment we need to provide assistance as possible and /or to provide them with the tools and information they need to obtain the necessary resources.	Involving State partners and stakeholders in the development or review of policy and guidance prior to release can assure policies will be more readily implemented when final.	Research activities could be more directly focused on resolving programmatic data gaps and uncertainties.	Standardized electronic reporting and recordkeeping will greatly enhance the effectiveness of the Agency and our state partners in overseeing the critical programs to protect public health and the environment.	Better coordination of activities to more effectively address multi exposure route contaminants. There are some contaminants that are present in Food, Consumer Products, Air, Soil & Dust and Water. We could better work with our colleagues at FDA, CPSC and in the various media programs in EPA to better target where we can most effectively reduce exposure.
659	658	5/5/2017	Microsoft Outlook is an amazing program with so many features but my coworkers and I experience countless issues with it and it really creates a lot of delay. Even though it is the go-to platform for federal agencies it stymies my work and creates undue frustration. A more expedient service (or an overhaul to Outlook) would be appreciated.	The state and local community rely on resources provided by EPA, so taking those away does not necessarily help lower levels of government unless they are systematically redistributed. Keep up the grant programs.	Create a definitive jurisdictional directory showing which issues fall to which authority. I receive a lot of calls for issues that the state primarily deals with and I'm sure the public is frustrated by getting redirected constantly.			Provide more resources to overarching programs like Making a Visible Difference and Urban Waters. These are programs in which EPA directly partners with other federal agencies and levels of government, but it is hard to retain partners when capacity is limited and there is a constant question of whether projects that are initiated can be continued.
660	659	5/5/2017	Having HQ review each and every FR notice we sign. Not necessary if action is noncontroversial and supported by the state.			see answer to Q1.	broader use and acceptance of Sharepoint and OneDrive for document review and approval. Use of electronic submittal of all forms for FR publication.	

	I
658	
659	Our region is unique in that travel preparers create travel for all EPA staff instead of having staff prepare their own travel. This saves time and money since travel preparer staff is specifically trained in using Concur and is most up-to-date with travel guidance and policies.
660	

	A	B	C	D	E	F	G	H
661	660	5/5/2017	Within regulatory development jobs, the amount of paperwork and signatures needed for very minor rulemaking efforts (i.e., Tier 3, non-significant, direct final rulemakings that are essentially technical corrections and/or CFR housekeeping) is unnecessary. For instance, requiring the Administrator's signature to just update facility NAICS codes to OMB's updated NAICS codes (an exercise that happens every 5 years) requires jumping through many bureaucratic hoops. It would streamline processes that fall under the category of non-significant, no net burden, and Tier 3 rulemakings (again, these would primarily encompass regular updates of CFR text to note other agencies' updates) to only require the signatures of the respective office's Assistant Administrator.		Providing at least as many opportunities for disadvantaged communities (i.e., communities for whom the Office of Environmental Justice serves) to speak and present their concerns and suggestions, as are presented to industry. EPA should continually renew its commitment to protecting human health and the environment among those who most need assistance. Such venues could include webinars or town halls that are actively promoted on social media and press outlets. Additionally, encouraging (and perhaps setting aside budget dollars to do so) EPA staff to visit the areas their work affects (includes both communities and industry) would be greatly beneficial. Establishing and maintaining personal connections promotes better customer service, helps EPA staffers to understand the severity or complexity of issues surrounding different geographic regions or industries, and motivates	For reporting programs (e.g., Chemical Data Reporting), aligning their reporting software would be extremely beneficial to both EPA and the reporting community. While reporting requirements across different programs may not be able to change easily (there are many statutory requirements and bases for the regulations; submitted CBI/trade secrets also create challenges in aligning programs), streamlining the online reporting software to auto-fill in other relevant reporting programs whenever possible (which, again, may not be too frequently).		
662	661	5/5/2017	this answer doesn't directly answer the question, but in the last 8-10 years I think EPA has lost its focus. For example--why is EPA HQ spending resources and staff salary to develop what is essentially an "other" category on forms where one identifies gender (SOGI)? How is that related to environmental protection!? Why is E-P-A focusing on solely social issues. Some things have environmentally sounding titles, but don't actually do anything. My suggestion is to reduce or eliminate activities that are not related to EPA's mission--protecting human health and the environment. 2--I think all the of the restrictions that are currently in place about "external activities" are hamstringing the regular work of EPA. I realize that upper management @ HQ would want to know about press events or high profile public events, but having to report a technical meeting with a university or citizen is soo unwieldy. It's also very confusing about what upper mgmt. (I guess in HQ)	EPA used to have more voluntary compliance programs--what ever happened to those? EPA could make better use of CRADAs?--I can;;t remember what this stands for, but its some sort of public-private partnership agreement.	EPA should mirror customer service like those private companies known for outstanding customer service, Disney, Apple, etc. Disney has a leadership institute that teaches these principles. Send the Regular employees who do the work to training there--not managers/supervisors.	If regular employees had direct access to provide ideas, etc. to the highest levels. I think a lot of good ideas get tossed because they don't make it past a regular employees chain of command. When I worked at DOI they had a program called "Campfire" when Bruce Babbitt was Secretary. If an employee wrote "campfire" on their sealed letter, then it went directly to the Secretary and was opened by him directly. I did this to bring to the Sec. attention a situation that was occurring that was not consistent with our scientific practices. I heard later on that it got addressed AND I got a handwritten note back. I still have that note 20+ years later and I still remember the	greater use of tablets and smart phones, esp. for field activities. I don't know if IT can ever be more efficient because of all the firewall restrictions we have.	I think this is already been done successfully and to a great degree.

	I
661	
662	See question 3. I don't think EPA needs to reinvent the wheel--just mimic those private sector companies that are leaders in whatever category EPA is interested in improving.

	A	B	C	D	E	F	G	H
663	662	5/5/2017	Getting contract task orders awarded has become incredibly arduous and, in some cases, impossible over the last 2 years. Contracting officers in OAM are constantly changing the rules and requirements for those of us who are CORs, even to the point of suggesting we write justifications in a way that is illegal because it would make their job easier. All this inconsistency has led to incredible delays of funding that threaten to leave money on the table and prevent us from implementing our programs.	State, local, and tribal communities depend on EPA to provide funding, technical assistance, and information-sharing to help them achieve better environmental results. At the federal level, we have expertise and a broader view than those who work on environmental issues at the state, local, or tribal level. For example, many cities and towns have only one employee who handles all public health and environmental issues. That employee is usually very busy and may not have time to research the best way to achieve water quality improvements. This is an example of where water quality experts from EPA can provide information about the best practices learned from communities across the nation that this employee (and thus, this community) would not have	Being able to communicate freely with states, tribes, local communities, and the public at large via the Agency's website and social media accounts is very important. Those are our main avenues to get information out to the public about the work the Agency does to fulfill our mission to protect human health and the environment. Customer service in this case depends on two things: who is the Agency's "customer" and what does that customer NEED (not want)? First, as with every other federal Agency, EPA's customer is the American public. Not a particular portion of that population, but the entire population. Second, EPA is charged with protecting human health and the environment, which is what the American public NEEDS (and usually wants). Some portions of our customers want economic protection or place other values above the Agency's mission,			
664	663	5/5/2017	We continue to be required to collect "EJ" information for the Case Conclusion Data System (CCDS) forms for our enforcement matters. I have never understood why this information was necessary or what anyone did with it. In contrast, it's helpful and necessary to know the quantifiable aspects of our work--e.g., how many tons of pollutants are cleaned up, how much of what the taxpayers spent has been recovered--the original purpose of this form in the pre-Lisa Jackson days. I also believe EPA's concurrence practice is unwieldy and time-consuming, and, with up to a dozen people on some concurrence chains and folks working flexiplace, the process takes way too long.	More communication with these parties is the best way of achieving better environmental results. I have always found that reaching out to and meeting with states, local communities, and the private sector is extremely productive. Our best assets are our people (scientists, engineers, experts), who typically want to cooperate with these other interested parties (and they with us) to help facilitate cleanups that benefit all. These "outside" parties invariably	To build on what I said in response to #2, the vast majority of these parties want a clean environment and want to do the right thing. Having a place at the table gives them a real sense that their views are being considered too.	We should have better management on the local office level, perhaps even desk audits of workers who are not hardworking or productive, but collecting a nice pay check. Reduce the size of EPA HQ. Most of the cleanup work and enforcement occurs in the Regions.	I recommend that the concurrence process I mentioned in response to #1 be done via email. EPA would save countless days throughout the year if this happened. Faster concurrence often means cleanups happen sooner.	To the extent it isn't already being done, we should be coordinating well with all the states in their delegated water, air, and RCRA programs. We should be cooperating fully with the states in coordinating any voluntary cleanups under their hazardous site cleanup statutes, so that there are no lingering and surprise federal issues that could get in the way of Brownfields redevelopment.

	I
663	
664	

	A	B	C	D	E	F	G	H
665	664	5/5/2017	Webforms needs to be replaced with something that works. We used to use PeoplePlus for 182s (training forms) but someone had a "bright idea" to use Webforms - an old antiquated system. Webforms doesn't work for a lot of the things we have to use it for, including PRs. We just can't get new updates anymore. FPPS/WTTS need to be replaced with a more modern program. This one is more archaic than Webforms. It still uses a DOS environment. I thought we got away from DOS a long time ago. All of our personnel-type programs and systems could use an overhaul.	Not my area of expertise.	Be nicer and stop speaking from both sides of our mouths.	Not my area of expertise.	Our existing processes need to be replaced with more modern processes/programs.	Not my area of expertise.
666	665	5/5/2017		Establishing clear expectations in writing among all collaborators at the onset of projects, including identifying the primary points of contacts and individuals responsible for the data collection efforts, clearly defining the types of information and data needed to support the decisions and conclusions that will be inferred from the information collected, involve subject matter experts during the planning stage to ensure the information and data that will be collected is comprehensive to support the decisions and conclusions, and ensure that the planning and information/ data collection effort is documented to defend decisions and conclusions.	Clearly define the expectations of each customer and involve the customer in defining the expectations, determine how the agency will meet those expectations, and evaluate if those expectations are being met through feedback from the customer.	Implement lean techniques at the department level, establish time baselines for current routine processes (from start to completion of each activity/task performed to complete the process, including administrative and technical processes), identify the activities/tasks with the greatest lead times, and evaluate if those activities/tasks can be streamlined be more efficient. Clearly identify constraints and perceived issues and address the constraints and issues.	Consider evaluating the existing internal processes for efficiency, effectiveness, and accountability, then determine whether or not a new process/layer needs to be added to the current process to achieve those objectives.	The agency needs to engage the other agencies and states to identify and better understand their needs to determine how the agency can support those needs and what actions should be taken to address those needs.
667	666	5/5/2017	The contracting, fiscal, and funding processes have many challenges. The delays are unacceptable. The decisions are inconsistent. The delays cause increased cost to the agency and disrupt the ability of programs to function efficiently and effectively.	Increase support for EPA's voluntary partnerships programs that work with states, tribes, local communities, or the private sector.		Improvements to our internal fiscal, contracting, and funding processes. The current delays and inconsistencies greatly increase costs to the agency.		

	I
665	Not my area of expertise.
666	Lean is very effective in streamlining processes to help organizations be more efficient and effective, but needs to be executed and implemented from a big picture 50,000 ft perspective. Bringing in external lean experts to lead efforts should be considered, and the external lean experts will need full senior management support at all levels to be successful.
667	Performance-based metrics and accountability for internal administrative and fiscal functions.

	A	B	C	D	E	F	G	H
668	667	5/5/2017	Work to move the entire Agency to electronic concurrence/signature and filing systems. We are now using both paper and electronic methods to obtain concurrence and signatures on documents and in our records storage practices which is wasteful and environmentally unwise. Eliminate the recently established requirement for non-funded Purchase Requests to track and document contracting activities for which no funding is required. This is bureaucracy at its worst.	The Region 8 Superfund program has wonderful working relationships with our state partners. Many of our sites are conducted State Lead with EPA in a support role. We would love to see the new Administrator and his Deputy come out to the Region and meet personally with the various state leaders involved in the Superfund program to find out first hand how this works.	Increased focus on and use of Alternative Dispute Resolution and community involvement tools would be of great benefit to our local, state and tribal partners. The public would experience a greater level of engagement and support if this were to happen.	End the wasteful practice of sweeping funding at the end of each fiscal year. This long time practice forces federal agencies to spend funds in the last months of each fiscal year that might not otherwise be spent, which is wasteful. The ability to roll funds over from one year to another, with limitations of course, would be good for the government and good for taxpayers as well.	Our IT support is poor. We need to find a way to hire truly qualified individuals to provide IT leadership and support services to the Agency. Being able to use available technologies starts with having IT management and staff that are experts and fully capable of using these tools themselves before the Agency attempts rolling out or implementing the use of new technologies.	I don't honestly know.
669	668	5/5/2017	Production of formal audited financial reports for the FIFRA, PRIA and eManifest. Although required by statute these reports have effectively zero interest on the part of external or internal stakeholders. The reports are expensive to produce and are expensive to audit. A legislative change is required.	EPA should become a center of excellence for the entire government for producing cost recovery packages to support litigation. Justice Department attorneys involved with litigation consider EPA the Federal government's "gold standard" for producing cost recovery packages.	See 2.	Eliminate conference reporting requirements.	Modernize our cost recovery system (SCORPIOS) and make it available government wide.	see 7.

	I
668	Move the entire Agency fully into the use of Lean process improvement tools and leadership techniques. Region 7 is the national leader in this area for EPA. Spending time in that region and learning how they have accomplished what they have in making theirs a true learning organization that understands, embraces and uses Lean practices every day of the week would be tremendously beneficial. Thank you for asking these questions and providing us an opportunity to share our thoughts and ideas with you.
669	Move financial operations to one of the four designated government wide financial shared service providers. EPA is too small to achieve needed economies of scale to run basic financial operations.

	A	B	C	D	E	F	G	H
670	669	5/5/2017	The following addresses People Plus: Leave is still not populating automatically as it's supposed to once approved. That needs to be fixed. People Plus does not allow one to withdraw or cancel a request for leave. That should be fixed. One cannot move one's CWS day in People Plus once approved. Instead, one needs to request an administrative assistant to do so. This is inefficient and should be addressed. Lastly, the Superfund site charging system in People Plus is antiquated and difficult to navigate and to add sites to one's "favorites." Also, one cannot add a Superfund site charging action code without requesting it be added by the administrators, which is very inefficient. That option should be a given for every site charging action code. The Superfund site charging system in People Plus should be fixed to make it easier to search for and add a Superfund site and its action codes to one's "favorites." With respect to enforcement-related decisions, there are too many layers of	With respect to enforcement, partner with states, tribes, local responders and the regulated community to offer workshops and training as a means to aid in response and compliance. Also, encourage states to partner as co-plaintiffs with EPA/DOJ during judicial civil penalty enforcement cases. Usually, such joint enforcement can lead to negotiated settlements that allows for not only the payment of civil penalties for state coffers but also supplemental environmental projects that benefit state and local communities, colleges and responders.	EPA needs more staff and resources to improve its ability to provide better customer service to states, tribes, local communities, the regulated community and the public at large. Years of spending cuts have jeopardized EPA's ability to perform its mission of protecting human health and welfare and the environment and providing better customer service to the public. EPA should post as much publicly releasable information as possible online, including validated sampling data, Administrative Orders on Consent and Consent Decrees, Unilateral Administrative Orders, Administrative Consent Agreements and Final Orders, RJO decisions, etc. This would cut down significantly on FOIA requests from the public and regulated community, thereby reducing agency resources and the time-intensive work from staff necessary to respond to FOIA requests. More importantly, it would	Please see my response to Question 3, above. With respect to judicial referrals, having a handful of attorneys specifically designated as Special Assistant U.S. Attorneys (SAUSA's) could help avoid the delay and downtime often experienced after a referral. This would also help especially with emergency referrals.	Superfund cost accounting needs modernizing to not only quickly determine past costs already incurred for a particular Superfund site but to also account for costs already paid. Often, a Superfund summary cost report of site past costs does not account for costs already reimbursed, thereby showing an inaccurate balance. Modernizing accounting software to address this would help provide more accurate cost reports and reduce wasted resources in having to search for reimbursed costs for a more corrected balance. There is a need to explore, perhaps in conjunction with DOJ, existing "legal/litigation hold" software that can be used to quickly and efficiently capture relevant	EPA has the experience and expertise in CWA/OPA civil penalty enforcement that the USCG may lack. Allow the USCG to continue as lead for cost recovery on taxpayer-funded oil spill responses while allowing the EPA to take over as lead for enforcement on civil penalties for all oil spills, both onshore and off-shore.
671	670	5/6/2017	Needs: 1) Electronic records database with OCR for all programs 2) Fully functioning databases for all programs that are utilized nationally amongst all similar programs 3) Automation of letter creation that includes all respective attachments 4) Regularly updated computers to minimize freezing up				See answer to question 1	

	I
670	
671	

	A	B	C	D	E	F	G	H
672	671	5/7/2017	I am unable to produce good news stories or tweets from my office, because when they are submitted to the communications department higher up the chain, they die in a bottleneck somewhere. This has only been a problem since the transition. So perhaps ask the communications team how they did things before the transition and re-adopt some of those practices.	Money. Or miracles.	Perhaps not having an entire agency of dedicated public servants watch their work collect dust, die in other offices, be undone, and then be given a meager attempt at morale building through profiles of our colleagues would inspire us to provide better customer service.	The EPA has undergone budget cuts every year since I started working at the Agency. We have been working to find ways to be more efficient and save costs for years now. This question is like a track coach repeatedly dropping a cinderblock on your foot and then asking you how you think you could run faster. The Agency needs more money, not less, if it is going to be more efficient. Then it could tap contractor support to modernize or speed things up. At this point, the only thing that will come of continuing to press staff to find new ways to become more efficient and do more with less is worsening morale.	Since the existing technologies are already not being used to make the agency more accountable, there is no point in seeking out new ones. If the communications department would actually release tweets or press releases that showcased accomplishments, this question might be worthwhile.	Many of the administrator's authorities cannot be delegated to other agencies or states, so regardless of mutual interests, final responsibilities still lie with the Agency. The states rely on grants from EPA or from their tax bases to pay for environmental work. With less money to be distributed, they also are being asked to do more with less as well. Perhaps we should pray.
673	672	5/7/2017	Several years ago EPA migrated to a Shared Service Center (SSC) model for hiring and most other human resources functions. This model should be re-evaluated. Although it seems obvious that efficiencies and associated cost savings should have been achieved by consolidating this expertise, that has not been the result. Hiring is taking longer than ever and SSCs struggle to provide an acceptable level of service to the Regions they support. This SSC model also seems to fall apart when there are other organizations involved, in particular the Personnel Security Branch (PSB). It is not uncommon for actions to be stuck between our SSC and PSB for months. The Director who is responsible for our SSC is not held accountable for its poor performance. The concept of SSCs should be revisited. In addition, the hiring process would significantly benefit from a LEAN exercise, which would clearly identify roles, responsibilities and turnaround times so that SSC employees could be held accountable.	Our Region has excellent relationships with our state and tribal partners. We also expend a large amount of resources to work effectively with affected local communities and the regulated community. Everyone would benefit from better environmental results, and perhaps a cost savings, if we could expedite project schedules, but this is something that the regulated community is not always interested in or would support.		We have been a shrinking organization for many years and many efficiencies have already been put in place. Reducing our real estate footprint within the Regions would reduce costs. Some Regions have a physical presence in all of their states and that is not needed. Consolidating laboratories will also reduce costs. Consolidating libraries into a single library at HQ with virtual libraries in the Regions seems like an obvious cost savings.	EPA has many old software tools that are not just out of date, but archaic, such as WTTS, FPPS, Maxiflex, PP+, etc. EPA also has a bad habit of trying to design and develop its own software programs rather than purchasing proven systems from the private sector. I am sure these decisions were made because it was initially believed that building our own would be less expensive, but this calculation didn't take into account maintenance and the increased time it takes employees to navigate through systems that are not only slow but often do not communicate with other systems thereby requiring duplication of effort.	

	I
672	Even if there were practices that could be considered best in class, I'm pretty sure that the current political opinion would be that the Agency is actually trying to ruin businesses and put people out of work, with no regard for new jobs or technologies that are being developed.
673	

	A	B	C	D	E	F	G	H
674	673	5/8/2017	1. EPA significantly reduced the contracts staff. This causes excessive delays in simple procurements. These delays adversely affect meeting the needed environmental outcomes. Increasing the micropurchase individual threshold and monthly threshold for purchase card holders will reduce the number of transactions that need to be processed by the contracts staff. 2.The requirement to create and process a TA for travel exceeding 50 miles is archaic. This should be at least doubled to 100 miles to reduce wasted staff time and processing costs. 3.Reinstate Level of Effort contracts to provide staff with the flexibility to adjust to uncertain outcomes within the defined scope. FFP and IDIQ are appropriate tools for situations where there is a reasonably high level of confidence in the outcome (e.g., purchasing goods) but not when the situation is uncertain (e.g., nearly all filed operations).					
675	674	5/8/2017	We are a very hierarchical organization. A flatter style of management would make us much more efficient.			Teleworking should be pushed. Doing so means less costs associated with renting office space. We have the capability through Skype, AdobeConnect and SharePoint to work remotely and still interact with coworkers and it reduces employee costs associated with coming into the office. Working remotely is also better for the environment: less air pollution.		

	I
674	
675	

	A	B	C	D	E	F	G	H
676	675	5/8/2017				Require offices within EPA to but IT through OEI. If we have one central office buying all IT equipment, we can save a significant amount of money. We can also ensure everyone is compliant with all of the rules and regulations. When other offices buy IT hosting, etc...., they are not always compliant with all rules and regs.	Require offices within EPA to but IT through OEI. If we have one central office buying all IT equipment, we can save a significant amount of money. We can also ensure everyone is compliant with all of the rules and regulations. When other offices buy IT hosting, etc...., they are not always compliant with all rules and regs.	Work with other agencies on IT to make more central buys.
677	676	5/8/2017	High-level political appointees and managers who do not believe in core environmental science and laws prevent EPA employees from doing their jobs efficiently and effectively. The open hostility and subversive hostility that we have experienced since January is intimidating and bewildering, and inclines long-time EPA lawyers, scientists, and economists to not trust these appointees. It is wholly demoralizing to work for an Administrator who has made it his career goal to undermine and dismantle the EPA. From his interview at CPAC to his cherry-picked public appearances with white men at fossil fuel companies to his bizarre social media presence that ignores the actual environment, Administrator Pruitt stuns EPA staff daily with his out-of-touch approach to minimizing environmental protection and awareness and maximizing corporate cronyism. We cannot perform our jobs efficiently and effectively if our leadership touts an elementary and subversive ???Back2Basics??Â mantra	There is a glaring omission from this list: environmental groups. Environmental groups and concerned citizens have long been a bedrock stakeholder group for environmental progress, and it is shameful that this administration has thus far ignored their voices ??? obviously, by never mentioning them in the roll of stakeholders that this administration recognizes. Instead of viewing environmental groups and citizen groups as a threat, at least acknowledge that these groups are an important piece of the whole stakeholder picture. We can achieve better environmental results by trusting NGOs??? environmental monitoring data and by not wholesale dismissing highly qualified and objective scientists from the Board of Scientific Counselors. This administration has also never mentioned childrens??? health	Establish a credible and accurate social media presence that promotes protecting public health and the environment. Demonstrate that you value the work of women, people of color (conspicuously absent from this new staff thus far), and environmental professionals in general. Ensure that you also plan to provide better customer service to environmental justice communities, environmental advocates, and childrens??? health advocates. Stop having public appearances where the only photographs taken with the Administrator are with white males from the agricultural or fossil fuel extraction sectors.	Bring back the Greenspark Challenge, a highly popular and successful program. But more broadly, there is an untapped opportunity for the new administration to cease its hostility towards science, law, and staff so that EPA can function, as it has, as a steward for protecting public health and the environment.	Twitter, Facebook, and other social media platforms can be used very effectively, particularly in ways that do not constantly provide prima facie evidence that the new administration only promotes the interests of white males engaged in fossil fuel-based industries or industrial agriculture.	Putting aside that this is a bizarrely phrased survey question, it would help to see a more visible presence of new administration officials who value environmental justice, children's health, tribal environmental protection, and citizen participation. Thus far, it seems that the new administration would find it acceptable to decrease or eliminate such programs, and the agency has not paid any public attention to these issues since assuming office. That is incredibly troubling.

	I
676	
677	Best practices include following the legal advice of highly trained and experienced attorneys. Best practices also include conducting rulemakings in a way that the scientific and legal records support, not in ways that run counter to administrative law and scientific data. Additionally, it is a best practice to have EPA leaders who believe that climate change is real and it is also a best practice to advocate for and allocate sufficient funding for studying the scientific and economic effects of climate change. Best practices include ensuring that the Board of Science Counselors and the Scientific Advisory Board are populated by the most highly qualified academic scientists and not by

	A	B	C	D	E	F	G	H
678	677	5/8/2017					There should be wider access for staff to agency mobile devices. In this fast-paced, modern world it is difficult to keep up with communications and scheduling without a mobile device. Emails are seen too late, meetings are missed, and communications are generally hindered when staff is not able to be connected unless they are at their desk. (Even just for use elsewhere within the building, mobile devices offer great gains in effectiveness and efficiency.) Alternatively, we could change the settings on our email system to allow it to be accessed from mobile browsers. Before EPA switched to Microsoft email services, staff could at least check their EPA email on	
679	678	5/8/2017	(1) Re-examine the need for so many administrative and support personnel, given advances in technology.	(1) Co-locate some EPA Regional staff with appropriate State, tribal and local environmental programs, as the Agency reduces its footprint and works to strengthen federalism (capabilities at lower levels of government). (2) Establish EPA pilot program which would enable employees, especially those near retirement eligibility agreements, to establish 1-2 year "exit" agreements under which they would assist (and perhaps collocate with) a state, local, territorial, tribal or other governmental entity or association to (a) advance innovative approaches to environmental protection, consistent with the Administrator's "Back to Basics" agenda or other Trump Administration objectives) at these other levels of government or (b) otherwise assist these entities improve and administer			(1) Identify, fund and establish innovative state-based compliance and enforcement programs, utilizing emerging electronic monitoring and reporting technologies (and building upon some existing state initiatives), including those which more fully empower the public. (2) Utilize drones, especially in emergency response and, as do other federal agencies, in compliance monitoring.	(1) Explore transparency options for holding federal agencies more accountable to the public for their Superfund and other facility cleanups.

	I
678	
679	(1) Encourage and enable all EPA employees, as part of routine Agency responsibilities, to establish occasional but regular(a) "stretch" assignments and (b) full-time details in other Agency offices with priority missions to widen their professional experience, to improve morale, and to more broadly benefit the EPA from their expertise.

	A	B	C	D	E	F	G	H
680	679	5/8/2017	The main issue that our agency has is that low performing employees are not held accountable for their work. Managers rely on high performers to do all the work and don't address the problem. Managers should create a plan to help develop non performers potential and if they still don't want to work, then they have to leave the agency. Many managers within our agency don't take the time to learn what their employees responsibilities are. A lot of time is wasted explaining your duties to supervisors again and again.	Better communication is necessary on all parts. Communication with all partners should be open and shouldn't be limited to one employee. Stop redundant work.	EPA employees need to understand the mission of the EPA and the fact that they are public servants. Employees are treated individually and not as an organization, so most employees are looking out for their personal interest, not the EPA mission. Create a more inviting and friendly organization where employees can work together for a common goal.	Salaries are too high for many employees. The main focus of many EPA employees is how to get to the next GS, not the protection of the environment and human health. A lot of decisions, projects and Science advancements occur when people are motivated to get to the next GS, once there, the work stops. Some salaries are too high for the amount of work the employee has. Create a plan to control salaries and allow a more integrated work place where employees share responsibilities and work together. Offer bonuses to the high performing employees. Right now, all employees receive bonuses regardless of amount and importance of work performed.	Travel - most meetings are offered via web. Reduce travel cost by providing better ways for employees to participate locally.	Have regular meetings with partners to create a collaborative environment. Share ideas and distribute responsibilities accordingly.
681	680	5/8/2017				Consolidate office space and reduce operating expenses by further promoting telework.	We already have many of the technologies needed (e.g., SharePoint, One Drive, Skype for Business, One Note) that allow for seamless collaboration regardless of where a person is physically located. The Agency should focus on getting employees proficient in these existing technologies to enhance productivity.	

	I
680	The main item that comes to mind is cross training. It has been my experience that managers are not opened to cross training their employees. When a person is unexpectedly out of the office for a long period of time, there is no way to continue the services as usual. Telling a customer, "You need to wait until my return" shouldn't be acceptable. Another reason for cross training is that some employees are always busy, while others hardly have anything to do. It would be more cost effective for employees with a low workload to help the ones that have many pending items.
681	

	A	B	C	D	E	F	G	H
682	681	5/8/2017	Using outdated databases and data collection systems and paying tech contractors to develop unique systems that require long-term sole source maintenance. These unique sole source technologies eventually lead to dead ends and enormous amount of money spent on maintenance. Use off the shelf systems that can be upgraded and maintained by any market company that is widely used by the American population to ensure we hire well-trained new staff who can use the technology.	Data systems should be able to communicate with each other across agencies. The worst thing we can do is develop a systems that doesn't communicate/share data across agencies. We still use and develop "unique" systems that don't allow communications between states, tribes and local communities. We need to ensure all data sharing is transparent and viewable by the public.	Some of our tribes are so far behind the technology curve ball. Provide additional resources that will help them improve their technology and infrastructure, similar to what we did for our state environmental agencies.	We hire new staff who do not have a basic understanding of office technology and continue to use paper versus OneNote or online storage systems. Every new hire should know how to use MS 365 office systems if they want to work at EPA. Mandatory training for all staff on system upgrades and the use of O365 systems. An educated and well-trained employee can save valuable staff time and dollars.	Update our superfund database. It's antiquated. It doesn't communicate effectively with states, tribes, or local agencies systems and very user "unfriendly" and doesn't like to share. Require all new data follow a strict data set standards. We have everyone and their mother adding things into the national superfund database without any strict standards. Thus we are unable to view the data in any format due to the massive errors.	
683	682	5/8/2017		EPA should not continue to invest in and maintain in-house boutique services that are infrequently used and can be provided more economically by private sector vendors. One example is the regional dive teams. Scuba diving is a highly specialized, high-risk service that the Agency should contract out to experienced, skilled professionals. The costs for training, equipment, vehicles (including boats and support vehicles), as well as the salary dollars and other expenses for training and travel, are too high to justify continuing to perform this service with in-house personnel. Some dive team members have claimed that scientific diving is their specialty, however many dive team members are not scientists or have no experience conducting field studies or scientific data collection.				
684	683	5/8/2017		View stakeholders not only as subjects of regulation but also as customers.	enhance description of processes and evaluation criteria	Increased documentation of work processes, evaluation criteria, ...etc. Enhanced intra-EPA coordination	There is no lack of ideas, but a there is a lack of resources to implement ideas. Consider a one-time increase in resources to implement ideas.	

	I
682	
683	
684	Our technical practices should be documented such that any reasonably qualified party may be able to duplicate our work.

	A	B	C	D	E	F	G	H
685	684	5/8/2017	There's too much administrative overhead on everything we do. Specific issues to address include: 1) Reduce the number of trainings we have to take, 2) Give us more IT privileges. Specifically, we (or certain trained users), should be able to modify sleep settings or install software (e.g. EPA software) on our computers without needing administrative privileges. We should be able to add EPA collaborators to shared folders without needing multiple approvals. 3) In general, reduce paperwork / number of signatures from different people required to do anything	In the Office of Research and Development (ORD), we should have a strong communication channel so that these groups know how to leverage our capabilities. We have a lot of skills and resources in our workforce, but finding out how to work with us is very word-of-mouth. Internally, we do not even have a directory of researchers so that I could, for example, find someone with a particular skill set to help with a project. I can only ask around.	-	We need to hire more young people with the right skills for the current tasks. This would address many problems related to costs and inefficiencies.	There's a different system for everything - PeoplePlus, Employee Express, Webforms, SharePoint, Concur. It's hard to find out how to do anything from our intranet pages, I end up having to ask someone almost always. Our online info should be up-to-date, and admin systems streamlined or procedure eliminated.	-
686	685	5/8/2017	Multiple layers of management before reaching a decision maker severely hinders the time in which CERCLA decisions are made. I'm an attorney with a second law degree. But in order to reach a decision maker I have to brief up to my branch chief, then brief my division director, then office director level (and all of their deputies) before getting scheduled to brief the AA. This is a process that can take two months or more. Flattening the enforcement office management structure so that no attorney has to brief up more than once to someone who can make a decision is urgently needed for efficiency but also staff morale. If delegations of authority need to be revisited to delegate decision making further down, do it. Eliminate the position of Regional Liaison. These attorney positions are essentially secretarial in nature and could be done by a trained paralegal to provide intake and referral to subject matter experts. Liaisons used to have funding to participate in case	Elevating political blocks sooner. Technical challenges are one thing, but when political differences prevent agreement on long term solutions, particularly in CERCLA, these issues need to be raised to political leadership, both at the agency and on the Hill sooner. Most importantly, tribal governments need to be given the same treatment as states in terms of authority and grants. Tribal sovereignty needs to recognized and respected by political and career leadership.	Remove poor performing managers. I once witnessed management set up a facilitated discussion for staff after a poor EVS showing. The managers walked in as the conversation with the facilitator was about to begin, completely undermining the safe environment for feedback the managers were "attempting" to create. One very simple idea to improve customer service is a tracking system that many retail sales outlets use. I work at a big box home improvement retailer on weekends (because of shitty government pay for attorneys). I have a weekly timer on my customer contacts with green, yellow and red indicating what needs to be followed up on. Inquiries from the public, from our regional clients, etc. could be inputted in a similar manner with requisite employee targets for responses. That way management has a tracking ability for workproduct/customer service and	Flatten management and delegate authority lower to empower professional staff. I had more autonomy and authority on the Hill as a 23 year old Legislative Assistant than I do with two law degrees and 9 years of agency experience. I continually look to return to the Hill because my talents are wasted in a bureaucracy where I have to run everything through branch chief, deputy division director, division director, deputy officer director, office director, and AA. Decisions that could be made in hours take weeks or months. And they don't percolate to headquarters until they've been elevated through the same type of management chain at the regional level. Empower professional staff.	Create a Technology Implementation Administration. EPA shouldn't be bidding out an upgrade/update to it's constituent management service. That's a technology that could be shared across multiple agencies under a single contract. Quit leasing computers. Purchasing computers is cheaper. Attorneys in enforcement don't have smart phones. Empower attorneys to record their time as they actually spend it. I was checking email last week while on Annual Leave in order to monitor several items. I did this routinely while serving in the Administrator's Office. My	Eliminate OSRE and move the enforcement attorneys into regional enforcement roles. Enforcement attorneys in headquarters cannot make good policy without having been in a primary enforcement role in the regional offices first. We simply do not have the experience nor the delegated authority to make enforcement policy. Either change the delegations to give us that authority and work experience or eliminate the positions/offices.

	I
685	The software we use for research should be open source / open access unless there is no option for the application.
686	None. My office is a bureaucratic nightmare with no accountability for poor managers. The regional offices avoid coming to us because we are seen as an obstacle to settlement. I've had regional offices actively avoid filing general or special notice letters in order to avoid triggering policies that would require them to report on negotiations status to us. The region simply conducted the negotiations without filing notice until an agreement had been reached. OSRE is dysfunctional, beset by poor morale and needs top to bottom reform.

	A	B	C	D	E	F	G	H
687	686	5/8/2017			Station more EPA employees within State offices. It can be very effective in serving States better because 1. the EPA employee becomes much more intimately familiar with State regulations and policies, and 2. the State has an on-Site go-to person to answer questions about EPA regulation and policy and to relay concerns back to EPA.	Adopt a groundwater cleanup policy that allowed deletion of National Priorities List sites when groundwater that exceeds drinking water standards is located only on on-Site property and is naturally attenuating. Adopt a groundwater cleanup policy that differentiates between aquifers that are currently used for drinking water, planned for use as drinking water, or are in hydraulic connection to drinking water aquifers, and those that are not. For those that are not, use monitored natural attenuation as the default remedy unless that would endanger drinking water aquifers or suface water quality standards.	Research and development of more real-time monitoring devices for soils would be extremely useful and save money and time.	
688	687	5/8/2017	EPA is not an agency that has ever really emphasized the importance of administration and those within the administrative community are usually not consulted whenever new, internal, rules are published for things such as purchase card processes, contracting actions, property management, etc. There is very little leadership in the administrative field because everyone is too focused on their individual work to see or care how administrative actions operate and impact people in offices other than their own, not to mention how much time is spent making purchasing decisions and getting the required approvals for a purchase before it can be done; we often spend hundreds of manpower dollars (sometimes more) to make a purchase that may only cost $50, especially with FITARA approvals are required. It would be nice if there was an effort to establish some comprehensive, administrative SOPs to guide administrative processes, especially for lesser known topics such as inviting outside guests to EPA training,		How about providing better customer service to each other, within EPA? All too often, calls are unreturned or people don't identify when they are out of the office for extended periods. Some people don't bother to answer their phones at all, ever; I have heard voice mail greetings that basically say - 'send me an email because I'm not going to call you back as I'm probably not even checking my voice mail.' We could save so much time and be so much more efficient if folks would just communicate effectively and timely.	See above. Also, too many resources go to supporting the unions - EPA employees should primarily work for the EPA.	Make electronic signatures standard for every process throughout the entire agency, period. There are actions, contracting ones especially, that require everything to be done on paper. This takes so much time and costs so much money to maintain paper records. The same is true for reports submitted to EPA by the regulated community. We should require all paperwork to be submitted electronically and not via binder after binder of printed material. (NARA is expensive! We pay way too much money just to warehouse paper records.)	

	I
687	
688	

	A	B	C	D	E	F	G	H
689	688	5/8/2017	In Superfund, the Contaminated Sediments Technical Advisory Group (CSTAG) and National Remedy Review Board (NRRB) provide recommendations on response actions to regional site teams. The regions are not obligated to follow those recommendations. It would be more efficient to make the recommendations mandatory. This would eliminate the generation of a regional response to the recommendations, saving time and resources. Stakeholders may prefer mandatory comments instead of advisory recommendations.	Communicate, communicate, communicate. However it is tough to keep on schedule every time resources are diverted to clarify misinformation circulating within the stakeholders. Bring back the Superfund tax.	Same as Q. 2. Speak the truth even if you might make people mad. We are not miracle workers. If we had unlimited resources we might be able to remediate sites to unlimited use unrestricted exposure.			
690	689	5/8/2017	Acquisition and hiring processes require excessive levels of program office participation. There is no such thing as an easy purchase or hire, regardless of the hiring category or acquisition complexity (anything beyond the purchase card). Efforts require continuous monitoring and followup by program office staff and are subject to lengthy, unexplained delays.			EPA has too many program offices providing enterprise IT hosting services.	Just quit talking about cloud computing until TIC compliance and continuous monitoring are mandatory components of FedRAMP. The costs of duplication exceed any potential savings. DHS and OMB have to fix this.	
691	690	5/8/2017		Recently, there seems to be a push to allocate more responsibilities to the states (and fewer to EPA) without allocating the corresponding funds necessary to perform those tasks. Even now, it seems that some states are not able to meet their responsibilities due to constrained budgets, and adding more responsibilities would make it exceedingly difficult for them to perform their jobs properly. EPA's oversight, grants, and collaboration with the states is critical to ensure human health and the environment is protected. Therefore, I believe these programs and relationships should continue to be supported and funded as they have been in the past. Regarding the private sector, I believe EPA needs to maintain its role as a fair and just regulatory agency. Recently, there have		No I do not. I believe our already constrained budget has forced us to reduce costs to the point that further reductions could potentially sacrifice the fulfillment of our mission. I personally perform the duties that, in past years, were performed by two full-time employees, so I feel that further cuts would be very detrimental to our mission of protecting human health and the environment.		

	I
689	
690	OMB's Data Center Optimization Initiative (DCOI) may result in long term efficiencies but has substantial upfront costs.
691	

	A	B	C	D	E	F	G	H
692	691	5/8/2017	Lack of 360 management reviews. Although by far not universal, too many managers who lack management skills in both identifying and addressing problems. We promote supervisors to be manager and do not nurture potential managers resulting in some mid and higher level management positions occupied by those who can handle the administrative tasks but are unqualified to manage a program or an organization while overlooking those with strong potential management skills strictly because they do not want to walk away from their work to become a supervisor.	More integrated EPA /STL government research projects and analytical work. Both side have certain expertise and know their specific data. Combined we can leverage the best of all parties instead of relearning what someone else already knows.	Increase transparency of data limitation. List potential techniques for users to identify data gaps List potential techniques to address data gaps in analytical work involving specific EPA data collections. Stronger EPA presence at State and local government conferences to educate attendees on what resources and support EPA has to offer.	Be it a fear, lack of knowledge, or legal limitations in working with congress to address "minor technicalities". A number of regulatory inefficiencies are tied to the governing statutes from congress especially when multiple statutes are involved. Some very basic items such as when a filing or submission by a facility is due to EPA, different definitions of terms such as a 'facility' between statutes.		
693	692	5/8/2017	One example is the egregiously duplicative, parallel processes staff are required to use for submitting regulatory/policy packages to the Administrator for signature. A regulatory signature package will usually consist of an Action Memorandum, the Federal Register document (which for certain types of rules can be several hundred pages long), and if economically significant under Executive Order 12866, the Economic Analysis/Regulatory Impact Analysis (which may also be several hundred pages long and are seldom actually read). EPA staff must: (1) Prepare and submit to OP an original hard copy of these materials as well as a certain number of paper copies (the exact number of copies has fluctuated over time). (2) Send the package files in an email to OP to ensure that the requested package submission is captured as a record in the enterprise recordkeeping system. (3) Upload the files into and submit to OP using the ???ADP Tracker??Â Lotus	For as much consideration as federalism issues will receive, especially in the early days of the Trump Administration, I think addressing policy-level consultations should be considered under Question 3 of this survey. We *can* achieve better environmental results ??? and evaluate the performance of environmental regulations ??? by partnering states, tribes, local communities, or the private sector by sharing information and data that are of a substantially similar robustness. However, there are substantive statutory restrictions on gathering information that would allow the Agency to more effectively and efficiently assess baseline conditions and activities that factor into: (1) whether those conditions are indicative of more widespread, and potentially problematic, hazards/risks, (2) whether practices to manage	With respect to EPA???s Action [Regulation] Development Process (http://intranet.epa.gov/adplibrary/documents/adp09-24-15.pdf) ??? and consistent with the requirements of the Unfunded Mandates Reform Act and Clinton-era Executive Orders 13132 and 13175 ??? the various rule-writing AA-ships are expected to involve affected/interested representatives of state, local, and tribal governments early in the process of developing an action in order to formulate and present rulemaking options that already take the concerns of those governments into account before presenting the options to Agency officials for a decision. To the extent that this occurs, I believe that the Agency does this well, and I believe that most of the intergovernmental associations would agree. Where things begin to unravel a bit for the Agency is in what, when, and how the Agency communicates with those	Yes! EPA is at a unique moment in history as it is making decisions about how to implement various directives and mandates, both old and new. The Administrator???s Office could consider establishing rigorous new management controls to (re-)enforce these Agency obligations. For example, consider section 3 of EO 13563. ???Some sectors and industries face a significant number of regulatory requirements, some of which may be redundant, inconsistent, or overlapping. Greater coordination across agencies could reduce these requirements, thus reducing costs and simplifying and harmonizing rules. In developing regulatory actions and identifying appropriate approaches,	Yes. Phase-in a requirement that EPA???s Federal Register documents be signed electronically to streamline existing processes and reduce production-related waste.	No firm opinion. If realigning activities is meant to refer to a potential deference to actions by other agencies or states, they should at least receive an appropriate level of funding and technical assistance from EPA to take those actions on.

	I
692	Demotion or appropriate lateral shifts. When we promote good people to their level of incompetence we keep them there instead of moving them to a position which actually meets their skills. We lack a system to identify and monitor potentially good ideas which were never well thought out. Managers who take credit for them continually spin the spin instead acknowledging the truth and bringing in the experts who knows how to trouble shoot and resolve problems.
693	No firm opinion.

	A	B	C	D	E	F	G	H
694	693	5/8/2017	Multiple time keeping sheets, Currently we have two systems (People Soft and Lotus Notes MaxiFlex). Really one time sheet would suffice. Eliminate one time sheet (Lotus Notes Format).	EPA staff with oversight responsibility should be required to stay current with field sampling and analysis procedures. They should rotate in and out of field work teams and perform field studies along side the state, tribal or contractor staff. This gives the oversight personnel more credibility with partners. Managers should be subject matter experts when dealing directly with states and tribes on different environmental media.	Bring back administrative staff to answer phones. New technology has left a large segment of the population behind who get tired of trying to navigate websites (many of which are out of date) or leaving messages. Often times, people would like to discuss their questions and/or issued with a real person with some basic knowledge of who they should refer them to.	Inefficiencies are largely the result of cost cutting without thought of the big picture. We are very short staffed in the field and analytical programs and most of us wear several hats. As technical staff, we also have to serve as their own travel agent, administrative staff, health and safety staff, janitorial staff, etc.... Also, the amount of online training we are required to take is out of hand. I think the tax payer interested in environmental results would be better served if I was able to devote more time to hand on environmental work and keeping my fingers on the pulse of the environment as opposed to managing excessive paperwork and redundant online training.	Not new. Administrative staff. It would be very helpful for data entry and paper work, responding to FOIAs, etc....	More and better managed travel resources allowing EPA scientists to attend conferences with scientists from other federal and state agencies. This is where a lot of good partnerships are formed. Also, more detail opportunities allowing staff to work in other agencies on a temporary basis would be beneficial.
695	694	5/8/2017	Processes within EPA need to be streamlined. Meetings are important for ensuring that EPA is moving in a coordinated fashion. As such, we need to minimize the red-tape for holding conferences. IT managers need to hold degrees in IT. One of our biggest budget elements is IT yet we do not have folks that are experts in this area managing those programs. Ensure that policy documents before 2005 are findable. with the change in email structure -- older documents have been lost and we will not be able to respond fully to FOIAs. The WEB Drupel roll-out was poorly done and we still do not have access to all of our documents and neither do our stakeholders. Need to determine if the way $$s are spent on computer systems make sense.	We need to learn from site such as Flint -- the people need to come first and not allow situations like Flint to fester. EPA has a role and needs to do its job. We need to work with the states but in the end it is EPA that is accountable or should be. Need to identify priority pollutants and work with the states and tribes to make sure that we are protecting the people - again look to Flint. Lead is the poster child for environmental exposure and we are using outdated information. Need to issue updated MCLs for emerging priority pollutants -- e.g., lead, PFOAs, PFC, etc. Lead -- Need an agency position on what blood lead level is protective - and suggest we go out with a FR notice seeking comment on this. Reuters report June 2016 says that many pediatricians are not testing children for lead so our data that	Need a better access channel for citizens to talk with our leaders. They should not have to work too hard to be heard by our management. By the time they often get in the door a lot of damage has already been done. What happened at Flint -- why did it take so long? What will we do so that we don't have another Flint? What will we do when it happens again? We need checks and balances -- not red-tape, but ensuring that the important issues that affect our people are not ignored. What went wrong at Flint and where is our next Flint? That should be the question that is asked constantly. We need to help industry comply with the laws -- more web based training, and more hand holding.	Do a better job of IT and ensuring that all documents are up on the web and are word searchable. If we have data about portions of the country -- the citizens should have access to the data from our Web and should be able to manipulate the data We need to do all of this more efficiently -- hire managers that understand IT and have degrees in the subject. Also -- look at our bottom line before we pay for details to HQ. We have really good people at HQ that we should be developing and we don't incur the travel costs of a detail traveling and staying the DC area. Show your EPA people that you believe in them -- make sure that the expert staff are involved in discussions at the	Make the most of the Web and IT -- do not run from it but embrace it. Data and the truth will ensure that we have credibility with the public. If things go bad -- own up to it. If we don't know -- own up to that. When we do something good or challenging, own up to that. The environment is the Space program for our citizens -- planet earth comes first.	Lead is an excellent example of a contaminants that needs attention by all parties involved. There are separate roles for each -- HUD for lead in poor housing, States for areas not covered by federal regulations, and EPA as the backstop enforcement our laws, working with all parties and industry, and helping to advance the science. We need to have the best science as to what is protective and then we all need to work together to lower the lead exposure in this country. We should view this like we did Space Exploration -- by the year XXX -- 99% of all children have a blood lead level below 2 ug/dl.

	I
694	Loosen the federal procurement rules. It takes too long and there is a lot of second guessing. Having to deal with buyers with no technical expertise who second guess the technical staff is very time consuming and counter productive. It would also be good to open us up to vendors like Craig's List or EBAY.
695	

	A	B	C	D	E	F	G	H
696	695	5/8/2017	We have lost much of our clerical staff under the last administration. Administrative tasks such as filing, scanning, and records retention activities consume much of our time. We need to hire more administrative/clerical staff.	EPA should make resources available to convene and/or host partnering agencies and non-governmental interests to conduct dialogue that clearly established national standards and provides our partners the opportunity to identify success and road blocks. As an ongoing measure we need additional staff to coordinate and track state and local achievements.	We need additional staff. Under the past administration, our workforce has steadily declined, and we were continually asked to do more with less. We need additional staff to provide attention and foster trusting relationships with our partners that we serve.	With recent workforce reductions under the past administration, we have been unable to complete mandated activities which makes EPA vulnerable to 3rd party lawsuits. Our workforce is so greatly diminished that no one project receives the attention it deserves, so the workload as a whole stagnates. We have more work than workers, by increasing our workforce, we can avoid costly lawsuits and more efficiently complete critical assignments.	A full integration of National, State, and Local programs onto one common and transparent platform. Such a platform would identify all required fields to meet national standards and provide state and local governments the opportunity to expand the platform to represent all of their requirements and activities. Such a platform would make oversight more efficient, encourage more effective program implementation, and the complete transparency would improve accountability of both the regulating agencies and the regulated community.	We need to hire new personnel to serve as liaisons to partnering agencies at both the staff and executive levels. Such engagement can help to align efforts and priorities, and ensure reduced duplication of effort.
697	696	5/8/2017	Due to incompatible work tracking systems and also because EPA is under such a high level of scrutiny from Congress and some members of the public that do not share the values of environmental protection, employees are required to perform redundant work and time tracking management tasks that are time consuming. One time tracking system for leave, credit hours, site charging, travel comp time, and timekeeping should be utilized. Currently we must separately submit leave requests in People Plus, reenter leave hours in our People Plus timesheets, maintain and sign separate Excel spreadsheet forms for credit hours tracking, complete separate forms both before and after travel comp time is used, track telework site charging separately from in-office site charging, keep Outlook calendars updated, and update schedules in Lotus notes. This is a redundant administrative burden on employees.	EPA needs adequate funding to continue and expand the important work done with states, tribes, and the private sector. FY2017 funding and staffing levels are inadequate to carry out the important work of EPA. Cutting both funding and staffing at all in FY2018 is unreasonable and irresponsible; cutting funding and staffing by 20%-30% or more is reckless. These environmental partners depend on grant funding, support, and guidance from EPA in order to complete their targeted work. These partners are necessary to collaborate with EPA, help fill staffing voids where EPA funds and staff cannot, obtain necessary location-specific information to work smarter, and employ a science-based, somewhat standardized approach to environmental matters at the ground-level.	EPA can provide better customer service to other agencies and the public with more qualified EPA staff. EPA currently operates at staffing levels from the 1980s, which is unsustainable. Hiring freezes should be lifted immediately and staffing levels should be increased to at least 18,000 - 20,000 EPA employees. More student interns should be hired and utilized to provide needed work experience to qualified scholars as well as needed, low-cost support to EPA offices. The proposed staff cuts to EPA are short-sighted and must not be implemented. EPA's budget is paltry in comparison to the U.S. defense budget, yet EPA's mission impacts every U.S. citizen every day. EPA employees implement the clean air, water, and community revitalization programs that are essential to all Americans.	The first and most important way to reduce costs and inefficiencies at EPA is to remove the non-scientist, anti-environment Trump political appointee team in senior management. Obstructing science and undoing years of research and progress by instead pursuing ideological goals to undo environmental protection is abhorrent, and a misuse of public funds. EPA is a public agency rooted in environmental science and research; decisions on policy are based on peer reviewed research and the scientific method. The so-called "HONEST Act" is an insult to science, scientific progress, and a danger to Americans. Congress and the Administration's current appointees need to allow	No one at EPA should still be utilizing landline phones--especially jobs with the demanding work, travel, and meeting schedules of EPA. All EPA employees should be assigned a smart cell phone instead of a landline in order to be more responsive, efficient, and effective at performing our jobs.	There is no other Federal agency with the overarching, unbiased mission of the EPA. The EPA is the most renowned environmental organization in the U.S. and the world for a reason--the unique mission of EPA must remain intact in order to ensure that all Americans, regardless of State, territory, or income level, receive equitable environmental protection. EPA activities for the most part cannot be "realigned" to states because economic competition between states will unduly influence levels of environmental protection. State

	I
696	Here are three, fairly universal and standard, best practices for executive managers that are utilized at highly successful private companies across the globe: 1. Hire enough people to do the work that needs to be done. 2. Don't browbeat your dedicated workforce by piling on more and more work with fewer and fewer resources. 3. Don't threaten the livelihoods of your workforce with arbitrary workforce reductions. They are pretty standard. Would be nice if they applied at EPA and all other federal agencies, since they don't apply today.
697	The vapor intrusion working groups within EPA regional offices are top notch; the team effort to assess and determine the most practical yet protective way forward in this emerging field are essential to solving VI problems nationwide. Ideas from working groups should be periodically assessed in order to update work practices and regulations, and incorporate lessons learned and a level of proficiency and efficiency.

	A	B	C	D	E	F	G	H
698	697	5/8/2017	PeoplePlus is due prior than the end of the week. For programs, such as Superfund, where we charge specifically to a site, this requires us to submit a timecard prior to Friday night. We always have to go back and amend the timecard, requiring additional time by staff, timekeepers, and managers. Change the process so we submit the timecard Friday night before we leave.					
699	698	5/8/2017	n/a	By continuing to provide states, localities, and tribes with money, we can help them to achieve better environmental results.	Involve stakeholders early and often, and be transparent to the public throughout the entire process.	n/a	n/a	n/a
700	699	5/8/2017	I have a concern with directives from management that we must consider factors that are unrelated to the statute being enforced or the exigencies of litigation when managing and resolving enforcement actions. The worst examples happen when the defendant or its industry are favored by the current administration. The solution is to stick to the basics-- return the defendant to compliance, deter future violations, and require the defendant to clean up, or if that's not possible, compensate for the damage it caused.	I honestly think that we already do a great job of partnering with states, tribes, and local communities. I'm in enforcement, and the nature of my work does not lend itself well to partnering with the regulated community. I've negotiated industry-wide enforcement agreements that required more cooperation than usual with the regulated community, but you still have be aware that you are in adversarial relationship with other side or you risk serious ethical problems.	I have none.	The vast majority of employees at EPA are incredibly competent and hard working. However, even one or two incompetent employees, including managers, can gum up the works. I've seen several instances where everyone knew that a particular employee or manager was creating a problem, but it took years to address the situation. I'd like to see federal personnel rules revised to make it easier to both reward good employees and to remove bad ones.	Keep hardware and software as up to date as possible.	I think the current system works well with states and have no suggestions for changes. We've done a good job working with delegated states to get the job done, avoid duplication and provide assistance when needed. We don't necessarily have over-lapping jurisdiction with other federal agencies, but we are often at the same facility at the same time addressing the same set of facts, albeit with different goals in mind. For example, there might be an explosion at a facility that resulted in a harmful release and employee injuries and both EPA and OSHA might be responding.

	I
698	
699	n/a
700	We meet with state environmental folks all the time and have a great relationship, for the most part, with them. A similar process of coordinating with other federal agencies might improve our relationships with them and the level of cooperation as well. The goal would be to figure out how we can help each other get the job done as effectively and efficiently as possible.

	A	B	C	D	E	F	G	H
701	700	5/8/2017	Lack of training resources. We are unable to attend professional conferences to hear from the regulated community what issues are out there and we are always behind the curve for awareness of new technologies.		Responding to citizen inquires within 24 hours of receiving them. Being there for the regulated community when they have questions or issues related to their situation.			For the Aircraft Drinking Water Rule, our EPA rules need to better align with the operational requirements of the Federal Aviation Administration (FAA) and Food and Drug Administration (FDA). Air carriers wrote their operational guidelines and maintenance requirements based on FAA and FDA requirements way before EPA even came out with the rule. EPA does not take into account how difficult it is to take a moving water system and conduct maintenance to it and how to address stored aircraft due to business reasons of the air carrier. Also, EPA staff had no training on an aircraft
702	701	5/8/2017	Superfund - many sites have special account monies which are designated to be spent on site activities. It takes too long to procure these funds and thus results in delays in implementing remedial activities. The process to utilize these special accounts should be streamlined. One way would be to simply allow whichever EPA Region where the special account site resides to handle and manage these accounts. Superfund - 26 US Code 198 should be revised to allow sites on the National Priorities List (NPL) to deduct expenditures for remedial activities from taxes. Not allowing tax deductions for remediation expenditures on NPL sites does not provide any incentive for companies to cleanup sites. Allowing these kinds of tax deductions would also entice outside parties (e.g., developers) to consider performing remedial activities and thus cleanup NPL sites.	Private sector - see above comment concerning 26 US Code 198				

	I
701	
702	

	A	B	C	D	E	F	G	H
703	702	5/8/2017	Uncertainty due to lack of senior level staffing.	Commit to the mission. Provide adequate funding and maintain current staffing levels.				Question too broad to answer. I do not trust that senior level management have any interest in making EPA more effective or efficient, Actions from political leaders to date send the clear message that their only interest is in destroying the agency with glee and getting rid of employees.
704	703	5/8/2017	1. Contracts ??? EPA???s process and speed for reviewing and approving contracts and task orders needs substantial improvement. In recent years, the time needed for internal review and approval of contract paperwork has lengthened considerably, often causing unnecessary stop-work situations. OAM needs to have more warranted contracting officers on staff to handle the work and needs to have a customer-focused approach to work. 2.Hiring ??? the overall federal hiring process, as well as the internal EPA process, is slow and cumbersome. The existing system requires months and months of time and qualified candidates are often frustrated at the time and uncertainty involved. While hiring internal candidates among EPA offices is relatively fast, it typically takes 9 months to a year to bring in an external candidate. In demand labor categories (e.g., software programmers, engineers) are very hard to fill given the long time needed to apply, interview, make the	Use EPA resources to provide greater national transparency to the public on environmental results from states and private sector - greater use of real-time monitoring tools, improved websites for public access to air and water quality information	Provide resources for states to participate in meetings with EPA and to participate in national conferences - many states, localities, and tribes have limited travel dollars	Improve customer-focused service ??? Some parts of EPA, such as OEI, OCFO, and OARM, tend to make decisions that affect the entire workforce without adequate input and feedback from the affected staff. These decisions include new software changes (e.g., People Plus) and new policies (e.g., on hiring or promotions) that affect everyone at EPA. Often, by the time the working level hears of the change, we are told that the decision has been made and that there is no opportunity to provide feedback or alter the direction. Instead of these arbitrary decisions, major changes should be piloted gradually, using tools like focus groups or surveys to gather useful feedback to improve the change.	Computer hardware and software improvements ??? In recent years, computer software changes have improved, although legacy software (such as Lotus Notes) continue to be used in some applications. It does appear to the staff that computer hardware purchasing and leasing decisions don???t always provide the greatest value to the government. Laptop leasing contracts in particular appear to the staff to be over-priced, given the high cost of the annual lease and the long period of time between equipment upgrades.	

	I
703	
704	Substantial improvements are needed in human resource management (particularly hiring) and contracts management to improve the time needed to hire new employees and to manage contract paperwork.

	A	B	C	D	E	F	G	H
705	704	5/8/2017	Added management initiatives have adversely impacted my ability to complete statutorily required EPA requirements. I have been adversely impacted by LEAN projects that will not reduce or eliminate any financial or staff time commitments. The LEAN initiatives appear to be an attempt to show efforts of reducing bureaucracy. However, a new bureaucratic kingdom has been created and no real analysis of results and the amount of resource time that has been spent on the projects have been completed. In addition, outside consultants are hired to shape inherently governmental functions without experience or background in the subject matter. This initiative is the latest in a long line of snake oil salesmen that will hopefully, very soon, go the way of the many "quick fixes" before it. Unfortunately, EPA will be left with a kingdom of highly paid individuals to gift back to the program areas to deal with.	Timely, direct responses from HQ on issues raised by the regions and states. Less reliance on guidance from HQ and more technical implementation assistance for the rules that they have written.	Electronic records. The ability to provide the public with an on-line tool to submit permit applications and research facility information would be helpful. If an electronic permit application tool was created that ensure that proper information was submitted, then permitting timelines would be reduced simply because the application could not be submitted without the proper technical information.	Reduce the amount of non-statutorily required "management" of media program areas.	Electronic file management systems	
706	705	5/8/2017	N/A.	Placing program people in key locations where our stakeholders are located would be an invaluable approach to improving results, providing better service, and reducing costs. A small office could be established in strategic locations in each State to ensure that EPA staff, across all programs, are available. This approach would reduce costs by lessening the amount of high rent space in Regional hub cities and would reduce travel time and funding when working in those States where we currently don't have staff. This will also provide a direct link between States/Tribes/Communities/Private Parties which has been shown to be a tremendous benefit in the few locations where this is already being done.	See answer to Q2.	See answer to Q2.	See answer to Q2. Current communications technologies will allow for a more mobile EPA by moving staff out into all of our States.	See answer to Q2.

	I
705	
706	See answer to Q2. Region 10 is a good model to look at for this idea. Regions 3, 4, & 5 have multiple staff located in States to provide direct support. These Regions have all reported tremendous and cost efficient results by out-stationing staff.

	A	B	C	D	E	F	G	H
707	706	5/8/2017		Partner with state and private universities to research the vast number of chemicals in use, for the purpose of defining their health effects and properly managing the risks posed by such chemicals.				
708	707	5/8/2017	Having woefully unqualified leadership.	Not having woefully unqualified leadership.	Not having woefully unqualified leadership.	Not having woefully unqualified leadership.	Not having woefully unqualified leadership.	Not having woefully unqualified leadership.
709	708	5/8/2017	Annual refresher trainings that cover the same materials year after year. There is no reason these could not be every three year trainings. Training requests that have to go through one person in the management division, are time consuming and unnecessary. Streamline the process, my supervisor knows what classes I need and divisional staff know what funds are or more than likely not available.	While we have moved to an electronic environment, there are still times it is necessary to meet with people face to face. The yearly concerns over travel budgets makes this next to impossible.	Open up to why things are happening. We are too concerned at times with deliberative issues and rather than working with all constituents we focus on one set, whether that is industry or environmental organizations. We have become a more politicized agency over the last few years and the early months of the new administration are showing that same trend.	Consolidation of space. Hoteling or sharing of cubes as we move toward a more flexible workforce.	We are finally moving in the right direction, however still lag behind the rest of the nation.	There are multiple agencies with environmental divisions. Some are in charge of cleaning their properties (DOD and DOE) and others have remnants of programs that have been kept over the years for political reasons. Of course as an EPA employee, I think they should come to us but it needs to be reviewed.
710	709	5/8/2017	Rethink any managers who aren't skillful at messaging/targeting audiences/communications in general. This is a critical skill in this day and age, to ensure we clearly articulate that "back to basics" does NOT mean disregard of environmental protection.	It's time to be more streamlined and strategic in how we partner with all these stakeholders. At this point, the communications between HQs and regions is so poor that this weakness "spills over" into how we support the states and others. Let's take a step back and get on the same page as an agency.	Clearer, more consistent communications, focused on clear priorities (which have been missing over the last few years). This is an integral first step to many other critical sub-steps.	YES. However, mine are strictly from a regional communications standpoint- this includes rethinking all that we do; WHY we are doing it (please don't tell me again, people, that it's because "that's how we've always done it"), and stop being so reactive as communicators. We need to get IN FRONT of the message, not always trying to react to it.	YES YES YES. But unfortunately, the comfort level with using Insta, FB, Twitter, etc that civil servants who populate the mgmt levels in communications is so low, and they are so unsure of how to approach this new world of social media, that the answer, when presented with a great idea to target a great message, is invariably, "No".	I feel like this question is basically the answer to the issue- we need to do MORE realignment of activities and shared responsibility. This way, the American citizen isn't left wondering "who are these people? EPA? the state? the locals? Who can I trust? And who can't I trust?"

	I
707	
708	Not having woefully unqualified leadership.
709	Technical training/trainers in the program. Too often there is a set of trainers or coordinators in charge of training who are great for the non-technical trainings, but there is not enough of a emphasis on the technical. The ORCR training team has spent several months doing this - HQ contact is **[REDACTED B6]**
710	We should be incorporating accountability measures used in the private sector for our communications work. That way, less time is spent diddling around with "should we do this, should we do that" while worrying about getting "dinged" by headquarters, and more time is spent be strategic with messaging #backtobasics- and what that means and doesn't mean. It's also time to clean house. The folks who populate the upper echelons of communications have gotten there through seniority, not skill- this makes it very hard to get good ideas through. In private industry, accountability in reaching goals prevents this from happening to such a

	A	B	C	D	E	F	G	H
711	710	5/8/2017	none are unnecessary, using Lean to identify streamlining of identified processes is extremely valuable			Employ Lean, increase its availability across the board to squeeze points in processes	MeetingSphere is a valuable collaboration technology that has capabilities we do not currently have	payroll acquisition and procurement
712	711	5/8/2017		Reengage with the Local Emergency Planning Committees at the federal level and provide additional federal grant funding for planning and exercises.			Custom designed drones to replace existing aging technology (ASPECT and TAGA) for air sampling and situational awareness during large scale or remote emergency responses.	Using the National and Regional Response Team models in the National Oil and Hazardous Substances Pollution Contingency Plan, develop muti-agency coordination groups set in regulation or presidential directive. An example would be the interagency Alaska permitting group lead by DOI.
713	712	5/8/2017		EPA and states get great results when we work in partnership - and these are facilitated by familiarity. The more we know about each others' goals, capabilities, and constraints, the more often we'll spot places where we can work together. Personal relationships really help, too. One idea: greatly increase the number of 1-2 year details between EPA and state environmental agencies. If a substantial percentage of EPA staff had state experience - and vice-versa - we'd have much more of a sense of common purpose.	A lot of people rely on EPA's website as a source of scientific information, and this should continue. As the new administration understandably changes policy material on the site to reflect its own views, it should leave the science intact unless there's good evidence that it's wrong. Otherwise, we look like we're politicizing science. To the extent the new administration's views are based on credible science that's not yet on the site, it should be added.	National consistency is important, so some HQ coordination and oversight of regional work is essential - but there's currently too much. This creates great inefficiencies. Not only are many matters double-staffed (HQ and regional), but those staff sometimes spend considerable time resolving disagreements, which are often not issues of national consistency but simply personal views. Much HQ oversight should shift to the "audit" model, where regional work is spot-checked rather than continually supervised.	We need to find a way to get email on mobile devices - crazy that we can't do this in 2017.	

	I
711	
712	
713	Joint strategic planning between Region 1 and the New England states has been tremendously useful as a way to set priorities, achieve better results, and build a stronger federal-state relationship.

	A	B	C	D	E	F	G	H
714	713	5/8/2017	The use of "Smart Cards" to operate our computers seems like security overkill and every morning and every subsequent log in throughout the day the requirement eats up a minute or two of potentially productive time. Recently I received a letter saying my photo needed updating. There was no deadline for having the photo updated and I ignored the request, expecting to be reminded. I never received any reminders and one morning I found that I was no longer able to log in to my computer. Learning that the problem was associated with the Smart Card and the fact that I'd ignored a single email from a month earlier, with no follow up reminders, took over an hour. Finally, the EPA Call Center CTS person turned off my Smart Card requirement for log-in for 30 days.There was no hesitation to turning it off. This action seems like good evidence that the Smart Card log in requirement is unnecessary and a waste of many EPA workers' time. I realize I've rolled a couple of complaints into one comment. My primary comment is to	Study the impacts of rules on local communities more closely. Use demographic and economic data to better characterize workers and communities affected by proposed EPA regulations.	The opportunity for commenting on proposed rules and other requests for information is currently provided to all these entities. In my experience, all rulemaking workgroups work carefully and diligently through all these comments. Public listening sessions are also helpful and could perhaps be increased in number.	More electronic transmission of information. For example, converting the RCRA hazardous waste manifest to an electronic system would greatly improve efficiency. Relying on paper is antiquated, slow, and wastes resources.	In general, the EPA Call Center is too slow to respond. In addition, our lap tops are very old, very heavy and a chore to carry home on weekends. Finally, access to EPA email without my work laptop is cumbersome, slow, and difficult. Bringing home the laptop is important because of the poor accessibility to work email through home computers.	Perhaps coordinate on cross-government metrics such as the value of statistical life.
715	714	5/8/2017	One of administrative requirement that I feel reduces EPA employee???s efficiency is entering our time into People Plus. In Region 5 we are required to enter our time by the Wednesday/Thursday before the end of the pay period. Being on the Maxiflex schedule the last day or two of my schedule is most likely going to change. When there is a correction to People Plus it wastes my time, the APA???s Time and my supervisors time. If we were able to enter our time the Monday/Tuesday after the pay period, my time would rarely change and there would be no need to go back and adjust people plus. I estimate that I spend at least 10 minutes a pay period making the adjustments and making sure to notify my supervisor. With today???s technology payroll should be able to turn things around a lot quicker and reduce the need for early time and attendance report. If they cannot we should look at a new vendor.	Funding is always an issue, but I feel it is the most consistent way to partner with our states. Absent federal funding, EPA needs to do a better job discussing the issues with state governors/legislatures. We rely a lot on the state???s environmental programs to promote themselves. If we had a forum or the ability to discuss the benefits of our environmental programs with state governors/legislatures maybe this would help drum up additional financial support and help run better state programs.		One of my jobs is to write enforcement action notices to facilities that are out of compliance. I don???t do a lot of them, but every time I write on I have to change the documents because it does not meet EPA???s correspondence guidance. This can be really frustrating and time consuming as well as wasteful. My suggestion is that we create a division/Section that all they do is review letters and documents to make sure that they meet EPA???s correspondence standard. Let the technical people draft the document, but have separate staff polish the documents for the public. This would save technical/supervisory staff time as well as reduce paper, by not having to redo the document so many times. I	As an inspector we should be using electronic tools to help conduct inspections. That would include using tablet or smart phones to enter the inspections. The information gathered can then be entered into the appropriate databases. Most of the states have taken advantage of these tools. This would allow us to be more consistent and save us time entering data.	

	I
714	EPA could train employees to Improve group interactions by encouraging all workgroup members to contribute their own talents and skills. I read recently that Google and Apple find that productivity is highest when groups function without harsh judgment when ideas are shared, and with intentional inclusivity of all participants including those reluctant to speak up.
715	One thing that I have noticed in our Region is that we allow staff to get away with work practices that would not be tolerated in any work environment. People have gotten away with sexual harassment, lying on their time cards, and are disrespectful to supervision. A similar issue is that the same people keep filing unfounded complaints against management and other employees. This wastes so much time and energy and should not be tolerated. When people get away with this what type of message is management sending. Apparently it is okay to do these things at EPA. EPA needs to implement a zero tolerance policy and stick to it. It is okay to file a complaint against

	A	B	C	D	E	F	G	H
716	715	5/8/2017	One of administrative requirement that I feel reduces EPA employee???s efficiency is entering our time into People Plus. In Region 5 we are required to enter our time by the Wednesday/Thursday before the end of the pay period. Being on the Maxiflex schedule the last day or two of my schedule is most likely going to change. When there is a correction to People Plus it wastes my time, the APA???s Time and my supervisors time. If we were able to enter our time the Monday/Tuesday after the pay period, my time would rarely change and there would be no need to go back and adjust people plus. I estimate that I spend at least 10 minutes a pay period making the adjustments and making sure to notify my supervisor. With today???s technology payroll should be able to turn things around a lot quicker and reduce the need for early time and attendance report. If they cannot we should look at a new vendor.	Funding is always an issue, but I feel it is the most consistent way to partner with our states. Absent federal funding, EPA needs to do a better job discussing the issues with state governors/legislatures. We rely a lot on the state???s environmental programs to promote themselves. If we had a forum or the ability to discuss the benefits of our environmental programs with state governors/legislatures maybe this would help drum up additional financial support and help run better state programs.		One of my jobs is to write enforcement action notices to facilities that are out of compliance. I don???t do a lot of them, but every time I write on I have to change the documents because it does not meet EPA???s correspondence guidance. This can be really frustrating and time consuming as well as wasteful. My suggestion is that we create a division/Section that all they do is review letters and documents to make sure that they meet EPA???s correspondence standard. Let the technical people draft the document, but have separate staff polish the documents for the public. This would save technical/supervisory staff time as well as reduce paper, by not having to redo the document so many times. I	As an inspector we should be using electronic tools to help conduct inspections. That would include using tablet or smart phones to enter the inspections. The information gathered can then be entered into the appropriate databases. Most of the states have taken advantage of these tools. This would allow us to be more consistent and save us time entering data.	
717	716	5/8/2017	After being here over a dozen years and having experience in both other Agencies and the private sector, I can say this: There are thousands of ways we could improve the way EPA operates. Start with organizing the 10 regions consistently. 2 We don't need almost as many people at HQ as we have in the Regions, most of whom have no clue as to how things work in the field. 3 Our business processes aren't even defined. Everyone does what they want/learned how to do on their own. 4 There is no formalized training, not like I've had in the private sector or in the military. 5 There is no accountability. there are dozens of useless staff sitting around EVERY day and yet they remain on the payroll. The "useless idiots" (as deemed by mgmt.) do the majority of the work, usually getting no reward other than more work. 6 We contract out all of the real work, which costs us millions each year. With no truly standardized or defined processes, there's not much ground for one to declare the contractor's proposal invalid. They	How about we start with jointly defining the problem with all stakeholders, then working to devise a solution. There are dozens of examples I could give, but admittedly, while I STRONGLY support the current administration, I'm waiting to see if anything actually happens. Usually, all one gets for trying to improve something is a at best abuse and more work; or in some cases, actual reprimands for things that never occurred. This is a very corrupt and dark place!	Begin by asking for their assistance. We have such an adversarial mindset here. During Katrina, it became readily apparent that our Response actions were used to generate Enforcement actions. No one wants us "snooping " around because they know it only means trouble. Instead of trying to demand that "we alone know what's best" maybe, just maybe, we could allow others to explain their position and develop practical solutions that allow businesses and industry to operate if not flourish, while keeping a reasonable approach to environmental stewardship	Yes, numerous ones. But these will only have a chance of occurring after you get rid of virtually every GS-14-15 and ESPECIALLY the SES workforce. They are overwhelmingly, the problem. Being lower graded, (which I'm not) doesn't mean you have all the ideas, but most chances for good ideas are going to come from those not so heavily invested in the status quo, or at least being made to support it , in order to survive.	1 You'll have to purge virtually everyone at OEI and RTP, especially the contractors. None of the technological programs work. Our software is junk and our processes are so horrific, when I relay these to colleagues in other areas, they laugh at me. Much more to add, but again, I'll believe in true change when I see it.	There are countless ways. I just floated an idea along these vary lines at a meeting at HQ in late March. Within minutes, over a dozen attendees cornered me and dressed me down for having such a stupid idea. I also got castigated for being to militaristic and as frequently occurs, "you're not an environmentalist, so you just don't understand." True enough, but I do happen to have a business degree and do very much understand this odd notion of cost/benefit analysis. However, at EPA, benefit isn't measured in economic efficiency, rather it's measured by how good it makes me

	I
716	One thing that I have noticed in our Region is that we allow staff to get away with work practices that would not be tolerated in any work environment. People have gotten away with sexual harassment, lying on their time cards, and are disrespectful to supervision. A similar issue is that the same people keep filing unfounded complaints against management and other employees. This wastes so much time and energy and should not be tolerated. When people get away with this what type of message is management sending. Apparently it is okay to do these things at EPA. EPA needs to implement a zero tolerance policy and stick to it. It is okay to file a complaint against
717	I have seen nothing at EPA that would qualify as a "best practice" unless of course you had a category for making contractors wealthy. I have seen multiple practices at other Departments/Agencies and in private practice that would benefit us greatly. I'm tired of being beaten down for trying these.

	A	B	C	D	E	F	G	H
718	717	5/8/2017	We use smart cards and pin numbers to log into the EPA network. However, when using various applications, we have to use additional usernames and passwords. Single sign-on is suppose to take care of having to remember several usernames and passwords. However, each system has a different time range in which usernames and passwords expire and thus have to be changed. This results in frustration and time wasted. It seems apparent that once we are logged into the EPA system, we should not have to utilize additional usernames and passwords for any application under the EPA system. Therefore, the entire EPA computer system should be reconfigured such that once you log in with your smart card and pin number you should not have to utilize any other usernames and passwords.					
719	718	5/8/2017				1. Strengthen EPA's security program, in part by incorporating in OARM (1) the Administrator's protective detail (from OECA); (2) the Agency's new Insider Threat Program (from OHS and other EPA offices); (3) the intelligence function (from OHS), and perhaps other EPA security functions, as well.		1. Explore the consolidation of at least some EPA intelligence program components with similar program components in other non-Intelligence Community (non-IC) federal agencies to enhance performance and reduce costs.

	I
718	
719	

	A	B	C	D	E	F	G	H
720	719	5/8/2017			Instead of eliminating the EPA???s extramural research grants program, transform it. Make it work for State and Local governments. Make Washington work for America. Long before the federal government was given a regulatory role in environmental protection, Congress established federal research programs to support environmental management efforts at the state and local scale. Making good environmental policy requires good science, but states and local governments do not have the resources or capacity to conduct research programs. They rely on the federal government to invest in research universities and small businesses to develop the knowledge, tools, and trained experts that they need to address their environmental challenges. However, since EPA???s extramural research grants program was			
721	720	5/8/2017	The requirements for submitting rulemakings and other federal actions to the federal register is incredibly inefficient and outdated. I don't know why the same function cannot occur through submitting Word and PDF documents. The review process is overly burdensome (for me as a non-supervisor and my supervisor). It should be done as quick and as timely as submitting a rating for a car service (i.e., Lyft) ride.	Allow scientists to do their job. They should be able to set public health standards and it is up to the policy makers to design regulations to meet those standards. Incorporating "industry" into this calculus diminishes the effectiveness of the scientists, public health standards, and EPA. If you buy into the plight of industry, go work for Dept. of Commerce to address the real economic issues.	This question implies we don't already do a good job. I don't see that -- so many of my colleagues pour their heart and soul into supporting tribes and consulting with states. We would be able to provide better "customer service" if the politically-appointed leadership would stop sending mixed messages about priorities and motives. We could provide better customer service if leadership set their agendas aside and provided support more broadly to staff -- allowing us to travel to meet with our state/ tribal counterparts and investing in technology that enables improved communications.	The hubris of this new administration exacts an enormous cost on the agency. A narrow election win should not cause such upheaval. The amount of time spent now and in the future to re-think our recent actions doesn't allow us to move forward. The untapped opportunities were already tapped, the new administration just put a cap on them.	The new administration wants to cut our budget. I'm not sure now is the time to implement new technologies. Much of our work can be brought online and made more sharable across regions, but it takes an administration that believes in staff/ technology to move something that ambitious forward.	There are federal requirements governed by federal requirements (including judicial decisions that interpret those requirements and endangerment findings) and there are state requirements, governed by state priorities. It's best to maintain an element of federalism in environmental protection.

	I
720	
721	Best practices that are also best in class? Is that like a super-size meal? I find it best when scientists are able to do their job, policy makers analyze and communicate scientific findings, and politicians communicate truthfully to their constituents and explain all options, that would be a best practice, or best in class, or whatever catchphrase you want. This is the federal government, good luck with improving efficiency, increasing accountability, and/ or reducing costs in four years. It can't be easily boiled down to 140 characters.

	A	B	C	D	E	F	G	H
722	721	5/8/2017	Functional directory - our office no longer has a public information desk and callers sometimes are routed to me because I've been with the agency for 28 years. As many staff are retired and restructuring, a functional directory (regional, national, state, local) would be helpful to alleviate caller frustration.	Development of rules (guides) for attaining goals instead of eliminating them. The guides help build capacity. We should be developing/implementing rules until someone else is able to take over. Eliminating rules without a replacement mechanism is chaos without limits, inefficient and short sighted. It doesn't help anyone.	Avoid voice mail jail, we should have public lines answered during operating hours.	Stop trying to rewrite how things are done and measure focus more on how we help improve the environment and who we should be partnered with, not downsizing. Collaboration takes people and time.		We can rewrite the boundaries for each agency/department as long as the public doesn't lose service and staffing moves from one to the other. We should work on a transition of resources from one to the other as part of the total plan instead of broad general cuts at the Federal level. Do the states have capacity? Are they prepared to pick up what is cut at the Federal level?
723	722	5/8/2017	we have archaic and unprofessional performance and time administration processes. To truly be an outcome oriented, and professional organization, the agency must revamp our useless PARS process, move towards a more feedback and reward/award (bonus) based system focused on results that make a difference for the mission. A component of this would also be to reduce our focus on time card and schedule management. This need and the systems/processes it requires, mandates significant administrative overhead, both in terms of FTE and time of our employees. Systems exist that more efficiently allow employees and managers to manage schedules without a blind focus on time cards, work schedules, leave slips, etc. Evaluating and updating these antiquated approaches will allow for more innovation, improved productivity, better work/life balance, and high job satisfaction.	Technology. We are purely unable to appropriately invest in technology that will make partnering, with our fellow regulators, monitoring our environment and interacting the public.				

	I
722	
723	

	A	B	C	D	E	F	G	H
724	723	5/8/2017	Most of the backbone software systems that EPA has selected are inefficient and unwieldy. These include People Plus, CONCUR, property management, document management (operated locally instead of nationally), and training. Contracting and contract management. Their use wastes many staff hours. These systems should be replaced or combined with more efficient/effective systems that are used by other Agencies. Contracting Officers and Project Officers are undertrained and do not understand or follow basic Federal contracting regulations and requirements. Existing training and operations of other Agencies (DOD) should be modeled/adopted. This would result in more efficient contracting operations for both EPA and less confusion for our contractors.	EPA projects frequently do not partner with other stakeholders or take into account the broader impact of its decisions. In cases where partnering is done, EPA has already determined the path that will be followed and does not take into account these other partner's viewpoints. By involving stakeholders earlier in the process and addressing their viewpoints, a more comprehensive approach may be used to guide planning and decision-making.	It seems that EPA's overall approach is that the regulated community is doing its trying to only the minimum regulatory requirements. In fact, in many cases they do their best to "do the right thing" but because of the complexity of the regulations they may not achieve this goal. EPA inspectors look for basic errors and attempt to identify all non-compliances no matter how minor. EPA should first assume that this is what is being done and provide technical assistance; only if the non-compliance continues should a stronger approach to enforcement penalties be pursued. In other words, assume "innocent until proven guilty" first. The latter is often the approach that is taken by States.	Project planning often does not follow the scientific method and consequently results are unusable with the resources wasted. Better planning would result in much more efficient and effective use of resources with more defensible science. The data generated is then unsuitable to address the decisions that are supposed to be based on this information. The ten EPA regions frequently operate as if they are 10 EPAs rather than parts of a whole Agency. Each has separate training requirements, operational and administrative procedures, organizational structures, etc. that are confusing to EPA employees and those that have to work with EPA on a national basis. Standardizing this would	EPA does not adopt the latest technology. Computer systems (both software and hardware), like many government agencies, are years behind what is commercially available. The use of two monitors is very productive in conducting work but few are available. In fact, even a single monitor is difficult to get. Windows 10 is much more efficient with touch screens but upgrading to this technology will take years. EPA does not provide mobile phone to managers/staff (if needed) that have a need to do so, and has not standardized the hardware that will be used. Conference rooms often do not have video conference capabilities; these frequently do not work. This is especially important with the smaller and smaller budget	Environmental data in Federal Agencies and within EPA is in databases that are not linked and do not contain sufficient metadata. It is not unusual for project data to be in a drive in a project manager's desk or CD. A national database containing all environmental information would minimize repetitive sampling and analysis and permit decision-making using existing data, or identify information that is needed. The cost of creating such a database would be far outweighed by the cost of repetitive sampling and analysis. This information will also be available to our
725	724	5/8/2017	Requiring that the office director of a program needs to sign off on all correspondence adds significant delays to communicating with the regulating community, would recommend that only legally binding documents require such a high level signatory. Notices of Violation, Warning Letters and other communicative nonbinding documents could be signed by managers or project managers, compliance officers etc.	Building closer relationships and providing more training and opportunities for collaboration on enforcement of environmental laws would benefit all the agencies and the regulated community. Enforcement practices are not consistent between states and often not consistent with federal law creating an uneven and unfair playing field.	Digitizing documents and warehousing them on an FTP website would increase transparency and the ease the level of effort when the public and other stakeholders need access to information. FOIA response would be easier, quicker and less costly, if such a system were developed and put into practice.	Increasing the number of days allowed for telework would reduce costs and inefficiencies, while greatly improving the quality of life for many employees, without degrading environmental protections.	Dual or larger computer monitors would increase efficiency and save money buy eliminating unnecessary document printing. All most all modern businesses that deal with large volumes of information provide larger or dual monitors to its employees.	

	I
724	The Army Corps of Engineers has an enterprise Best Practices and Lessons Learn program that is exceptional. Sharing this information would benefit EPA, other Federal Agencies, States, Tribes, etc. The shared service centers are efficient and working well.
725	Dual or larger computer monitors would increase efficiency and save money buy eliminating unnecessary document printing. All most all modern businesses that deal with large volumes of information provide larger or dual monitors to its employees.

	A	B	C	D	E	F	G	H
726	725	5/9/2017	HAPPY EMPLOYEES PRODUCE: EPA is a dysfunction agency due to lack of properly and industrially trained people/ managers. 1.Hire only industrially experienced Managers: Managers at EPA do not have subject matter expertise and never worked a day in the industries which they are controlling. Look what they did to the coal mining industries. Managers who made decision about the industries never worked a day in mines, 2. Racism in hiring and promotions: Racism a BIG FACOR in making EPA a non-productive/ dysfunctional agency. Whites particularly white females who never worked any where else to gain practical experience are promoted over non-whites who came to the EPA with industrial/ development and proper experience,.. 3. Outside search committees of University- faculty members with subject matter expertise, and with ethnically/racially diversified background should be engaged to hire and promote employees,	1.Currently EPA has hardly any contact with the states, tribes, local communities, citizens and industries. Employees are prevented from having any contact with the aforesaid. Permitting and enforcement responsibilities should be left with the aforesaid. You need insiders' help to make changes. 2. Find out who were responsible for Flint Michigan drinking water matters-----fire those manager for their inefficiency ? Why these managers still have their jobs ! These managers are criminals not environmentalists!	1.EPA managers prevents employees to provide customer service to the said. Each employees should be allowed to meet public, locals etc to have contacts with the aforesaid without managerial permission. Each employee should actively participate in professional associations and should attend town hall meetings, 2. Employees should be allowed to meet Citizens to hear their concerns--right now employees have been told to ignore citizens, 3. Fire the managers who destroyed Coal Mining Industries without authorities. Do you want names ?	1.Unless you punish managers for inefficiency, racism, neglect of citizens---nothing will change, 2.I was called as "mold" when I told that we need industrial growth, and at the same time we can protect our environment, like we can burn clean-coal (President Jimmy Carter started the movement, and later killed by President Reagan), 3. Micro-management up-down must be abolished. My manager acts like a mommy than a manager who has no expertise in subject matter. When I have NO respect for my managers/ directors--how could I be productive? 4. Ask how many people are happy with their managers? 5. Why almost all mangers are whites--why benefit of civil rights were given to the	Current technology practice at EPA is satisfactory. The problem in not technology--the problems are mangers and under qualified employees, and racism. Read the reports of the Office of Civil Rights and take remedial actions. Have direct contact the Universities to get the academic input.	1. By transferring all permitting and enforcement functions to the states, 2. Ten (10) regions should be reduced to five (5) regions, 3. There should be direct relations with industries and business like many state agencies. My manager told me not to have any contact with industries, business and citizens,.
727	726	5/9/2017	Overall, EPA management moves very slowly. It is rare to get them to take quick action and many times even when faced with disruptive employees or entire groups, they take no action at all. Within the Office of Air and Radiation there is a group in Las Vegas (the National Center for Radiation Field Operations) that has caused many problems over the past few years and has required staff from other parts of the office to come in and fix their mistakes. There is no action taken against them but in the process other productive staff have had to spend their time correcting NCRFO's mistakes. If EPA management would hold people accountable and not continue to waste money on groups that aren't producing, then the other parts of the office could use that money to produce even more than they already are. Resources are limited and we must be fiscally responsible and use the funds as effectively as possible.		I think EPA provides good customer service to these groups. I have contacts in the states who say that they need us to continue to run the programs we run. For example, in the radiation world there are Agreement States who have an agreement with NRC to assume regulatory authority under the Atomic Energy Act. These states are also operating on limited budgets and with few staff and have expressed to me that if EPA discontinues any of it's radiation protection programs then that work will not get done because the states don't have the resources to take on the extra work. In the radiation world, at least, the EPA has a good working relationship with the states.			There are parts of EPA that are duplicative and costly to the agency. In the radiation program there is a field group in Las Vegas (the National Center for Radiation Field Operations) who's cost to productivity ratio is high. They do minimal amount of field work but continue to be fully funded. In the past they have been shut down for lack of a quality system, been investigated by the IG several times, and the staff continually submit EEO complaints on each other, which requires much time from those who have to respond to the complaints. The services they provide to the Regions are minimal. Other agencies such as DOE provide similar

	I
726	1. The practices at Microsoft and Google should be implemented at EPA. 2. Teleworking should be limited to 2 days/ week, 3. I have worked in industries, government and teaching and all over the world. I have never seen such a dysfunctional/ welfare agency like the EPA.. Managers make their employees unproductive as managers were selected based on race not on expertise.
727	From what I've heard, EPA's LEAN process is a good tool for looking for efficiencies within a project or program. I am about to get involved with a LEAN event so I can't say for sure if it is as good as everyone says, but this may be an example that could be built upon or expanded to more programs.

	A	B	C	D	E	F	G	H
728	727	5/9/2017	In order to get needed supplies such as pens and notepads, we need written approvals from supervisors and then have to submit requests to the mail room. This is very inefficient. Need to make it easier to get basic supplies.	State counterparts could benefit from EPA training.	EPA should make it easier to locate documents easier to find on EPA websites.	Use Energy Star only appliances.	It is difficult to sit at a desk for several hours and maintain efficiency. Incorporation of the "varidesks" in EPA offices would decrease fatigue and improve efficiencies.	See response to Q1 above. Need to provide more training opportunities for State personnel.
729	728	5/9/2017	Emergency Response: Under the previous administration, the ability for on-call emergency responders to be able to use Emergency Response vehicle to commute from home to work to have immediate access to the vehicle 24/7 to respond to an emergency was taken away. This slows response time. Solution: Allow on-call responders to again use Emergency Response vehicles to commute from home to work to have immediate access to respond immediately 24/7. Remedial Program: The process of cleaning up sites has slowed primarily because of the legal activities associated with finding PRPs and negotiating cleanup actions along with the sometime arduous process of public comment process. Solution: Stream-line the process where EPA can shorten the PRP search requirements and public participation requirements to get sites cleaned up faster. PRPs should understand that the Agency is going to clean up the sites and will go after cost	Regional Response Team: The ability of the Regional Response Team to have an industry working group as part of the organization was a benefit as EPA/USCG was able to obtain input from those companies to address response organization issues and work together with the regulated community to resolve important issues. This was taken away under the previous administration indicating that it was a conflict of interest. Solution: The ability of the Regional Response Team's to be able to have an Industry Working Group is very important.	Removal Program: The previous administration has strangled to professional emergency responders at the agency by preventing us from providing timely updates to the community by requiring us to go through external affairs prior to posting updates to our stakeholders. Solution: Restore the ability of OSCs to communicate directly with the community without the filter of the Agency Public Affair Directors. EPA Responders are professionals and typically communicate directly with politicians, media, and community verbally on a daily basis and should allow this on written communication. Its all about keeping stakeholders informed.	The Agency has reined in the use of the Government Purchase Card and made it so difficult that those that have them don't want to even use them anymore. Obviously, mistakes can be made but those that continuously make mistakes after being warned should be dealt with appropriately. This would help the agency be more efficient.	I am technology user but not a technology innovator. I know the agency has an issue with only purchasing or using portions of programs that they obtain rather than fully utilizing the power of the program. There should probably a technology person in each Branch and Division in the Regional Offices to help innovate with technology.	I think that EPA is a go to Agency for State and Local entities. I do believe that the Agency gets too involved in activities that should be done by the State Agency. EPA should be an Agency that provides support to the State for activities they don't have the expertise to perform and be a resource to them. The Agency should be hiring experienced personnel to provide that expertise. I think Regional Offices have a generally very good relationship with the State personnel but because of the politics they are forbidden to discuss. I think the Agency should be right-sizing the personnel it

	I
728	Need to increase opportunities for career mobility and growth.
729	No, I am not aware of any. My wife works for a large company and she deals with similar issues as we deal with in the Government. The biggest problem in the Government is the fact that the Agency is penalized for not spending all the money they were allocated in the FY. They should not be penalized for not spending money if there is a good reason for not spending it. This is the only way you will get away with binge spending on things that is really not needed.

	A	B	C	D	E	F	G	H
730	729	5/9/2017	Lack of accountability that derives from very weak positioning with union agreements. Removing poor performing or badly behaving staff is very difficult and time-consuming. It also disrupts morale when other staff can see, but are not aware of any steps taken.		Overall, I think those parts of EPA that I have worked with provide very good customer service and interaction with state/tribal partners, as well as the public at large.	The role of the Office of Policy is questionable at the scale it currently operates. Many roles are redundant or could be rolled into corresponding program offices. While some policy should be directed for the Administrator's office, the increase in staffing over the years has been exponential and unnecessary, directly producing very little in measurable results and taking away from direct programmatic operations/needs. The appropriate offices/people should be running the technology with people who fully understand how to accomplish. I would remove the Office of Technology Solutions (OTS) from the OCFO and place it within OEI. OTS is a black	Modernize the Performance Assessment Rating System (PARS) so that it is fully electronic with a suite of standards that can be put in place. This would allow for consistency in standards (e.g., for specific jobs, like being a Project Officer) and would eliminate a lot of needless paper and time copying/sending standards and completed ratings. Most federal agencies have this done electronically now - green EPA is still doing it the old-fashioned paper generating way. Understand this was an option of our FPPS system that we chose not to purchase due to prioritization for other costs. Do a better job building in technology planning/purchasing and give	
731	730	5/9/2017	The time limits on funding are very tight, we seem to value speed of spending over quality of product delivered. Resources should be allowed to live longer to accomplish higher goals. PCs and network have room for improvement to facilitate better internal and external collaboration in research. Better ways to track progress of purchases and products being generated. Purchasing supplies with purchase credit cards is perhaps our most inefficient and time consuming process.	Increase funding to Engineering Technical Support Centers, which connect latest research with those solving problems in regions, states, tribes, communities and private sector. Much good has been done and much more could be done to resolve problems via this route. We need to increase opportunities for collaboration across the board.	Increase funding to Engineering Technical Support Centers, which connect latest research with those solving problems in regions, states, tribes, communities and private sector.	Establish a performance metric for rules and regulations, if not met in certain time period, rule or regulation self cancels and is reevaluated.	PCs and network.	Improve opportunities for interagency agreements and agreements to jointly pursue research needs with states.

	I
730	
731	LEAN efforts attempt to prioritize and work toward improving processes for efficiency. Some work to provide tools to those generating products by streamlining steps.

	A	B	C	D	E	F	G	H
732	731	5/9/2017	Reduce number of fire drills, particularly those that are driven by arbitrary media request deadlines. Prioritize "controls" so that important work is not pushed to the side to response to a second grade class that wrote a letter to the administrator. Consult with OGC to remove EPA practice of responding to every public rulemaking comment in a response-to-comments document. The law says that major comments should be addressed and this is already done in the preamble. What is the legal requirement/value of a response-to-comment document? I would argue very little.	Focus on statutory requirements: ask program offices and regions to clearly segregate activities into three buckets: what is required by statute, what is explicitly authorised by statute; what is implicitly authorised by statute (voluntary work, e.g., WaterSense, waste min programs) . Change funding so that Congress, OCFO can more clearly see resources devoted to required work vs. resources devoted to voluntary work - as long as funding is mixed together, EPA managers (career and political) have discretion to fund voluntary projects over required work.	Focus on programs implemented by EPA directly; by focusing on statutory work, EPA should be able to provide better customer service. Increase grants to states as you decrease funding for voluntary EPA programs - if you want to keep funding flat. Make an effort to prioritise projects based on risk: what exposures pose the greatest risk to the greatest number of people? This may skew efforts to air rather than Superfund/water but there may be elements of risk we are missing.	Focus on regulatory clarity (make a push to finalize all draft guidance!) and enforcement (especially at federal facilities). We have a lot of regs on the books, and we probably devote half of our resources to updating, maintaining and creating new regs while the other have goes to actually implementing the ones we have.	Focus on monitoring, remote sensing, citizen science initiatives, etc. to act as screening tools for compliance and enforcement work. Also use these tools to gather better data, rather than relaying on models. Need a robust monitoring network across all media to inform EPA's work. "Regulation through information" - motto of TRI program - could be focus of this admin.	
733	732	5/9/2017	Using the government purchase card requires more steps than seems necessary. There are paper requests to be completed and routed to at least 2 levels often 3. The purchase card approver has to sign, the office director has to sign, the forms then needs concurrence from a funding person. Once all signatures and approvals are collected the order is placed, someone other than the purchase card holder must acknowledge receipt. Once this is completed information must be entered into an web based program,PNet, which requires uploading documents the administrative burden is seemingly endless.Cut out the funding person we have a budget and the office director should be able to make these decisions.Cut out the 3rd party verifier, these are by definition micro purchases so why all of the oversight. Develop one form for record keeping and accountability. Training forms ,SF182, are too complicated and require more			Yes, our agency is overrun with poor and non functioning employees. We all know who they are and where they are. It's ridiculous that the American public is paying salaries for these people. Managers are hampered by Labor Employee Relations and bargaining unions. These reprobates are a black eye on this agency and America. Whittle down the process, reduce the documenting burden, give a strict deadline for improvement. Labor and Employee relations needs a deadline also to provide managers with what they need to fire non functioning employees. Also why the separation of performance and conduct? An employees conduct is as important as their performance. Though they may do a good job but	There are still issues with the automated time and attendance. Employees have a deadline to enter their time into the PeoplePlus time and attendance system. Managers have a deadline for approving the time entered. These deadlines are frequently missed by both entities. The OCFO and OARM are working together to initiate an upgrade to the PeoplePlus system. However the upgrade has issues. Time approvers have always had a secondary approver.. The new iteration of PeoplePlus is going to place a huge burden on several in the time entry and time approval chain by requiring someone in this chain to choose a different approver electronically when the primary approver is not available. This is risky and could lead to numerous	
734	733	5/9/2017	None	Collaboration	Quality Control over these matters	No	Not sure!	Quality Control and Collaboration

	I
732	
733	
734	No

	A	B	C	D	E	F	G	H
735	734	5/9/2017	Procurement Policies need immediate review and revisions. Procurement bureaucracy, red tape, archaic policies are just ridiculous and add tremendous overhead costs to the agency and federal government. The current procurement IT system (EAS) is terrible and we pay millions of dollars to keep and maintain this piece of junk each year.....REPLACE it with a modern system.....this system is no better than what I used 35 years ago!!	Partner with an IT provider for a best-in-class procurement system!!		Revise and update the procurement processes, systems, policies, and guidelines.	A New procurement system!	Shared services concept for business functions.
736	735	5/9/2017				Call back the senior staff, mostly SES and some GS-15s, that are on extended developmental assignments or reassigned to liaison or special projects positions. Quit moving staff into these types of luxury positions when they are not working out in the position they have. Examples -- **[REDACTED B6]** is on a two year developmental assignment to **[REDACTED B6]** is now the EPA liaison to **[REDACTED B6],** and **[REDACTED B6]** is now the liaison to **[REDACTED B6]**. It is very costly and inefficient to move people out of these high paying position and replace them with another high paying staff.		

	I
735	Shared services concept for business functions. Why does the EPA need 4 or 5 procurement offices?
736	

	A	B	C	D	E	F	G	H
737	736	5/9/2017		Involve the stakeholders in the process early on. Get their feedback via town halls early before finalization of economically significant rules.	Involve the stakeholders in the process early on. Get their feedback via town halls early before finalization of economically significant rules. Have field trips to stakeholders.	Cost Savings Ideas ???Regulations: Have an Analytic Blueprint early in the process of the project that anticipates challenges, budget across years and has sign off from managers and project lead. ???Training: Encourage the online e-learning site and the books on the site for career advancement training. ???Promote detail assignments to help expand staff skills and experience. ???Come up with better way to transition retired staff knowledge to those remaining in the Agency. Perhaps require 1 or more months of mentoring from retiring staff to those staying at the Agency. ???Do cost efficiency analysis and continue to do LEAN analysis to find ways to		
738	737	5/9/2017	From where I sit it is the absence of an organizational structure that is preventing not just me, but EPA from operating more efficiently and effectively. EPA needs to develop a portfolio governance structure. This is a structure that would be charged with identifying, prioritizing, selecting and assigning resources to the Agency's most important performance improvement projects. The focus, actions and measures by which to evaluate and gauge this structure's efforts would be driven by the Agency's strategic objectives and administrator's priorities. To establish such a thing will not be an easy task to undertake.		Look for real duplication of efforts or apparent duplication and challenge it by asking, why. By way of example the process for approving the importing of hazardous material is ostensibly duplicative. There are three major steps to the process and two are reviews. The first review is done at HQ and the second review is done at a Region. The final determination on whether or not to consent to the request for import is made back at HQ. Now this process has not been looked at deeply to determine if there is true duplicative effort occurring, but there is enough on the surface to go digging and if it is found to eliminate it. If there is duplication and it's removed it will save time and thereby improve the customer experience in dealing with the Agency.	Hire more experienced Process Improvement personnel.		

	I
737	
738	See Q1.

	A	B	C	D	E	F	G	H
739	738	5/9/2017	Over the past several years, the burden for information reporting to EPA headquarters OEM has become burdensome. When OSCs are deployed for smaller responses, OEM requires lots of information and asks questions which influence regional management decisions sometimes harming the relationship with states. Two examples: First, OEM spot reports involve a GS-13 or GS-14 writing reports about an ERNS report the Region has already written. Often, information we have already provided to our regional stakeholders (i.e. states and tribes), is now unnecessarily duplicated. Second, OEM now requires regions to verify that downstream notification have been made under a number of circumstances. This include for any response in which an OSC has been mobilized. In many cases, the OSC may be mobilized at the request of the state for something small, however it may be unnecessary to make downstream notifications due to the amount of material released so the state may choose not to make this	We need to be more customer service focused. Our customers are states, tribes and local communities, and sometimes the private sector. When an OSC is sent to a response, he or she should be partnering with industry and the state to help minimize environmental impact, prevent breaches in law and reduce fines from the state and federal government. OSC???s don???t write tickets or fine anyone. Often we are not viewed as a threat. However, many times during an emergency response, other EPA offices or headquarters become involved and disrupt the response. Often, there are fines or additional requirements such as downstream notifications, or questions received from EPA headquarters that send the OSC on an information collection errand. This makes EPA difficult to work with. State and private sector entities have slowly	Each of our states is different. Some want EPA to be there emergency response program. Some want EPA to supplement their existing emergency response resources. Some states don???t want us there at all. We need to learn what each state wants and incorporate it into our emergency response strategy for that state. Each Regions Emergency Response program already has a relationship with each state and knows what each state wants and needs. We just need to be able to response to each state in a fashion that suits them, not in a fashion that looks consistent to OEM.	We unnecessarily increase costs by duplicating efforts in EPA Headquarters Emergency Response program or by working on projects which are unrelated to our environmental statutes. Several examples are as follows: 1) There is already an abundance of Regional Oversite. Now EPA Headquarters OEM is now providing oversite and writing reports about the reports the regions write. This is a duplication of efforts and often, many of the information request drills we get from EPA OEM increase our project costs, which sometimes end up going through cost recovery. Additionally, there are examples of EPA OEM staff attempting to charge to regional projects and accounts. 2) There is	Currently, our emergency responders do not take their vehicles home while on call. There are many examples where this has added 3 to 4 hours to our response time. These examples are often in instances where states have requested our assistance to protect human health, i.e. when there is a chemical fire near a neighborhood and residents or fire fighters are being exposed to smoke. State can???t understand why we take so long to respond. SOLUTION: Allow EPA OSCs who are on call to park their emergency response vehicles at their residence. This is common practice for other emergency response organizations.	Over the past decade we ramped up homeland security funding and spending at EPA, yet we have very little direct homeland security responsibility. In a real-world homeland security event, we would defer to FBI, Department of Homeland Security or other federal agencies and assume cleanup responsibility after they have performed their investigation and released the Site. There are numerous real-world examples where this has happened. EPA does not make homeland security decisions. We???ve given out hundreds of expensive security clearances to OSC???s and other EPA staff who do not, and never will
740	739	5/9/2017	Frankly speaking, we don't need two section chiefs (level 14) under branch director (level 15). Branch director should know well the branch business well, and most of time, the regular employees doing the work handed out from section chief. Two section chiefs cost six figures each, you would save a lot from cut them off.					

	I
739	Many organization base promotions and performance on work ethic, skills and professional standing. At EPA, these things seem to be based on seniority and personal relationships. We continuously reward the people who have hung around in a job for the longest. These are rarely the people who have the best skill set or serve the agency in the best way. There are no incentives for doing things efficiently and saving money. Because of this, many senior EPA employees make only a marginal effort to conserve resources. If I can do a project for $20,000 that a senior engineer could do for $30,000, isn???t that worth make note of. No one
740	

	A	B	C	D	E	F	G	H
741	740	5/9/2017	Eliminate the Office of Research & Development's (ORD's) Office of Administration and Research Support (OARS). This reorganization was implemented in 2009. The idea was to reduce the administrative burden by consolidating budget, human resources, travel, and contract services. Job functions were pulled from remote locations and given to others thousands of miles away leaving sites with inefficient and inadequate administrative support, and highly compensated supervisors were left with very few (~<5) direct reports. Bottom line is it proved to be nothing more than a power grab and an excuse to raise the grade of many employees. No staff positions were eliminated--only moved around on paper without a clear distinction in job functions and pay grades with the administrative burden falling on the scientific community.			Remote sites once ran like well-oiled machines, but once OARS stood up, that totally disappeared. Scientists who were once able to concentrate on science are now performing more administrative-type duties. Give remotes back their purchasing agents, travel functions (SEE employee), budget, and contract specialists. Return obligational authority to a select number of Funds Control Officers. Appears contractors have more rights and system permissions than do Feds who are more knowledgeable of what needs to be accomplished.	Reduce the number of systems that do basically the same thing or nothing at all--namely, ORD's Purchase Card System. Highly paid scientists are having to do more functions that were originally done by lesser paid administrative staff, such as placing orders and completing and revising bank card forms or purchase orders.	
742	741	5/9/2017	Place more FTE in the critical "money spending areas" such as Contracting for oversight of contractors performance, stricter compliance with contracts, less change orders, invoice approvals are performed correctly, timely closeout of contracts (ties money up). With the current staff we have nationwide, this area is getting neglected. Hire out (a Contractor) for Close-out activities if no FTE available.	Better results with Private Sector - increased emphasis on building performance based incentives and disincentives. Currently by policy only, Contracting Officers are discouraged from placing disincentives in contracts and are not trained enough to include liquidated damages (i.e. if contractor delays entire project, no remedy, just deal with it by other means). More training, more models of performance based Quality Assurance Surveillance Plans etc..	We do a good job here! We are sensitive, good listeners, and make others feel important. I see it everyday and I'm amazed at how EPA personnel will bend over backwards to help folks.	Aside from true emergencies, negotiate all work across the national contracts: Superfund Technical Assistance Response Team (START Contract) (the contract that mostly assesses the site for EPA and also, although no one will say it formally, supplements our workforce) and the Emergency Rapid Response Service (ERRS Contract), the construction contract. These contracts are HIGH dollar contracts. They are currently set-up to essentially issue what EPA (poorly trained cost estimators) estimates the costs (always high 20-30%). A not-to-exceed cost ceiling is given to the contractor to do the work. If we change that and now ask the contractor to propose their costs, I strongly believe it will	We are one of the few agencies whose financial system (called Compass) and contracts system (called EAS) are separated. The amount of lost man-hours trying to make this process work is highly inefficient. Although, this would require up front costs. You could start with making it easier for Contracting Officers to move money around within EAS. Also keep a close eye on the EAS Contractor. For every change, users go from two steps/buttons to at least 5-7 steps/buttons to accomplish same task and thus, increasing the complexity of the system, with little value to the Agency. Ask them to reduce the number of buttons for example to place an attachment in the system (currently takes 3-4!).	No response.

	I
741	.
742	Our personnel time tracking process is ridiculous (3 systems must be utilized to get one picture of 2 week work period- People Plus, DFS, and Lotus Notes for specific leave requests). They say its coming, its going to get better, its been 8 years for me. I spend too much time trying to make sure each system matches the next.

	A	B	C	D	E	F	G	H
743	742	5/9/2017					Providing EPA employees with dual monitors would facilitate more efficient and effective review and analysis of documents and data.	
744	743	5/9/2017	We switched from WebForms to PeoplePlus for absence requests, but for individuals on a credit hours schedule, the system doesn't transfer absence requests to the timecard. I spend a ridiculous amount of time instructing staff to amend timecards to match leave slips or vice versa. I would make the system work for all types of schedules.	Hold states more accountable. We currently give states broad latitude and don't hold them accountable for high-quality work plans or for producing results in reasonable amounts of time with reasonable amounts of taxpayer money.	Increase staffing levels for Project Officers administering grants and technical assistance (especially Cooperative Agreements) to approach the levels recommended in the LMI Workload Model done by the Agency several years ago. The LMI Model suggested my group should have 47 Project Officers. I have 14. We don't have the time to both effectively administer a grant program and also provide high-quality customer service and technical support.	No. I think we are doing the best we can with the limited resources we have, and it isn't enough - our responsibilities to tribes and environmental justice communities and trust territories falls far behind.	Improve timekeeping and administrative processes and improve IGMS, so we can spend more time working and less time filing paperwork preparing to work.	Largely we cannot. Even if we could, if we were to shift away from things we were doing expecting that other agencies would pick up those same tasks, we would find that they already have plans for their own appropriations that don't include our great ideas about what else they could be doing. We have been burned on this topic several times in the past decade.
745	744	5/9/2017	Great Lakes office often does "duplication of efforts" jobs (water issues are handled in Water Division in R5 and other issues are duplicative to the Land and Chemicals Division's positions). Elimination of that office will result in savings to many unnecessary managers positions and will actually make better consistency in the similar procedures. (R5). International (Canadian) cooperation can be handled by 2 positions for International cooperation's (barely busy) in RAO, that are also outside of the Great Lakes Office.	More should be handled by regions and less from HQs - regions do understand local uniqueness better and can implement programs better than someone from HQ who has to travel and spend more $$ to become familiar with states, tribes and locals. That will eliminate extra steps of planning and assessments by HQs, that takes time from real work in regions. Simple HQs involvement could be done through web control via databases, etc. Some programs do not need HQs participation at all - will shrink the size of HQs and their huge compensations for lot of duplication and extra layers of control.	Creating volunteer consortium for each area of concern/program and working together to address it (will cover more than doing it from their individual points of interest). People like to be a part of something bigger than them alone, plus it serves as an educational bonus.	Limiting positions that are merit promotions due to years of service but absence of specialized educations. Some with only HS diploma working 20 years claim that they can be a Technical specialist is absurd. Job is done by others (educated professionals) who are assigned by managers to help/review and implement projects on behalf of the "long timers" anyway. That takes time from work assigned to professionals and makes them not happy at work (you do all work, but after years of college, repayment of educational loans and the same grades with the ones you do work for - they get no recognition and watch people they helping get awarded). Technical and scientific positions should not be	Many US Agencies and Departments have same area of interests with EPA. Sharing technical models from NOOA, DOA, DOE, Coast Guard and others can eliminate a need in similar models development. Interagency cooperation is the way of future savings and gains in efficiency. If EPA's few emergency responders need training that exists in Los Alamos Nat. Lab - it is less expensive to be train there, it should be doable.	By making one agency responsible for each need. For Example: FIFRA program could be described as "too many cooks spoil the broth" - done by EPA, Dep. of Agriculture and Departments of Health and each state in US with their multiple departments. Lots of duplication and far from perfect. Should be under one agency for better results.

	I
743	
744	Yes, but to reveal them here would compromise the anonymity of my survey. Perhaps solicit them in a separate query, so that answers there couldn't be traced back to answers here?
745	Decrease all level supervisors and assign more people to each. It is insane to have 3 managers in one branch with 7 employees !!! Plus one adm. assistant !!!

	A	B	C	D	E	F	G	H
746	745	5/9/2017	It's hard to feel motivated when your very existence is challenged. I have worked for EPA for 30 years. I was hired during the Reagan administration and I have never felt so attacked.	I think there are many under served communities where industries park there pollution machines because they know that no one is paying attention.	Information feeds and informs customers and communities - the more information the Agency shares about resources better. Secrets and dishonesty kills.	Youth is the future. Many young people are interested in protecting Human Health and the Environment but we seem to have limited opportunities for them to get involved.	We have been too focused on survival to entertain new technologies. Advancements is technology use and applications often come when employees feel motivated and not terrified.	This administration only seems interested in destroying our interest and mission.
747	746	5/9/2017	FPPS and Sunflower are two systems that are very difficult to navigate and inefficient. Both these systems need significant improvements to be more user friendly.				Better technology. Computers are not efficient and don't have enough computing power to get most of our data intensive analyses. Current computer contracts make it difficult to purchase additional desktop machines when more computing power is needed, but at intermittent times.	
748	747	5/9/2017	Too many layers in management. In my office, things get bogged in the management chain often and as a trend there's not been accountability to correct this. Also, the lack of effective management. Correction is to install effective leaders and managers.	No comment.	We can provide better customer service at large by listening to our customers, understanding relevant regulations, providing a timely response that's in line with regulations while having a culture of government that supports the health and welfare of the people and encourages business growth and development.	Absolutely! Continuing a VERA/VSIP for employees in FY2018 to encourage transitions and allow for faster and deeper restructuring of the Agency.	Someone should be actively exploring, analyzing and adjusting the Feds approach to utilizing appropriate, productive, effective enterprise technologies.	Without rich awareness of other Agency's responsibilities, I recommend loose consolidation of duplicative functions, like travel, time card management, supply ordering, etc. where a phone call is made to a customer service center to complete these tasks and employees could focus more on mission critical work. Our successful modeling of this could be mirrored, as appropriate in the States, likewise, if a state is successful at this now, the Feds should mirror this process that's being done in the States.

	I
746	EPA use to be one of the 10 ten federal agencies to work for. Since that is no longer the case I guess we could start by building morale and trust.
747	
748	no comment

	A	B	C	D	E	F	G	H
749	748	5/9/2017				At EPA we have a habit of duplicating services. Everyone is expected to produce, travel, PR even when it is only done one or twice a year. This is a major loss of time, since doing a travel or PR once or twice a year, has a major learning curve every time you do the task.		OEI went though a reorganization at the end of the last administration that took functions in one office, and split then in into 2 or more offices. The reorganization should be cancelled in an effort to save funds. and streamline OEI. With the new additional offices each is duplicating services, budget, timekeepers, SES and additional supervisors. Also, OEI is expecting to spend 1 0f thousands of dollars to move people even though most employees work out of the office 2 days a week and have at least once compressed day.
750	749	5/9/2017	It can take almost a year to hire someone from outside of the Agency, from the time the approving official signs off on the hiring action to the time the new employee can begin work. Currently HR tracks time-to-hire, but does not include this entire time period in their metric. We should look at how long each step is taking within that time and streamline each step. It is not this bad at other federal agencies so OPM rules cannot be wholly responsible for the problem. We are losing good candidates during the security clearance step especially given how long it can take. Every single time an employee wants to take training, a form must be filled out and then sent to a single person in OARM. I am not aware they collect data for any purpose or review forms for any reason. This is an unnecessary bottleneck that prevents employees from taking advantage of last-minute training opportunities and wastes resources.	We could do a better job of listening to the public and communities about their needs and prioritizing their needs. At a minimum, we should have a website where the public can communicate their needs to the agency.	We need one-stop shopping for each customer base. A State should be able to talk to one person about all of their pending approvals. An industry person should be able to learn about all of the requirements they must meet in one place.		Currently when you call EZTech for help with a computer hardware or software issue, a ticket is created. That ticket is ???closed??Â at the end of the interaction whether or not your problem was resolved, and the contractor can count that interaction as a success. The performance metrics for computer support should track not just whether a ticket is closed, but also whether a problem was resolved in the employee???s opinion. Otherwise there is no incentive for persistence in solving difficult problems. For employees who travel or work in the field, ipads can be invaluable ??? but we have to let them on our network. Otherwise employees waste time		We should evaluate the overlap of OSRE, OFA and Superfund and consolidate efforts. We should evaluate the overlap of OHS and OLEM's emergency response work and consolidate efforts.

	I
749	
750	The IT available to GSA employees (hardware and software) is far superior to that at EPA, and may even be delivered at a lower cost. It allows employees to do their jobs more effectively and efficiently. Could we just buy in to whatever contract they use?

	A	B	C	D	E	F	G	H
751	750	5/9/2017	At this point, I think we have the opposite problem: People are acting as if we are essentially on auto-pilot because the Executive branch is managing neither the budget nor people's time. Contracts using FY2016 funds have finally been issued, so people are starting to spend FY2017 to achieve objectives that seem to have been defined by the last administration. Reasonable people and cooler heads seem to have relatively little influence at the staff level. There are modest Bush-era ideas and programs that could be resurrected, but instead we persist with Obama-era policies because the new Administration has made no effort to engage people, and staff are afraid to speak up because the new administration will just kill their program.	There are a lot of people at EPA with environmental expertise to assist many programs. If you want to downsize certain offices, you might want to let some of the EPA employees at those offices seek out other offices--and take their slot with them. For example, if the climate program is downsized, why demoralize the staff which will cause them to be unproductive and waste resources? Instead, empower them to find other offices where their skills are valued, take their slots, and get something useful done? (The slot could revert to the original office or vanish when they leave the agency.)		The phased-retirement program defined by statute and OPM regulations is not being effectively implemented by EPA, whose HR department has chosen to follow a narrow interpretation of the program so as to ensure that it is not used by anyone who was not about to retire anyway. If broadly construed, the OPM regulations would allow anyone eligible for retirement, to convert to half-time until they are ready to retire. That would free up many FTE's as there are people who would like to start up businesses or move to a new field but stay with EPA half time until the new activity is up and running . That is, phased retirement could be structured so as to encourage people who		In the climate change area, the first step is that the new management of EPA needs to engage everybody to try to learn what staff might be able to do consistent with Administration preferences. There are lots of Bush-era activities in OAR that were cancelled under Obama that could be reasonably resurrected, if management solicited such ideas. The French political term "cohabitation" comes to mind. Perhaps you did not wish to have a staff of climate-change analysts, but you have one. Why not engage them to see what they can do that--from your perspective--will seem the most constructive.
752	751	5/9/2017	Well, actually, I have found that the major employee cuts and loss of administrative staff positions in favor of requiring employees to book their own travel on Concur (or the program of the day) or do all of their own paralegal tasks like setting up and managing litigation holds or document management that have been done based on supposed cost savings and efficiency have actually made these tasks MORE time intensive and inefficient. Given that I make considerably more than the travel agents, legal assistants, and paralegals we used to have (and that DOJ still uses), I remain convinced that this is actually costing the agency more money in terms of how my time is spent than it did when we had more administrative staff. For example, every time I have to use Concur, I am basically starting from scratch because I only travel intermittently. It is a horrible program that everyone hates and as a result it takes me considerably more time to book a trip and then to file all the	Personally, I have found that we have very good relationships with the States as we routinely consult them early on and try to encourage their participation in our negotiations. I have no experience with Tribes on this, but if we are not already doing this, we should. I do think we do not do enough to involve local community groups in our enforcement and compliance work unless they have either filed a complaint or otherwise reach out to us on cases they find out about, and I do think we would be well served to have one of the steps of our early enforcement process to look into involving local government or community groups. As for the private sector, we would do well to revive the New Owner Audit Initiative, which waived gravity penalty for any company coming in to do a	I think our advocacy commissions do a pretty good job of this and I would keep and enhance them with more publication and outreach about their existence as well as doing more to incorporate their recommendations into our work.	Frankly, we have had so many cuts over the last 12 years that we are becoming inefficient for lack of personnel to do our jobs faster and environmental protection has, in my opinion, suffered because of it. We especially need more inspectors and more technical staff and we need whole teams of employees to handle all of our FOIA requests, as they significantly overwhelm our existing staff and prevent us from doing work to ensure environmental protection.	I do think we are already doing much of this in the compliance and enforcement context under the Next Gen program, but we lack major data storage and enhanced web capacity to help store, process, and publicly publish the data we receive so that they can hold us and the regulated community accountable. This is across all programs. I do think the major updates to ISIS and ECHO have been major steps forward.	As I understand it, we already have several inter-agency working groups by issue on this. I would continue to let them do their jobs rather than reinvent the wheel on this.

	I
751	1. There need to be suggestion boxes at several levels of hierarchy--your level, the AA level, and the division level. 2. The Administrator must interact with EPA employees a lot more. It's really weird that he goes out and talks to workers of regulated industries but not his own employees. 3. I have never heard of a good corporate CEO who decided that because he wants to spin off a division, he will stop managing it for the next year and just let it bleed resources. But that is what you are doing. Resources are being wasted because FY16-17 and FY17-18 funds are being spent to carry out missions defined during the last administration which this Administration may well
752	Personally, we should align our CMS system with DOJ's so that we are able to pull documents at any time without having to have each individual working on a document pull their files. This should not be SharePoint based as SharePoint is a ridiculously inefficient system in my opinion. It also needs to be automated the way DOJ's system is so that you essentially have to take extra steps to create a document that is not automatically numbered and organized by case. This is long overdue, but every attempt to institute a CMS at EPA has been massively bungled and half-hearted. This would also make responding to FOIA requests far easier and may even allow it to be handled

	A	B	C	D	E	F	G	H
753	752	5/9/2017	HR is short staffed and remote. Employees have to waste a lot of time trying to contact HR, waiting for HR to complete basic tasks, and following up when basic tasks are not completed. Ideally we would have local HR staff who are able to respond efficiently and effectively to our operational needs. Even if we can't have local HR staff, it would be helpful to have more HR staff so there is not such a backlog in the HR offices.		We are able to understand the needs of states and tribes, build better relationships, and provide better customer service when we are able to meet in person. Reducing restrictions on travel would allow us to meet in person and provide better customer service to states, tribes, local communities, and regulated parties.		Responding to FOIA requests is highly inefficient. With better software we could save large amounts of time and money on FOIA response. Specifically: - We need an up to date and fully functional version of Relativity (the current version has several limitations including: it does not deduplicate documents or identify email threads, the current version contains sorting and search features that can only be used by eDiscovery and not by EPA users, and the current version has limited capacity for redacting documents) - We need a searchable version of Microsoft Office (the search function on the current version is unreliable so employees cannot search their own email) - We need software that will	
754	753	5/9/2017	In my opinion there is nothing preventing or prohibiting an employee from doing their job efficiently and effectively. In my time at EPA I have experienced miss-management, a lack of integrity by management, a lack of fiscal responsibility, and many other issues that have been made public by media, the public, the courts, and the legislature. So everyone knows what the issues are however the challenge has been how do we go from business as usual to breakthrough. I would recommend that leadership read the following article and apply it. Change starts at the top. https://hbr.org/2016/03/the-most-important-leadership-competencies-according-to-leaders-around-the-world	I have had very effective relationships with all stakeholders. The key to those relationships have been 1) clearly articulating the purpose, 2) ensuring that all critical parties are at the table and have all the information, 3) the location of the communication is neutral, 4) the tone of the conversations (orally or written) are appropriate and solution driven, 5) the timing of the conversations and engagement are good, and 6) the one always follows up on commitment and show appreciation. I believe whatever the topic is (science, law, or policy) results can be achieved using this steps I stated above.	early, often, and honest engagement.	Yes. I think there are many EPA employees that would be willing to step forward and make changes. However, one must start at the leadership and make them lead/manage.		

	I
753	
754	

	A	B	C	D	E	F	G	H
755	754	5/9/2017	Although the PeoplePlus system has improved recently, it still needs many additional improvements to functions smoothly. For example, if one of my staff need to change their leave request that I have already approved, they need to send me an e-mail and then I need to go search for it in the system. The system should have a built-in function for staff to request an approved leave request be returned for modification/cancelation.	As a manager of a regional program, I continue to see the need for improved information systems and information exchange with our partners as key to getting better environmental results while reducing cost. Unfortunately, the hurdles at OEI are huge and there is little support for program staff to develop and improve systems. OEI and the IT staff in the agency appear to see their role as gatekeepers to assure everything meets info security policies, and they provide minimal support to programs needing to develop better systems to improve their capabilities. I think we need to focus future hiring on well rounded individuals with strong quantitative skills that can help improve systems. I also think we need to hire better contractors with specialized skills	This requires a cultural shift. We need to be less prescriptive when the issue only have localized impact . . . stay within regulatory boundaries. Issues such as brownfields sites, superfund site, RCRA sites typically only have localized impact, so EPA should look at ourselves as supporting the state, tribe (if applicable) and/or local community. State and local environmental programs have evolved tremendously in the past 40 years, and we need to defer to State/Local/Tribal programs and policies on localized issues and support these programs technically and financially. However, if the environmental issue has cross regulatory border issues, then there is a greater role for EPA to assure minimum standards are met, and assure local values are considered.	I have worked at EPA a long time. When I started at EPA, there seemed to be more people coming into work on a Saturday than the number of people now coming in on a Friday. The expansion of the alternative work schedule, flexiplace, and travel comp time policies have definitely made managing staff and maintaining a cohesive team more difficult. Much of the work we do in the agency is not tremendously measureable, so the increased flexibility has definitely enabled the poor performers to get away with doing even less.	Much better use of information technology tools. We have invested in software such as SharePoint, but very few people have learned how to use the tools we have in our tool chest.	I think we could work more with Agencies like the Army Corp of Engineers. For example, the EPA contracting bureaucracy is not great. The Corp does a lot of contracting. I think EPA could form stronger partnerships with the Corp.
756	755	5/9/2017	Currently the most inefficient thing my staff and I are having to do is get "pre-clearance" screening from new Administration for routine work such as proposing approval of SIP actions and proposing permit actions. This process has caused 2-4 week delays in routine business. We need to get back to the EPA's existing delegations and allow the Regions to process the routine work they do without micro-management. We know how to flag major issues or keep the new Administration in the loop if they high level issues of concern that they want to be consulted on. We are professionals.	EPA staff already works extremely well with States and industry especially when "political agendas" are minimized or there if there are no significant differences in "rule of law" interpretations. Often the biggest obstacle we face is resolution on "rule of law" issues....sometimes this means we and the State agree and industry disagrees; sometimes we and a State disagree. The States and industry are not always right, and EPA is not always right.....its simply a fact of doing business. We've even had State environmental staff and managers ask us to disapprove their work so that they can get a better environmental result where they believe politics sideswiped the permit development or rulemaking process. Best idea is keep politics and political agendas outside the regulatory and permitting arena....including	Stop fabricating the notion that this is a major issue is my main input. I do believe the Agency can do more upfront work with stakeholders when rules or rulemaking changes are deemed necessary. Probably one of the biggest complaints we routinely face is tied to our commitment to work with States where we believe they should have the first opportunity to address citizen complaints. Many citizens complain to EPA about the States' unresponsiveness to their complaints and come to EPA as a 'last" resort hoping EPA will step in. States have to be just as committed to resolving and investigating citizen complaints, or to carrying out the roles their responsible to implementing based on Federal authorizations/approvals.	Move EPA's entire record management system from hardcopy to electronic file maintenance. Too many times individual program offices have to create their own "quasi" electronic file maintenance or recordkeeping system in lieu of generating paper records. Moving the Agency to electronic files would assist in cutting down on our time to process FOIAs as well.....the problem has always been budgetary funding for this movement. We're in the dark ages with respect to electronic records. Everything should be done electronically.....permits, SIP submittal and processing, grants, FOIAs, upload portals for States to send information to EPA, etc..	Its not so much new technology, but using what's available and funding the use. Use of SharePoint to maximum extent by staff and management for file sharing/work reviews. Use PKI digital signature process. Full digitize document management and make searchable for staff. Electronic file management system.	This is not an issue.....this is a very "fake" and "fabricated" issue. We already do this extremely well....its just that disagreements get media attention. Most good news stories go unreported.

	I
755	I think it all comes down to leadership, setting expectations, and acknowledging accomplishments. Leaders need to lead by example. Teams with good leaders are more likely to be productive and engaged. Leaders need to know what people down in the trenches are doing. In high school, I had an administrative job in a publishing company of about 150 people. The president of the company routinely walked around and checked in on the work people were doing. He even chatted briefly with me on occasion. Leadership in my region is ok, but is somewhat out of touch. IMO, HQ management not adequately in touch with
756	EPA Region 6 Air Program has moved to electronic concurrence of SIPs and permits, and digital PKI signature of SIP documents. This has cut our wait time to publish proposed actions on SIPs in the Federal Register. We have also move to electronic public notice platform of proposed permits where we are the primary permitting authority.....this was an effort worked on jointly by R.6 and other Regions. We rarely have to pay for newspaper public notices at this point which saves EPA and taxpayers money for publication costs.

	A	B	C	D	E	F	G	H
757	756	5/9/2017	lack of interoperability between People Plus, webforms and the continued use of LotusNotes for certain tasks.	Creating more of a culture where we (EPA) insist that states and tribes perform duties within their own mandate rather than run to EPA whenever their particular jurisdiction isn't financially or technically capable of implementing their own programs.	see answer to Q.2	Reduce feel good programs, focus on the core business. Get serious about a system that tracks employee workweek/accountability.		
758	757	5/9/2017	lack of interoperability between People Plus, webforms and the continued use of LotusNotes for certain tasks.	Creating more of a culture where we (EPA) insist that states and tribes perform duties within their own mandate rather than run to EPA whenever their particular jurisdiction isn't financially or technically capable of implementing their own programs.	see answer to Q.2	Reduce feel good programs, focus on the core business. Get serious about a system that tracks employee workweek/accountability.		
759	758	5/9/2017	The sheer number of annual mandatory electronic training requirements has become ridiculous. If you multiply that number across the Agency and across government in general, the amount of wasted employee time is enormous. Things like ethics training, travel card training, tribal training, hatch act training, computer security training, etc. It does NOT all need to be annual. We are either bound by ethics regs or we are not, and if someone breaks them, they should be held accountable. Additionally, our electronic systems such as Concur, People Plus, FPPS (for personnel), etc. are purportedly to make things more efficient. I believe most individuals would tell you things are much less efficient than if we went back to the stone ages of paper signatures. In addition to being burdensome, they are designed with the end user (let's say a travel accounting person) in mind, with the user (traveler) interface not at all user friendly, and often counterintuitive. This is exacerbated by then centralizing functions so that there is no longer a	Stop all the rhetoric on both sides. Industry is not evil and environmentalists are not delusional tree huggers. We need everyone in the room.		Our legal resources (OGC, OECA and Regional Counsels) have been set up with leadership that knows the law, but has never been asked to or trained to manage. Therefore, while a legal manager could talk the ins and outs of the clean air act with you ad nauseum, they have no idea how to run an office, work with internal or external customers, motivate employees, manage work flow, etc. Additionally, the norm has become that they no longer see themselves as advisors, but rather instructors/final decision makers. I would strongly suggest placing individuals high in these management chains with some level of management experience (maybe someone with an MBA or MPA) to help them		Be careful here. We took the FPPS system from another agency so they could run some of it for us, and it is horrific. We 'centralized' the personnel functions into the abject failure that we call the shared service centers. I can attest to the fact that managers are spending (wasting) two and three times the hours trying to get a single thing accomplished through a shared service center than it ever took before.

	I
757	
758	
759	

	A	B	C	D	E	F	G	H
760	759	5/9/2017	1. Go back to having timecards due AFTER the pay period has ended, with supervisor approval on Monday. Years ago, when we went from paper cards to online submittal and changed to timecards being approved on Monday, it was a great change which was touted as allowing us to dramatically reduce the number of correction cards (and was just plain more logical and practical). When we switched payroll processors awhile ago, the Agency went back to having timecards due before the pay period has ended, which causes me to have to submit (and my supervisor to approve) correction timecards for hours worked on Friday, which also leads to my leave or credit hour balances not being accurate. The last change also led to us being paid on Fridays, even though the official pay date is still the following Tuesday. If going back to approving time on Monday would cause us to get paid on our actual pay date instead of three days early, I don't see have that would be a problem.					
761	760	5/9/2017	The Response Action Frame work contracting process adds an unnecessary burden to the project managers, reduces our flexibility to fund work as priorities arise, and minimizes the number of sites each project manager can oversee at a given time. If it is possible, this program should be scrapped or adjusted to ensure maximum flexibility.	Encourage more interagency meetings and conferences so we get to know the stakeholders and understand their needs and capitalize on their expertise and proposed solutions.	More funding for community outreach work. There should be money directly allocated for Community involvement work instead of apportioned by the region from the general Superfund Budget.		IPADS and IPhones for work.	

	I
760	
761	

	A	B	C	D	E	F	G	H
762	761	5/9/2017	Administrative requirements seem to be burdensome in general, but they also ensure there???s a minimal amount of impropriety while maintaining accountability and fairness. Impartiality, public trust and equal voice all come with some overhead. That said, telework (although convenient for my family) needs to be revisited and pared back because trying to coordinate without meetings and virtually isn???t working as well as being in the office.	At the HQ level there seems to be very little interaction with states - this seems to occur predominately at the EPA regional level. The local communities (e.g. watch groups, water utilities, etc.) and private sector (via associations, e.g. AWWA), seem to have more interaction at the EPA HQ level. Individuals who get recognition and awards from states and associations should get bonuses or promotions (or at least be able to keep their jobs).	EPA used to have published ???Rules of Customer Service??Â. These need to be reincorporated, e.g. ???Return all phone calls by the next business day. Respond to all email within 2-3 business days. Respond to all written inquiries within 5-10 business days. Use proper titles and greetings. Use professional looking profile pictures while in business attire or none at all. etc.??Â	Contract out more IT services, for cloud computing for networking, storage and application services. E.g., move it from RTP and OEI to e.g. Seattle and Microsoft. More use of video conferencing when teleworking. Foster more robust dialog with industry and associations. It???d also be nice to see prisoners / corrections & communities cleaning up not just roadsides, but more along rail tracks and water ways ??? especially in the winter when missing vegetation & foliage makes everything unsightly. A national ???clean up your community day??? is needed, or if existing, it needs to be promoted better.	There is a race to be smart. Smart water, smart power, smart lighting, smart cities, smart cars, etc. Leverage data analytics, sensor technology and advanced metering (infrastructure) at the state and local levels to inform regulations, promote conservation and increase resiliency, e.g. for drinking water, air monitoring, farm runoff, etc. Also, GIS data with time and date stamps is under analyzed in almost every aspect of society (in my opinion).	Rotate staff to attend interagency meetings, and allow more staff to participate & co-chair working groups. Assign HQ staff to coordinate w/ specific regions AND specific states. Create more MOUs, MOAs, and IAGs with other departments and agencies. Formally rotate staff amongst more and other D/A for developmental career assignments at the HQ and regional levels.
763	762	5/9/2017	Some documents require up to 7 people to concur before it is signed. This could be reduced to 4 concurrences and not affect the quality of the document and would greatly speed up the process of doing our jobs.	Our regional office works directly with our stakeholders (state, local, tribes, and the private sector). We have asked them how we can assist them and have implemented those suggestions. Our state and local partners also ask for money, but with years of cut backs, we don't have any grant money to give them. Our state and local partners don't have the employees or funds to take on our program under delegation. They rely on us to enforcement the regulations.	We let them tell us what they need from us. We meet regularly with our partners and try to implement the ideas they provide to us. We have an open line of communication with them.	Yes, move people from Headquarters out to the regions. Headquarters is detached from our state, local, tribal, and private sector partners. The regions are the boots on the ground. There have been many times that a Headquarters person will ask us the put together a report and then mention it is on their PARS to get it done. They aren't doing the work. It's like they are making up things for us to do to justify their existence. I have known people who have done details at Headquarters and they confirmed that the number of employees there could be drastically reduced and it wouldn't impact the work EPA does at all. Many times, they pull or put together reports that are not accurate. The regions then have to spend time to figure	Please institute an electronic records keeping system. We have a way to preserve emails. Our records center takes hardcopy files. So, if a facility emails a lengthy report to me, I have to print it out to send it to the records center for preservation. They will take cd/dvd but prefer not to. Superfund has an electronic records keeping system. Can we expand it or some version of it to other programs?	We don't have any other federal agencies or states that do what my program does. The states, locals, and tribes don't have the people or money to take on delegation of the program. They have also expressed to us that they don't have any interest in doing so.

	I
762	More citizen science, and training of agency employees, universities, and schools on citizen science. There also has to be balance in everything, oversight and trust that we are professionals dedicated to mission.
763	Use the Kaizen LEAN process to identify ways to improve efficiency and reduce costs. This is working really well in Region 7.

	A	B	C	D	E	F	G	H
764	763	5/9/2017	The process to make changes to the official Agency Financial System, Compass, or any system governed by OCFO's OTS is very inefficient. A ticket must be completed and if considered a system change instead of a bug, then another form must be prepared by the user. The change then goes through three separate committees to prioritize the change. Any committee can reject the change. Changes that are rejected will then rotate to the bottom of the list and the cycle will begin again. It seems more items are added yet little gets completed. If the issue actually makes it through the committees, it is then put on the developer's "to do" list. Sometimes it takes the developer less than two or three hours to make the change, yet it has taken months even years to get to that point.. Many employees have attempted to address concerns by complaining on various surveys, yet the process remains the same. We are told to do more with less, yet system changes that will make our jobs more efficient will take years, if					
765	764	5/9/2017	Having GS15s and 14s responsible for being Contract Officer Representatives or Project Officers. This responsibility should be a centralized function in each program office at the GS 11-13 level.	By funding partnerships instead of making them "other duties as assigned". Train program and project managers in developing partnership, EPA/State agreements, Inter-agency agreements, etc.	By seeking their feedback on the value and impact of our programs and project deliverables. Agreeing on strategic goals and objectives and then monitoring and measuring results in attaining them.	YES! Make buy-outs and early-outs available to all who are eligible and volunteer to take one. Buy-outs in the past have been restricted to specific job series. Why keep people working who voluntarily want to leave the Agency?	Yes; MS 10; SharePoint; more training on how to use EPA Cloud.	Task WH OSTP and NSC with preparing annual budget request memos so that research planning and budget processes are integrated instead of stove-piped as they are now.

	I
764	
765	YES: universal access to employee benefits. Federal employee benefits and ethics rules discriminate against households led by domestic partners and/or couples in common law marriages. The U.S. is the only federal government that doesn't offer universal access to employee benefits. Canada, France, Japan, et al. and most large corporations provide benefits based on very broad definitions of eligible family members. Only the U.S. restricts access based on traditional family definitions (as amended by the Supreme Court decisions). OPM should broaden access to employees who are in domestic partnerships or com on law marriages (as recognized by the states

	A	B	C	D	E	F	G	H
766	765	5/9/2017				I think the ethanol mandate should be cancelled. Including ethanol in gasoline reduces the efficiency (mpg) of internal combustion engines. E85 gets only ~70% of the mileage that pure gasoline gets. It diverts corn for food to use in gasoline increasing the cost of food. It requires more energy to produce than does petroleum.		
767	766	5/9/2017	1) In business timing is critical and it has been my hope for many years that Government would learn this simple lesson. Seems the way to 'fix' it is to continue to spend money rather than become efficient. Currently, the EPA Superfund program is undergoing a revamp of its contracting mechanisms due to former leadership that transferred to EPA Contracting from DOE then decided that we needed to 'fix' our contracting to be like that at DOE (if you take a look at our ethics or contracting training you will note that one, if not the largest cases of fraud and abuse ever prosecuted was through the DOE/USACE, Mr. Khan). The switch in contracting cost more as you have to pay money to build another type of contract and in this case train EPA project managers to now do more tasks that are of a contracting nature and not the actual 'cleanup' however a 'easy way out' is to utilize the USACE (for an overhead price and loss of some Site control issues and being vulnerable to the same type of scenario that Mr. Khan	Many times it comes down to EPA not saying simply there is no zero as a cleanup standard. States will demand you reach a cleanup goal for a contaminant that is lower than the federal level or they will not "sign off" on Site closure and thus take over Operations and Monitoring of a Site per agreements. Interestingly enough when the State is working on a non-NPL cleanup or has the Site lead for a NPL cleanup, they will waive for a higher standard for the same contaminant (EPA should be documenting these instances and using them in negotiations.... If it is good enough for a State cleanup or State led cleanup, why isn't it good enough for a EPA led cleanup). Note: EPA tends to pay for the State Superfund (other programs too) oversight personnel via agreements so that might present a bit of the reason for continuing to prolong sites.	IF provided budget then we can do work and provided that budget is in the provided in the Winter we can get better prices and accomplish more. In addition, we can gain more confidence from all parties as we can include them in planning (not just at the last minute for a project that may not happen because budget is late) and be able to notify the public in advance about what we plan to do rather the last minute because we finally got money and no just what projects of the list of things we can actually have budget to complete (last thing you want to do is tell the public all the design you have planned as you may not get any money to do work or enough money to get all the work done and that promotes a poor view of EPA and the State).	Besides those previously listed. You want to reduce personnel, okay. Find the portions of the Agency that have a finite work assignment and complete the task as when the job is done, the worker needs to find another job or retire. An Example: Take the worst Sites in the Country and clean them up and thus the need for personnel to do the job is no longer there. One does not backfill a job that is complete. Find the Sites that can be completed for the lowest dollar and start there and keep moving until you run out of Sites. As Sites are completed then you can use more of that budget to accelerate completion of the next level of Sites.	Apple. No desk phone and no desk computer.... everything mobile and synced (calendar on phone auto loads to your laptop and vice-versa... boss or any party can text you or send a calendar invite and it is on all your devices). Face-time for webinar/training/meetings. Having lots of tech and that tech not being compatible from device to device is an issue and you have less issues with the Apple operating system and virus problems. Want less Enforcement and keep a clean environment? Be where your customers are and help them with compliance and that means mobile tech (you can face time your supervisor if you need) but there is no replacement for being where the work is located.	Co-location of personnel into offices located near the State Government counter-parts. Example: I work in the Helena, Montana Office and my primary Site work is located 18 miles from the office (3.5 hours max travel distance to my other two Sites of responsibility), approximately 4 miles to my State counter-parts, and I work often with the Lewis & Clark County and the USFS both are located within 10 miles of this location. Don't want an EPA office here? Okay, co-locate me with the USFS for 3 days a week and Telecommute (work from home) 2 days a week (keep a local IT person though to service the staff you maintain in

	I
766	
767	Be where your customer is located. If you want to sell cars in Omaha, why be located in Miami? Why be in Atlanta when your work is in South Florida? Why Denver when your work area of responsibility is in Utah or North Dakota? Big consolidated Regional Offices in the most expensive real-estate in the Country as a good business model? Paying staff more to live in those expensive places? See the "United States Environmental Protection Agency Region 10 Field Office Study dated November 2006 prepared by: **[REDACTED B6]** and Field Office Managers and Staff". By the way for Emergency Response personnel, IF you choose not to 'outpost' that is accepting a delayed or

	A	B	C	D	E	F	G	H
768	767	5/9/2017	the only one that takes more time than it should it timekeeping. We are still working with 3 systems at R7	Continue to foreground collaborative partnerships where all actors are engaged and grapple together with tradeoffs for their community, and creating solutions collaboratively. The urban waters program is one such example.	Develop a cadre of highly skilled community engagement specialists who understand can implement the most collaborative end of the range of public engagement, including alternative dispute resolution and mediation. WIth the feds, states and tribes, the regulated community, and the public working together, so much more can be accomplished that actually works. However, it takes a commitment of people resources to do it right. Not a quick fix, and not partisan.	Fix the timekeeping system and rules for paper records and get our VPN more up to speed so we don't lose time when we are mobile. Add telecommuting to the list of allowable alternative work locations so that passenger vehicle and public transport time can be put to good use.	It's called google, gmail, dropbox, evernote. Please give us back our access to what works.	use the federal partnership model as a regular thing rather than an experiement. There are several to use as models, including urban waters. However, they can't be voluntary and need accountability to be built in, otherwise they become optional.
769	768	5/9/2017						Marine Corps Base Camp Lejeune in Jacksonville, NC has an Environmental Division which monitors and assesses the impact on the local environment due to base operations. It would be great for the US EPA to partner with the base so both could share their perspectives and experiences to lessen the bases' environmental footprint.
770	769	5/9/2017	There are several small offices within my AAship (OLEM) that have Divisions of 4 or 5 people. The general understanding is that Division Directors are supposed to supervise at least 15 people. There are currently three Division Directors in our office of 26, with 5 direct reports to the Office Director.	We should make sure that funding to sates, tribes, and communities are not cut. Many states rely on EPA funding to staff their environmental departments. Cleanup programs should be funded at adequate levels, because local governments and tribes often do not have the necessary resources to cleanup contamination, protecting their citizens from dangerous pollution.		I think that we should continue to pursue our policy of not fining companies that voluntarily acknowledge a spill or audit irregularity. By volunteering information such as that, they are reducing the amount of work on the Agency and are also proactively being good corporate citizens by protecting the environment and human health, not to mention avoiding fines that they would incur by not notifying us. We should publicize these companies when they do this.		

	I
768	Already stated - better public engagement. The standards are set by the International Association of Public Participation and the National Coalition for Dialogue and Deliberation. Look at their spectrum of public engagement. It will not shock you that most government engagement is traditional and does not create solid lasting, collaborative solutions.
769	
770	Many state agencies allow inspectors to use electronic forms that are instantly transmitted to their offices. Not being in a program that does this, I'm not sure how common it is in the Agency.

	A	B	C	D	E	F	G	H
771	770	5/9/2017	Reduce the constant pressure in ORD and NERL to put out peer-reviewed scientific publications in prestigious journals at the expense of providing assistance and support to states and / or completing congressionally mandated work. The EPA should not be a place for scientists to advance their personal careers and agendas by pushing out publications. Although publications are important for maintaining the EPA's scientific credibility and expertise, it should not come at the expense of supporting the agency and it's clients (states, local communities, private sector, etc.). There are managers at various levels in ORD and NERL who push scientific publications, evaluate employees / divisions based on publication counts, or focus almost entirely on publication statistics (number of citations, peer-reviewed publications per FTE). This creates an environment that punishes the scientists who focus on performing congressionally mandated tasks, advancing the mission of the organization, or providing	We already do a lot to provide support for the states and local communities. In particular, the EPA provides a centralized scientific and technical resource to assist states and communities in dealing with pressing environmental issues, responding to environmental disasters, and assisting states and the private sector with following the regulations in an efficient, cost-effective manner. EPA (particularly the science) should refocus on how to better provide support to clients and stakeholders. We also provide a repository of methods, instruments, and expertise that is available to states to support them, and we have actively been involved in states that have asked for our support. We need to better advertise the EPA (particularly the scientists) as a resource available to assist	See Q2.	Reduce the dependency on contractors - while it is important to have some contract support for critical tasks, contractors should not be substituting for federal employees. Federal employees should use contractors to support their work or provide expertise not otherwise available, not to do their work for them. Federal employees should pull more of the weight themselves rather than having expensive contractors do it. Streamline the purchasing process. In some cases, purchase requests take months (or longer) to process, and by the time they are processed the needs change or the items are no longer required. Focus on making it easier for	We should have a centralized IT system (with a single sign in) responsible for all the subsystems. Having to deal with multiple different subsystems (Lotus Notes, People Plus, SharePoint, Concur, etc. etc.) that all use different credentials. Make it easier for EPA researchers to communicate publically about their work. Although it is important that all communications be reviewed, we should be encouraging EPA researchers to share their work with the public. After all, taxpayer dollars are going to support the EPA research, the taxpayers should know what the EPA is doing with that money. This will also help to garner support for the EPA (provided the work being done is actually worthwhile).	For ORD (or individual laboratories), focus on one or two key research areas important to public health and focus on those. Try to stick to congressionally mandated areas of research (i.e. Clean Air Act, Clean Water Act, etc.). Research that does not support one of these key areas should be considered very carefully. Right now we are spread too thin, in too many different directions. We need to refocus on key areas and assess what the needs are in those areas, and then focus on what we need to do to meet those needs well. We also need to foster collaboration, both within the agency,
772	771	5/9/2017	Offices are more interested in spending the funds they have and in maintaining those levels of funds, not to "lose" them, than in saving money to the American People. Managers openly ask or order to spend the money as quickly as possible, even if we don't need those services. Managers promoted based on love for our country, knowledge, skills, abilities, and consciousness about the large government debt, instead of aptitude to "manage by fear" would solve this and many other problems. There is no way to produce effectively in this environment.	I believe Administrator Pruitt is right on target: Why do we maintain this inflated sense about ourselves thinking that we know better than all states, and that states cares less about their environments than us? We should send as many programs as possible to states, local communities, and tribes to be managed by the people that are actually knowing what is going on first-hand. Private sector will also be more dispersed all over the country promoting economic growth, job creation, and innovation, instead of all being concentrated in Washington, DC	Attitude and transparency are key. We need to stop "talking down" to them. They stop listening as soon as we adopt that arrogant attitude that they need to learn, when in reality it is us that need to learn from them. Being more humble and more understanding and again, delegating a lot of the work we do to them will improve their environment and will reduce waste, fraud, and abuse.	I strongly support putting America first, and stop sending money to countries that keep polluting and financing international organizations as the UNFCCC that has a large number of "scientists" who only dedicate to travel all over the world adding nothing to knowledge on climate change and other issues, actually distorting the truth, and paying their lavish lives with the American worker taxes. When it comes to enforcement, let's start by focusing only on what is purely about environmental protection. EPA became too political, too abusive, and that shrank the economy and reduce our capacity to protect the environment. Let's bring back costs to our analysis, and let's stop	I worked with the Department of Energy and private sector in promoting American environmental technology. Americans were at great disadvantage because it took years in getting approval, energy stars, avoiding penalties, and so on before being able to promote, and commercialize our innovative technology. China, Japan, Germany, even Brazil do not have the barriers that we have. It is impossible to innovate with so many regulations and threats from an Agency that became rogue. Once our "survivors" are ready for the market, the product is already obsolete.	You need to have better leadership in the Agency. The problem does not reside on the scientists, engineers, and other professionals, but on the fact that top management has been formed for the last two decades based on "who you know," instead of "what you know." With such level of incompetence at top levels of leadership at EPA, knowledge have been stunt, innovation is dying, collaboration is only among their equals: Nothing good can be obtained. You need to clean house, first.

	I
771	No specifics at this time.
772	America has a surplus of innovators, but unfortunately the surplus of incompetent bureaucrats is even larger. Reduce the latter one, or better eliminate them, and our country will have a large menu of new technologies, knowledge, efficiencies and opportunities that will be able to select. The wall that separate us from all of these existent potential opportunities is thick and tall in the current environment.

	A	B	C	D	E	F	G	H
773	772	5/9/2017	We now have a travel group who has us put information into a travel form, they then take that travel form and populate information into a Travel Authorization (hence, information is being entered twice), and then the TA gets approved. Anytime we need to make a change (like in schedule) we have to enter all of the information into the form again rather than just calling and telling the person to make a change. We used to be able to have a person that worked directly in the program enter the information directly in the TA so it skipped a whole step in the process. This is very inefficient and effective. In addition, back in 1995 the enforcement programs were all split out from the other programs and it has made things very ineffective and inefficient. Currently we have people that do more "outreach and compliance assistance" that work in the programs, while having others that are completely focused on "enforcement" in a totally different Office. This is difficult when the program is so small to begin with,	Continue to work with states, tribes, and locals as partners and leveraging those program areas where we each have our strengths.	Consider the state, tribes, and locals as our partners. As for the public, we all need to remember why we are working in the government and that ultimately we are responsible for reporting to the communities we represent.	None at this time.	I believe some of the dbase systems we have could be more modernized, but not sure if we have the funding to support changes.	
774	773	5/9/2017	1. Front-line Supervisors need to critically access their staffing levels and workloads on a routine basis. Staffing levels should not be maintained at historical levels just because. Supervisors should be looking at trends to see if work has increased or decreased in certain areas and be able to shift FTEs appropriately. At a minimum, this assessment should take place every time an FTE is lost. 2. Workload should be compared within a unit (peer-to-peer) and outside the unit (other regions, states, tribes, private) to determine appropriate work expectations and FTE numbers. 3. Programs that are obsolete, are not required by law, or are duplicative within EPA or another federal agency should be eliminated. For example: Environmental Justice, Energy Star, Children's Environmental Health, Making a Visible Difference, Field Operations Guidance, etc. Many of these programs are staffed by engineers, scientists, and environmental specialists whose skills and experience could be used to fill	EPA is already accustomed to partnering with states, tribes, and local communities because many of EPA's programs are administered by the local agencies. However, there are a number of things that the EPA can do to improve on those relationships and take the term "partnership" to a whole other level: 1. The EPA needs to truly understand that our states and tribes are on the front lines and often have the primary responsibility for implementing environmental programs. 2. The EPA needs to understand that our states and tribes are staffed with highly qualified scientists and engineers dedicated to protecting human health and the environment. Often, their staff is just as qualified or more qualified than EPA staff because they have first-hand implementation	Decentralizing the agency would help EPA to provide better customer service to the states, tribes, local communities, regulated community, and the public at large. 1. Why have Offices like OECA in headquarters telling regional offices and states how to monitor compliance and enforcement activities? Regional compliance/enforcement offices are way more in tune with what is going on in their regions. Regional staff are on the ground - they understand the industries, the states, the tribes, the politics, the local economies, etc. Headquarters staff, such as OECA, only know see the numbers within a computer program and often the data within that program is in correct or out of date. 2. EPA should incorporate more FIELD OFFICES!!! Region 10 and Region 8 have successfully incorporated field offices into their region. Field offices are closer to their work which allows them to	1. There are entirely too many managers within the Regions and at Headquarters. In the regions, there are front-line supervisors, program directors, deputy assistant regional administrators, a deputy regional administrator, and a regional administrator. In Headquarters, one office may have a program manager, program deputy director, program director, associate assistant administrator, principal deputy assistant administrator, and the assistant administrator. 2. Reduce the size of Headquarters and have them work/coordinate with the regions more often. Why have redundant staff, management, and attorneys in Headquarters weighing in	The agency needs to continually self-access and see if processes, technologies, programs, FTEs are out-of-date or no longer needed. This assessment needs to begin at the lowest possible level and not only supported, but replicated by senior leadership. This will keep agency expenses down and help us to operate in the most efficient manner.	If there are current EPA programs that better align with other federal agencies, EPA should step aside and allow the other agencies to be the lead for those programs. This will allow EPA to better focus on its mission to protect human health and the environment. It will also ensure that federal funding gets to the proper agency, are not split amongst numerous agencies, and therefore, can be more effectively used.

	I
773	
774	The EPA needs to take a critical look at their contracting processes and see if there is a better way. Superfund contracting has been changed to pattern a failed DOE process. Some EPA programs give their money directly to other federal agencies to award (i.e. Army Corps, IHS, BOR) and these agencies aren't the experts. EPA should award EPA money to ensure the money is spent on the appropriate projects.

	A	B	C	D	E	F	G	H
775	774	5/9/2017	Some of the trainings are completely useless. Any person with common sense should know the material.		Allow more telework. People are more efficient and more available via cell phone.	Why does each office have an HR, training and a budget person? Can't that be centralized? These people are typically underworked from my experience.	BYOD- Bring your own device. Why can't I check my EPA email on my cell phone? It's a time-saver and a money-saver for the government.	Follow the idea of other agencies with more teleworking and "hotel-ing" so you save office space.
776	775	5/9/2017				EPA has already begun the process of becoming a more mobile workforce. I truly believe that increasing the ability for employees to telework would open the door for sharing space while in the office. I know several companies that offer this "hoteling" where you can go into the office and reserve a cubicle for the day. I work in the information technology section and could easily do most of my job remotely, and the times I would need to be in the office, I would have no issue using a common workspace.	Virtual Desktop Infrastructure is something that EPA and Region 1 (my region) has done substantial testing with. I know the use of this would allow remote workers to function as though they are in the office while maintaining security by not having government information on the remote computer.	
777	776	5/9/2017	Federal Acquisition Regulations! While there needs to be regulations for contracting/purchasing, the FAR can sometimes be restrictive. As an example, there should be more of a push to make awards to small and socio-economic concerns. We do have set-asides but we should loosen further to help these type of firms do business with the Government.	Not a Scientist. But, I believe they need to take more of an active role rather than the USEPA taking the lead. Appears we take the lead too many time and this does not incentivize these groups to lead the efforts.	Quite simply - HONESTY!!!! Once you are not forthcoming, credibility tends to be lost and at times, unrecoverable.	Yes, allow contracting personnel to make decisions on how best to procure items. Do more regional purchasing for economies. As an example, years ago I used to purchase one expensive IT item and so did all of the other EPA Offices. Anything we need to purchase, should be purchased one time versus multiple contracts for the same item by multiple offices. The price for 1,000 each of anything will always be less than the price of 100 each times 10. Also, the EPA has multiple Gyms for its employees. Now, that is a nice perk but it is used by a small number of employees and the price tag is high. I see where we have started to not renew. It needs to be done across	At time, we do not seem to learn from any lessons of the past. We need to start a mind-set of applying lessons learned to most of our daily functions.	There is always a savings when you utilize a shared responsibility mindset. Simply by making multi-regional purchases we could save money and administrative effort which, also equates to money.

	I
775	
776	
777	Purchase smartly, utilize in-house capabilities versus spending tax payer money to receive a service. You should not have to do this but, there needs to be a culture of self responsibility by our staff. Each of us has to look in the mirror and say we are doing what we are supposed to be doing and completing it correctly and efficiently. There is some waste and it has become normal. Funny to see people want to purchase something and not care about what it will cost. Nobody would do that with their personnel checking!

	A	B	C	D	E	F	G	H
778	777	5/9/2017	RTP (EPA Finance Center in Research Triangle Park) needs to electronically interface with EAS (EPA Acquisition System) and with CDW (Computer Data Warehouse). Right now, RTP does everything manually leading to financial errors, inaccurate records, and downtime.			See response to Question 1.	See response to Question 1.	
779	778	5/9/2017		Listen. Be trustworthy. Use science (and joint fact finding if you can't agree on the science).				
780	779	5/9/2017	We are unable to move appropriated funding to contractors to complete core Agency work. We need to hire more contract officers and streamline the process. Contractors are unable to predict workflow from the Agency, plan their hiring and resources for the year, and sometimes need to lay off junior staff with critical expertise.	I do not work directly with tribes, but for many years we have had a good working relationship with states and the private sector. We can of course always improve, but it would be a shame if the success we have achieved in this area were not recognized as part of this survey process. One example we of a previous achievement, which could be a model for future improvements, is technical cooperation with state counterparts to make it possible for industry to report the same information (e.g., on emissions) to states and EPA simultaneously, thereby ensuring the minimum burden for reporters, and consistency of information for states and EPA.	States, tribes, local communities, the regulated community, and the public at large depend on timely and high quality EPA scientific information and data. In many cases, EPA stakeholders do not have the resources to collect the data themselves, or prefer consistency in approach across the country.	Again, I think this survey misses the opportunity to ask for examples of successes with respect to costs and efficiencies, which could be replicated across the Agency.	The administrative processes for time sheet management, employee travel, and allocating extramural funding, are inefficient and could benefit from modernization.	We currently have good working relationships with other parts of the federal government, such as EIA, USDA, USFS, USGS, and DOD. Senior EPA support for these relationships, via signed Memoranda of Understanding, would do a great deal for supporting cooperative work and making sure that missions and activities are aligned.
781	780	5/9/2017						
782	781	5/9/2017						

	I
778	See response to Question 1.
779	
780	The private sector, and agencies such as DOD, are more open to providing mid-career educational and training opportunities to improve the effectiveness of staff, learn new ideas, promote morale, and incentivize retention. These opportunities would do a great deal for the health of the agency during an era of hiring freezes and reduced budgets. Similarly, a more encouraging environment for details & secondments to other agencies, the Hill, States, and international organizations would also be welcome.
781	
782	

	A	B	C	D	E	F	G	H
783	782	5/9/2017	Throughout EPA, administrative support functions lack a basic customer service focus and require too many people to implement those functions. This is true of both OARM staff throughout the agency and their counterparts in the Regions and Labs. The leaders and managers of these functions have long resisted any effort to streamline their organizations and question the need to streamline their processes. Efforts to improve the services provided by these organizations have always been thwarted by "digging in" and outlasting the political appointees attempting to improve and increase the efficiency of service delivery. In my own experience, this was true for both the combined 16 years of the Clinton and Bush administrations. Should the Trump administration hope to make improvements in this area, it needs to not rely on OARM to study or implement the proposed improvements. Surely, these organizations need to provide input into changes, but left in		Customer service within the regulatory programs is an afterthought.			
784	783	5/9/2017		Using the private sector to help with site cleanups and protecting the environment is good, but we should choose companies that are environmentally conscious. Selecting companies that have a good public track record with promoting things like recycling, green initiatives, and other pro-environment things help businesses and reflect positively on the agency. We should employ private sector resources that are good examples. The public will see we not only support businesses, but we also ???double dip??Â by employing the environmentally conscious while being environmentally conscious ourselves.		Idea for reducing costs: I recently updated my life insurance beneficiaries with my local HR office. Our current process is completely inefficient and not cost effective. Under the current process you have to fill out form OMB No. 3206-0136 and MAIL it to the shared services center. If anything is not filled out correctly the shared services center MAILS it back to you and you have to pick it up at the post office (added inconvenience) and re-mail it. If they EPA has 15,000 employees (source was the Washington Post, I am approximating the numbers) and each employee updates their life insurance once per year then it costs the agency 15,000 x $6.65 (USPS 2 day priority mail small envelope	E-signing documents like the good example provided in question 4. We should be moving away from paper based systems.	

	I
783	
784	

	A	B	C	D	E	F	G	H
785	784	5/9/2017				In order to save money and be more efficient, EPA could utilize the contracts it put???s in place and eliminate the duplication of efforts within these contracts. Specifically, the Office of Water (OW) has a number of contracts that overlap some of the services. For example, most of the contracts have a section that says something similar to this, ???The contractor shall also provide administrative support in the planning and execution of workshops, conferences, training sessions, symposia and public meetings.??Â		
786	785	5/9/2017		I'm not an environmentalist, I just joined EPA recently and I work on the administrative side. Removing Scott Pruitt as the EPA Administrator is required before we can achieve any improvement on environmental results with our stakeholders. There is no trust between EPA employees and the EPA Administrator. Scott Pruitt has proved that he's more concerned with protecting businesses than protecting the environment. The new posters posted around EPA showing Scott Pruitt shaking hands with coal miners is very demoralizing to EPA employees. The jobs of 20,000 or so coal miners should not take precedent over protecting the earth's environment. I think I can speak for most EPA employees when I say, my children and grandchildren's having access to clean air and water is more important than protecting the jobs of a few thousand coal	Appoint a new EPA Administrator. Scott Pruitt has shown very little respect for the EPA and it's mission. If EPA employees don't trust their leadership, how can we convince our stakeholders to trust them. When Donald Trump, Scott Pruitt and Rick Perry came to visit EPA Headquarters a few months ago, they showed up with a group of coal miners and had them on stage. Similar to my comment above, this was very demoralizing to the EPA staff. It made it seem like protecting the jobs of coal miners was EPA's most important mission. Protecting the jobs of coal miners is not part of EPA's mission, that mission comes from the Trump administration and their desire to reward the coal miners who voted for him by a large majority. I'm not an environmentalist, but this was one of the most disgraceful acts I've ever witnessed in my life.			

	I
785	
786	

	A	B	C	D	E	F	G	H
787	786	5/9/2017	Having technical staff do all the administrative functions for ourselves (records management, travel, timekeeping, data management) which used to be done by administrative support staff in the past interferes with our ability to stay focused on the technical work for which we get paid. The administrative functions are necessary, but it would help to reinvest in more support staff to ensure that scientific and technical personal are not spread thin doing lots of administrative functions which takes us away from our core program, technical and scientific work	The program I work in already has strong relationships and partners with state, tribal and local community partners. We also have strong partnerships with other federal sister agencies. What limits our ability to support states, tribal and local jurisdictions more is our limited staff and limited grant funding. Increasing our budget, rather than decreasing our budget would help us to ensure we maintain and support strong state, tribal and local environmental protection programs. We have cut programs in the past that helped to foster public-private partnerships, pollution prevention and innovation. Providing more resources (staff and funding), not less, to these ends would help us support better environmental results through partnering.	EPA's budget has been declining over the past 17 years and went through a reduction in force with an early retirement buy-out in 2015. Staff and programs are already stretched to deliver customer service to states, tribes and local communities as well as be responsive to the regulated community. We need more staff and grant funding support to be able to do a better job at timely, effective and efficient customer service not less. Staff are already doing the jobs of 2 or more people and are over-whelmed. Reductions in force and funding will not help, but only hinder the EPA to provide quality customer service to the public at large and work closely with our state, tribal, other federal agency and local partners.	I do not actually see untapped opportunities for large scale changes at EPA that involve big reductions in costs. To be more efficient and effective we actually could really benefit from increased support. We have been operating with a budget and reduced staffing for the last 5-7 years. These levels have been insufficient to ensure as high quality technical support and capacity building for our state, tribal and local jurisdictions. Continuing to move forward on ensuring adequate water and clean water is available to all citizens, ensuring that the air we breath is clean, and that the food we eat is clean, and communities are not disproportionately exposed to contaminants requires ongoing support and	Yes, supporting local scale , more biologically diverse agroecosystems that are less reliant upon industrial levels of pesticides, herbicides and fungicides; supporting and creating incentives for more use of renewable energy sources (wind, solar, water) rather than de-regulating and promoting large scale mining of coal and extraction and expansion of oil and gas.	Look at areas where EPA has not yet delegated programs that can be delegated to states (e.g., National Pollutant Discharge Elimination System programs), ensure EPA has adequate funding to pass through the states so that states can develop adequate water quality standards, address required Total Maximum Daily Load Allocations, and implement protective water quality and water resource protection programs; continue to support Tribal approval for receiving EPA approved Treatment As a State, provide ongoing funding and technical assistance to tribes for their development of
788	787	5/9/2017	I manage grants. For every grant that I manage, I have to go into the IGMS pre-award system and manually download every single file that the recipient has uploaded. It takes between 3 to 10 minutes to do this depending on the amount of documents, file size, recipient. According to quik reports (5/9/17) , EPA has 7125 active grant. A minimum of two people need to access the files for the official record (project officer and grant specialist). Using a minimum of 3 minutes and two people to download, my estimate is that EPA has spent 29.6875 days downloading files. This administrative tasks prevents me from engaging with our partners and providing customer service. There needs to be a download all button to greater reduce the time being wasted on this function. My name is **[REDACTED B6]** I would relish an opportunity to discuss this simple fix that would greatly reduce staff time. It is a small update with a enormous benefit.		See number 1	See number 1	see number 1	

	I
787	Adopting and supporting the use and application of technically sound rapid functional assessment tools for evaluating compensatory mitigation banks and in-lieu-fee program performance standards. Support evaluation approaches and methods that incorporate environmental costs in accounting for economic impacts. Look to economic markets that are inherently interdependent upon the condition and quality of the environment and find more ways to ensure longer term sustainable and resilient outcomes for humans and the environment. Mitigation Banking and Conservation Banking may be good models to look at in terms of important businesses that exist due to
788	Updating our IT service. On computer infrastructure in out of date and our programs are not compatible with the latest technology. We are relying on internet explorer that is being phased out and our forcing our partners to have older computer with those systems. We are still using lotus notes for a majority of our functions.

	A	B	C	D	E	F	G	H
789	788	5/9/2017	"A manager is a manager is a manger" has been the agency justification of filling management positions to fulfill social economic engineering agendas. Your sex, sexual orientation, race, religion, etc are more important factors than ability to do the job. The agency does not require managers that have technical background, yet these managers are often called upon to improve processes or interpret information. This problem propagates into new new problems. The incompetent manager uses hiring authority to create a buffer of assistant managers and other odd ball management positions--all to mitigate the short-comings of the original manager. Clear goals, real managers, clear priorities, and proper training of staff are a good start.	Clarity, simplicity, and common sense revision of all work processes with genuine listening to input about priorities from private sector. Embed employees/co-locate with our partners/customers. Use of IPA's has historically been used to get rid of problem employees or sometimes as a favor to relocate managers to where they will ultimately retire. IPAs should, rather, be used to develop close relationships and effective partnerships to get work done.	Get rid of non-value management who engage in politics. Get rid of 90% of the Assistant and Deputies--not reassign them---get rid of them. Rotate SES employees immediately and every two years thereafter. The manager is a manager concept is probably applicable to SES employees (but the concept is often extended to first line supervisor) Most SES employees live and die in the same position and create mini empires populated by friends and family. Long term---convert Regional Adminstrators to career employees--too much change with every election.	Streamline regulations and remove ambiguity. Without litigation, the Agency would have no where to turn to resolve ambiguous and sometimes conflicting requirements. Bring back common sense.	No. Any attempt would be a facade. Work processes often incorporate subjective determinations or logic that Agency does not publish. Agency has wasted money trying to automate processes over the years and spends a substantial amount of money for rework. Agency is good at reworking email systems and databases, over and over, for little benefit and high cost. But tasking it to improve systems without changing culture and leadership would most likely lead to more written guidance with little practical benefit.	Stop duplicate oversight efforts with States and other Federal Agencies.
790	789	5/9/2017	Throughout my over thirty-year career at EPA I have not really had problems with administrative requirements, management procedures or other processes. I have been blessed with managers who recognize the need to get the job done and have been very flexible in helping me address any obstacles I may encounter. In my experience, the above listed processes, while sometimes seemingly onerous, are there for a reason. They help ensure that we meet legal and procedural requirements, that we receive proper sign off on actions, and that there is a paper trail to provide accountability. Now that I am a manager, I fully expect my staff to let me know if any of these procedures are negatively impacting their work and I have not had any such complaints. I'm not saying there aren't procedures that could be changed, but I feel that we have already held discussions on that and have already made significant improvements where needed.	Considering that states, tribes, and local communities lack the resources to implement environmental controls and run enforcement programs, it is essential that EPA maintain a strong role. While some states are forward thinking in promoting clean and renewable energy and protecting their citizens, others lack the vision and frankly ability to do so. It is erroneous to think that pollution respects boundaries, so even states with stringent environmental regulation risk having the health of their citizens impacted by lax regulations in other states. EPA is responsible for setting minimal standards and must maintain that role or the health of future generations will be negatively impacted. Existing partnerships are working as well as they can, but without federal support (including but not limited to financial resources) these	EPA is known for customer service to all of these parties already. However, if someone believed the regulated community should set the agenda, they might disagree. The Agency has a history of effective regulation and has crafted that regulation in a way that avoids the loss of jobs, as some have insinuated. Any changes to our existing relationships with stakeholders needs to be carefully evaluated and not rushed into. I worry that the answer that some would seek for this question is that we need to regulate less. If we ever reach the point where industry is not complaining about regulation we have already failed the American citizens and fallen short of meeting our mandate to protect human health and the environment.	This is a discussion that should be held across the Agency, I have been here for 30 years, but even with that amount of time I only know my own program. Any serious effort at making changes has to be organizational. There are most certainly things that can be done, and have been. It is important to note that staffing for EPA is at the lowest level it has been in about 20 years. I only mention that in case some would promote a reduction in staff as a means to "reduce costs and inefficiencies". There is not a person in the Agency who wouldn't welcome a thoughtful discussion of ways to improve efficiency and reduce costs. This has been done on numerous occasions, so any discussion	The Office of Research and Development at EPA is one of the strongest in all of government. The Agency is recognized internationally as already being in the forefront of technology. There are processes that can be improved, such as the correspondence system, grant preparation, awarding of contracts, etc. Again, and I can't stress this enough, this should be the topic of discussion and not be decided through surveys. A lot of manpower and brain power has already been devoted to this area. The problems that do exist are generally the result of government-wide requirements and not anything that is EPA specific.	I can only speak for my office. We already have regular conversations with other agencies. We already devote time and effort to sharing information and working collaboratively. These efforts have resulted in significant savings of time and resources, and have led to stronger decisions. Of course these decisions are driven by science, so as long as that is the guiding principle there can be agreement across jurisdictions. The problems that are encountered are primarily the result of differing statutes, which is the purview of Congress and not EPA.

	I
789	No. The Agency has picked the low hanging fruit a long time ago--e.g. double side copying and taking work generated trash home (to increase recycling versus landfill stats at office) are all a done deal. The Agency needs to take a long pause and rework many work processes (after getting rid of non-productive layers of management). Regulations and guidance have ballooned faster than staff can keep up with. Most meaningful work is done by contractors with little retention by the Agency after the contract ends. This probably can practically only be accomplished quickly if you perform a massive reorg to change the culture of the Agency; if a long-term horizon is acceptable.
790	In my work with international organizations I repeatedly hear that EPA already follows best practices in many areas. For example, our use of independent scientific panels for peer review is recognized as cutting edge. Without that impartiality, our decisions may be influenced by politics. As long as we let science drive the decisions we will continue to be respected and our policies and regulations will continue to be held up in courts, where we have a tremendous history of overcoming suits intended to undermine our protection of human health and the environment.

	A	B	C	D	E	F	G	H
791	790	5/9/2017	I don't know of any in my current office.	My office frequently works with states and the private sector, with no need for improvements that I can think of. There is little intersection between my work and either tribes or local communities.	I work very hard at doing excellent customer services to everyone who relies on me, including the public in other countries. We've all been on the other end of the phone.	No, not really.	I'm not familiar with technologies that we don't yet have.	In my area, we already partner with other agencies and states.
792	791	5/9/2017	The requirements for maintaining certification as a Contract Officer Representative (COR) are burdensome and not necessary for most of us who manage work assignments for contractors to perform technical reviews. The COR requirements are government-wide, not just for my agency. Most of us spend less than 15 percent of our workhours managing contracts, yet we are required to renew our certification every two years by taking 40 credit hours. There currently are 3 Tiers of COR certification. There should be one more tier between the first and second tiers, for those of us who manage non-construction work assignments.		All oversight for the US VIrgin Islands should be moved from the Region 2 office (NY) to the Region 4 office (Florida). It takes a full day to travel to the USVI, and a full day to travel back to NYC, because there are no longer non-stop flights to the USVI. Consequently, traveling from the R2 office to the USVI is a waste of time and money. It makes no sense for someone at R2 to travel to Miami to catch a flight to the USVI, if the Regional Office can just be moved to Florida. It is true that there is an EPA field office in Puerto Rico, which does inspections in the USVI, but upper management at Region 2 is in New York City.			
793	792	5/9/2017	Time and attendance is very inefficient. It leave requests do not link up with the time card in People Plus. It creates errors and costs time making correction. Our grants and contracting systems/processes are overly concerned with competitive fairness that they have lost their effectiveness. We the process discourages applicants from competing. Managers can keep track of all of the time systems - Telework (regular and episodic), flextime, compressed schedule, comp time and travel comp time (why 2 types of comp time),	We have significant obstacles with working with the private sector. We should be encouraged to work with corporations. There are two good exemples where we are allowed to work with corporations. One is the 5-Star grant program where we partner with the Southern Company and FedEx to administer a good grant program. The other is the Corporate Wetlands Partnership where companies like CH2MHill help local communities implement environmental projects. We should send EPA staff on assignments to work in state and tribal offices. States and tribes have so much staff turn-over due to their low salary structures that EPA can increase its role of technical and policy support. A primary role EPA plays is to help states and tribe rebuild technical and policy skills after staff losses.	We need more travel money. We have strong expertise but our staff and we need to get that expertise out in the states and communities to help them in their mission.	If we improved our very in-efficient administrative systems we could do our jobs some much more effectively. Time keeping, contracting, grants management. We could do "more with less" if our systems didn't take so much time. Giving managers more time to deal with problem employees. 95% of EPA employees do a great job but we cannot get discipline or get rid of the 5% of poor performers and disruptive staff.	We need to make better use of the technologies we have. We need better in-house one-on-one technical support to implement systems like SharePoint and OneDrive. On demand technical support for our mobile devices is needed. We do not make the best use of them.	More interagency agreements. We can partner with the US forest service to improve urban and rural forestry. We can partner more with USDA on agricultural chemical reductions. This is a larger opportunity.

	I
791	No.
792	
793	I'm a manager in the wetlands program R4. I use my incremental funding to train my staff along side of the US Army Corps of Engineers. Training together means we share the same knowledge and develop better working relationships. We are seeing significant improvements in our ability to process 404 permits and to help establish better wetland and stream mitigation banks. Conducting more joint training with our fed and state partners is quite valuable. We need more travel and training dollars to do this better.

	A	B	C	D	E	F	G	H
794	793	5/9/2017	We need better ways with fewer administrative requirements for groups (other than states and tribes) to receive and manage EPA grants. We have had many tell us that they no longer will apply for EPA grants because the requirements are too onerous. We need to find best practices from other agencies and figure out how to streamline the number of requirements we place on grant recipients. On the other side, we have given so much flexibility to state and tribes that it's hard to keep them accountable for the money received. Every project officer's income is on the line when we sign off on a grantee's paperwork. We need to find some halfway point where grant recipients can handle the paperwork, and EPA project officers are confident that the grant money is being spent well. The world is no longer run by handshake agreements.	We need clear guidelines on how to work all of these groups as partners in ways that do not break any ethics rules. Now, we can nearly count on being told it's an ethical problem if we ask for guidance on what we can or cannot say. It is very hard to talk to groups about potential activities they can do when they only thing EPA can offer are competitive grants. We also can not bridge the ethical gap to talk to the private sector about ways they can participate to help communities. We need clear guidelines so we know what we can do, say and when.	The Urban Waters program is a national leader in working across agencies and organizations with communities to make real-world improvements in their economic, social and environment. https://fcw.com/blogs/lectern/2016/07/interagency-collaboration.aspx The emphasis is on agencies working together to combine our statutory authorities to do activities that none of us can do alone. By working closely and collaborating with communities it builds political support. And no less important, the Urban Waters program has established a dedicated infrastructure that supports, provides a knowledgeable network, and manages partnership efforts. Through this program, it has become apparent that having a dedicated "ambassador", a person who has dedicated time to learn about everything happening and of interest in that community, has built relationships and trust, and has the	We need to work better across programs to build on each program's strengths. Reduced staff has decreased our ability to take our own personal initiative to make those connections. Somehow, making these connections across geographic locations while maintaining cross-program consistency is needed.	We need better GIS skills and tracking systems to see activities across federal agency and across programs. For example, knowledge of the geographic scope of grants paying for tree planting in an area 303d listed for urban pollutants where TMDLs are being written. We need better ways to see cross program/agency activity. It needs to be segregated by issue area so we're not wading through inconsequential minutiae.	Again, I reference the UWFP program where a dedicated person building partnerships across agencies makes everyone more successful and efficient. The Community of Practice is the initiation of this kind of effort to build staff networks and knowledge across the federal agencies, connecting staff who have been doing the work with those beginning to share their knowledge. This example is working to make these activities more aligned and to share the information across all federal community engagement practitioners so we can be more effective. We have many shared
795	794	5/9/2017	1) Uncertainty in the future of EPA programs is not effective. Please provide more certainty. 2) Reporting on every public meeting we attend where press may be present is not effective. We will do this as it is currently required, but it is an ineffective, inefficient administrative requirement that has been newly instituted by the current administration. 3) Fear of losing programs that already consider the economy and work closely with communities to identify their needs. Please support these already excellent programs more rather than less. And then we will be efficient and effective again.	Base decisions on science and community input. The way to do this even better is to provide more funds and staff for gathering community input on existing or potential EPA programs that the community supports and targeting science to meet those community interests and legal requirements. Support EJ 2020.	Listen to them and act with respect. Especially listen to the poor, the elderly, the children, the chronically ill, and the traditionally underserved communities. Also, do not use double-speak in internal or external communications. Our partners see right through it and so do we, the EPA work force. It is embarrassing to try to serve our community when they see the double-speak that is put out in communications. Luckily, they know that it does not come from their trusted EPA long-time dedicated partners.	Yes. Restore the staff's faith in executive management. This would reduce inefficiencies of us worrying about what lies ahead and if we will still be able to protect human health and the environment. EPA employees will continue to do our good work to protect human health and the environment and we will continue to do so in a fiscally-responsible manner for our contracts and grants; for our community work, for our public-private partnerships, and for our responsible permitting and enforcement. We are professionals and we are American citizens and we care deeply about this country.	Bring current EPA technologies up to private sector standards as this makes good business sense.	We are already doing much to align activities in areas of shared responsibility to support synergy and minimize redundancy with other federal agencies and states and tribes. The best thing you could do would be to support the most effective partnerships through public and internal recognition. Ask the states and tribes which of our programs they like best and where we can improve. Ask the EJ communities where we could do better, and where we have done well. Ask yourself what you can do to realign your own communication and actions with the EPA workforce so that the

	I
794	Again, the UWFP model helps with all of this when working in areas or communities with intractable, complex issues that have been unable to be addressed by programs working in our usual processes. With sufficient funding, resources provided and time allowed to build, it can tackle the hardest of challenges. While it can not make some processes work faster or more transparent due to litigation requirements or other activities whose timelines are not controlled by any agency, it does have a built-in process to be responsive to community needs, increase our efficiency and accountability and thus reduce costs and effort. It has the structure for this to
795	I am fearful of pointing these out to you in this forum as I do not want you to target them for cuts. What can YOU do to build trust with the EPA workforce so that we are better able to work with you in good faith? What can YOU do to show your respect for this world class organization of dedicated professionals who already care about the American economy, the American environment, and the American people; and show up at work every day to make the world a better place?

	A	B	C	D	E	F	G	H
796	795	5/9/2017	1. We should allow 24-hour noncompliance reporting under NPDES permits by e-mail. 40 CFR 122.41(l)(6)(i) states that ???The permittee shall report any noncompliance which may endanger health or the environment. Any information shall be provided orally within 24 hours from the time the permittee becomes aware of the circumstances.??Â This requirement for reporting ???orally??Â means this reporting must be done by telephone instead of e-mail, when, as a practical matter, e-mail would be preferable for a number of reasons. I realize that e-mail does not comply with the Cross-Media Electronic Reporting Rule (CROMERR), but neither does voice mail (which is how these ???oral??Â reports are currently received and stored). 2. We should eliminate the prohibition on using subsidized, unlimited transit passes for local work-related travel. In Region 10, we have been told that we may not use our subsidized transit passes for local travel (e.g., using transit	We should strengthen and expand our pollution prevention and resource conservation programs (e.g., Safer Choice, Energy Star, and Water Sense), which are private-sector partnerships. It???s generally cheaper and more effective to stem pollution at the source than to treat it or clean it up after it???s been released.	1. We should finalize the 2016 Methods Update Rule which was signed by the previous Administrator, but which was not published in the Federal Register. https://www.epa.gov/cwa-methods/methods-update-rule-2016 2. To the extent that approved Clean Water Act analytical methods cannot quantify chemicals at or below the EPA???s recommended water quality criteria for those chemicals, we should develop and approve more sensitive analytical methods for use under the Clean Water Act. 3. We should complete the effort to modernize our website, including Regional pages.	We should standardize around a single tool for web conferencing (i.e., screen and webcam sharing and audio conferencing). Currently, we purchase both Adobe Connect and Skype for Business, which have duplicative capabilities. I would think it would make sense to standardize around Skype since it is integrated with other Microsoft applications and with Windows.	1. We should replace our current paper permit application forms with electronic application forms. 2. We should eliminate paper records in favor of electronic databases wherever possible, including but not limited to files related to National Pollutant Discharge Elimination System (NPDES) permits. 3. We should allow outside parties to communicate with us through Skype (as long as such communication is work-related, of course). The last time I checked (which was in 2015), I was told that we could not add people outside of EPA to our Skype contacts, even though Skype for Business has this capability. https://support.office.com/en-us/article/Allow-users-to-	1. We should work with the US Fish and Wildlife Service (USFWS) and the National Oceanic and Atmospheric Administration (NOAA) to streamline the Endangered Species Act (ESA) consultation process. Consultation with the USFWS and NOAA for EPA actions that may affect threatened and endangered species is frequently a lengthy and difficult process. We should also ensure that ESA consultation is not just a paperwork exercise but actually results in better protection for threatened and endangered species and the environment in general.
797	796	5/10/2017	The new administration is requiring a level of review and scrutiny of external engagement and website management that is overreaching and detrimental to the the Agency's ability to share basic information with the public in a timely fashion. The administration would be well served - it it would be in the public's best interest - to consider a more targeted approach to what requires senior-level review prior to release.	Collaboration and achievement requires engagement and mutual respect. The Agency should be mindfully deferential to its external partners, but we also need to strike a reasonable balance and step in where mediation is required.	To the extent that external antipathy toward the Agency exists (a significant majority of the American public supports our mission and our work), it is due to a lack of positive in-person engagement to understand issues and constraints on both sides of the important issues we are trying to address. Engagement requires resources - it can't be done effectively with our online communications or conference calls.	Gmail instead of Outlook, Google Chrome instead of Explorer, Google Drive instead of OneDrive. Free vs Fee. You get the idea.	Incorporate more modern and effective collaboration technologies such as Slack.	

	I
796	We should make use of SharePoint, including its workflow capabilities, to reduce e-mail and paper traffic. https://support.office.com/en-us/article/Overview-of-workflows-included-with-SharePoint-d74fcceb-3a64-40fb-9904-cc33ca49da56
797	See above regarding technology. Also, procurement protocols need a radical overhaul to improve or remedy timeliness, resource-intensivity, and bureaucratic obstacles to using lowest-cost options.

	A	B	C	D	E	F	G	H
798	797	5/10/2017	Finding paper copies	Hiring a ton of GOOD software developers that can develop user-friendly databases, interfaces, softwares and other tools so we can all better organize things and find things. There are plenty of technological capabilities that are available that we just don't currently have resources for. If we all had one place that was easy to use in which we could all communicate more effectively, it would make being consistent and transparent much easier and much more efficient. Right now, these are what make up our triple constraint. We can't do all three with so little resources.			Workable, user-friendly, job-specific software and programs.	From experience in the industry and working with state agencies, there are a lot of redundancies at the state level that the federal level encompasses. Most companies end up doing things multiple times to relay the same information just in different formats depending on which state they operate in. Having an overall federal standard that encompasses all of these requirements would help to cut down on unnecessary paperwork and relieve a lot of pressure on individual states in redoing the work that is already being done on the federal level, allowing for
799	798	5/10/2017					Review Region 2's CONNECTr2 system - see video: **[REDACTED B6 Internal Webpage]** If you like the above system at all - I have a video that describes a "Subject Matter Contact" system that should be added on to increase agency interaction and accountability. If you want to see it - send an email to the designer **[REDACTED B6 Internal Webpage]**	

	I
798	Training. Proper training would require an initial investment of time and money, but would cut, exponentially, those costs in the long-term. For example, if you spend 6 months properly training a new employee, that employee could be 5 times more productive in doing his/her job for the rest of his/her federal career. Right now, our "orientation" is one day, half of which is spent waiting on a badge. I have experienced much more rigorous trainings in the private sector but felt fully prepared and more efficient in performing my tasks after being trained properly. Training that I experienced in the private sector consisted of 1 week of administrative training (how to set up your
799	

	A	B	C	D	E	F	G	H
800	799	5/10/2017	set up a standard understandable tiered organizational structure. get rid of silly notion of having offices within offices, etc reevaluate notion that all regions 'roll-their-own' organizational structure that sometimes is not aligned with HQ Water programs and enforcement should be in one contained organization - bifurcation makes no sense & drift results in eventual non-alignment.					
801	800	5/10/2017	The administrative requirements, management procedures, and other organizational processes are in place for a reason and do not prevent me from doing my job efficiently and effectively. Due to the important and highly visible nature of our work, it is important to ensure that all work produced within my office and this agency is accurate and appropriate. Thus, there is nothing to address.	I believe the EPA already does a great deal to work with states, tribes and local communities to ensure that when EPA action is required in a town, the local community is involved and aware of what is going on. Superfund is a good example of EPA working hand and hand with these stakeholders to ensure that positive and effective relationships are forged. I would say that it is a great idea to partner with any and all parties whose primary goal is the health of their local population and the environment.	Improving the technological capacity and understanding of the EPA staff could prove very useful for improving customer service. There are a number of communication tools available which due to a lack of training, many staff do not understand how to use. Having Skype meetings to improve professional relationships, using OneDrive to collaborate on work simultaneously with states or local communities, and using SharePoint to provide a single location for all information related to a community would do wonders for providing better customer service to our stakeholders.	As stated in question 3, investing and improving the technological capacity of the EPA would greatly improve the efficiency of the EPA without large changes in staff or policy.	1) SharePoint - Adopted (isn't universal) 2) OneDrive - Adopted (isn't universal) 3) Skype - Adopted (isn't universal) These are technologies which the agency already has access to which are under utilized. Before spending more money on new technologies, it would be smarter to truly invest in what we have now and find ways to improve our use of them.	This is a question for a subject matter expert in this area, which I am not.
802	801	5/10/2017				There is so much paper being wasted during the concurrence process. The concurrence package is created, it is reviewed and edited by first line supervisor. If there are edits, new paper copies are reprinted. Then if upper management has edits, the concurrence package is prepared again. This can go through 5 or 6 iterations before the final package is mailed off. I would suggest electronic concurrence on letters using track changes. After receiving all edits, then the paper concurrence package can be sent out.		

	I
800	
801	There are plenty of examples of companies using OneDrive and SharePoint more effectively than the EPA. It is always important, however, to keep in mind the unique role the government plays and its accountability structures. It is easy to say "let's do it like they do" but much more difficult to implement.
802	

	A	B	C	D	E	F	G	H
803	802	5/10/2017	When filling out your timecard and you have taken leave in the morning, you put in a leave slip for that time. Then unexpectedly you have to take time off in the afternoon that same day. The system will not take a new leave slip since there already is one for that date. So then you have to contact your supervisor to cancel or disapprove that leave slip so you are able to put in one slip that combines the two different times. You then put a comment in telling them what times you have taken. The system needs to be able to handle more than one leave slip on one day. This will save time and money in putting your time in the system. You won't have to bother your supervisor to cancel your leave so you can do another leave slip for both times. I have ran into this situation a few times and had to get my supervisor to cancel the first so I could do another.					
804	803	5/10/2017	Lack of funds at the Branch level. Branch Chiefs should be enabled to send their staff to training and for necessary travel without higher approval.	Increase travel budget	Increase travel budget.	Watching a bee do its thing this morning I was reminded of how heaps of research suggests that the concept of cross pollination of ideas is one of the keys to more creativity and innovation at work. The more people from different areas of expertise mix and mingle and share ideas and perspectives, the greater the likelihood of truly novel ideas rising to the surface. Here are a few ways you can encourage cross-pollination in your workplace: ???Hold job shadowing days where employees shadow someone in a completely different department. ???Hold job swap days - where feasible have employees take over each	More use of skype share screen.	Have us work closer with NASA on environmental issues. - and don't forget Tribes.

	I
803	
804	Enable employees to do their jobs by giving them the resources they need, instead of continuing to remove them.

	A	B	C	D	E	F	G	H
805	804	5/10/2017	The procurement process is very inefficient and is a major hurdle to doing my job. Currently, we need to get 3 price quotes for items, even as small as a pen, before we can even place an order. We also need multiple sign offs when receiving orders, such as the person who ordering the product cannot sign off that they received it, another person must do this. We also need to get 3 price quotes for items that have a sole source, making the purchase of these items near impossible. Overall, the process takes a considerable amount of time, that prevents everyone here from doing their job.	Learn what methods they are using to generate scientific data for their work. Often enough, there are new advances in science that EPA does not implement or takes several years to implement. These scientific methods are very quickly adopted by private and state corporations.		One of the biggest inefficiencies is the number of meetings and webinars we have. I have been in more meetings at EPA in the first 4 months I have been here than in 5+ years working for DOE and DHS, and I am not in a more senior position to constitute this increase in meetings. Most people that I work with cannot get their work done in an efficient manner because they are overwhelmed with the number of meetings they have to attend.	It takes several years for EPA to implement improved scientific methods, that the private sector implements very rapidly. EPA scientific methods are at least 5 to 10 years behind science that exists in either the private sector or at a university. Ways to speed up the process of updating the current EPA scientific methods to better meet what is available in the private sector is necessary.	
806	805	5/10/2017	The agency's lack of access to common software tools (ie. Autocad, Photoshop[, Indesign) used by the private industry adds a hurdle in the efficiency and accuracy of our work. As EPA Staff having access to these would facilitate the workflow, lessen time-frames and allow for a more direct and efficient communication with our partners and stakeholders.	In order to achieve better environmental results, the agency must make it a priority to always work with a "user centered design" approach in mind. Where states, tribes, local communities, and the private sector take on an active and participatory role in the development of rules, regulations and volunteer programs.	Better customer service comes down to serving the needs of the public. The use of technology - social media platforms, apps, forums - are all great tools. However, there is still a need for "on the ground" access where individuals can connect with each other face to face.	Increasing telework opportunities throughout the agency would reflect a savings to EPA's operational costs.		
807	806	5/10/2017	Mandatory training for multiple reasons. Consolidate mandatory training requirements for managing contracts, conducting laboratory and field work, ORD requirements and agency requirements. We have too many administrative staff that all they do is police us to fill out this that or the other. What they should do instead of being policeman, actually fill out the administrative requirements for us if we supply the information.	We have excellent examples of these in our National Surveys and our Great Lakes Areas of Concern efforts. We collaborate to collect data and share that data across federal agencies, states and communities. The problem with the private sector is they want money. What should be done to engage the private sector is tax incentives if they collaborate with the federal government. Not pay them.	Need more travel dollars in order to meet with the states and regulatory community as well as attending town hall meetings. Our problem is we have too limited travel funds to outreach, understand our client needs better so we can be a more effective partner. when I worked in the Regional Offices I made it a priority to visit each state in my Region once per year at least. They respected me for doing this.	Pretty hard to say given the reduced budget EPA has been working with for the past 10 yrs. If you adjust the budget for inflation you will see EPA has not really been increasing. I think that there are too many people in Washington. 30% of the FTEs in Washington should be moved to the Regions and ORD labs. Look at the manager/administrative staff to scientist ratios. Reduce the management layers and administrative staff for more boots on the ground.	Many of our regulations are 10-20 years old. There should be a 5 year review process for all regulations not to get rid of them but to update them with the latest information that is available. For example, the guidelines for setting ambient water quality criteria for the protection of aquatic life we finalize in 1986. The science has really advanced since that time and newer approaches are available. Have a 5 year review process for all EPA guidelines with an update option	Ambient monitoring is spread across, NOAA, USGS, Army Corpse, EPA, USFWS for water. Develop cooperatives across these agencies to address multiple agency responsibilities. Why is the geological survey monitoring water quality, conducting toxicity tests and sampling wildlife? Focus them more on geochemistry. See how much of their budget comes from other agencies. USGS works more like a contracting firm than a federal agency when it comes to biological issues.

	I
805	As I stated in some of my previous replies, making the procurement process easier is a start. Also, implementing more Lean Six Sigma processes and having management more open to them is another start.
806	
807	Sorry this is a little out of my field. But I would consider reorganization of ORD more along the lines of media than the Risk Assessment process. The risk assessment process is outdated. We need a more media approach to research or problem oriented approach.

	A	B	C	D	E	F	G	H
808	807	5/10/2017		Make science the foundation of our decisions, not some secret political calculus. Since our Administrator and Chief of Staff are unqualified and completely conflicted, they cannot serve in their respective positions. EPA therefore no longer has any credibility.	Get new and legitimate leadership			
809	808	5/10/2017	eDiscovery tools are extremely limited, do not de-dupe, or sort.	Proposed rules could have a listening session for each sector, including NGOs. Your question does not include NGOs.	EPA could host regular meetings with these entities. However, you could change the EPA representatives to include both managers and staff.	EPA invests significant resources in promulgating and defending rules and agency actions. Prior to withdrawing or engaging in any agency action, a comprehensive legal risk analysis should occur because defending actions (and potentially losing these cases) are expensive.	Better eDiscovery tools for processing litholds and FOIA requests.	EPA needs to first determine what the mutual interests are, and then both entities need to develop a mutual action plan.
810	809	5/10/2017	The biggest issue is that EPA Offices/Regions/Labs do not work together to ensure that their processes and procedures comport with one another. So, many procedures and processes are duplicated or triplicated to accommodate various overlapping jurisdictions (even when there is one clear or key decider). Much work is needed in centralizing and harmonizing all administrative, management and organizational procedures and processes. At the same time that procedures/processes need to be harmonized and centralized, more delegation of action items needs to take place. The lack of appropriate delegation of work leads to confusing and convoluted procedures and processes for even the most simple tasks (e.g., sending a response to a citizen inquiry).	All of the aforementioned partners in this question should have a more active role in developing KPIs for the agency as part of the strategic planning process. All too frequently, EPA is writing its own KPIs and performance measures that it knows that it will meet. However, were these stakeholders allowed notice and comment periods that more specifically addressed metrics, EPA would need to reach further in achieving results and be held more accountable by the public more broadly.	Management needs to be better held accountable for customer service to external stakeholders. Few if any managers have KPIs that explicitly evaluate much needed skills in providing customer service. It is only through holding them accountable through a KPI on such a matter (tied to bonuses, performance reviews and more) that customer service will be a priority in the Agency at manager and staff levels.	Yes. Certain support functions could be consolidated to produce significant savings. Human resources, information technology, grants, and contracts could all be further consolidated into fewer and larger service centers which would not only make such functions more economical and efficient, but also more equitable to citizens and accountable to elected officials in the Executive and Legislative Branches. Also, EPA facilities staff could be significantly consolidated and reduced in size. For instance, within multiple Regions, there is a facilities section that exceeds the size of most program sections in which activities are stovepiped (e.g., one staff person addresses one type	Software and hardware need to be significantly upgraded in the Agency. Of highest importance are digital workflows and big data tools. In all cases, with respect to the procurement of technology and use of it, EPA also needs to better hire top IT talent. Frequently, IT and Procurement staff do not have expertise in the technologies that they are procuring or managing, leading to increased costs and great inefficiency.	

	I
808	
809	Energy Star. This is an incredible program.
810	We should be using LEAN and Six Sigma (both together for some activities and apart for others) in improving all aspects of the Agency. Management should be held accountable in undertaking such efficiency and improvement seeking. All too frequently, managers avoid these processes because the additional waste identified personally them (e.g., a "bigger 'kingdom'," a bigger budget, etc.) Also, we should be setting an example in the environment by certifying ourselves to the Standards we promote industry using, such as ISO 14001, various lab accreditation standards, and more. EPA should be audited by third-parties as part of that work, to show

	A	B	C	D	E	F	G	H
811	810	5/10/2017					Efficiency could improve if many senior managers and senior scientists would use the technology we have. I say "senior" only because it seems to be the older folks who won't even sign on to Skype. When Skype is active I can tell at a glance when someone is in their office and available, in a meeting, or not in. But the user must be set up for automatic log-in. I do a lot of unnecessary walking if folks would simply sign in to Skype. Also managers would get much better evaluations if their subordinates knew who they are. If a manager can't get around and be seen, at least he/she can post a picture on Outlook to let staff know who they are.	
812	811	5/10/2017	I was working with a vendor, and the person handling the purchase was about to go on leave. When she went to submit an invoice electronically, she got a message saying that they needed to first submit for authorization to do that. So I had to step in and triage the situation, taking time from other needed work. Why in the world is an authorization needed for electronic invoices, when it's more efficient, saves everyone time?!			Remove the requirement of authorization for electronic invoices.		

	I
811	
812	

	A	B	C	D	E	F	G	H
813	812	5/10/2017	We have repetitive systems to document and account for work, scheduling, case development and conclusion that I would be nobody really looks at but a few folk and just adds to the paperwork in the office. I often get the idea that someone that has nothing better to do just continuously dreams up things for people to do and forms for people to fill out instead of letting people do their work. But that is what happens when you have too many people and unnecessary levels of management.	We used to have a self disclosure policy in place and that has pretty much gone by the wayside I think that was helpful. With states it is a mixed bag as to the cooperation that one will get on case development. Often times they will just refer the case to us and let us handle the work.	More education on the pitfalls tha industry can get into and more regulatory assistance across the board.	Although no one in my area will ever admit this I believe that we have too many people in our area. I am an attorney in Region 5 and people fight for new cases. I think it is because we just have too many people and not enough cases to go around. My current case load at the moment is ridiculous. We also have several unnecessary levels of management with too many Assistants and Deputies and perhaps not enough emphasis on Senior Attorneys that can assist the younger attorneys. There is no reason why some of these Deputies spend every afternoon walking around visiting with their friends except that they have nothing better to do. In fact if you ask the line attorney about what all these	Up to date software would be nice as well as hardware.	No answer.
814	813	5/10/2017	1. EPA has a long-standing, chronic problem of not clearly identifying decision makers, which results in a variety of negative outcomes, including painfully slow decision making and wasting significant personnel time in the process. Outside EPA, the agency is frequently criticized, and oftentimes fairly criticized, for our inability to make timely decisions. To improve, clearly identify decision makers, and hold them accountable for making timely decisions. 2. EPA culture relies upon too many meetings, with too many people in those meetings. As a result, we waste significant time. To improve, create a culture in which meetings are limited and focused, and in which people are expected to show up to meetings prepared, instead of doing their thinking out loud during a meeting. We could be far more efficient if we truly valued our time, and viewed it as a valuable and limited resource that we should carefully allocate, instead of wantonly overscheduling ourselves in meetings.	For starters, EPA should engage more frequently with those partners. Like many federal and other government agencies, EPA is far too insular. There is a world of environmental professionals outside of EPA, but many EPA employees are not in touch with that world.		1. Outside EPA (and other federal agencies), EPA (and other federal agencies) are often criticized for the "cast of thousands" that work on every project. For example, our state partners will deploy a lean and focused team to address a problem, while EPA will assign seemingly dozens of people to the same problem. While coordination within the agency is valuable, we too often assign redundant levels of staff to the same projects. If we gave work to smaller teams, we could accomplish more with less resources. 2. Media stories report that the EPA political team is looking into closing regional offices. That's not an effective way to reduce costs and inefficiencies. However, there are many	EPA wastes significant attorney time on document review due to sub-standard software. If we invested in the full, updated versions of the Relativity software, as DOJ does (but EPA does not), we would spend some initial capital, but regain hundreds if not thousands of hours of attorney time that is current lost in document review. The private sector and DOJ do a better job with investing in the right software, and as a result, they save substantial attorney time.	

	I
813	Don't hire people if you do not need them. Prior to the change in Administration we got a large influx of new attorneys and our general case load per attorney suffered. It was totally unnecessary.
814	In Region 8, we've formed a Content Management Unit (CMU) to centralize FOIA work in the region. It's more efficient and produces better quality FOIA work than distributing that workload to program offices without FOIA expertise. Similarly, the FOIA Expert Assistance Team (FEAT) in OGC centralizes FOIA expertise on large and contentious FOIA projects. Therefore, I'd recommend replicating the successes of the Region 8 CMU and OGC FEAT throughout the agency - centralize FOIA work. With a relatively small investment of FTE, we save significant time throughout the agency, and we produce better and faster results in our EPA FOIA workload.

	A	B	C	D	E	F	G	H
815	814	5/10/2017				Provide incentives to individual offices to save money (e.g., travel dollars). Currently, the incentive is to spend allocated dollars for fear of having the next year's allocation reduced. Removing that fear and creating alternative incentives will save money.		
816	815	5/10/2017	I work in a regional office. EPA HQ has a lot of expertise, however consulting with HQ is inefficient and can slow a project. I have found that often too many people have a say in a decision, some that are not currently in a role with any authority in a matter. Some of this is because there are too many layers of management in HQ. Also, if something is not working well there is no way to improve it. HQ should send out customer surveys. First it needs to consider the Region as customers. Note that I have also seen regions ignore HQ, including ignore orders. I do not understand this, but it shows that HQ and Regions can learn to work better together. I work in Superfund.	1. At larger Superfund sites, gathering folks together to see who is best positioned to address each part of the site. 1. Allow each party to have bit of independence vs everyone looking over everyone else's shoulders. This could speed up decisions. What never is discussed publicly among the regulators is the cost to the environment from delays in addressing contamination. Fighting to get the "perfect" decision can be detrimental to the environment if it causes years of delays. 2. I have seen situations where EPA has not been as respectful of tribes as we are trained to do.	I would conduct training to help EPA staff understand what it is like to sit on the other side of the table and be regulated or have to live with EPA decisions. This could lead to better cooperation, better explanation of decisions even if someone does not agree. I used to be regulated. As a result, I try hard to explain my decisions so the regulated community does not hear "because I told you to". This also leads to better decisions because it leads to more nuanced and defensible decisions. As a Superfund project manager, I often state that I am both regulator and am regulated. I have found that permit writers cannot adequately explain how to implement a regulation. Since I do not need to obtain permits, but only have to follow technical requirements, a permit writer does not have authority over me and I do not have to accept "because I told you to". I cannot always get my questions answered to the depth I need to		Over time from administrations of both parties, more and more review is needed to, for example, send a fact sheet to Superfund community. This leads to less communication because of the time and effort it takes. A knowledgeable community can hold us accountable, but also help us make a good decision the first time.	

	I
815	
816	

	A	B	C	D	E	F	G	H
817	816	5/10/2017	Laboratory analytical methods using the same basic scientific principles should be harmonized across programs. Significant differences arose in methods authored by different committees at different times with little impact on data quality. This requires private, industry, and government labs to maintain duplicate instrumentation and staff to accomplish the same task.	One specific example: The analysis of water for volatile organic compounds is controlled by multiple methods ??? 524 (drinking water) 624 (surface and wastewater) 8260 (liquid wastes) and the CLP Statement of Work (drinking and groundwater at superfund sites). They all use purge and trap sampling to remove the volatiles from a liquid followed by gas chromatography separation and mass spectrometry analysis. With little effort the procedures could share instrumental settings and criteria. As it is, the steps are written just different enough to preclude a consistent, seamless laboratory procedure.				
818	817	5/10/2017				The Senior Environmental Employment (SEE) Program provides an opportunity for retired and unemployed Americans age 55 and over to share their expertise with U.S. EPA, remaining active using their matured skills in meaningful tasks that support a wide variety of environmental programs. In 1984, the Environmental Programs Assistance Act (P.L. 98-313; codified as 42 CFR 4368a) authorized EPA to establish a program of grants/cooperative agreements to federal, state, and local environmental agencies for projects of pollution prevention, abatement, and control The intention of this program was to rotate SEE enrollees every couple of years. We have SEE		Recommend realigning/centralizing FOIA and grants activities @ the Regional level vs. having these employees assigned throughout the Divisions/Offices in the Region.

	I
817	
818	

	A	B	C	D	E	F	G	H
819	818	5/10/2017	While I like telework, I think that it may not be as efficient as it once was in the beginning. I would suggest a "redo" or "pause" on flexiplace/telework in order to reassess it's effectiveness. Perhaps having everyone report to their appropriate office for a 3-4 month time period? This might help assess whether workload efficiency has decreased/increased w/telework and it might encourage those who are not as interested in doing an A+ effort to leave/retire. Sometimes I think that people who have been here "too long" don't want to embrace creativity or innovation or even just do things in a timely fashion (not everyone, but it's enough to be frustrating sometimes).					
820	819	5/10/2017	Over the past several years EPA has increased its efforts for centralized control of information and messaging. This effort has hampered emergency responders trying to work closely with response partners and affected communities. Delays in the distribution of information are seen as problematic. In the past, EPA invested in training its emergency responders in ways to better handle media, relate to communities, and communicate effectively. Now EPA seems to want to make sure that all important communications rest in the domain of public affairs.	Actually listen to the States and enagage them - especially when things that we do require us to consider State law. For example, EPA and USCG consider owners of land to be responsible for old oil wells. However, State laws (and State agencies administering them) seem to disagree. This importance difference of opinion has strained relationships between oil and gas divisions in the States and EPA responders trying to implement oil cleanups. I do not sense much interactions between States and EPA (or the Coast Guard which administers the OSLTF) in the arena of finding responsible parties for oil pollution incidents - especially when the federal governments opinion seems to greatly affect the State's citizens.	See above - there needs to be interaction between the States and EPA specific to the issue of oil response and identification of responsible party in the context of oil.	EPA has invested too heavily in its efforts to prepare for response to WMD or similar. Many of the equipment items and personnel resources in which EPA is now spending larger dollars are duplicative of resources operated by National Guard units and other federal agencies. Too many times we find ourselves with all the equipment, but no real role in the exercises or incidents. The dollars EPA invests in elaborate labs and CBRN or WMD response should be more wisely spent on EPA's core mission.		See above. An analysis of the mission of EPA in the context of response to WMD and CBRN events should be accomplished in light of the resources available at other Agencies.

	I
819	
820	

	A	B	C	D	E	F	G	H
821	820	5/10/2017	Management review and approval procedures are preventing Lean and Lean six sigma improvement ideas coming forward.	Improve regulatory work products like permits and shared business processes using the lean concept call change by design, see the book Change by Design by Tim Brown.	Develop lean projects to improve customer services for the public.	Yes, across many programs from the Lean and lean six sigma lens. For example we currently have Superfund remedial project manager spending a whole career overseeing clean up on one site where only 2 years is needed.	Lean and Lean Sig Sigma is widely accepted in industries and governmental organizations.	Conduct joint Lean project with them to map out work processes and identify overlaps.
822	821	5/10/2017	Management review and approval procedures are preventing Lean and Lean six sigma improvement ideas coming forward.	Improve regulatory work products like permits and shared business processes using the lean concept call change by design, see the book Change by Design by Tim Brown.	Develop lean projects to improve customer services for the public.	Yes, across many programs from the Lean and lean six sigma lens. For example we currently have Superfund remedial project manager spending a whole career overseeing clean up on one site where only 2 years is needed.	Lean and Lean Sig Sigma is widely accepted in industries and governmental organizations.	Conduct joint Lean project with them to map out work processes and identify overlaps.
823	822	5/10/2017	Revise and standardize Position Descriptions (PD), our current system is very outdated, cumbersome and should be streamlined. We have many, many PDs that are duplicative, even within the same series. Change performance system to pass/fail instead of five tier system. The five tier system is too subjective and not being implemented in a manner that is producing results or holding employees accountable or giving employees the recognition they deserve. Streamline performance management, increase management ability to deal with performance issues. The current process puts a huge burden on supervisors and is extremely lengthy. Improve the Performance Agreement and Recognition System. The PARs documents are not well designed, critical elements are not well written and therefore are not holding employees accountable. There should be more standardization around expectations and common elements.	We have good relationships with STLs and we continue to build those relationships. We will always have hard conversations, protecting public health and the environment is not easy, however, at the end of the day, we continue to work well with our STL partners.	Streamline processes whenever possible (grants, contracts, reporting), and continue to have conversations around expectations so that there are not surprises.	Records management needs to be streamlined. The process is extremely labor and cost intensive. Improve our electronic systems, databases, electronic submittals. We have a multitude of databases to capture data, they should be integrated, updated and/or streamlined. Some of the data we receive is in paper format, we must then hand enter it into a database, electronic submittal systems need to be invested in to reduce cost and labor.		Standardizing human resources systems, documents, across federal agencies would be a huge improvement. Why does each agency need to develop leave manuals, performance guidance documents etc? This practice is inefficient and leads to inequities between agencies and sometimes within a single agency.

	I
821	Lean Six Sigma
822	Lean Six Sigma
823	

	A	B	C	D	E	F	G	H
824	823	5/10/2017	Renegotiate the with the unions to allow for: grade demotions and easier firing due to incompetence. Increase the availabilities of incentives for staff level federal employees. Many federal employees work with unmotivated and ineffective colleagues. It is de-motivating to see colleagues who do less than you get paid more than you simply because of time of service or the fact they were once during their career promoted to a higher position which they no longer serve in. It is tragic that if we undergo a RIF, the EPA loses its cheapest and most practically skilled labor component. Require middle and upper non-political managers to move periodically. Managers that stay in a program for tens of years are coasting, are not challenged, have calcified views on EPA programs and priorities, and are less prone to innovate. The 40 hour Contract Officer Representative training required to maintain certification that EPA utilizes is from DOD. As such is geared toward the types of contracts familiar to DOD and is	Defund programs that are not involved directly in the implementation and oversight of regulations promulgated by the EPA. EPA spends a lot of $ to help states and communities with efforts that are useful, but are not this agency???s role. The willingness to help people and states with public health problems where states and local communities have failed or claim not to be able to handle the expense has resulted in scope creep at EPA that spreads budget too thin (staff $ and other $). This has impacted EPA???s ability to oversee and where appropriate regulatory programs such and the Underground Injection Control Program and The National Primary Drinking Water Regulations. I suggest cutting non-regulatory programs and putting staff in regulatory and enforcement programs. Over time, staff attrition at HQ should	a larger regional and field office presence and a smaller HQ staff. to the extent possible, automate reporting done by the regulated communities and make that data available in real time to the public on the EPA website. The public is the best regulator: they are directly connected to their environmental and public health concerns. They should have access to data to make decisions on how their communities go forward. EPA relies on public information we don't publish being "FOIA-able". I doubt many average citizens want to or know how to submit a FOIA so they can find the right information that will help inform their local concerns.	Make more information and data easily available to the public so they can take action through their state and federal reps. An informed public would help maintain environmental protection better.	We need to advance our reporting in many programs to make it easier for the regulated communities. In terms of new technology for in house work, no I don't see a need. I do see a need to keep employees trained in the latest technologies. I work with many people who do not know how to use microsoft excel. I think we should have mandatory tech training in place of some of our other mandatory trainings. I think aptitude with basic computing technologies should be required to maintain a job in the federal government. A recently retired colleague of mine **[REDACTED B6]** yet she did not understand how to use microsoft word or how to organize documents into folders on shared servers. When her services	There is a huge amount of overlap in drinking water and waste water infrastructure grants and services in Indian Country. EPA, USDA, DHHS (IHS), BLM (BIA), and HUD all coordinate separate programs in Indian country (and rural US). EPA usually has the least amount of $ to invest, but is the only agency with regulatory responsibility. In fact, the other agency staff often operates in a regulation blind environment. IHS in particular refuses to help regulate drinking water utilities, thus threatening public health. Use of the EPA tribal set asides from the SRFs and service grants are often overseen by IHS. We could create an
825	824	5/10/2017	Improve the computer program used by EPA to track controlled correspondence known as CMS, Correspondence Management System. It is inefficient and Regions have already identified the problems with the system.		Regional EPA websites should be brought back and allow more flexibility in page design to meet the needs of the public. Make guidance documents and other informational materials available in e-reader format even if it means working with Barnes and Noble, Amazon, and others. This will make the information more readily available to users.			

	I
824	increase agency accountability to the public by taking access to public data and information out of the FOIA process and post more on our website. in my opinion, many managers care more about the agency's rep and their position in it than the mission of protecting public health and the environment (e.g. EPA's slow action on Flint MI). We could reduce cost by changing management structure and cutting SES middle management positions. Flatten the management structure with more upper and lower management and zero to few middle managers. Given the top down management and communications structure
825	

	A	B	C	D	E	F	G	H
826	825	5/10/2017	In my opinion there is way to many layers of management that add very little to the process of protecting public health and the environment. This is true in my Region and I think HQ as well where so many people are involved in producing very little. In general HQ provides little tangible production and serves more as an impediment to progress through interference and meddling. HQ lack of understanding of what is actually happening in the field and in our communities is likely the main cause of their failure. To fix these issues I would reorganize the regional programs to remove as many middle management positions as possible. Give more responsibility to the staff to make decisions. Delegate authorities as much as possible. Why do we have administrative tasks being performed by Division Directors? As far as HQ - If the President really wants to reduce the workforce at EPA by 4,000 jobs most of them should come from Washington DC where very little actual tangible and measurable work to support our core	I think the States could be given more work within my Program (Superfund). But to do this they would have to significantly bulk up there resources and capabilities and be given a significant pot of money. In my Region we have effective States but they do not apply their resources to their environmental programs. Instead they constantly skimp and claim lack of funds. Often they try and push for self regulation which is a failure. If EPA was to scale back and rely more on the States to implement the federal programs we would have to give them a lot of money. In Superfund we already do a lot of partnering with States and local communities. It is an inherent part of our process. Other than asking more from them the only other thing I would change with the States is to try an implement improved communication between EPA and	I think in my program we provide really good service. I think we need more funding and more latitude to use our authorities to get things accomplished in the Removal Program. Superfund Removal is a fast response, high energy, goal oriented group that gets things done. Yet our low funding levels and our management's preoccupation with not doing work to save money hurts us. We should be broadening our authorities in order to use our field expertise to solve problems across the agency programs. Our management tends to be very tunnel visioned with little or no global outlook on the Agency mission as a whole. One specific recommendation as mentioned earlier would be to appoint positions to liaison with the states so that it is someone's main job to coordinate.	YES - reduce the bureaucracy by reducing the size of regional management and the size and influence of HQ in Washington. Empower the highly qualified staff to make decisions. Delegate administrative duties down to lower management and staff levels. A full reorganization of the Agency is in order but I'm not sure the Agency can do it on its own. Past reorganizations have failed. The President wants to cut the workforce - figure out how to remove managers and poor performing older employees. Change the RIF process to get away from seniority based firings. You MUST keep the new hires and the younger people - they are the future of the agency and have the	Administrative issues and responses to HQ take up most of our managers time. As a result, they have lost technical abilities, decision making capabilities when it comes to protecting the environment and general knowledge of science. We are bogging our managers down with so much paperwork they are no more than glorified secretaries. Empower the staff, delegate the minutia. Have management focus on the real work.	Obviously in Superfund if we have the states do more of the work (delegate the program?) then EPA could reduce its workforce and its role. But right now in Superfund EPA is the lead. If we were to delegate the program then the States would really have to beef up their resources and step up to the plate and spend money on the environment. I'm not sure they are up to that task.
827	826	5/10/2017	Top of the list is contracts. The contracting process is broken. It is a very rare contract which is recompeted on time. Contract extensions are routine but also last minute. This leads to additional cost and creates a planning and workflow nightmare.	Changes in technology and IT services is creating a sea change in data collection, storage, analysis and transparency. Purpose defined sensors (e.g. air and water pollution detection) are rapidly increasing in quality and decreasing in price leading to the expectation of large amounts of quality environmental data becoming available soon The easy ability to combine this data with other data (e.g. asthma medication data use) using data and tools from private companies like Google and IBM is going to reveal a much better understanding of pollution. It has the potential for revealing localized problems as well as previously unknown links between pollution and disease, pollution and life style choices etc. Working with the Googles and IBMs of the world as this technology is rapidly developing will help the public have a more	There are many vehicles for working with the States. Over the past few years, the establishment of the E-Enterprise Leadership Council (EELC), a joint partnership between EPA and ECOS, has developed a cooperative relationship at a very high level. State Commissioners have gained access to what was previously more a flow of information to them and is now a sharing of decision making and involvement. A perfect example of this is the involvement of State members of the EELC being directly involved in EPA budget discussions with OMB. The EELC has the ability to sponsor projects which can reduce burden to private companies and State agencies while improving efficiency and environmental protection. Empowering that group to sponsor work and at some level to direct resources for these investments would be a significant step in the powering sharing between EPA and the States.	There are many ancient and silo'ed information systems at EPA and the States. They waste time and money, sometimes in large amounts when the inefficiencies are factored in. However, to fix these things takes time and resources, even with the newer IT approaches (e.g. Agile design) and improvements in IT technology. Smart but not insignificant investments need to be made to make environmental protection and economic growth accelerate. Of course, the first step in looking at modernizing a system is to use a process such as LEAN to streamline the underlying program requirements.	Changes in technology and IT services is creating a sea change in data collection, storage, analysis and transparency. Purpose defined sensors (e.g. air and water pollution detection) are rapidly increasing in quality and decreasing in price leading to the expectation of large amounts of quality environmental data becoming available soon The easy ability to combine this data with other data (e.g. asthma medication data use) using data and tools from private companies like Google and IBM is going to reveal a much better understanding of pollution. It has the potential for revealing localized problems as well as previously unknown links between pollution and disease, pollution and life style	There are many vehicles for working with the States. Over the past few years, the establishment of the E-Enterprise Leadership Council (EELC), a joint partnership between EPA and ECOS, has developed a cooperative relationship at a very high level. State Commissioners have gained access to what was previously more a flow of information to them and is now a sharing of decision making and involvement. A perfect example of this is the involvement of State members of the EELC being directly involved in EPA budget discussions with OMB. The EELC has the ability to sponsor projects

	I
826	Empower the staff - at EPA that is the best resource. Management and HQ are often just in the way and an impediment to progress.
827	We have many experts in EPA who specialize in data analysis and visualization. Due to the inability to access private sector tools for a variety of reasons (e.g. cost or security issues), they are effectively either doing more limited assessments or duplicating tools and approaches which already exist in the private sector. To the extent that cost is a factor in this, it is a false savings since resources used to recreate what exists in the private sector (often of higher sophistication) often exceeds the cost of purchase of the private sector product.

	A	B	C	D	E	F	G	H
828	827	5/10/2017	There is currently feeling within the EPA that we cannot speak freely for fear of retribution from the new Administration. This is the result of the new Administration's obvious efforts to undermine environmental programs (e.g., climate change, waters of the US, etc.) and silence critics. Even though this survey is "anonymous" there is fear that it really isn't. Until the new Administration wins the trust of career employees, there will be an impediment to EPA fulfilling its mission.	Act in the best interests of the public instead of trying to protect select industries (i.e., coal). Undermining prior collaborative efforts (i.e., climate change) that were underway creates a tremendous inefficiency. It only delays the inevitable and hurts everyone in the long run. Support efforts by states (i.e., CA) that wish to go beyond national minimal standards.	Be transparent in all actions. Support efforts by states (i.e., CA) that wish to go beyond national minimal standards.	Undermining prior collaborative efforts (i.e., climate change) that were underway in the prior Administration creates a tremendous inefficiency and wastes taxpayer dollars. It only delays the inevitable and hurts everyone in the long run. Embrace energy efficiency programs. This is what will lead the US to a better future. Embracing coal, a dated fuel source, sets us back and allows the rest of the world to catch up or pass us.		Undermining prior activities (i.e., climate change) that were underway in the prior Administration creates a tremendous inefficiency and wastes taxpayer dollars. It only delays the inevitable and hurts everyone in the long run. The new Administration isn't reinventing the wheel, they are destroying it. Embrace energy efficiency programs. This is what will lead the US to a better future. Embracing coal, a dated, costly, and dirty fuel source, sets us back and allows the rest of the world to catch up or pass us.
829	828	5/10/2017					We need to move to document processing electronically. Simple things like document routing for concurrances should be done electronically, but we don't have the appropriate computer programs to do that. We've attempted it in the past by trying to adapt Microsoft SharePoint to do the job but it did not work because that is not what SharePoint was designed to do. Electronic signatures is something else we need to explore doing, in order to expedite document processing. When it comes to pesticide labeling, we need some kind of label matching software so that we don't have to look at two labels manually side by	

	I
828	Undermining or dropping prior "best practices" (e.g., Clean Power Plan and related climate change efforts) underway in the prior Administration creates a tremendous inefficiency and wastes taxpayer dollars. It only delays the inevitable and hurts everyone in the long run. Embrace energy efficiency programs. This is what will lead the US to a better future. Embracing coal, a dated, costly, and dirty fuel source, sets us back and allows the rest of the world to catch up or pass us.
829	We need to get actual IT software support that we can actually trust to do a good job. Every project I have heard about goes over budget and is delayed because we don't have good programmers.

	A	B	C	D	E	F	G	H
830	829	5/10/2017	I do not believe it is necessary that we report public meetings/presentations that we will be giving all the way up to our Regional Administrator and HQ. In the past, our direct supervisors and perhaps Division Directors have had the ability and knowledge to approve our external presentations, and this has always been fine. We should go back to that and trust that our appointed employees have the knowledge to accurately present topics related to EPA.	We currently work extensively with states and local communities, and I feel that those relationships are strong and vital to the work that EPA accomplishes. We should continue to harbor these relationships via grants, in person meetings and being available as technical experts if needed.	As mentioned above, being at important in person meetings, providing technical assistance, and providing and managing existing grant programs. We should not cut grant programs that states, tribes and local governments depend on.	One thing I've identified that could save money is related to travel. Currently, we receive a daily per diem for food costs, and receive that amount even if that amount is not spent. Rather than do it this way, why not cap daily food costs at a certain amount, and then only reimburse for what is actually spent, signified by receipts. As an example, if there is a $50 cap per day, and only $37 is spent on food, we should only be reimbursed for the $37 (which will be verified by scanned receipts) rather than $50. This would save on money that is currently just given to employees.	I feel very effective with a new laptop, EC500 for phones, and my own conference call line. I think all employees should have a personal conference call line if necessary. It is very embarrassing to work with the public and not have a conference call line free to use.	
831	830	5/10/2017	Pruit should resign. He has no credibility and people won't follow him.					
832	831	5/10/2017	It is very difficult in awarding grants to the states and tribes when the budget is delayed well into the fiscal year. 2-4 actions needed to be taken where one action should be all that is needed to award a grant. This is a huge waste of resources and hurts our partnerships with states and tribes.	More consistent funding. Funding levels have been dropping over the years but the need is still there for all of these environmental programs.	We are understaffed and it is getting worse not better. For improved customer service, we need more staff to be available to work with our partners effectively and efficiently. Also, keeping the regional offices intact would help maintain these partnerships.			

	I
830	Empowering first and second line supervisors (and even some employees!) to make decisions and help form the direction of projects is key. Having to report high up the management chain and even to HQ on easy decisions creates log jams and wastes time. Wasted time is wasted money.
831	
832	

	A	B	C	D	E	F	G	H
833	832	5/10/2017	The updates to systems always cause problems on Monday morning for log-in. These updates should happen on Friday after midnight.	A more active role in the community, not just for major holidays or earth day events. Actually spend more than a day in a community within your region. Designate a Accountability Coach to make sure things are constantly being done to improve the environment in each region from employees already within EPA and no additional salary.	Employees at the state level should be more engaged and more active in the community. Federal programs should be introduced that actually work	Since lots of people work from home, ELIMINATE transportation subsidies. If you're not coming into the office 5/five days a week, there should be no transportation assistance to work	Apple computers and more knowledgeable IT personnel. Microsoft Office 2016 (we are now using 2010 in 2017)	Too many agencies and no work seems to be done or in a timely manner. Consolidate agencies and realign work duties. Reduce salaries (concessions to save money for the government)
834	833	5/10/2017	IT infrastructure and software is outdated and inefficient. For example, the agency has partnered with the DOI to use FPPS for HR functions. It is practically a DOS-based system that is entirely non-intuitive relative to windows-based systems used in all other functions of administrative support.	Improving and streamlining mechanisms that establish partnerships with these entities. Even without money exchanging hands, it can take months to years to establish interagency agreements, or in the case of private sectors, establish CRADAs. Most EPA staff are very familiar with and have great professional relationships with state, tribal, community and private sector counter parts, there is just an impossible amount of paper work to work through in order to establish agreements that meet compliance with statutory requirements of congressional appropriation law.	Have more public outreach. EPA has been shrinking for over a decade and some programs have had to necessarily been significantly reduced or eliminated to preserve core functions of mission. If we don't have the people and staff to reach out and communicate our actions, it is difficult to receive feedback on how to better serve the public.	While I get that the current climate in the Agency is we have too many federal staff, our contract costs are not more efficient or necessarily saving us any money. For years the question has been tilted toward replacing FTE with "cheaper" contract support. From my perspective, the perspective has been shifted to what work can we more cheaply do with FTE than with contract support mechanisms. Further, if we consider that we need significant Federal Staff levels to manage contracts, what efficiencies are really gained? All of this goes to ultimately most efficiently using resources to maintain environmental protection.	See my response number 1 above.	Because of the overall federal attrition for quite some time, much of this has been already occurring to the extent possible. I know my organization appropriately collaborates widely with other federal agencies and routinely assists states and tribes.

	I
833	Job Share - Hire contractors as permanent employees who have a proven track record for performance and attendance, GS5 or GS6 - If more than 20 years and no advancement, the employee should retire just like in the military, if you aren't a E6 or above - Part Time employment working from home and the employee pays HIGHER medical benefits because you're not coming into the office - Unnecessary travel eliminated - Use video conference for meetings around the country on a SECURE network which reduces travel cost, hotel cost and food cost - Raises should be based on performance and not
834	Well the private sector has the advantage of being able to rely on the timing of a budget and not have 2-3 threats a year for complete shutdown. It is impossible to be responsible stewards of tax payer's money when we don't know what our budget is for the year until 2 months before we need to close out the books for the year. And then as desperate as we may need the resources in support of mission, we don't have the contract administration efficiencies to appropriately make use of those resources so its viewed as not needed. We have actually gone to planning budgetary resources on a hugely variable scale that could mean anything from flat line to decreased resources to a complete

	A	B	C	D	E	F	G	H
835	834	5/10/2017	Excess passwords requirement. Establish the credential for logging on to your computer.			ID badges need to operate at all locations. One contract to meet the terms and conditions. Sub-contract to small businesses in the Region(s)	Periodic IT training for the staff to keep everyone up to date and reduce the need for excessive IT support	
836	835	5/10/2017	Grant reviews can take longer than needed due to complicated review sheets that break down scoring into redundant and/or too many categories. Beyond an eligibility review, the only scores needed are basically for soundness of project approach, milestones/deliverables/timeline, qualifications/expertise of applicant, soundness of budget, and past performance. It should not take an hour to fill out a proposal review scorecard.	Encourage states to integrate next generation/real-time monitoring into permits and state Performance Track-type programs. Such monitoring information might lessen the need for enforcement resources. Put more personnel and resources into compliance and technical assistance for sectors with higher pollution concerns/potential.	The current climate change denial stance by agency leadership, and other stances counter to best available science, need to be corrected. We are losing credibility in the eyes of other levels of government as well as the private sector, which will reduce opportunities to form effective, cost-leveraging partnerships with those organizations. These stances also create mistrust among EPA employees. Most of us are very common-sense people. People who review permits, state plans, etc. have very strong knowledge of changes that could be made to improve efficiency and relationships with the regulated community. They are a huge source of ideas. However, they will not want to work with agency leadership to implement those ideas if leadership is taking stances or actions that run counter to our mission. The public at large (including my Trump-voting parents) is concerned about the impacts of		Explore advance air/water/land monitoring technologies that could lessen the need for enforcement resources/inspections.	Improve cooperation with DOE on energy efficiency and renewable energy.

	I
835	
836	

	A	B	C	D	E	F	G	H
837	836	5/10/2017	The PARS ranking system is demoralizing. The ranking categories (FS, EE, Outstanding, etc) are based on extremely subjective criteria. Some managers are "easy graders" and others believe that an "Outstanding" should never be awarded. (I've received Gold medals and still not received an "Outstanding" from one manager while I used to receive them annually from another) This ranking system has a very negative effect on work performance. The private sector is moving away from it entirely as it makes individuals less concerned about the effectiveness of teamwork and more concerned about how their individual contribution is viewed by management.	It's hard to partner with states, tribes and even the private sector when our scientific integrity has been compromised. In my 25 years at EPA, I never witnessed States or consultants publicly question and even make jokes about EPA's commitment to protecting human health and the environment. That has changed. EPA is now the butt of joke thanks to our recent refusal to embrace scientific consensus and the scientific method.	Integrity, integrity, integrity. We are a scientific and regulatory agency. We should take both roles seriously. Scientific and technical experts at EPA should be valued, not made to feel that if they don't go into management, they have somehow failed. In the Regions, technical experts are capped at the GS13 level (for some reason, HQ allows for a lot more employees to advance to the 14 level.) EPA needs to attract the best and the brightest if we expect to perform our duties and not become the dysfunctional and overly bureaucratic government agency that some accuse us of being.	Mu understanding is that EPA's budget represents less than 0.2% of USG spending. We are charged with ensuring that people have safe water to drink, safe air to breath, and safe soil to till. While reducing inefficiencies is always important, there comes a point where the lack of spending is the source of the inefficiencies. This is the question that should be asked. I have seen EPA waste exorbitant amounts of money "fixing" a problem through brick and mortar infrastructure that could have been fixed via our regulatory tools. The problem is that we lacked the technical staff necessary to have caught the problem. This is often times the true source of government waste.	Yes, increasing Internet speeds in offices to levels that are on par with the private sector. I worked in an ORD lab and couldn't use their GIS software because the Internet speed was so slow.	We are supposed to be providing an oversight role to States. We do that.
838	837	5/10/2017	Focusing on the best interests of industry over environmental protection prevents me from doing my job efficiently and effectively.	More resources and people to accomplish the EPAs mission.	More resources and people to accomplish the EPAs mission.	No, we are understaffed and under budget.	There are a lot of field sampling and laboratory techniques that could be modernized and make things more efficient, but we need more resources and more employees. An automated ELISA is on example of something that make ELISA analysis more efficient.	Create liaison positions for communicating with other federal agencies.

	I
837	Yes, private sector provides a travel budget that typically allows for their professionals to attend trainings, speak at conferences, and maintain their technical skills. EPA used to provide for that type of training and travel budget, but those day, especially at the Regional offices, are gone. Thank you for this opportunity to comment.
838	

	A	B	C	D	E	F	G	H
839	838	5/10/2017	(1) Administrative Issues: Care should be taken not push people who are different into administrative positions. Agency Managers seem to place diverse individuals into mostly administrative positions and/or assign administrative projects to diverse professionals. I???ve seen some well-educated professional employees relegated to administrative assignments (e.g. driving managers to visit various communities, planning conferences, helping to carrying out grant requirements that are the responsibility of another office, entering information into office databases, etc.). EPA management should be sure to use the talents and education of employees appropriately. It doesn???t seem appropriate to have a GS-13 professional employee spending their time on filing and record-keeping. (2) Revise Office of Personnel Management (OPM) Retirement Rules and Remove IRS Penalties. The OPM rules are the reason EPA employees hang on so long to their jobs. The OPM rules for retirement and accessing the	Managers should be held accountable for lack of diversity: EPA management does not appear to follow the Diversity Action Plan, nor do they appear to be familiar with prohibited hiring practices under the Equal Employment Opportunity Commission. There should be some mechanism during the hiring process where they must certify they have at least read through these documents and made an effort to comply. There should be some place where the Agency managers must show they have looked broadly to try to find diverse candidates and attempt to mirror the demographics of the regional office area that is covered by the Agency. Today, the hiring of young students with advanced degrees and zero experience in the real world is the norm. They are quickly bumped up to GS-13 expert levels, not based upon experience in the	(1) Address favoritism in hiring: Take steps to avoid the constant practice of ???like-hiring-like??Â. Basically, everyone is the same at EPA ??? liberal and/or elite. Anyone that is different will not get hired. EPA is now likely facing the same situation that the Democrats/Hillary Clinton faced when the election was lost. When an Agency becomes too one-sided, like EPA has become, it creates a situation where the regulated public and stakeholders do not get a say in the process until late in the game ??? at the public comment period on regulatory development. EPA should try harder to recruit and hire the appropriate mix of diverse people with diverse perspectives and include those individuals on the Agency???s national rulemaking work group efforts. This will allow more people that can think outside the box to develop more creative options for consideration during development of draft regulations. Having an Agency	(1) Safety Issues with Federal Fleet: The maintenance and safety of the federal vehicle fleet needs to be addressed. The vehicles are often poorly maintained and dirty, resulting in safety issues for employees that must travel. Vehicles have bald tires that are well beyond the maximum mileage life. In one instance with these types of old tires, one went flat resulting in a potential stranding situation for the employee alone in a remote wilderness area. Employees often start traveling only to find the vehicle gas tank empty or the maintenance light on - requiring oil changes, service, etc. No one appears to address these issues (not the traveling employee, nor the manager responsible for the	EPA has not kept up with the private sector on technology. EPA has had the Windows 7 Operating System until 2017 when EPA finally started switching to Windows 10. Staff working at home on their own personal computers often have better technical abilities than at the office. Remote access is not reliable. It???s improved recently, but when first rolled out it was a nightmare ??? often forcing employees to call a national number to trouble-shoot on government work time, only to find it wasn???t a problem with their own personal system, but that of the government system. Computer laptops are old and slow as well. Having a screen go blank for several seconds to log in or switch to another program is	EPA provides grant funding for general water quality monitoring and assessment. U.S. Geological Survey also carries out these activities in a seemingly duplicative manner. There could be some ideas here for reducing the costs to the government.
840	839	5/10/2017	The current process and expectations for contract actions vary between Contract Officers in OAM. The creation of a consistent process with set lists of documents and requirements that all C.O.s would follow plus a set process given to the CORs and those putting in PRs would be extremely helpful.		Create a single call center / help desk for all public inquires and work with the AAships and offices to create canned language and answers for the public.	An easy way to locate what desktop software packages are allowed and preferred for various and available to users rather than referring users to the "GSA schedule".	Allowing the EPA to utilize drone technology for cleanup and emergency response	We should create a policy relating to Personally Identifiable Information (PII) similar to those implemented at the US Census Bureau (Title 13) or the Internal Revenue Service (Title 26) to consistently define expectaions for the public about what data we collect, how we use it and how we secure it, and how and to whom we release the data to

	I
839	(1) The current awards system should be restructured. It seems to reward the same people repeatedly (usually legal cases) resulting in poor morale amongst those that never even get a nomination for an award. The current system (medals and regional awards) has so many categories which results in a lot of time/effort to recognize employees with very little increase in morale within the Agency. In fact, it seems to contribute to poor morale. The system also seems burdensome to management. There???s a lot of work time spent writing up awards, participating on panels and attending awards ceremonies. This isn???t a good image for the public
840	

	A	B	C	D	E	F	G	H
841	840	5/10/2017	Excessive review of work products by headquarters staff and management has introduced inefficiency into various work processes. While the regional staff and management understand the need for national consistency, standard or non-controversial actions should be left to the regions to complete, to limit the waste of time and resources. Investment in more high quality administrative staff could increase overall efficiency. In the 10 years I have worked at EPA, I have seen a large amount of administrative tasks transferred from administrative staff to the staff at large. This results in GS-12 and 13 (or higher) employees spending significant amounts of time on work that could be completed by lower GS level staff and the associated waste of money on personnel costs.	Focusing resources on the regional offices, which are closer geographically and have better knowledge of local issues than headquarters and other "centralized" offices like ORD. Making coordination with state, local, and private partners a meaningful focus of performance reviews. Minimizing travel by headquarters staff to distant (and costly) locations by focusing on having regional staff represent the agency at in-person meetings, conferences, etc. The regional staff are often more familiar with the local issues anyway and can work closely with states and localities at a lower cost than sending headquarters employees.	As stated above, making coordination with and support of state, local, and private partners a meaningful focus of staff performance reviews. Minimizing time spent on internal (within EPA) meetings and activities and focusing time and energy on relationships and support of external partners.	Improving performance reviews, including dealing more aggressively with low performing employees and rewarding those who excel to encourage high performance. Commitment to efforts such as "Lean Six Sigma," including requiring managers to implement all reasonable recommendations that result from Lean projects. I have participated in Lean activities, and employees are willing to seek improvements to EPA processes, but they need the support of high level management to get beyond the weight of "business as usual" pressure against change. Staff cuts can be made while still maintaining	Encourage continued or increased use and availability of "sharing" technologies such as SharePoint and OneDrive so as to allow for more efficient electronic transfer of documents and information. Focus IT investment on support of networking to encourage productive remote work.Also focus on deployment and training of staff on videoconferencing equipment so that staff are more comfortable and efficient at using this technology, which could save on travel costs when used appropriately.	Focus EPA staff and resources on areas where EPA has a "value-added" role. In regulatory programs this is determined by law, but in our voluntary programs, this should be determined by providing EPA expertise where it is unique and adds value, e.g. providing expertise on mitigation of environmental impacts, best management practices, avoiding impacts to air and water quality, etc., to other federal agencies as they engage in funding or technical assistance to states and localities.
842	841	5/10/2017	I think as federal employees we do way too much administrative work, whether it be running around getting comp time forms signed, filling out TA's and getting them signed by 5 different people, logging into the numerous accounts we have to have that all require special passwords. A great deal of my time is often consumed by these tasks that could be done by an administrative assistant or done electronically instead of on a paper form. It should not take more than half a day to set up your travel. When a new employee starts, why do we not already have a computer set up with the programs the division knows they will need? Instead of going through the IT department and several help-desk and form to be signed by managers stating that you do in fact need these programs and software install in order to do your job. There should already be an approved list of programs installed and ready to be used on ones computer by assigned division, type of work, by	I don't have enough experience on this topic to make a viable comment.	No comment	No comment	Having devices that allow field workers to use apps related to the work they do would accomplish wonders. There is almost an app for everything, whether it be plant identification, stream indicators, or environmental hazards. If they are not readily available or capable of doing what we want we could easily contract it out and have it developed specifically to meet our needs. Not only that, we could cut down on the numerous/repetitive forms we have to fill out for the same project or task by compiling them all into one easy to find location where you could sign into an account and put documents pending in a sort of queue that allows you to see who's "desk" your forms are sitting on and who needs to sign	Communication!

	I
841	Promotions based on performance rather than tenure (example of DOD, though successful implementation has been mixed); Lean Six Sigma process improvements and implementation.
842	Amazon, Apple, google... take your pick

	A	B	C	D	E	F	G	H
843	842	5/10/2017		Disagreements are inevitable giving varying missions of agencies involved. You can use facilitation and mediation to help those involved communicate more effectively. These uses of Alternative Dispute Resolution have been shown to produce results all involved can understand and implement without the need for going to court or getting overly political. Support the continuation of both workplace and environmental conflict resolution. Also, EPA has both an ADR Policy and a Public Involvement Policy. More knowledge and use of the best practices described in these policies would help everyone communicate and cooperate with each other. Many times a neutral facilitator (someone who is not EPA and not one of the other parties) is necessary for all to believe a process is fair. The use of neutral facilitators needs to be	EPA's Public Involvement Policy outlines how to better work with any stakeholder. Read it, google good public involvement principles. Involve public involvement experts in helping to design interactions and communications. Fund travel for EPA employees to meet communities, tribes, regulated community and others in person. It can reduce misunderstandings and build trusting relationships. Isolating EPA people in their offices without any means to see people in person unless those people have the time and money to come to EPA offices is unproductive.	Use good public involvement and dispute resolution resources inside the agency. Give these processes time and resources to work.		Connect EPA's ADR and public involvement programs with other federal agencies. Make these resources known to states. Work through varying missions, roles and responsibilities. Make sure the public and regulated industry know who is really responsible for what. Hold state agencies accountable where there are delegated programs. It was the State of Michigan that did not protect the citizens of Flint, not EPA.
844	843	5/10/2017		Regions should receive extra travel $ to use for paying for state / local officials travel to meetings with EPA (either in the office or in the field) so that the state (or local) folks can actually provide input to EPA's strategy, planning, and implementation of programs. Preferably, some of that money could come from specific HQ program budgets. Travel money is a pretty small part of our budget, but it could make it much easier and more efficient for us to support the needs and goals of the states.				

	I
843	EPA's environmental ADR and public involvement programs have led the way for 30 years - establishing best practices for conflict resolution, collaboration and public involvement. Recognize that federal employees can indeed be world renowned experts in these fields and empower them to continue to educate the administration and EPA employees in best practices. Publicize when we are successful and give some credit to those who work well with others - not just in public service recognition week, but all the time.
844	

	A	B	C	D	E	F	G	H
845	844	5/10/2017	1) We still have a manual concurrence process in the Region. I would recommend an electronic concurrence process to route a documents through the concurrence process. 2) The Superfund remedial program is embarking on a large change in the contracting strategy which will impact the implementation of the Superfund program. Changes will begin to take effect in the Fall of 2018 when EPA awards the first of this new suite of contracts. One change that I think should be considered is that we do not move forward with a Remedial Environmental Services Contract (RES). I think the current model that has been set up works and is more efficient. EPA does not have the resources to manage the RES contract.	We currently partner with the States in the Superfund program and only take on Sites that the State does not have the enforcement or financial resources to address. In the SF program, the State is required to cost share 10% of the remedial action cost and 100% of the O&M at the Site. The States are under tremendous financial constraints and are often not able to fund their environmental responsibilities. This often causes issues between the State and EPA regarding responsibilities. My idea would be for EPA to have 100% responsibility for the Superfund program. However, for this to work properly, the funding would have to come with it.	In the Superfund program, we have very good customer service with our states, tribes, and communities. I think other areas of EPA could model their customer service after the Superfund program.	The current budget cycle impacts the SF program and leads to many inefficiencies. First, the budget that is provided, is often not sufficient to address the backlog of work in the SF program. As a result, instead of fully funding the work required for the investigation and cleanup of a Site, the work is phased over several years. This leads to inefficiencies and delays in completing the work.	State of the art IT services. The government often contracts these services out and we are often behind industry standards in the use of hardware and software. In the last year, things have improved. However, in the program that I work in (Superfund) tablets would be very beneficial. However, we often do not get state of the hardware because of budget constraints.	The Superfund program has the ability to use Interagency Agreements with the Army Corp of Engineers to perform construction acquisition and management at fund lead Superfund Sites. This has been a successful model for the last 30 years. However, there are acquisition plans within EPA to change that model and drastically reduce our ability to use the Army Corp. This will require EPA to be the construction manager on many fund lead SF sites. The resources have not been provided to the agency for this effort. I believe this is an inefficient use of government funds. The program should rely on
846	845	5/10/2017	Issue: Severe political interference in science issues. Solution: Remove all political appointees from federal science agencies.			Let scientists do their work. Don't burden them with mandatory non-useful tasks, such as preparing travel documents, administrative trainings, etc.	Absolutely - there are numerous new technologies for monitoring air and water quality. Funds and personnel are needed to purchase, evaluate and operate these technologies.	

	I
845	
846	

	A	B	C	D	E	F	G	H
847	846	5/10/2017				Outsource PC imaging / security so the entire agency has one operating system image & one security system - hopefully to NSA or DOD. That each of the 20 Regions/MNMs define their own OS/security is archaic. Each has its own regional ISO - this could be centrally managed. It is amazing the amount of down time with re-entry of LoginIDs and PassWords has to be done each day. Adopt a functioning electronic grant system from another agency that has a 'best in class' operation and revise EPA processes/requirements so EPA doesn't tailor it to their own vision. That is where we go wrong.	Outsource PC imaging / security so the entire agency has one operating system image & one security system - hopefully to NSA or DOD. That each of the 20 Regions/MNMs define their own OS/security is archaic. Each has its own regional ISO - this could be centrally managed. It is amazing the amount of down time with re-entry of LoginIDs and PassWords has to be done each day. Adopt a functioning electronic grant system from another agency that has a 'best in class' operation and revise EPA processes/requirements so EPA doesn't tailor it to their own vision. That is where we go wrong.	
848	847	5/10/2017	The administrative processes and systems in place to support those processes are nearly unworkable across the board. OARM and OEI are primarily responsible for these types of activities. Our procurement actions have been at a near stand still for several years and OAM is understaffed and unaccountable to the delays in procurement leading to inefficient use of resources and inability to perform mission critical activities. Additionally the IT systems related to contracting, HR, payroll, etc are arcane, dense and not even remotely user friendly. The IT support for our basic equipment such as computers, printers, mobile devices, etc is inefficient and baffling. All of these failings leads to loss of productivity, inability to plan, redundancy and waste of resources. Solutions to solving these issues include lifting the hiring freeze to staff up all administrative functions with competent and skilled professionals, allow stability across OARM (no reorgs, restructuring, details) to build accountability, a base of knowledge and vastly simplified	Provide sufficient resources and clear lines of decision making across all Agency activities. Engage with the career staff and experts on issue areas. This will allow for meaningful interactions within statutory and regulatory obligations (e.g., consultation, public hearings, public comment periods, transparency of calendars of senior leadership etc) and lead to improved results and actions that will garner support and withstand legal scrutiny.	Similar to above, engage the career staff and experts, provide sufficient resources, establish clear lines of decision making and transparency across all actions. This will allow the Agency, its staff and its stakeholders to interact in a meaningful way to fulfill the mission of the Agency which is actually protecting human health and the environment.	Yes, detailed in the answer to question number 1 there are numerous inefficient, opaque, duplicative, immovable processes that underline and support the Agencies work. Without proper administrative support, transparent engaged leadership and sufficient resources the Agency will not be unable to fulfill its mission.	Yes, again, the answer to question number 1 details numerous systems and process that if improved/replaced will yield significant benefits. In addition, sufficient resources and frequent and transparent communication from leadership to staff, especially in light of the drastic budget proposals will ensure the Agency is able to protect human health and the environment.	This question presumes activities need to be realigned, rather, a comprehensive review of Agency activities in light of clear Agency goals that align with its mission, statutory obligations, needs of the states, all stakeholders and the public, as well as other USG goals, functions and activities should be completed so any realignment comes from an informed place and likely reaches successful implementation. In the past, likely as an attempt to maximize resources the Agency has adopted systems or processes (e.g., FPPS, people plus, etc) from other Agencies without sufficient consider, review or

	I
847	
848	Frequent meetings and transparent communications with staff.

	A	B	C	D	E	F	G	H
849	848	5/10/2017	People Plus is absurd - we are salaried employees. I understand the necessity for leave requests and tracking of those, but the rest of the system places a burden on both management and staff.					
850	849	5/10/2017	The processes for awarding contracts and grants have become so overburdened with prohibitions and criteria that staff and recipients waste large amounts of time trying to understand options and requirements. Grants and contracts staff can???t coherently explain the byzantine rules to program staff, who spend time that should be spent on core work trying to choose and execute the most efficient method of awarding federal funds to accomplish goals. Grants and contracts staff FTEs have been pared back to the point that they can???t afford the time to help much, and are reluctant to take ownership for agreements that just might run afoul of some prohibition. Staff often resort to using mission contracts because processes and criteria for awarding unique contracts are opaque and burdensome, but finding an appropriate mission contract is usually time-consuming and as a spending vehicle usually involves unnecessary overhead cost. Unique grants are similarly difficult to award, and program	Annual meetings to communicate among federal and state programs to set priorities, divide responsibility, and coordinate next steps are essential to avoid accidental duplications and omissions. Because state staff increasingly cannot afford to travel to a central location, travel funding should be provided if we want them to take an even greater role in executing federal mandates. Also, it???s become increasingly difficult to stage workshops and conferences to provide essential compliance assistance to the private sector, due to the gradual accretion of prohibitions and rules aimed at avoiding the appearance of wasting federal funds, and favoring or improperly accepting support from private parties; therefore, elaborate requirements should be re-examined and pared back.	One simple tool would be to post contact info for subject matter experts in HQ, the labs and Regions on our website. The most recent revamp of our agency website for greater uniformity and less maintenance made it difficult to efficiently reach someone who can help you. Simply posting org charts and providing an employee locator isn???t enough. An example of how to do it right: https://www.epa.gov/air-pollution-transportation/office-transportation-and-air-quality-contacts-topic Also, see answer to Q 7.	Eliminate unnecessary management layers that have been created by division chiefs bent on building fiefdoms???for example, make section sizes more standard, and eliminate the branch level where total section FTE isn???t sufficient to justify a branch. This not only saves $, but could streamline communications between programs. Sometimes staff-led teams can substitute for forming new units, and can be formed and dissolved more quickly to respond to new and/or temporary needs. Introduce more uniformity in pay grade levels: HQ staff should not necessarily be paid 1 or more grades higher than equivalent Regional staff, attorneys should not necessarily be paid 1-2	Our IT help staff & contractors are very efficient and skillful, helping all employees function more efficiently. However, delay in approval for federal use of updated versions of basic software forces IT staff to waste time patching in remedies, and the results function less well than timely upgrades would. Elaborate justification is required for installing specialized software, which can impede our ability to provide compliance assistance to regulated parties.	The most puzzling area of overlap among federal agencies is in the realm of energy & fuel efficiency programs. For example, EPA???s very lean and successful SmartWay Transport Partnership and related technology verification program coexists with DOE???s vehicle technologies program. Since EPA regulates engines, it may sense for DOE to cede transportation fuel efficiency programs to EPA. But it may make more sense to move Energy Star, another highly popular efficiency program but one that doesn???t relate to EPA???s regulatory role, to DOE???s office of energy efficiency &
851	850	5/10/2017		Create more collaboration opportunities by committing to regular conferences to discuss pertinent projects, concerns, and progress. Allow more development opportunity for EPA staff by providing EPA staff opportunities for short-terms details with states, tribes, local communities, or the private sector.	Provide EPA staff the resources (FTE and budget) to conduct robust user research and allow for continuous feedback loops between EPA staff and external stakeholders.		Yes, we should adopt agile/lean practices and methodologies, modern software development methodologies, look for tools that allow for collaboration with internal and external users.	
852	851	5/10/2017	Get rid of the silly DUNS requirement.	Have more EPA funds to work with.	More funds and FTE at EPA.	Terminate the employment of all the political appointees.	Accelerate the replacement of Lotus Notes-based IGMS.	Give EPA the statutory authority for funds in from anywhere, like USDA. Reduce duplication by letting EPA do it all.

	I
849	
850	Region 1 has a unique assistance and pollution prevention unit established over 20 years ago as a staff-led team, then made a permanent unit. This unit provides compliance assistance as needed on new and complex requirements, to underserved sectors, using plain-language tools (fact sheets, webinars, workshops, onsite training, etc). All outreach encompasses related federal/state requirements, audience priorities, and cost-saving ways of avoiding the use of regulated substances and processes, thereby reducing regulation. Assistance is coordinated with state agency counterparts, who often later perform additional
851	Lean, Agile, Design Thinking, User Centered Design, User Research, Cloud development.
852	We should have a leader that does not lie constantly.

	A	B	C	D	E	F	G	H
853	852	5/10/2017	My biggest concern as a worker is the time spent on bureaucracy. What I mean by this is that there are too many different reporting systems, too many people working on what appears to be the same thing. I can understand this modus operandi years ago before PCs and the web, but now is just seems to be a system of checks and balances, which ought to be streamline and trimmed.	I really don't have much to say here as I feel strongly that we already have good working relationships between EPA and states, tribes, local communities and environmental groups and stakeholders. As far as water permits are concerned there is an active & conscious decision to be as transparent as possible in our work product and good use of available technology to reach to a myriad of stakeholders.	I don't have much in the way of comments and productive ideas; perhaps just maintaining an open mind (& purse string) in pursuing all available and changing technology to maintain as much transparency as possible in all the great environmental work being done at EPA! Currently, I firmly believe we reach out as much as possible to all our stakeholders and other parties.	Less bureaucracy and more use of green technology to cut through the muck & stagnation. I believe EPA HQ as well as the regional offices need to "advertise" more of our success stories explaining in simple terms and numbers the strong environmental strides we make year after year. Have media offices proactively searching for the next big "wow story." Get more kids involved in the merits of environmental successes as they will be the stewards of tomorrow's environmental goals and successes.		Dangle a carrot in front of our stakeholders. Come up with ideas for example, giving more aid to communities achieving environmental gains. Working/training state leaders on the importance of change and evolution. EPA already has offices engaged in P2 programs, etc., but what about something as simple as, looking for alternatives to salting our roads in winter, announce a contest - - get ordinary people involved in who we are as an Agency, partnering with future leaders, listening to what the public is telling us & addressing the issues even if the answers are not always the most ideal.
854	853	5/10/2017	Because we don't typically do much travelling, when we do it's much too complicated to submit a request, and work with CONCUR. It used to be quite easy. However, CONCUR is cumbersome, and results in taking too much time for a trip that could be under 25 miles. Having to submit for Travel when going such short distances and using a government vehicle wastes valuable time and taxpayers money. This is an example of a system that has gotten bogged down by technology rather than made more efficient. I would recommend simplifying this by having an administrative assistant or some other employee trained as the Travel Assistant, and having a simpler system other than CONCUR. Also, I recommend removing the requirement to submit a Travel Authorization for local travel even when using a government vehicle to go to a 2 hour meeting.		This			

	I
853	
854	

	A	B	C	D	E	F	G	H
855	854	5/10/2017	EPA's contract management process is very inefficient (OARM/OAM). The current process for awarding contracts, processing PRs, etc., is lacking resources and could be evaluated for process improvement overall.	Re-evaluating EPA's Action Development Process such that the process for development of regulations and major policies would be much more inclusive of states, tribes, and local communities. I would not recommend being more inclusive of the private sector given the possibility of conflicts of interest.	Modernizing our processes (process improvement) but not doing it in a vacuum either. We need to include our state partners in this effort from the very beginning through the end. May be we can detail state employees into EPA (one or two for each program) to help with this effort.	IT/IM management across the Agency does not exist; therefore, there is a lot of duplication of IT/IM development across the program offices resulting in a significant loss of resources and opportunities. The one problem with trying to realize this opportunity is that OEI does not always know the business needs of EPA program offices which would make it very difficult to achieve this opportunity. Another problem is that program offices are very protective of their turf and are not open to new ways of doing business or collaborating across the Agency.	A much greater investment in IT/IM to modernize existing systems and to streamline existing regulatory requirements (e.g., investing in electronic reporting).	See response to Q #4 above, but adding other federal agencies, states, and commercial vendors to that response (i.e., taking advantage of leveraging resources for IT/IM solutions).
856	855	5/10/2017					Improvement in video and audio equipment for large meetings. Quite often there are problems with the audio and visual equipment that cause delays in meeting proceedings. Also, a way to mute individuals calling into meetings until or unless there is a need to receive comments or questions from them.	

	I
855	
856	

	A	B	C	D	E	F	G	H
857	856	5/10/2017	Lack of leadership, knowledge, guidance, and staff throughout OARM, especially HR and contracts management. Decentralized administrative processes at HQ, Also, the the myriad reporting requirements for EEO and diversity efforts which would benefit from economies of scale because they are not really being done in a meaningful way at the program office level though we all spend time and resources talking about it. More generally, the layers upon layers of management for small numbers of staff. The Agency's supervisory ratio is not great and the quasi-supervisory ratio is even worse. Team leaders under Section Chiefs under Branch Chiefs under Deputy Division Directors under Division Directors under Deputy Office Directors under Office Directors.	Partnerships are essential but states, tribes and local communities do not have the resources necessary to implement their programs, financially or experience-wise. Allocating additional funds may help in some instances but, at the practical level, they often rely on our expertise and guidance to help their people stay safe and their business to run efficiently.	engage at all levels of the Agency; staff need to hear the discussions to translate it into the work they do.	hiring/firing but that's a government-wide reform. coordination/consolidation of pieces of programs in the regions and elimination of not statutorily-required programs though those are often the popular ones. Also, less management of work/more management of programs; managers are and are expected to be subject matter experts; not proficient in the ECQs.	federal contracting and budget processes completely inhibit the ability to adopt new technologies or processes because it takes, conservatively, 5 years to begin to put anything into place by which time it's already outdated,	senior political leadership will need to direct this.
858	857	5/10/2017	Employees should be able to use their POVs and commute to off-site work locations directly from their residences with the standard reimbursement (not reduced millage rates). Commuting to the place of employment only to pickup a GOV and then turn around and drive to another site can be a tremendous waste of time. This is particularly for downtown offices like in Boston where sitting in traffic can be 3 hours of the day coming and going, where if one were to just leave from their suburban place of residence they would have that 3 hours to do actual work. Taking home the GOV is often discouraged, the GOVs are often not available to consecutive days, and it can be a burden to park at residences for many in the Metro area.	my manger discourages me from working on anything outside my assigned area. collaborative projects are discouraged.		Region 1 has a policy of not permitting staff to reserve their own flights or hotels, which usually ends up costing the Agency MORE since travel dept won't make a reservation until they feel it's appropriate--despite reservations being fully refundable! When we delay making reservations the cheaper rates are often taken and the gov rate hotels are booked so we end up paying more for airfare and hotel or stuck staying further away from our travel destination.	google chrome for all! google earth online was also just launched. it is embarring that scientists don't have access to these FREE tools commonly utilized by third grade students. Also, we need access to free file sharing tools, like google drive or dropbox. right now if we have a file larger than 25 mb we rely on 1996 technology: burn the file on a CD and MAIL IT to the person. computers are SLOW. for engineers and scientists that do more than just email and word with their computer we need faster processors. if I download 300 gb of data and need to process it into a report my computer just fails me. I'm told to go use the computer room, which has	

	I
857	there are many really smart and hard-working employees at the Agency. They come here for the mission and to translate their knowledge and skills into something meaningful, They will help if you tap into them, Currently everyone is waiting to be engaged as we await a leadership team and some direction; a complete waste of resources for far too long. Even a video message from the administrator would go a long way towards that. We read his tweets and facebook posts about his engagement with everyone but the Agency he is leading.
858	We are too program centric. Management keeps voicing for "cross-program" work but then they dole out awards, raises, promotions, new hires by program and everyone is binned by their group.

	A	B	C	D	E	F	G	H
859	858	5/10/2017	There are too many duplicative reporting metrics leading to analysis-paralysis. 50% or more of all reporting metrics should be removed. Reporting on these is a burden for states and requires too many program analysts at EPA. More work, less reporting.	Programs that are discretionary function better when utilizing external partners or public-private-partnerships with EPA maintaining the programs through grants. Non-point source grants are a good example of getting targeted pollution control technologies to rural areas. SmartWay is an ideal public-private-partnership which reduces pollution while saving truckers money. Diesel Emission Retrofit (DERA) grants create new technologies and US business niches through grants to private partners. All discretionary programs should be tied to a grant program. Let the locals and industry promote these programs as they are the beneficiaries, and EPA can serve the role of grant management as EPA is extremely effective at grant management, solicitation, and oversight.	There is too much confirmation bias in Washington, DC (in both political parties) leading to customer service that is out of touch with local communities. More resources and programs should be focused out of the regional offices where people are more in tune with the public and the regulated community.	There seems to be a middle-management bulge at EPA. A lot of this seems to be driven by the need to respond to data requests, Congressional inquiries, and general reporting inquiries. All parties, including Congress and associated lobbyists, need to align to minimize unnecessary duplicative reporting and data requests, so the middle-management bulge can be reduced and EPA staff can focus more on performing the work than on reporting on the work that is performed.	1. EPA has the capacity to go to 100% electronic recordkeeping in all programs. This will require rulemakings like the NPDES E-Reporting Rule, but once these are in place, EPA can cut down on office space, cut down on time responding to FOIA requests, and be more transparent. One barrier to this is that the government tends to have low performing electronic management contracts. Larger companies like Oracle or Google could handle these transitions far easier, but rules like SBA and MBE/WBE seem to prevent securing more competent information management contracts. 2. All Regional web sites could be eliminated. It's too confusing for the end-user, and it is not necessary.	Training systems like FAITAS are a good example of how training can be tracked and delivered across multiple agencies through a single platform.
860	859	5/10/2017	Make and process requests for Travel Comp Time earned via People Plus Eliminate separate tracking of credit hours earned and used beyond what is already being done in People Plus	Fully staff EPA and let us do our jobs	Fully staff EPA and let us do our jobs	Allow for agency vehicles and car rentals to be parked at employee residences the night prior to early morning travel and to keep them overnight at trip's end if return is impractical. Remove Trump appointees		
861	860	5/10/2017	The changes in PeoplePlus where employees cannot "take back" their leave requests has created a huge bureaucratic nightmare. With such a challenging workload, it's rare that my leave requests match up with the time I actually take off. Many times, those leave requests need to be amended. But, the new three-step process (ask your supervisory to send it back, fix it, send it off again) is creating a lot of wasted time.					

	I
859	The Brownfields program is a great example of simple and logical reporting metrics linked to a single reporting database (ACRES). This results in accountability, simplicity, reduced costs, and employees focusing on getting work done. Analyze this program and try to replicate how metrics are reported and how outreach is performed.
860	
861	

	A	B	C	D	E	F	G	H
862	861	5/10/2017		1) EPA has a long standing tradition of being a source of funding to states, tribes, local communities and the private sector for environmental and human health programs and on-the-ground projects. Ensuring that we continue to safeguard and provide this funding, and that we have sufficient staff to oversee the proper use of funding, will help achieve better environmental results. 2) Similarly, EPA has been a source of technical assistance for state and tribal environmental programs and to continue in this role, we must be sufficiently staffed and technically trained, or else a greater burden will fall on our partners. 3) Further, EPA is regarded by many of our state, tribal, local and private partners, and the public as an organization that should always be informed by sound science, and we must be able to operate outside the	EPA staff and management work hard to provide excellent customer service to states, tribes, local and regulated communities and the public, through funding, oversight, technical assistance, and interaction with the public. We are an organization of highly professional people. Our ability to maintain, and improve excellent customer service depends on being adequately staffed. We must be able to backfill positions with a range of new and experienced personnel, while providing a work environment and culture that retains our most experienced people. Only by having sufficient and experienced staff and management can we adequately implement our statutory obligations and provide the best level of service possible. Further reducing our ranks and funding is completely counter to this goal.			
863	862	5/10/2017	EPA activities should be based on science and the expertise of those with science and engineering backgrounds. Requirements, procedures, or processes that politicize the work of EPA prevent us from doing our work efficiently and effectively.	Maintain federal regulations. Having different regulations in each state would be inefficient, result in unequal protection of the environment across the country, result in transboundary pollution from one state to another, and would take our country back to days when rivers caught on fire. Show photos and historic monitoring data to remind people what environmental conditions used to be.	Host a series of training workshops across the country providing overviews of the regulations that seem to be most confusing to the regulated community. Provide Q&A time.	Maintain federal regulations. Having different regulations in each state would be inefficient, result in unequal protection of the environment across the country, result in transboundary pollution from one state to another, and would take our country back to days when rivers caught on fire.	Create an app for citizens to take pictures of environmental violations and submit them directly to our Office of Enforcement and Compliance Assistance. Photos would be time-stamped and geo-coded.	The Office of Policy should be eliminated. EPA should be primarily a science-based agency. Policy review is already provided when EPA products are sent to OMB. Having an Office of Policy biases Agency decision-making away from science-based decisions.

	I
862	
863	Create an app for citizens to take pictures of environmental violations and submit them directly to our Office of Enforcement and Compliance Assistance. Photos would be time-stamped and geo-coded.

	A	B	C	D	E	F	G	H
864	863	5/10/2017	My biggest issue it our IT systems - they don't talk to each other, they are redundant and/or don't work well, they are not streamlined, and they basically take an enormous amount of care and feeding and TIME!		Less top-down micromanagement. If staff are not empowered to make even minor decisions, and/or don't feel that management will support, or worse second-guess, it adds time and inefficiency.	less regulatory uncertainty. no backtracking on previously approved regulations and programs. keep the science advisory board independent and science-oriented - not staffed with industry advocates.		
865	864	5/10/2017	The most important administrative change is to get rid of Scott Pruitt. Because he is tied to the fossil fuel industry, and his actions to cozy up to the coal companies rather than to groups that protect the environment, has made my job more difficult, because my partners know that the leadership of my organization is biased, and serves a radical republican, and anti science ideology. The back to basics agenda is also embarrassing. -- it reads like it is from the republican playbook. The recent purge of the science advisory board (not sure of the official title of that board), is also disconcerting. Finally, the staff in the front office in HQ are former staffers of Jim Inhofe, a known climate change denier. The climate change website has been deleted. Because of these reasons, it is hard to take these kinds of surveys seriously because you lack credibility. Thanks.					

	I
864	for pete's sake, re-delegate the signing of Superfund Records of Decision back to the regions - the idea that the Administrator should be personally involved in all decisions over-inflates the importance of these documents, as well as will only serve to slow down the process. this is NOT the most important program EPA implements!
865	

	A	B	C	D	E	F	G	H
866	865	5/10/2017	Requirements for EPA staff to clear any public statements through headquarters are burdensome and unnecessary. Transparency and effective and efficient communication with stakeholders is facilitated by allowing EPA staff to communicate freely and without censorship.	Maintain and request additional funding for EPA programs that support the development and expansion of local, tribal, and state capacity in enforcement and implementation of federal environmental laws. Maintain adequate funding for EPA oversight of programs delegated to the states, which facilitates better national consistency in implementation, permitting, and enforcement, prevents undue political influence from powerful local special interests, and allows states and EPA to partner and share resources. EPA enforcement also allows EPA to fill in enforcement gaps not covered by states, for instance where the generators of the pollution are in one state, while the impacts are felt in another.	Transparency and community outreach are key in communicating EPA???s work to stakeholders. EPA should commit to transparency in decision-making and decision-making based on sound science, rule of law. Decisions should always key back to our central mission, protecting human health and the environment. EPA should be better at communicating the economic and public health benefits of our regulations, which have been proven by peer reviewed studies (i.e., https://www.epa.gov/clean-air-act-overview/benefits-and-costs-clean-air-act-1990-2020-second-prospective-study). Our agency has not done a good enough job touting the vast and multi-faceted economic benefits of our regulations, which has led to the mistaken belief that EPA is a job-killer (even among some members of this administration).	Effective and adequately funded enforcement can reduce costs by increasing compliance; non-compliance in the industry leads to increased costs to the agency from having to respond to accidents, releases, spills, etc. Federal contracting can be slow, costly, and subject to waste; hiring more in-house experts (scientific, economic, and technical) could reduce costs over time.	IT resources and records management should be updated and made more efficient. This would assist in FOIA response and community outreach, which would lead to greater accountability.	Targeted enforcement, for instance in environmental justice communities, can be an effective method for developing partnerships with local communities, municipalities, and state programs while targeting areas most in need of increased enforcement and which bear a disproportionate burden of illegal pollution.
867	866	5/10/2017						In the spirit of cooperative federalism and engaging our state partners, the Administrator could direct the Regional Administrators to establish an EPA office in each of the 50 states. The goal would be to improve environmental results and customer service by strengthening the symbiotic relationship between the EPA and the states, as coequals. For an example of what this might look like and how it might work, see EPA Region 10 at: https://www.epa.gov/aboutepa/organization-chart-epas-region-10-office.

	I
866	Top law firms and major companies may be helpful to approach to find out best practices for records management and data management, particularly in the era of electronic discovery.
867	

	A	B	C	D	E	F	G	H
868	867	5/11/2017	We have heard of staff being able to work at home more liberally, and with many having a long commute, that alone could help staff be more productive in doing their work. In addition if more folks used teleconference or other means for staff to join in to meetings it would be beneficial as well as productive. Never mind the moral increase. Too many times does management seem to hold face to face mandatory meetings so although it appears they grant WAH they tend to counter it with mandatory in office days. Standardization of personnel rules for leave, travel, training, awards types of schedules -- as I talk across the agency to peers some seem to have different set of rules to all these items. More equity of them also would be a moral booster. they do not even seem to be the same within each organization. Travel seems we pay a lot for fees for travel, the agency should promote that calling the travel center should be rare				continue to work on ensuring processes are on line, we have single sign and/or we do not have what seems like a thousand passwords to remember. that alone times all the staff could save time. promoting better go green within epa for recycling and education of the staff of how and what they can compost vs trash or recycle	We should transfer as many of the financial, HR responsibilities out of the Agency as possible and redirect staff to work on the actual mission of the agency as possible. This does not meaning replacing but retraining, educating where possible. Contract out for facility, transit, travel, payroll, and as many administrative processes as possible, and/or centralize so at least that provides as much equity on how we do things across the agency. Look for who does it well and gain their best practices.
869	868	5/11/2017	Cooperation from all (the key to efficiency and effectiveness) and trust from management (do away with favoritism)	Continue to provide best service(s) we can	Communication - being truthful re loss of $$$ due to budget cuts		I think EPA is up to date (as far as I know) on all new technology.	more communication and working together between divisions and sharing information
870	869	5/11/2017	PROCURMENT PROCESS and requirements for 7 sign offs prior to making the purchase. Could never understand why if I see an item for $35 I need to go through a very long draw out process of approvals and research to purchase the product for $132. This obviously doesn't include the time of high paid employees that need to sign off. TRAVEL PROCESS - "It's the Law" Why do we have to select from a list of low budget hotels that a service decides are best when we can call ourselves and get the govt. rate for the hotel we prefer. Why can't we get a flat rate and pay the difference out of our pockets? By the time you pay all the people to get involved and the fees to the service, you have paid double for the cheap motel.		Partnership, Partnerships, Partnerships. Be visible, don't just sit at your desk an bark orders at your partners in projects. Get out there and show the communities that you are working with them and not here to punish them. They are more responsive and do not dread seeing or hearing from you. I have seen some grantees that have had their grant for two years and still have not met their Project Officer.			If you make it a point to include the state/tribes/historic preservation early on in the process, not only do they feel they are partners but cut some slack to the end users as they feel there are several sets of eyes that are all in agreement.

	I
868	Region 1, 7, 8, ORD centralization of travel prep. De centralized financial processing of R 1, 2, 3 and 7, they can do more of the work with less staff, vs pushing the financial/budget/personnel processes out to each of their divisions. Saving staff and time, and ensuring processes are done correct, efficiently and in many cases at a savings.
869	
870	Involve them in the process. Listen to their ideas and compromise to make everyone comfortable with government.

	A	B	C	D	E	F	G	H
871	870	5/11/2017				Environmental Management System (EMS) Need to reduce the paper burden and internal process documentation and audit requirements imposed on EPA office building locations to maintain EMS programs current and up-to-date at each office building location.. To do the EMS properly as currently set forth, requires more resources than we have and I /we don't think the return on the investment is worth the additional time in EPA's office building locations where the primary activity that takes place by the workers is to sit at a computer or desk for most of the day. It makes some sense to have EMS programs at our laboratories where chemicals are used/stored but much less so at office		
872	871	5/11/2017	The only requirement/procedure/process I have encountered at EPA that seemed like an unnecessary use of time were the Federal Acquisition Institute online trainings in the FAITAS system that were required to maintain certification as a Contract Order Representative (COR). Several specific on-line trainings were required and they were generally not applicable to the type of work I would do as a COR.	Partnering with states, tribes, communities and the private sector has always been critical to achieving environmental results in my work. To sustain and continually enhance those partnerships, both EPA and states depend on having adequate staff and resources for successful collaboration. It takes considerable time and sometimes travel to develop and continually improve these partnerships. If staff is overly stretched and does not have adequate resources, these partnerships are likely to suffer.	Excellence in customer service and keen awareness that every customer we deal with is a tax-payer has been of utmost importance to me in my role at EPA and is something I strive to enhance every moment of every day. To continue this high level of excellence, it is critical to have adequate staff and resources to perform proactive outreach and timely, thorough response.	Continuing to improve our computer and information system technologies will continue to make our work more efficient and effective and enhance opportunities to work remotely.	Continuing to improve our computer and information system technologies will continue to make our work more efficient and effective and enhance opportunities to work remotely.	Any program I have ever worked in at EPA has always needed to focus on continual resource sharing and optimization with states and federal agencies.

	I
871	
872	

	A	B	C	D	E	F	G	H
873	872	5/11/2017	508 Compliance - I understand the importance, but you practically need a law degree to understand this rule when trying to purchase any equipment. Here is an example of what I mean, when following "directions" on how to process 508 compliance documentation for purchase I got the following response that requires my follow-up: the vendor???s VPAT only addresses 1194.21 and 1194.31 I will need something from you not only saying that you ???have conducted product research??Â but that you have conducted product research and either 2.b, 2.c, or 2.d apply - There is no explanation of what product research. Lets streamline this nonsense.	Providing solutions rather than litigation, if we could work with rather than litigate against - that would be the best scenario. For instance I've seen EPA requiring NPDES permitees, especially WWTP - (towns) to analyze for a large list of pharmaceuticals and endocrine disrupting compounds in their effluent, at great cost to the cash strapped communities. EPA should have a national policy on what the requirements are for NPDES permits, and not require hugely expensive "research" analysis at the whim of a single permit writer.	Having these groups networking with the EPA regional headquarters and EPA regional labs, we have had great success with this, and the states really feel we are partners - this should expand out to tribes and especially the communities that may feel our only purpose is to enforce.. I know personally that many states highly respect the work we do and rely upon our expertise and our scientists to help solve problems and collaborate in times of need.			
874	873	5/11/2017				I think every dollar spent at EPA is in investment that pays off exponentially in savings with human healthcare, environmental cleanup, and long term litigation. Better to spend the money now and prevent spending more in the future.		

	I
873	
874	

	A	B	C	D	E	F	G	H
875	874	5/11/2017	I believe our procurement process...at least in the Region 3 area...is overly restrictive and inefficient, especially for items that are under the $3500 dollar amount. But, this is true for many of the higher cost items that involve support contracts. We have wasted much money including many staff hours trying to meet the overwhelming number of requirements (or perceived requirements!) for purchasing. I believe the first way to fix this, is to give the purchasing staff more training and the incentive to help those of us who are trying to purchase something which we need tor performing our jobs. The purchasing staff should have the attitude that we are their customers and that they should be helping us obtain the right items in the most efficient manner. But, this can't happen if the procurement staff is understaffed and under pressure. I hear more complaints about the ability to purchase an item in a efficient manner, than most anything else. Improving this area would improve our organization overall. Thank you for					
876	875	5/11/2017					The technologies that have the most promise in this regard rely on capturing and storing environmental monitoring data. Region 4 Superfund program is requiring environmental monitoring data to be submitted to the region to enter into an EQuIS database. The data can be evaluated in a number of software platforms such as ArcGIS or by EnviroInsite. I just took training in EnviroInsite. It is powerful to be able to evaluate trends in data and identify samples exceeding a standard. Graphical presentation of data and other features available once data is electronically available eliminate ambiguity in interpretation of environmental data and eliminate some of the back	

	I
875	
876	

	A	B	C	D	E	F	G	H
877	876	5/11/2017	Management puts too much emphasis on fluff work like developing databases that no one will ever use. They send multiple people to events or meetings when just sending 1 person with the knowledge to answer questions and represent the Agency is all that is required. The lack of management's ability to make decisions and trying to get consensus on everything is a real detriment. Managers who ask for work updates to spend time reporting on work that does not change from week to week so they just want to get face time with senior management.	We need to do more cost benefit analysis on what we do. For example in lieu of giving out money for projects it might be more cost effective for us to provide the equipment for a project via an in-kind grant. Also this is a questions we should be asking our partners. What can we do to help them and at a minimum explaining why we may not be able to meet their needs.	None at this time.	One way is to reduce the manager to employee ratio. I work in an office that has one GS15 supervising 11 people, Of those 11 people the work could be performed by 7 people. At DOD for what my manager does this would be a GS13 position. Some branches could be combined such as grants and contracts, however if this was done they would want to GS 14s to manage each area which would defeat the purpose. Far too many at this Agency want to build empires and do not really care about improving how the mission is accomplished in a cost efficient manner. Awards are given out just to give awards. The employee review system is ineffective. Managers will not give someone a bad rating	The EAS and Compass systems are constantly having problems. Furthermore if I actually utilized the EAS contracting system as I am supposed to it would more than double the amount of time it takes me to get work done. Currently with technology as it is I can and do most of my work for my customers independent of my manager. In fact I have very little interaction with him other than his morning stop by to see if I am at my desk, or his emails to see what I am working on because he wants to meet with his supervisor to tell him what we are working on. Outside of some level above review regulatory requirements I could be more aligned with my customers and that would be 1 GS15 less coming out of my	Currently the Emergency Response Program appears to be aligned perfectly with our partners and works closely with them. One thing that might be considered is allowing for more flexibility in realigning activities to address priorities. If a certain pollutant is identified bring together a strike team to address the issue who will work closely with the states or other federal Agencies.
878	877	5/11/2017		Provide a few work stations for State and Tribal counterparts to work in EPA's office. This has worked well in the past with MassDEP in the NPDES program. The state or tribal counterpart works one or more days each month in the EPA work station. This provides ready access for in person communication. Coordination between federal/state programs is timely and collegial. I can not overstate the improved cooperation that comes from personal interaction. Conflicts with faceless bureaucrats are replaced with cooperation between respected partners.	Do away with generic answering machine greetings such as "I am on the phone or away from my desk." Such greetings are worthless. Replace with; Hi this is***, and this is the week of May 8th and I will be in the office Monday through Thursday." This gives the caller a reasonable expectation as to when the staff person may hear their message. The generic greeting leaves the caller to wonder if the staff person is on the phone or on sabbatical.	When I first started with EPA, we simply turned in receipts for tolls and parking and were reimbursed in cash. When you add up all the staff time an expense it takes to process an expense voucher for local travel, the cost of the process itself is far exceeds the reimbursement. For expenses under $100, the Region might limit approvals to the first line supervisor. A combination of random audits and ???flagged audits??Â, for requests that are too frequent or appear odd will keep the system honest. It is not cost effective to micromanage every tiny expense.		

	I
877	Specifically no however there are many good corporate practices that could be brought to the Government side. As stated above more long term cost benefit analysis needs to be performed which if done correctly will allow us to make more cost effective decision for the future. Certainly senior managers need to hold the managers more accountable, and the managers need to hold the employees more accountable. One easy way to reduce cost is to reduce the number of managers. This Agency is top heavy in GS 15s and SES. There is no reason that the Regions should have SES positions heading each division. I have not seen this at other Agencies I have worked at. The other Agencies I
878	

	A	B	C	D	E	F	G	H
879	878	5/11/2017				I see individual contractors and fellows, especially recent graduates, as a greatly untapped source of potential. Although these workers bring fresh perspectives and knowledge of new technologies, many of them feel under appreciated and feel that there is no room for growth within the organization. The lack of pathways to permanent jobs from contracts and fellowships creates high turnover, draining the agency of valuable knowledge from highly skilled workers. The high turnover is also very inefficient because the agency has to repeatedly train workers to do the same job every few years. In summary, I believe that if better pathways to		
880	879	5/11/2017						
881	880	5/11/2017	Developing/Updating pre- approved letters, brochures, outreach materials. If the document had alredy been pre-approved, then there is no longer a need to re-review the materials. Provide an approval number with a sunset date. EPAR1-10-01-2017-EXP-10-01-2020.	1- Develop Consortiums, 2- Develop MOA's to streamline common practices, 3- Develop Common criteria for EJ mapping criteria,	1- Assign # CSN's - Customer Service Number - EPAR1-10-01-2017-12:34PM-jmb- T-MADLS. which Id's when the call came in & who handled it and if it was transferred to a state department.	Develop an algorithmic web site that will ask a series of rated questions to provide a estimated environmental health risk value	Generic Coupons by sector.	

	I
879	
880	Giving employees individual credit for ideas they come up with. Allowing them to be part of making it happen. A great idea is the hard part, the easier part is implementation, but the credit goes to those that implement the idea.
881	

	A	B	C	D	E	F	G	H
882	881	5/11/2017	The Office of Planning, Analysis and Accountability within the Office of the Chief Financial Officer creates an exaggerated reporting burden that goes beyond what is required by the Government Performance and Results Act and OMB. Their impact is agency-wide in that all program and regional offices have to respond to their burdensome requests in some capacity. Their processes such as the annual performance plan and strategic reviews could be streamlined to focus on core requirements to abide by the law and OMB. They also have an excessive amount of staff that review and comment on each requested product that results in multiple back and forth between programs and OPAA - this not only impacts program staff assigned with responding but also within programs who are the subject matter experts whose primary duties are not on these initiatives. The agency should take a hard look at OPAA and their processes to allow the agency to better use their limited resources on our core work		Determine a streamlined way to make our SharePoint sites accessible to the public to increase transparency and collaboration. Currently, the process requires a public user to have a Microsoft account and then request access which has to be approved. This limits the accessibility and collaboration on various environmental products.	Same answer as #1.		
883	882	5/11/2017	OECA's Supplemental Environmental Projects (SEP) policy is arduous, difficult and limits opportunity. The SEP policy would benefit from sImplification. It is difficult for industry to understand.	We used to have a program called Project XL which sought to revise regulation. This method could be used to revise certain RCRA and water regulations involving industrial sectors and categories, sometimes the chemical pollutants identified were those from the seventies and eighties, but currently these sectors no longer use these pollutants (unfortunately sometimes worse but unregulated chemical pollutants are now being used). Revisit chemical pollutants used in industrial sectors.	Frankly, I think we do a great job at this.	. I think one of the most inefficient aspects of working at the EPA, when compared to the private sector are all the regulations that congress imposes on the federal workforce. There are significantly more bureaucratic hoops to jump through for any aspect of government work, and it appears congress imposes these "hoops". However, I think that many are necessary to assure that government employees meet ethical requirements, maintain proper records, and assure that we do the work of the public.	Laptops, I-pads and cell phones in the field for inspectors - with clear helpful guidance (from OGC) on electronic records developed during an inspection.	

	I
882	
883	Electronics during inspections - some people still use carbon paper. Mandatory inspector electronics and software training (in person not that crap training on the computer).

	A	B	C	D	E	F	G	H
884	883	5/11/2017	The hiring system should be revamped so that we can get the best and brightest staff possible. One critical component to this would be to allow hiring managers to review all applications, rather than having the shared service center screen them.	States rely on EPA's national recommended water quality criteria which are published pursuant to Section 304(a) of the Clean Water Act. Unfortunately, many of the 304(a) criteria for protection of aquatic life are out of date, especially for metals. For example, the lead criteria were last updated in 1984. Unfortunately the branch in the Office of Water that works on 304(a) criteria is very small and woefully understaffed. EPA should expand this program and prioritize updating the national recommended water quality criteria, especially the aquatic life criteria for metals. In some cases the criteria may become less stringent and in some cases they would be more stringent, but at least they would be based on the latest available science.	States rely on EPA's national recommended water quality criteria which are published pursuant to Section 304(a) of the Clean Water Act. Unfortunately, many of the 304(a) criteria for protection of aquatic life are out of date, especially for metals. For example, the lead criteria were last updated in 1984. Unfortunately the branch in the Office of Water that works on 304(a) criteria is very small and woefully understaffed. EPA should expand this program and prioritize updating the national recommended water quality criteria, especially the aquatic life criteria for metals. In some cases the criteria may become less stringent and in some cases they would be more stringent, but at least they would be based on the latest available science.	Modernize or eliminate the awards program. The awards take so long to process that people are awarded for projects they finished more than a year ago. Also, people who are most diligently doing their work, but not on glamorous workgroups tend to be overlooked while people who had a minor role in a workgroup get awards. Many people perceive the system as unfair. It is nice to recognize staff, but the cash awards are not really necessary, and do not seem to provide any incentive to work harder or better. The money would be better spent and more appreciated if it were invested in technical training.	1. The IT department should offer training on Microsoft Access. We now have it on our computers, but there is no training available for it. 2. In this day and age all managers should have EPA cell phones so that they can easily access Microsoft Outlook while on the go. That is not the case in the region that I work in.	We are currently working very closely with our states and are constantly trying to enhance our relationship with our state partners in the region that I work in.
885	884	5/11/2017	Management MUST start allocating all (or even most) of the funding (contract funds) they receive at the start of the fiscal year. Now and for the last several years management does not really know the level of contract funds they will actually receive each year. So large pools of money are withheld/kept in reserve - again, usually 6 months or more - just in case something comes up or is changed by upper management. The "reserved" funds are not committed/spent on projects until another fear/concern kicks in - that if all funding is not allocated/committed by the end of the fiscal year, next year upper management will see the surplus and reduces the level of funding allocated. This often - regularly - means that new and on-going projects/work is put on hold for at least 6 month. Then 6 months into the fiscal year money is	Achieving better environmental results from any partner is really straight forward. EPA needs to work with the partner (this time I'm not including the private sector) by first allocating funds to assist the partner in beginning and continuing the work on a project. Almost all Local/State governments are low on money. I think they WANT to do the stated environmental project but other local issues - roads, infrastructure, etc. - have priority. Secondly, management must make sure and make it a priority that the needed EPA employees are available, have the time, and get buy in from their supervisor to work with the partner (again, I'm not including the private sector here).	Just like #2: Provide and encourage the people to do the job, make sure that management cooperates, and of course, supplies the necessary level of funding.	Correct the inefficiencies discussed in Question 1 is a start. Secondly, ALL levels of management must understand and accept that some of EPA's goals cannot be achieved on a short time scale. Cleaning up an area is good but if the source of the problem is not addressed what good does is cleaning up that area. The problem you "corrected" just reoccurs. Accepting that some goals can only be addressed from a long-term viewpoint AND allocating the budget and manpower in this manner will, again in the long-term, reduce costs and inefficiencies at EPA, while maintaining environmental protection for all Americans.	Sorry, answering 1-4 took it all out of me. Parts of those answers/suggestions would probably address this issue/question, too.	Sorry, answering 1-4 took it all out of me. Parts of those answers/suggestions would probably address this issue/question, too.
886	885	5/11/2017						

	I
884	We should invest more in technical/scientific training. If we are to have a smaller staff, they should be as knowledgeable as possible. They should be able to attend conferences and take courses if it will increase their expertise. Webinars are helpful, but not an adequate substitute for in-person learning and networking.
885	Sorry, answering 1-4 took it all out of me. Parts of those answers/suggestions would probably address this issue/question, too.
886	

	A	B	C	D	E	F	G	H
887	886	5/11/2017	Shared service centers - While expected to save $ and be more efficient they are not. In hiring alone, we are having to revise and re-submit items repeatedly. There is no standard in which they work from and the standards change depending on who is looking at your submittal. Delays have resulted in not being able to bring on new hires in a timely manned. Bring HR back to the regions or at least allow the Regions HR staff to get involved and assist when the shared service centers are backlogged. Sufficient management tools do not exist to efficiently track and manage work products. Invest in tools that Regional managers need since Regional employees are the ones enforcing regulations and are the boots on the ground. Our work products are not the same has HQ.	EPA should have a significant oversight role but also a consultation role with our partners. Unfortunately Regions do not have the staffing necessary to perform these tasks. The key to better environmental results is improving the quality of oversight and being able to provide our states with consultation services (legal, technical, lab services etc.) This would require staffing and database systems that are easy to use and add value, not create more work and track metrics for the sake of tracking metrics that are not used for any purpose.	Increase Regional staffing levels to be able to properly assist, advise and support states, tribes and local communities. Provide databases that can be linked that are easy to use and capture valuable information, not jut metrics for bean counting. EPA is far behind in technology and we need systems to manage the needs of our customers and for sharing information. Following databases that cause more work for us and our partners than produce efficiency - CEDRI, TMS, WQX.	Yes. Standardizing procedures and processes between HQ Offices and Regions. Provide systems that communicate. We should not have to send in word documents and spreadsheets to report numbers to HQ-OEI QA Database for audits and inspections that can generate the reports and track findings, violations and corrective actions. Again it has to be easy to use and of value when designing such a system.	Absolutely see all comments above.	I don't think we need to necessarily realign activities. Possibly realign at a higher program level. Example-NOAA has a Marine Debris Program, EPA should support NOAA activities and not re-create what is being done by NOAA. We should be asking NOAA what they need from us to help and provide or collect the data they need.
888	887	5/11/2017	The biggest administrative requirement keeping us from doing our job efficiently is the executive order which has severely limited creating new regulations. While we understand the impetus for this, it also adds another layer of bureaucracy which makes it difficult to produce regulations that could potentially be useful. Unfortunately, there???s no easy fix for this from the EPA standpoint. On the EPA level, the biggest hindrance to efficiency is the lack of political appointees present as well as huge lack of communication between the present political appointees and the career staff. This is particularly preventing my organization from communicating our work to the highest levels ??? and this is fundamental work that LITERALLY prevents radiation from affecting individuals, tribes, and states. Having no means to reach the upper management means we don???t have advocates helping us allocate resources. This also means we go by unnoticed and it	EPA currently has good procedures in place to work with stakeholders and the public and to get their input in crafting regulations and guidance via public comments sections and town halls. However, because many of the work we do will affect people on the local level, it might be useful to emphasize more site visits and public forums at the local level.	EPA already has many methods in place to do this. However, we could provide more avenues for public outreach by having phone lines available for public comment to be recorded. This could also mean expanding EPA???s partnerships with other federal agencies working on local projects and better coordination with Congress ??? especially with representatives and senators whose districts our work will apply to. It could also mean better coordination with municipalities by finding liasons and having them have direct contact with the EPA. This could also mean expanding our use of social media.	The biggest untapped potential at EPA are the employees, their talent, and experience. The best way to improve costs and to find new innovative ways to perform our jobs is to foster avenues for the various offices to collaborate ??? even down to the branch level. Scientists in one office for example, may benefit from the experience and expertise of scientists in another office and come up with innovative and cost effective solutions to approaching an environmental issue. They may also help each other understand how to solve problems or interpret data. This could come in the form of more seminars, groups, professional development, lunch and learns, talent hub, or agency-wide events.	EPA could try to use social media more aggressively and make itself a bigger presence on Twitter, Facebook, snapchat, news outlets, and other pages. Because so many of our programs are voluntary, more than anything else, communication is one of the most important tools.	Encourage professional development among employees, especially for government conferences where other agencies are present. EPA can also host meetings and our own conferences to encourage more partnering with other agencies ??? the incident command system course is one very successful model for how EPA has coordinated with other agencies.

	I
887	
888	Many of the procedures we have in place are based on years and years and years of figuring out how to stay accountable, maintain stakeholder communication, delegate our work to the states, and still enforce our ability to protect human health and the environment. I encourage political appointees to have real conversations with the employees to see just how they have learned to do their work with the limited resources available. One best practice being from my organization is the use of the available cloud systems available ??? One Drive and Sharepoint. It would be great to continue encouraging this and finding new ways to take

	A	B	C	D	E	F	G	H
889	888	5/11/2017	OLEM National Remedy Review Board (NRRB) review process for all Superfund remedies >$25M is time consuming and costly (every Region travels 2 x per year + put together extensive documents). NRRB was originally initiated to ensure remedies were cost effective. They used to track $ saved. Over the years due to membership turnover the charge changed and resulted in the NRRB second guessing Regional decisions which in turn caused additional work (more sampling, additional contingencies on the remedies) thus increasing the cost and burden. The Board should either be dismantled or changed to only Ad Hoc membership with specific real life expertise on the proposed cleanup remedy. Membership is 1 rep per Region, OGC rep, OECA rep, OLEM reps. Sunset any OSWER Directives older than the year 2000. Most are outdated. There are at least several hundred directives. Unwritten policy on NOT using Drones.	Work with the states up front to set priorities and divide the workload since the States/Tribes do not have sufficient resources. The more complex work should be completed by the EPA in partnership with the States/Tribes since they don???t have the technology or resources necessary to accomplish the work. Use agency Performance Partnership Agreements/Grants to document the division of labor between states and EPA. Consult with OGC and OECA since they are hesitant to try anything that???s new or different. We should ???pilot??Â new approaches to determine if the outcomes are acceptable.	Allow the Regions to work with the customers to try new approaches. As noted above, any new approaches are typically frowned upon the EPA Headquarters. The communities that are served by the Regions are all very different and one size fits all does not work. There???s too much HQ overhead directing the work versus workers doing the work. Allot of HQ staff that oversee the work have no direct experience in that arena and often have misconceptions on how communities, industry, states and tribes interact. Allow the Regional enforcement programs to conduct compliance assistance visits as was done during the Bush Administration. Program staff preferred this method versus the one size fits all approach. Regions used to do outreach to industry when a new regulation was promulgated to ensure clear	OEM should dis-invest in PHILIS (mobile lab for chemical warfare agents (CWA)). DOD has that capability and it falls under their jurisdiction. OEM spends about $3M/per year maintaining it. DOD had funded 4 Regional Labs to develop the capability to analyze for CWA. Maintaining the structures and equipment for that capability is expensive and has never been used. Maintenance has not been paid for by DOD. Any equipment should be released to DOD since that work falls under their jurisdiction. Make sure that ORD research supports the regulatory and cleanup programs. They should work	The Agency time keeping system People Plus (PPL) needs to be updated to allow entry of time at the beginning of the day and end (so it calculates credit leave); allow request for telework (same as request for leave); include credit leave in the leave category. Currently each Region and HQ program have at least 3 systems to track time & attendance (1. PPL., 2. Lotus Notes, 3. Daily Flex Schedule tracker, 4. Email to manager requesting Telework). When leave is approved by the supervisor, the leave is not reflected in the system for weeks. Since the Current PPL system requires that Agency staff put in their time for the pay period by the 2ns Thurs and managers approve by Friday ??? this causes allot of rework and amendments if	Develop a joint strategic plan that clearly outlines each Agencies area of focus, measurements and targets each fiscal year. Can also establish MOUs outlining priorities, how to conduct coordination etc.
890	889	5/11/2017	Restrictions on addressing climate change prevent us from protecting the economy and the environment. This can be addressed by having senior leaders listen to and take into account independent scientific consensus instead of relying on bias fossil fuel industry interests.	Reviving scientific input into decision making that is independent of fossil fuel and business interests. The mission of the EPA is not to protect business, but to protect the environment in scientifically supported ways.	Letting states, tribes and local communities move forward on any regulations they wish to enact that are stronger than federal standards and regulations. Senior managers may have to cut regulations in the new "back to basics" agenda, but states should not be prevented from keeping or enacting more stringent standards. That is current law. "New federalism' cuts both ways - some states want stronger state rules. They should not be prevented from doing so.	The key part of this question is "while maintaining environmental protection" for all Americans." If costs and inefficiencies are reduced but at the same time reduce environmental protections, then they shoud not be implemented.	Alternative energy technologies should be promoted and given tax credits to reduce both air and water pollution. EnergyStar and similar programs should be promoted more strongly. These kinds of programs increase the efficient use of resources.	

	I
889	Performance based contracting for Remedial Actions has been utilized and has reduced costs. Very resource intensive in setting up the plans and specs, holding pre-bid conferences for vendors, reviewing the bids, setting up evaluation criteria, conducting oversight of the contractor. Would require investment/re-training of contracting officers and site construction managers (foreman) to oversee the construction activities. Oversight is needed to ensure that the work is properly conducted per the specs and that the contractor does not cut corners. Centralized time-keeping. Currently Office Mangers (secretaries) spend about
890	

	A	B	C	D	E	F	G	H
891	890	5/11/2017	We should decrease the number of political appointees and build a trusted connection between career and political staff. We need to decrease the number of political staff because the Agency is relatively small, the learning curve for efficiently running a Federal agency is steep, and appointing individuals (senate confirmed or not) is extremely long. Vacant political appointments prevent two way communications from occurring. Career employees can help when they are at the table.	1. EPA is a public health agency and our first concern should be to protect people and their environments. Every person, regardless of where they live, should have the same minimum guarantee to that protection. EPA's minimum standards should be based on high quality objective science, not [state or Federal] political influence. 2. States (local and tribal governments) should have the flexibility to increase the degree of protection but not to lower it. States should have the flexibility to achieve minimum protections in different ways, as long as those methods are determined to be effective. 3. Resources should be provided to governments in a directed manner to achieve specific results. Block grants that can be redirected from their primary purpose should be avoided. 4. Technical assistance should be available to the states upon	1) Technical assistance upon request for urgent and chronic problems. 2) Two way staff exchanges - EPA staff rotating through state, tribes, community, and the regulated community and vice versa. Coordinated rotations should be for no less than 30 days, with specific assignments, and stated objectives. Incentives for participation need to be established. 3) EPA should establish a not-for-profit foundation to identify and distribute non-appropriated resources to states, tribes, communities, and the regulated community to address qualified emergency, urgent, and chronic problems impacting people's health and the environment. Note that the CDC Foundation raised millions of dollars through the Gates and Zuckerman foundations to support West Africa during the Ebola Outbreak. An EPA foundation could do something similar without relying on congressional support.	EPA needs to validate its programs and goals with solid impact metrics and timelines that have milestones.	EPA's innovation team is promoting challenges, prizes and citizen science as tools to rapidly identify and advance new technologies while leveraging Federal agencies, the regulated community, NGO's, and foundations.	
892	891	5/11/2017	There is too much consultation required with headquarters to get things done in a timely manner in Superfund. Also, headquarters staff do not always respect "team" deadlines which further slows down the process.	The state and regional offices work well together on Superfund issues.	Having less internal process from headquarters.			

	I
891	1. EPA's innovation team is promoting challenges, prizes and citizen science as tools to rapidly identify and advance new technologies while leveraging Federal agencies, the regulated community, NGO's, and foundations. 2. The CDC Foundation is a best practice that has been highly successful at extending the capability of CDC to promote public health.
892	

	A	B	C	D	E	F	G	H
893	892	5/11/2017	Streamline the levels of review. Way back, the ratio of "producers" to reviewers/admin folks was around 70/30. Today that relationship has reversed. Some review of work is obviously necessary but too may levels now exist. The tendency with each level is to find something to add/change/delete that in effect justifies that particular level of review.	Since the states are in the forefront of implementing the nation's environmental laws through delegation, primacy or outright statutory authority, EPA should more aggressively engage them early on the development of major policy/rules/ legislative initiatives. Standing committees of state officials in the several media might help. States are co-regulators so this action should not trigger the FACA. We might also just simply ask them.				There are such opportunities. For example, the administration has placed a strong emphasis on building infrastructure. In EPA's world that affects most significantly the several environmental finance programs in OW. To coordinate their activities, targeting them to priorities, and to improve personnel utilization and introduce more efficient work flow processes, suggest considering the creation of an Office of Environmental Infrastructure Finance. This would include at least, the two SRF programs, which should be merged in any case, and WIFIA.
894	893	5/11/2017	Management in Region 5 especially the Air Division does not treat staff with respect. Some managers yell at their employees and bully them. This behavior is unacceptable and should not be tolerated. Having a supervisor insult their staff creates a hostile work environment and prevents people from being happy at work and doing their best. Oftentimes these issues are brought to upper management and the behavior never stops. It is just "swept under the rug."			Some managers oversee a staff of 3-4 people. This is inefficient and a waste of tax payers money. A supervisor should have a section of 10+ people. Perhaps getting rid of some supervisors and having them work as staff would be a better use of resources.		
895	894	5/11/2017		Organize 50 state "desks" integrating reps from each HQ program and ORD, regional liaison/ops staff to assess baseline environmental conditions in each state and then develop annual work plans/agreements/priorities for measurably improving state environmental quality and health protections	Organize 50 state "desks" or virtual teams w/HQ, regional and state personnel working together.			

	I
893	
894	
895	

	A	B	C	D	E	F	G	H
896	895	5/11/2017	The contracting process makes it extremely hard to efficiently procure outside services such that there is a general feeling that it's not worth pursuing. I recognize laws are in place to ensure funds are not funneled to favored contractors, but the outcome of the current model is 1) many EPA employees are needed to oversee and implement contracting processes and oversee the overseers, 2) EPA contracts are only won by the mega-contractors with layers of federal project managers ($$) between the EPA employee that needs help and the actual doer at the firm, and 3) the assistance if often not of great quality because the emphasis is on process not purpose. What would I do? Evaluate the process and eliminate inefficiencies, layers, and steps while ensuring compliance with statute, but provide the ability for EPA folks to acquire outside assistance when needed without the layers of cost and tremendous time/paperwork investment. It would be tedious and unglamorous work to untangle,	Investigate the potential for private-public partnerships in the re-mining of low metal content mine waste. Is there an opportunity for cleanups and resource extraction to occur at the same time? At what point does it become economically feasible to recover tailings in aquatic and terrestrial environments for refining? The U.S. has several large areas of mine waste where economically important metals cause environmental harm (e.g., Coeur d'Alene River ID; Torch Lake / Gay, MI Stamp sands). At these sites, full cleanup is too cost-prohibitive, but the metals are too low grade or too dispersed for industry to pursue. What type of arrangement or cost-share would get cleanup conducted at a lower cost and develop a metals recovery job sector? Another opportunity would be to		Each process (mandatory trainings, contracting paperworking, records management, hiring) layered on front-line employees lessens their efficiency and requires other employees to oversee the processes. It would be useful to eliminate the processes not fundamental to the employee's primary function and reinstate only those required by statute.		
897	896	5/11/2017						
898	897	5/11/2017						
899	898	5/11/2017	ORD researchers often devise their own research agendas, thus having many individual researchers pursuing individual projects. ORD can identify Program Office, Regional, and State needs and then consolidate FTE to directly address those clients' issues.	View EPA as a client-based, service-oriented organization to a better extent. Identify specific clients and needs, and approach research and policy to assist with them, especially more at the local level with states, cities, and communities.	Allow EPA staff a level of flexibility in their FTE allocation. ORD researchers, for example, are often committed to multi-year strategic plans with specific milestones, outcomes, and deliverables that commit 1.0 of their FTE with little flexibility. For example, allow EPA staff to commit 0.3 FTE to directly responding to customer needs on an ongoing basis, without necessarily tying into a specific research project, but just to assist. Milestones would come after the fact.	Simply consolidate FTE onto specific projects. Too many employees working on their own projects for too long with too much funding. Identify projects, specify amounts to accomplish them, set timelines, and assign multiple experts or allow multiple volunteers to work on them. For example, in ORD, put 20 projects on a board with expected timelines and funding, a hundred employees in the room with 0.7 FTE each to allocate across selected projects, with 0.3 FTE allowed to address ongoing 'customer service' needs.	Online wikis to identify hot topic policy or research issues to which one can contribute FTE. Portable sensor technologies are an emerging technical development that could also be leveraged, but with care and caution, to both directly and indirectly support policy and research.	In the realm of environmental protection, health is related to many inter-competing factors, ranging from chemical exposures to nutritional status. EPA has the expertise to also act as facilitator to identify these health issues and connect with other agencies (CDC, HUD, ATSDR, etc.). Formally allowing some non-regulatory approaches of monitoring, modeling, and decision science to exist within the Agency would help facilitate this effort and demonstrate that solutions can be had outside of the regulatory arena.

	I
896	
897	
898	
899	Consolidate FTE (i.e., assign specific tasks to multiple specific people) to focus on specific projects with specific timeframes, rather than endless projects with no set endpoint and driven by individual researchers with questionable perspectives on actual relevance. For example, prior to a research effort: 1) identify specific clients/stakeholders; 2) solicit feedback for demand; 3) identify specific timeline, funding, and expectations with regular check-ins; 4) provide specific guidance on how the impact will be measured after project completion.

	A	B	C	D	E	F	G	H
900	899	5/11/2017		EPA needs to evaluate both the Kennedy test or the Scalia test in determining if there is a discharge to a Water of the U.S. Simply adopting the Scalia test will not ensure adequate protection of waterways as required by the Clean Water Act. There is no way to ensure that the physical, chemical and biological integrity of our waterways will be protected under the Scalia test only. And EPA using only the Scalia test for a Water of the U.S. goes against a Supreme Court Decision - which seems highly problematic.	EPA needs to ensure that the Carbon emissions or controlled/curtailed in accordance with the Paris agreement and that the carbon reduction goals of the Clean Power Plan, CAFE standards for autos, methane emissions from gas drilling etc. are met. Lest there will serious risks to the public at large associated with Climate Change.	It is much cheaper to protect waters of the U.S. under both the Scalia or Kennedy tests or both which help reduce pollutant and sediment discharges to our waterways. Thereby reducing flooding and water treatment costs. This is cheaper than implementing flooding controls and pollution controls after wetlands have been filled and additional pollutants added. Similarly reducing our carbon emissions will save the U.S. a lot of money in future mitigation associated with sea level rise, drought, intense storms, etc.	Need to promote renewable energy and move away from fossil fuels. This will not only reduce our carbon emissions and reduce the impacts of climate change, but also reduce emissions of mercury, particulates, NOx and SOx. It will also foster energy independence, water pollution reductions, air pollution reductions for generations and generations to come. Seems like a win win win.	
901	900	5/11/2017	Management (on all levels) will not work with, or fire (if necessary) staff that cannot or do not work. I have seen examples of staff and management arriving late and leaving early for a period of several years- with no effort on management's part to stop the behavior. In fact,one man in my branch who came in at 9:30 and left at 2:30 for over 4 years received a year end award! Also, awards and salary increases are not tied to performance, but to favoritism...and the management catchall "we don't want to leave anyone out".	EPA partners fairly well with EPA when we do not assume a "holier than thou" attitude. Follow regulations! If you have ideas other than regulations...they must be "recommendations" with explanations. I also think your question doesn't discuss working with NGO's and environmental groups. They are the public, too.	I have found that better customer service includes being polite, working to find the best answers when asked for help (even if the answer isn't in EPA's purview, try to find out where it is), and telling the truth. If you aren't authorized to help - say so. If there is a regulation that needs to be followed, make sure an applicant knows about it early and assist.	Get rid of dead wood. Teach staff that the American public are our clients. Enforce regulations fairly...and get more enforcement personnel. Take a look at the grants EPA gives. Are they really providing what EPA wants?		I work in the shared responsibility of NEPA. I work with several federal agencies to make sure environmental issues are tackled at an early point in the NEPA process.

	I
900	
901	

	A	B	C	D	E	F	G	H
902	901	5/11/2017	Every employee is supposed to use a records management program to manually maintain individual emails as records. It would be much more efficient if email records were maintained on the backend at the server level. 20 hours of mandatory COR training on topics that are irrelevant to our work or contract management is a huge waste of time and resources Administrative-type tasks (e.g., travel booking) should be centralized at the Office level so individual staff at higher GS levels do not have to waste time doing it. Information Collection Requests should be renewed on a 5 year, rather than 3 year, basis (especially since the renewal takes a full year to complete).		Less process surrounding web postings to allow timely distribution of technical and support materials. All compliance dates for new regulations should be harmonized (quarterly; Jan. 1, Apr. 1, Jul. 1,Oct.1; See how Maryland has new laws take effect). A summary of all new rules coming into compliance should be summarized on a single webpage.	I've never seen anyone use the vending machines in the pantries. They are energy inefficient and make the pantries less usable because they take up space, are loud and heat up the area.	All regulatory packages should be routed electronically though ADP Tracker rather than through multiple printed copies.	The interagency review process for rule-writing needs to be improved (both at OMB and within EPA) so that the right people are aware of -and cam provide input into-other agencies' actions that relate to our own.
903	902	5/11/2017	The processes we had in place prior to January 20, 2017 were very effective and efficient, and promoted staff accountability. The process changes that have been made by the new political team make it difficult, cumbersome, confusing, less efficient, less effective, and promote less accountability. We should return to our former processes. I hope that the new political team will start to work with career staff as partners, that is the key improvement to making EPA work better.	We have done great work with our state, tribal, local and private sector partners as a matter of historical fact. We are now selectively choosing to make "winners" out of those who bore the cost of regulations to improve public health in the past. This is unfair to all of our stakeholders, who have been increasingly engaged over the years. We should strive to engage with ALL interested stakeholders, not just industry and Republican elected officials.	If the new political team were to accept the career public servants as their peers and partners in doing the work of this Agency, we would be able to coordinate and more effectively and efficiently provide customer service to ALL of our interested stakeholders, not just those that are friendly to the political team.	The career staff at EPA has become an untapped resource since January. If they were viewed as partners and respected for their expertise, they would be able to help reduce costs and inefficiencies that have been created since January.		

	I
902	Hire good people and then treat them with respect. Requesting input from staff is a good step but you must also listen and act upon the information provided. Summarize the input received through this request and provide details on what steps you are taking.
903	

	A	B	C	D	E	F	G	H
904	903	5/11/2017	The Integrated Compliance Information System (ICIS) is an important database that tracks actions for NPDES, Air, and RCRA. The ICIS Support Portal includes outdated information; here's the link: https://icis.zendesk.com/hc/en-us Also, the ICIS Helpdesk (icis@epa.gov) receives questions from regions, states, and permittees; they are swamped and more often than not can take months and months to answer questions. Can you invest more funds to update the Support Portal and invest in more helpdesk staff to respond to questions, in a timely manner? That would be so helpful, esp. for new EPA staff.	Give more frequent trainings to staff and public on how to best understand ECHO, as well as clear instructions on how to make corrections to violations shown in error using ICIS.	It would be nice to meet other regional, state, and tribal/communities, in person, via national conferences. Adobe Connect meetings are fine, but would be nice to have face-to-face interactions, too.			
905	904	5/11/2017	The Agency needs to update their databases and technology systems. Nothing is more important than this. The systems we use are antiquated, look to People Plus, it is very difficult to request absences and the software is not robust and does not "talk" with Dept. of Treasury systems. Thus, if you are in medical leave status the codes you enter in PP are not recognized by Dept. of Treasury, this means that your PAY is impacted. The codes have to be MANUALLY changed to match, and I had issues receiving pay delayed over 6 months! The sales force project management is a joke, this needs to be changed. Why can't we use Microsoft office project? I used this in the private sector. instead of purchasing off the shelve things perhaps we need to speak with the employees.	It is very hard to do this in the environment we are working with, budgets are cut and the states are feeling huge impacts. We are funded at 2009 levels and making it very hard to carry out any of our objectives. Furthermore, we need to have open stakeholder engagement we used to have this through an agreement I think with ECOS where we could have citizens, manufacturers, companies, etc. present to discuss "hot" policy issues.	As a federal agency much of our work goes unrecognized until cuts are made, we have to let the communities and public know what we do for them. How much we work for them and the benefits. Coming from the private sector we did this often, we need to better market ourselves.	Don't get rid of the interagency workgroups, they are ideal for implementing policy and influencing others agencies.	ACS, commitment measures and the entire system needs to go away, give the program the ability to track their progress without having pie in the sky commitments that are not really achievable. It is often a guessing game to put forth ACS measures.	Not sure I have the best insight on this issue.

	I
904	
905	As mentioned, project mgt. tools, are needed. I think having best in practice ways of managing and operating from the private sector would help a lot. However, we have to keep in mind that we are not a business, gov't was not set up that way. Inefficiency within gov't is standard due to shared powers.

	A	B	C	D	E	F	G	H
906	905	5/11/2017	I think everything I do to do my job is necessary	N/A	N/A	More work at home days would allow EPA to downsize again and save on transit. GSA has introduced hoteling so not sure if that is being considered. Consolidating space would save the agency a lot of money on rent and transit.	Not sure	
907	906	5/11/2017	Hard copy circulation for concurrence is outdated and could be streamlined by going fully electronic.	I have found that regular communication and face to face meetings are especially helpful in such partnerships. It would be helpful if there were smaller offices throughout any region so that EPA employees can be closer to our partners. I am based out of the Region 2 New York City office and my state partners at New Jersey Department of Environmental Protection are often not able to get approval for out of state funding. While EPA does have an Edison facility, the meeting space is very limited requiring months in advance arrangement.	We should a more of a presence in their communities - at least at the state level.	I think it would be a useful exercise to examine the necessity of positions for those in GS-14 level non-supervisory position. In Region 2, I know of many employees who would relish the opportunity to work out of existing Edison, NJ facility. Many employees live in NJ and endure one and half to two hour commutes each way to and from the New York City office. Employees whose permanent work location is New York City are not afforded the ability to work out of Edison at the moment. If employees were able to work out of Edison, this would further reduce the really high rent that Region 2 has. Region 2 continues to pay about a million dollars a year per floor despite the IG's report that efforts to utilize real	every employee should have access to adobe acrobat pro so we can sign documents electronically and combine pdfs.	

	I
906	Hoteling seems to be a new trend .
907	Many private sector employees are not paid out for credited for unused sick leave when they retire. We, at the federal government level, should stop this practice moving forward as it isn't conducive to a healthy office environment and potentially encourages people to not take their sick leave. I would suspect that this would reduce costs overall.

	A	B	C	D	E	F	G	H
908	907	5/11/2017	In my role, the job requires I follow FAR standards, this ensures the Federal Gov't is not held liable for perceived favoritism with contractors and to ensure there is a fair playing field for all. This is a necessary regulation. Although we jump through hoops for equipment and software/tools to enhance our ability to work efficiently, this is more of a budget and resource (computing, etc) need. Having worked in private industry most of my career, I feel empowered more in the federal service.	My area is already initiating and making in roads to provide services (technical services) that can both save money for EPA as well as our constituents (states, tribes, etc...) in that they can use our technical solutions. This requires flexibility in having adequate budget and staff with technical skills.	Please see Question 2.	1. Service Oriented Architecture 2. Flexibility for hiring tech skills in house (contractor burden labor rates do not save the government $, there must be a balanced ratio of government and contractors.	See Q. 2, see Q 4. previously answered -	We do this in some areas already - shared government services (contracts); movement to the cloud. Areas for a further cost benefit may be in centralizing time recording across the government, GSA has made progress in management of space, etc...already. Outside this agency, it seems as if there are redundant services, in particular with investigative services for security clearances - OPM NBIB.
909	908	5/11/2017			There was significant fanfare when the public was asked to comment on regulations that could be eliminated. Fair enough--the regulated communities have a lot of important knowledge (though I suspect that this initiative also generated a lot of extraneous comments). But EPA staff was not asked to contribute to this. I inquired and was actually told that EPA staff are not requested to contribute ideas. That makes no sense. Lots of EPA employees have worked on EPA regulations over the years, and they are likely to know about useful examples, if asked. Sure, employees can contribute in their spare time from home, but there can be logistical problems. Why not just send a note down the normal chain of command so that Division Directors or Branch Chiefs ask each employee to contribute ideas for that initiative. You could even make it a contest or at least have an award			

	I
908	I am currently implementing many best practices in my organization, again, most of my career was with private industry. From a technical perspective: 1. Service Oriented Architecture 2. Cloud usage where ROI justifies (ROI very unique) 3. ITIL, AGILE, DEVOPS....all being implemented
909	

	A	B	C	D	E	F	G	H
910	909	5/11/2017				Provide or allow use of password managers to create and manage passwords for all of the various websites etc. that employees use in the course of business. Minimize the number and frequency of pushed software updates and passes that cause for lost productive work time in running and restarting computers.		
911	910	5/11/2017	Intranets: Currently each region and HQ office manages its own intranet site. The options for hosting these sites ranges across at least three platforms, maybe more. The methods used to develop and manage the sites varies according to available resources. HQ offices tend to have more resources than the regions for this kind of support; I think the regions struggle to maintain useful, local intranets. I feel strongly that this area of internal infrastructure and communication is inefficient and uses a lot of staff time that could be devoted to other needs. For example, some regions are moving long-held, internal content out of Lotus Notes and into SharePoint, or into a plain web server, or into a locally-managed Drupal content management system. The person(s) doing the moving are figuring out the processes as they go. I see two major issues here: lack of				Open source content management systems for online, internal communication (e.g., Drupal)	
912	911	5/11/2017		EPA needs to invest in staffing resources, software, and contractors to help us manage the wealth of data that EPA collects from the environment. Much of this data is difficult for the public to understand and access. EPA should move into the age of information technology and start sharing all the factual information we collect.				

	I
910	
911	
912	

	A	B	C	D	E	F	G	H
913	912	5/11/2017	For the upcoming VERA/VSIP a baseline expectation has not been set for each NPM or RO based upon the Administrator's priorities so the result will be inconsistent and will not meet Agency goals. A preliminary review of Regional and NPM plans should be conducted to ensure that everyone is playing fair. If RIFs are needed in FY18 - the programs/offices that offered VERA/VSIP to a large percentage of staff should not be penalized (ie., RIFs should be at the Regional, NPM/Office level versus EPA-wide) versus rolling up at the EPA level.					
914	913	5/11/2017	To initiate a hiring action, managers must fill out and sign a paper package so that someone else can enter it into an electronic system (FPPS) and they can sign it again. Very wasteful. Every year the agency loses money to treasury because the contracts office in OARM cannot obligate the money to contracts before the money expires. We must lean this process so we can spend money on environmental protection. To purchase furniture, you should simply be given a catalog, rather than going through a burdensome process involving a multi-thousand dollar ???design fee??Â to a contractor in order to buy a new desk the same size as your old desk. This is very wasteful. In last few years, OARM has implemented a much more burdensome process to even reach the stage of having the pleasure of wasting $2,000 before buying a new desk. And this whole process can take 6 months or more, since you must wait for your ???design					

	I
913	
914	

	A	B	C	D	E	F	G	H
915	914	5/11/2017	One thing that is common across government is that it takes too long to get the smallest tasks done. A good example of this can be found with grants and contracts. One way of addressing this is to seek out other Agencies with similar contracts in place that will address your organization's needs. If it is so, work towards a joint inter-agency agreement. This would streamline the process and limit many of the administrative hurdles often times when trying to achieve contracts approval. The overall benefit would be a reduction in cost which translates into savings to the taxpayers.			A lot of the IT systems that we use here at the Agency can be upgraded to leverage the latest technologies available. These more intuitive and cost effective - to operate- IT systems would equip EPA staffers with the necessary tools needed to perform their jobs more quickly. This would result in an overall better use of FTE resources.	Yes there are new technologies such as many of the software as a service (SAAS) offerings with particular emphasis on the Microsoft ecosystem. This offering would work well with EPA especially since we are currently an Outlook based and SharePoint shop.	
916	915	5/11/2017	Management Procedures - If the Administration wants to implement change, Senior Executive Service employees must be managed as serving in their roles at the pleasure of the Administrator. Some SES members would run over their grandmothers in pursuit of the end of year bonus. The Administration can incentivize the SES to implement cost saving priorities, but they will be reluctant to give up their own turf. When pursuing change and relying on the SES corps in EPA, the Administrator must be willing to take on the dead-enders, bitterly clinging to the past and who are waiting in hopes of January 2021. Removing a few underperforming or recalcitrant SESers from their posts, will quickly make the necessary statement.					

	I
915	I am not aware of any precisely but we can step back, take a broad look at the many program and regional offices, have a close look at their lines of business and assess what they do and how it can be either eliminated, consolidated, or achieved in a completely different manner. All of this, while working closely with the states to ensure that we are meeting their needs and remaining the environmental stewards that we have been tasked with doing.
916	

	A	B	C	D	E	F	G	H
917	916	5/11/2017	The Agency's grants management system is outdated, not user-friendly and sometimes not accessible. The Agency needs to be provided with the resources necessary to complete work on the new grants management system currently in development.	In my experience, EPA's management and staff are very focused on developing and sustaining strong partnerships with states, tribes and local communities that promote strong environmental results. The Agency also builds strong, mutually beneficial partnerships with those in the private sector who value economic growth and environmental protection and stewardship. The Agency will continue to achieve environmental results in partnership with states, tribes, local communities and the private sector if we have the staff and resources necessary to maintain our partnerships. The current uncertainty about EPA's priorities and our ability to provide adequate support to our state, tribal and local community partners does not help us achieve better environmental results or maintain effective partnerships.	To provide the best customer service, EPA needs a workforce comprised of women and men with diverse backgrounds and experiences. We need people who are able to communicate effectively with leaders, individuals and businesses in the communities we serve. We also need to have time to communicate with the people we serve. Continued cuts in staffing and resources impairs our ability to provide good customer service.			
918	917	5/11/2017				Please, please, please invest in additional labor employee relations staff to help first line supervisors deal with low-performing employees. They are very helpful, but so backlogged it can take months to address a problem. We need them! No need for RIFs ??? just help us eliminate lowest performing 5% of agency. There are plenty of people not earning their salaries. We would easily pay back investment with increased productivity and saved salary dollars from holding employees accountable for their performance. Managers need LER support to do this. May we please eliminate MaxiFlex? The amount of accounting required, not to mention the lost		

	I
917	
918	

	A	B	C	D	E	F	G	H
919	918	5/11/2017		Invest in tribal youth to care about the human health and environment AND have the skills to back up a career in managing their own healthy environments (i.e. through universities, job training internships, etc.).	Honor the Federal Trust Responsibility the US Government has on behalf of the tribes - to an equal (if not even higher!) standard than the general public, not less.	Better train EPA staff on how to work/engage with HR and Admin in tandem with technical IT training for the many resources we all have but master at different levels (i.e. using things in real time, rather than theoretical PowerPoints).	Make things even more "green" to use them more efficient (i.e. solar panels, more green roofs, more permeable surfaces, higher composting and recycling rates).	Require communication across the "silos", particularly where there are synergies between program areas (i.e. where land affects water affects air affects pollutants). Similar for common services across offices (if not done already - communication for the rest of us so we know how other offices work/operate/function).
920	919	5/11/2017	Printing and signing forms that could be signed and sent electronically with the technology we already have in place.			Require employees know how to use basic technology available to them, such as Excel. Employees seem to waste a lot of time manually processing information rather than using basic functionality (such as tables, or sum) in Excel. A lot of employees also don't seem to realize that their process is more complex because they don't understand how quick it could be by using the technology tools available.	Accessing basic agency applications while remote on a mobile device is awful. For example, trying to put an out of the office message on from your phone (if you are unexpectedly out - and after having to go through dual authentication, then workspace login) is ridiculously difficult. You also cannot access EAS, FPPS or Concur to approve documents.	

	I
919	Standing meetings, with agendas, set up with advance for people to prep, templates, a CLEAR guidance and who does what when and how so efforts are not wasted/duplicated, follow-up, points of contacts for questions, get these kinds of lessons learned (positive and improvements).
920	Google for Government

	A	B	C	D	E	F	G	H
921	920	5/11/2017	Management should get rid of all CFC-related events. These events are not necessary for raising money for the Combined Federal Campaign (CFC) and are a significant drain on staff time. In many EPA offices, one person is designated as a CFC coordinator that creates and coordinates fun events (like office volleyball games or brownie bake-offs) for their colleagues to participate in and donate money for the CFC. These events are fairly frequent during the CFC season and people in each office often feel pressured to attend the many events and donate money. It is not necessary or appropriate to use staff time to raise money for the CFC, which is a voluntary program.	Continuing to participate in a dialogue with these many stakeholders.	Change the EPA website to make it more user-friendly to the public. Many of the websites are geared toward the regulated community (like businesses), but they are often confusing to the public at large. The website should be better engineered towards key search terms and phrases that are commonly used on Google.	One great program that EPA had under the Bush administration was the Sectors Strategies program. This program was housed in the Office of Policy and created a key point of contact for each sector. The POC's job was to ensure communication flowed across the agency so that any regulations or programs that affected that sector coordinated and ensured that they did not conflict. They also provided a single conduit of information for the regulated community in that sector so that they heard EPA with one voice, not multiple voices with conflicting messages.	EPA needs an app! An app for smartphones that allows the public to find out the water quality (both water for drinking and recreation) in their community, pollution levels on hot days, safety of local fish for consumption, and places to take their recyclables. There might be an EPA app for businesses that helps small businesses comply with regulations, like information on where to take their used oil or other hazardous wastes.	We need to make sure that dialogue and communication is encouraged between the agencies. Shared websites and information resources would go a long way to ensure consistency between agencies. See www.cicacenter.org. Websites like the Construction Industry Compliance Assurance Center could be further expanded to include more information from states, local governments, and other federal agencies (like OSHA).
922	921	5/11/2017	1. EPA has decentralized various functions with the idea that individual EPA staff should be expert in and expected to complete all manner of administrative functions and online systems. It does not make sense to have professional staff at relatively high salary grades spending time on matters such as travel authorizations; these matters should be handled by administrative staff. Moreover, the vendors for these systems are changed on a regular basis so by the time people finally understand how to use them, an entirely new system is put in place, which is extremely inefficient. 2. Our automated systems for tracking the hours employees work, flexiplace authorization, and leave requests should be fully integrated AND processed at the END of the pay period. Currently these systems are not integrated and are processed before the end of the pay period leading to unnecessary time spent inputting data into redundant systems and revising hours worked and leave requests.		Provide additional EPA staff and funding, rather than cutting the EPA's budget, so that we have adequate staff to conduct the immense workload we already have in house across all programs. For example, we have limited staff to issue and oversee the state issuance of permits. Increase, rather than decrease, budget and staff for EPA as well as state enforcement of our environmental laws so that we can ensure that businesses and individuals who play by the rules and comply with the law are not put at a competitive disadvantage by those who violate the laws and get away with it due to underfunded enforcement programs.		EPA needs to find a way to better automate searches through electronic documents, particularly email, in response to FOIA requests and discovery requests.	

	I
921	This agency badly needs standard operating procedures (SOPs) and standard templates for talking points, memos, and other commonly generated documents. Too often, our offices develop new processes and procedures from scratch, when a standard process/procedure could be implemented so that new ones do not need to be developed. Standard templates for commonly generated documents should also be developed and required for use, similar to those used by the Department of State. This will create a consistency across the agency and prevent employees from developing new formats for information or generating documents that do not
922	

	A	B	C	D	E	F	G	H
923	922	5/11/2017	Style Manual ??? A few years??? back, the agency started using the AP style manual that mandated putting an article in front of (the) EPA, not defining acronyms in brackets, and a few other odd rules. Generally, this makes the writing harder to read, acronyms harder to find and writing less clear and frequently annoys external stakeholders such as OMB. Suggest the EPA go back to using the Plain Language guidance that it used previously. Mandated Presentation Format ??? A few years??? ago, the agency was directed to use a standard Powerpoint template with a big green swoop at the top. This proved to use a lot of ink, be harder to read and inhibited clearly displaying charts and graphs, which are the primary purpose of Powerpoint. Most organization over time simply stopped using the format, but many are reluctant to stop without formal permission. Suggest the Chief of Staff formally rescind the directive to use a rigid template. Systems Planning ??? There appears to			Look at untapped systems capabilities ??? EPA has dozens of IT, administrative and financial systems many with duplicative capabilities and functionalities but many also with untapped functions and capabilities. The agency could potentially leverage a lot more of these capabilities if we ask systems experts ??? what else can this system do that we aren???t using? Then we can look at how we might modify processes to leverage those capabilities. Traditionally, planning tends to go the other way ??? organizations write requirements that we they shape the systems around. These might not always be new technologies but they would be a new way of using them.	CMS ??? The Correspondence Management System (CMS) appears to have the potential to streamline work but in actual use seems cumbersome. Suggest a small users group look to see what modifications might help its usability and maybe look at Dept of Commerce???s system as an alternative.	The agency uses many common systems along with other agencies ??? procurement, financial, administrative, etc. Many have user groups that have gotten stale through time. The agency could propose a combined federal effort to target a few areas, maybe beginning with procurement and financial given the importance of these systems to the DATA Act.
924	923	5/11/2017						

	I
923	Creating a Chief Administrative Officer (CAO) After the CIO and CFO acts some Federal agencies created separate CIO and CFO organizations. After a few years, many of organizations created a CAO position to force the coordination of administrative, IT and financial support functions. Systems experts planning ??? the EPA has many experts in various data systems, creating small (5 to 6) groups of experts to compare notes and discuss ideas could create options for senior management to consider.
924	Yes. Many organizations value and develop their employees because they recognize that morale affect productivity. http://smallbusiness.chron.com/correlation-between-productivity-morale-10334.html Things that adversely affect employee morale- quotes from the Administrator that the entire Agency under Obama Administration didn't really accomplish anything. I know that I worked really hard and accomplished a lot of environmental good over the past 8 years- regardless of politics. Things that improve morale: respect; trust; communication; investing in relationships within your

	A	B	C	D	E	F	G	H
925	924	5/11/2017	The Agency's Working Capital Fund/Workforce Support Budgets are not adequately funded. EPA should fully fund needed IT equipment and infrastructure. EPA is unable to replace laptops when warranties expire.	Maintain strong state oversight: Continue to conduct program reviews and share best practices across states. You need effective regional offices to deliver these services. Make sure that cuts are not prorated in such a way that the smaller regions do not have sufficient staff to manage. There is a minimum size below which staffing should not go in order to have a viable regional office. Continue to allow Indian GAP funds to be used to implement programs in Alaska. Continue to fund programs to deal with waste issues in rural Alaska. Continue targeted work in communities along the lines of Making a Visible Difference.	Maintain strong EPA regional offices, that build partnerships with these stakeholders. Ensure consistency in how we apply the regulations across the country and continue a strong enforcement program. Responsible companies do not want to see irresponsible companies getting away with not doing the right things.	Lean the process for awarding grants and contracts at HQ. Critically examine the Human Resources Las Vegas Shared Service Center. It has not worked well, and hiring is hugely inefficient. They are unable to retain good staff, and they have an extremely highly graded, inefficient structure. We would be so much better off returning those resources to the Region.	The entire hiring process is inefficient. Devote resources to leaning the hiring process. Standardized Position Descriptions and Recruitment Packages have been helpful, but not all HR Shared Service Centers use them. We might be better off without the Las Vegas SSC.	The hiring process involves OPM and other federal agencies. It could be made much more user friendly and efficient. The biggest opportunity, however, is in working with EPA's Shared Service Centers.
926	925	5/11/2017	We could see less of the great accomplishments of our great leaders President Donald J. Trump and Administrator Scott Pruitt touted on the website and other places like social media. Their greatness is a distraction to my work, here I am midcareer and I will never be able to accomplish a fraction of what these men have in their lifetimes. How am I, the average worker, supposed to feel when I compare what these great men have done in just 100 days to what I have done in over 10 years at the Agency. What I have done is a pittance in comparison!	We need to listen to the states, they have needs too and don't always have the experience, staff or other resources to get the job done. In my work they have asked EPA to help support their work and efforts. The agency has help to be a facilitator of conversations and dialogues that help all states to solve problems that are common to all states in our region.	Get good information to people the first time, via the website. In my program we refer many of the comments and complaints back to the states and local health departments as they are local issues not federal issues. Everything that I've worked on has had heavy input from the states and industries that are effected, I don't know what the administrators beef is with the way that we did things.	I think that the administrator's request for 10 staff for 24 hour security could be declined in the budget. That would reduce costs, and the amount of public affairs staff that I perceive as sitting around with nothing to because of the focused messaging on the administrator's self perceived 'successes' could be let to do their old work again. That would be a more efficient use of staff. Looking from the outside of the agency in, it's really developed a cult of personality like we've never had before. Environmental protection is more than just this 'cooperative federalism' that the administrator touts and shining the love on coal miners, it's about people's health.	Wind, solar, biomass, energy and manufacturing efficiency, these are all modern technologies that will make things more efficient, effective and accountable.	Everything that I work on is a shared interest with other federal agencies or states, I don't understand how people could think otherwise? Unless they hadn't taken the time to learn about the agency and the processes in place. Read a federal register notice and see what's in there, how all the comments are addressed, how the economic benefits are address. This has all been required before by previous administrations. People need to be willing to listen and learn before speaking.

	I
925	The Air Advisor Program with the US Forest Service deploys trained EPA staff to wildfire events. EPA assists with monitoring, modeling, and communication of risks to communities, so that people can protect themselves from smoke. We could make the process of reimbursable funding more efficient, but other than that, it is an excellent program in support of the American public at risk from forest fires. The West Coast Collaborative for reducing toxic diesel emissions is a fantastic model of how EPA can work across the public/private sectors.
926	In a lot of ways the private sector is just as messed up, maybe in different ways, than the public sector. But, you don't always here the stories because they don't have some junior congressman looking to make a name for himself.

	A	B	C	D	E	F	G	H
927	926	5/11/2017	We should not be changing delegations so that the Administrator makes decisions that were once made by the Regions--this drastically slows down work getting done. Requirements for EPA staff to clear any public statements through HQ are burdensome and unnecessary. I also find myself spending hours doing administrative tasks. Our office does not have adequate administrative support.	Maintain or request additional funding for EPA programs that support the development and expansion of local, tribal and state capacity in enforcement and implementation of federal environmental laws is key.	EPA should commit to transparency in decision-making and decision-making based on sound science and the rule of law. Decisions should always key back to our central mission, protecting human health and the environment. EPA needs to do a better job communicating the vast and multi-faceted economic benefits of our regulations, which has led to the mistaken belief that EPA is a job killer.	Effective and adequately funded enforcement can reduce costs by increasing compliance; non-compliance in the industry leads to increased costs to the agency from having to respond to accidents, releases, spills, etc.	We need better IT support and updated software and adequate training on new software. This would assist in responding to FOIAs.	
928	927	5/11/2017	Delegation of authority should be rendered for all areas where this is at all possible. Generally speaking, no more than two levels above the author need or efficiently should be reviewing a document. Now of course, for really high level stuff this does not apply, but for normal day to day work it should. In my opinion, EPA has too many reviews of a average document, which can hold up progress on a project because an approval might have to go thru too many levels of review. I have previously worked in lower and middle management capacity, and as a manager, I know that if too many people look at the a document by the time everyone has made their changes it can ending up looking like the first draft, but after wasting days of review.		We should be more transparent with our documents, etc. I don't believe this is a symptom of staff not wanting to be, but that we do not have the software/databases or staff time to be more transparent. SEE Q 5		I have worked for several different government agencies and private consulting firms and must say that the lack of investment in updated, comprehensive software/databases is disappointing at EPA. We are literally over 10 years behind in technology from other GOVERNMENT agencies I have worked for. EPA is wasting a lot of taxpayer money by piece-milling so many different databases and tracking mechanisms for each different program, which is then different at each Region. As with other agencies, ideally there should be one database that has different subparts tailored to each program, not only as a document depository, but also as a tracking mechanism. This system should have the ability to allow outside	

	I
927	Top law firms and major companies may be helpful in assisting us with better records management and data management, particularly in the era of electronic discovery.
928	Yes, there is a lack of administrative consistency throughout the agency, which makes us more inefficient than we could be. SEE Q 5.

	A	B	C	D	E	F	G	H
929	928	5/12/2017	I fell there are too many "required" training courses, seminars, overviews for an staff worker and a manager to track. A large portion of our time is spent taking annual or repetitive training such as: sexual harassment, Cyber Security, Tribal, Transit Subsidies, Time and Attendance, Travel, etc. Furthermore, even after taking these courses there is time required to enter them into data systems or manage the tracking of such info manually. Many systems are not even user friendly and require time to understand how they work.	I do not believe we need to achieve better partnering. To me "partnering" has taken a connotation that there will cannot be disagreements or disputes. This is fundamentally wrong. Each stakeholder has their own agenda and perspective, whether that is EPA, the State, other Federal agencies, tribes, local communities or the private sector. We each have our priorities and therefore there will be differences of opinions and goals. There is nothing wrong with that. It is through the collaborative efforts that a working plan or goal is achieved.	I think you first need to ask the public what issues they have with EPA and the service they receive before asking EPA how we can make it better. There are already community meeting, advisory groups etc in which the public and other stakeholders can provide input. You need to ask them what they require.	Consistency in regulations would help. However often times there is a disconnect between Federal and State requirements which make implementation of various remedies or actions difficult. I also think the other Federal Agencies should stop disputing EPA regulations. They often try to circumvent steps in the process which creates difficulties later in the process. Also their mentality that "one size fits all" does not work. Sometimes when some "latitude" is granted or provided, they use that latitude to be applied for every situation even when the situation does not dictate it. Then it becomes a battle to justify why the latitude was granted at one	Whatever systems we are asked to use, they must be user friendly. Many are not straight forward and require training and repetitive applications or usage for someone to use them efficiently. They are created for everyone as if everyone will have a deep understanding of the system and their job depends upon it. However many of the systems require use maybe once or twice a year and the knowledge gained is often forgotten over the months.	I think this is no believing realistic. States do not have the resources EPA has. Many state counterparts ask EPA for assistance in the areas of enforcement since EPA has the resources and greater expertise. If one is trying to "increase" the economy or the private sector, then some States which have "more stringent" requirements not less may inhibit such growth?
930	929	5/12/2017	Correspondence prepared for upper management's signature is typically printed and placed in a folder so that it can be manually concurred on by the originator up through the party that signs the document. If any of the parties concurring on the document have any edits, the folder needs to be returned to the originator and the document and file copies need to be modified and replaced. To save paper and time, it is suggested that all such correspondence be circulated, edited, and concurred on electronically with the document being printed final only when the party that is signing the document has concurred.					

	I
929	No.
930	

	A	B	C	D	E	F	G	H
931	930	5/12/2017		Re-assess the regional structure and reduce the "Regional office" size by creating smaller field/operational offices in more locations instead of having a large regional office located in expensive cities. More thoughts included in #4.		Look at the current regional structure to determine if there are opportunities to restructure that would consolidate administrative functions and create more field locations and less masses in regional office. For example, do we really need 10 ARA positions for management --- contract function should be returned to OARM and the number of ARAs for management could be reduced to three where they serve that function for many regional offices (east, central, west). Another option would model after Region 10 -- have field offices in various locations placing employees closer to states in less expensive space and therefore lead to smaller footprint needs in the main regional office.	Why hasn't EPA migrated its time and attendance process to the Interior Business Center. OCFO continues to spend money on PeoplePlus when we could be serviced by another agency in a more efficient manner. EPA doesn't need to be in the business of time and attendance. Payroll and HR functions have already been migrated to IBC and as I recall the original intent was for the agency to also migrate it's time and attendance processes. What changed?	EPA migrate time and attendance function to Interior's Business Center.
932	931	5/12/2017	Computer access - currently we log into the EPA computer system with our smart card and pin - once into the system, we then have to input various user names and passwords to access various applications. This results in a lot of wasted time having to insert different user names and passwords, keep them current, changing them at different time intervals, etc. The EPA computer system should be reconfigured so that once you have logged into the system you do not have to use any other user names and passwords for any of the EPA applications. Single Sign On is suppose to fulfill this function but it is even not needed if the system is reconfigured as above. Time cards - currently we are required to complete our electronic time cards prior to the end of the pay period. This results in employees having to prepare time card amendments due to changes of work schedule at the end of the pay period due to changes in work activities, leave, etc. Time card amendments					

	I
931	
932	

	A	B	C	D	E	F	G	H
933	932	5/12/2017	At my current position, I am constantly busy and deal with a lot of work. What prevents me is the open space where I sit, that I am constantly being interrupted. But the one thing that would also be great to have a higher grade and pay. The amount of work I do, both grade and pay does not cover for all that I do.	None at this moment that I can think of	none at this moment that I can think of	Our agency works extremely hard to keep the environment safe.	Yes to update all computers and programs to current modernization.	none at this moment that I can think of
934	933	5/12/2017	It would be great if we had administrative staff to help with the menial tasks, so we can concentrate on the actual work. There is way too much back and forth with concurrence's- especially when your director works in NYC and you are in NJ. It takes too much time doing it with paper, this should be all done electronically.	We work with the states and give them grants for the inspections they have primacy of. So, it would be a shame if we cut their funding by 33% - I don't think they will like our partnering anymore.	I have great relationship with our SLA's. However, we had a new regulation about 5 months into implementation and a FR notice will be sent out to possibly change elements, along with implementation. This does not help our relationship with the SLA's or the regulated community. In fact all the hard work reaching out to the regulated community, changing websites, creating materials - we now have to start over. Both the SLA's and the regulated community are not happy. They could have created a 1-2 year period of compliance assistance, without making all upset and frustrated.	I have been working here for 20 years. We are as bare bones as we have ever been. We have limited funding to travel to even complete our tasks, nevermind when public health threats happen and the need is there. We have one printer for about 20 people. No access to funding for printing, even when HQ has stopped printing materials completely and we need to print in order to send stuff to our SLA's. I think the biggest inefficiencies are the staff that do not do contribute to the teams success and are of retirement age, so no one puts pressure on them. We should be able to fire people that do not pull their own weight.	All the databases created at EPA are from the lowest bidder. SO this is an area we can improve on. Also, it makes no sense that the Virgin Islands and Puerto Rico are part of Region 2. They should be given to CEPD or R4- to make travel and better oversight easier.	We currently work well together.

	I
933	To reduce cost, employees should travel less, due to updated technology of VTC etc. no need for travel.
934	We need to go electronic for getting upper management signatures. A lot of time it is delayed bc they are too busy. Better databases that actually work would help too. If you cannot get all the information you can before an inspection, it is hard to complete it well. Again, we should be able to fire people who do not complete their job tasks. If they got rid of these people and instilled fear that they may lose their job- it would make the agency definitely more efficient.

	A	B	C	D	E	F	G	H
935	934	5/12/2017			Reduce telework. EPA has a history of being early adopters of workplace flexibility programs which has led to what many, especially outside of the government, would probably consider an excessive use of telework. On any given Friday or Monday you will be hard pressed to find more than a handful of people in the office buildings we pay millions to either rent or maintain. While there are great benefits to individuals who participate like avoiding having to commute, there seems to be at least the possibility of less accountability and certainly it hinders the development of team work and esprit de corps. I know many folks who would have retired years ago but hold on because it is made easy for them to do so by allowing them to work out of the homes. The tool might be good in moderation and for people who are high performers. however, given the way we operate, there is an air of entitlement that accompanies the			
936	935	5/12/2017						

	I
935	
936	The Protective Security Detail Framework (PSF) Executive Summary: The threats of the twenty first century is providing new challenges to security professionals of all disciplines. Those who are responsible for the safety and security of elected officials or political appointee???s executives are facing new challenges. These challenges are created by a shift in how senior political leaders and elected officials are viewed by society at large. In the age of Social Media, leaders face criticism and scorn for what some may deem a controversial position, and in hours that criticism can reach hundreds of thousands of people. With a negative message getting

	A	B	C	D	E	F	G	H
937	936	5/12/2017	1 - Streamline Grant Applications. About 10 years ago, some lame lawyers added requirements to repeat information over and over again in different sections of EPA grant solicitations. This is a huge waste of time and paper for all involved. Also, small grants (under $25K) are now subject to the same massive paperwork requirements that large grants of hundreds of millions of dollars. There should definitely be a tiered system to streamline the process and requirements for small projects. 2 - The ACS commitment system is overly burdensome and does not drive the greatest environmental results. Essentially, there is a lengthy HQ/Regional negotiation process of "bidding" and negotiating on projected environmental results (ACS - Annual Commitment System(followed by mid-year and annual reporting. The "game" is to achieve the target number without going too far over which is perceived to mean that the organization has too many resources.	Encourage and reward partners to achieve and report results that exceed projected results and collect and share online and though the media our results/lessons learned so they can be replicated.	Set up a 360 degree feedback system so that in addition to EPA reviewing our partners, they review us.	Add more real time local environmental monitoring systems that are available to the public online with both environmental data and actions that can be taken 1) on an individual level to protect human health and the environment and 2) current EPA regulatory and policy information. Provide web	Publish our annual environmental results information online (ACS) with short lessons learned summaries and set up a searchable wiki-like website interface so the public can ask and EPA can respond to at least some common questions posed.	
938	937	5/12/2017	1. Requiring HQ's oversight and approval of outreach materials at Superfund and Emergency Response sites is inefficient and adds no value given that the information being shared is very site specific and HQ's does not have the depth of knowledge about the site nor what the communities interests are. Approval for development of and dissemination of outreach materials at a Superfund and Emergency response sites should only require Regional/Program approval. 2. EJ has been engrained into every Program therefore having a separate EJ Program is inefficient and a waste of tax payer dollars. Suggest having one internal POC in each Region for EJ questions and consolidation of reporting for each Region and not an entire Program devoted to it. 3. IT needs to be centralized for all Regions and contracted out to allow for consistency in services, efficient use of resources and better access to	Increase oversight of funds distributed to states, tribes, local communities, or the private sector to ensure that the funds are being utilized for the environmental goals that were identified as part of the grant/contract/IAG etc . . . and used in a timely manner.	1. Prioritize community outreach and provide resources to better build relationships with Federal, state, local, tribal, non-profit and private sector partners. Science is a priority but science means nothing if you have bridged relationships to educate to gain support for and collaborate on EPA actions.	1. Regionally centralize outreach efforts to include EJ, CIC's for Superfund and Emergency Response, Sustainability, Children's Health, EE and place them under the Public Affairs Director for each Region. Currently outreach efforts are spread across the Region which creates missed opportunities to broaden educational and outreach opportunities to the public about all of EPA's activities. By centralizing these programs the public can expect a one stop shop of information, better use of personnel time by balancing workload and focus on priorities as well as consistency in messaging. The public doesn't break down EPA in there minds. EPA is EPA. 2. Combine media,	1. Social media, photos and videos! Utilizing newspapers to get the word out is no longer effective and puts EPA behind the message rather than in front of it. Region's need resources and support for social media and need to be able to control it from the Region. It cannot be centralized at the HQ's level. It slows the messaging down which is not what social media is about. The public want to hear more about what's going on in their local world and the Region's are in the better position to do this. 2. Resources to reach out to the public during emergency response efforts. Cell phones, IPADs, printing capability, etc. Not ever emergency response is of national significance in order to justify the need for tools to perform public outreach.	In regarding to shared responsibilities across Federal Agencies - Centralize across all agencies the Human Resources, Employee Development, IT and Administrative Support. There should be one stop shopping for all these support needs and much of it could be contracted out.

	I
937	
938	We implemented a communication outreach approach that help to reduce congressional inquires, IG inquiries and build better relationships with our congressional, State, Tribe and local partners. Any time we release information we set up briefings with our stakeholders in order of State or Tribal partners first, congressional, county then city prior to meeting with the public. This build trust with our external stakeholders by rolling out a "no surprise" approach to information. It put Congressional, State and local officials in a better position to response to public inquiries and increase support for Agency actions.

	A	B	C	D	E	F	G	H
939	938	5/12/2017	I have heard many complaints that the STICS database for tracking publications and data in ORD is cumbersome and time consuming. There are also rumors that this system will be going EPA-wide next year. Researcher are supposed to upload all data used in publications so it will be publicly available, but the system can't handle large files including most model results which can take up several terra bytes. While making data public is a good goal, it doesn't seem like the current system is able to handle the data requirements for this endeavor. Many/most journals now allow authors to pay extra to make an article publicly available. We barely have money to publish at all, let alone money to make our article open access. It seems like if EPA were serious about making EPA research open to the public, they would make it a priority to set aside money so that EPA scientists could pay to make their articles open access.			Bring IT services in-house. There are perpetual problems with IT systems and computer hardware supplied by contractors. Contractors have too much turnover, too little accountability, and get paid for service/help requests so there is no motivation to make things work the first time. A lot of time has been wasted due to remote e-mail access not working, new computers no being up to spec and having catastrophic failures within 1 yr of purchase, and EPA firewalls preventing fruitful collaboration with scientists at other federal agencies. New printers were first installed in RTP a month ago and are still not working properly. Contractors have been called over multiple times to reconfigure the	The systems used for pay (currently People Plus), travel (currently Concur), and contracts are constantly changing. It seems like every 1-1.5 years there is a new software system being implemented or our paychecks are being handled by a different federal department. These new systems inevitably have bugs for the first 3-6 months and take time for EPA technical staff and administrative personnel to learn. The effort that goes into constantly implementing new software systems would be better spent on work that helps further EPA???s mission.	
940	939	5/12/2017						OEI went though a re-organization just before the election, even over the objection of program offices in HQ. The reorganization was a ???waste of time and money.??Â The reorganizing took an organization of approx 5 offices and turned the organization into 7. Most of the reorg was to split functions that went logically together. For example, in the old structure, internal communications and management was in one. Now OEI has a management office, and a separate office to handle internal communication would save ten if not hundred thousands of dollars to put the organization

	I
939	
940	

	A	B	C	D	E	F	G	H
941	940	5/12/2017	1. Use of government purchase card -- FAR regulations and OARM have added so many new restrictions that we're unable to use the purchase card efficiently to quickly make purchases. Purchases that are less than the single purchase threshold are being forced through contracting. It took 2 months to make a $200 purchase that a cardholder could have completed in 5 minutes. Re-examine the rules and regulations to make the use of the card efficient -- which was the intention of the program. 2. Hiring -- There is no federal government standard for declining candidates that appear on the cert. At DoD, if you could write a short justification statement why the initial candidates weren't qualified, you would get the next batch of candidates for consideration. At EPA, HR insists on calling the candidates on the cert and asking them to withdraw their application. Unless that occurs, they won't forward the next batch of candidates. There needs to be ONE federal standard.			1. Some programs are split up into subdivisions to the point where there's duplication of effort and groups with similar missions aren't communicating with each other. Each program office should re-examine the various project teams to determine if there's duplication of effort and combine programs to streamline processes.		1. Terms of service -- GSA should be responsible for establishing terms of service agreements with vendors and should have a central inbox where agencies can submit requests for new vendors. Currently each agency sets up individual terms of service agreements. 2. Hiring standards -- There is no federal government standard for declining candidates that appear on the cert. At DoD, if you could write a short justification statement why the initial candidates weren't qualified, you would get the next batch of candidates for consideration. At EPA,
942	941	5/12/2017		1. Updating the Regional Screening Level Table used in human health risk assessment is almost a year behind schedule, and there is a significant decrease in the potency of benzo(a)pyrene and the other carcinogenic PAHs as a result of IRIS revisions which is not reflected in the currently available RSL Table. All states and EPA regions use the RSLs pretty much on a daily basis, and it is a disservice to both, as well as reducing the accuracy of risk assessments, to not have the RSL table updated on the 6 month schedule previously followed. 2. The states desperately need funds for water infrastructure upgrades to ensure safe drinking water. Increase funding of the state revolving fund so that we can assure the public their drinking water is safe. 3. No state has enough money to ensure that their children in older stock housing are not being				

	I
941	1. Employee and supervisor feedback: At Booz Allen Hamilton, during the annual review, managers reach out to colleagues and clients to get performance feedback on an employee. Employees are requested to provide feedback on their supervisors during reviews as well. It helps with accountability, employee development and training.
942	

	A	B	C	D	E	F	G	H
943	942	5/12/2017	We have far too much mandatory training that does not impart any knowledge (you can usually just skip through it). They are often poorly designed (asking about irrelevant information--e.g., quizzes that expect you to know what year a statute became law). The technology supporting this is also bad--I've had to switch browsers to get it to work.			Reinstate the climate science website.	Our computing technology is terrible. Our computers weren't efficient when we got them (they were pretty cheap on the open market) and they've only gotten older. We are WAY behind on cloud computing and some parts of OEI object to us using the cloud at all while, at the same time, providing us with obsolete technology.	
944	943	5/12/2017	Both EPA's Office of Acquisition Management and Human Resources Shared Service Centers are having a difficult time completing acquisitions/HR actions in a timely manner. In part, it seems to be an issue based on staffing levels. Would it be possible for OAM and HR SSCs to leverage the extramural and HR expertise in the program and regional offices? This could be done through consolidation of all such employees into OAM and HR, or via partnerships between these vital service centers and their business partners (program and regional offices).				Instead of new technologies, providing in-depth training to all staff on the technologies available to us (SharePoint, Skype for Business, Outlook, MS Office Suite, etc.) would greatly improve efficiency and effectiveness. The Agency should have a goal of all employees being proficient in all IT tools, and aim to have a percentage (25-50%) of staff that are considered experts or advanced users.	
945	944	5/12/2017	Always look to simplify training requirements. Shared service centers are not always the best model. They eliminate face to face conversations, which are very important	Strong leader ship the has common goals of protecting the environment, not just business interests. Regional Labs and offered services and support are a key component. The first step is to review existing programs that are sucessful	Local offices, partnering projects such as NARS and national conferences. Offer training and monitoring support. Support local watershed and monitoring groups	no	not that I know of	

	I
943	
944	Over the last 10-15 years, the Agency has had several efforts to develop a performance management tool/system for senior executives. However, we are still without a tool that is useful at the top of the organization all the way down to our smaller business units. Without such a cascading tool, we will never have good optics into the operations of the Agency. It starts with the data - what is available and it's quality - and empowering all levels of the Agency with access to the data in a dashboard that provides views at a corporate level and then allows drilling into data for individual business units. There are pockets of success related to performance management
945	

	A	B	C	D	E	F	G	H
946	945	5/12/2017	Agency-own initiatives would place additional workload for program offices since they would end up implementing the initiatives. Rather, workload can be better shared among offices.	Establishing clear and consistent regulatory and technical requirements, administrative procedures and goals early on would achieve environmental results more expeditiously and cost effectively.	It is clearly communicated early on what regulatory actions EPA will have to make, what are the regulatory, administrative and procedural requirements to comply with, and whether and how any comments and concerns can be addressed.		Improve the effectiveness of electronic files storage and share sites, such as OneDrive and SharePoint site so that they can utilized more effectively and agency wide. Currently, they tend to be cumbersome, slow and not user-friendly.	Establish an agreement with a state on work-share responsibilities where it is clearly identified which sites are the responsibility of federal or state agency. Any actions or cleanups performed under federal or state cleanup programs be also recognized as equivalent to the cleanup performed under other federal or state cleanup programs.
947	946	5/12/2017			Fold OLEM/FFRRO into OLEM OSRTI. It is important that we have a consistent cleanup program for Federal and Private sites.			
948	947	5/12/2017	The administrative requirement to have employees attest and submit timecards prior to the end of the pay period prevents me from doing my job efficiently and effectively. This requirement ensures a significant portion of timecards are actually incorrect when submitted and causes significant administrative burden on employees, time keepers, and first line supervisors in order to amend these timecards in arrears. The Agency needs to revise the payroll process so that employees attest to their time the Monday after the pay period ends and supervisors approve time the Tuesday after the pay period ends.	Currently, the Agency partners with states and tribes in a number of ways with the majority of the Agency's budget allocated to these partnerships. The simplest, most direct way to achieve better environmental results is to improve the data systems which EPA, the states, and tribes use to track the environmental results of their work. Improving data collection and storage will facilitate a sound assessment of areas where results from our partnerships need improvement or are very effective.	The Agency should devote adequate resources to bring major work processes on-line and upgrade existing data management systems. This is one of the most important things the Agency can do to provide for better customer service to states, tribes, local communities, the regulated community and the public at large.	Integrating enforcement functions into the environmental programs they support would reduce cost and inefficiencies while maintaining environmental protections. For example, this would provide the opportunity to have pesticide labels reviewed for practical enforceability before being approved for use thus making compliance easier for the regulated community and enforcement more straight forward for the Agency. It would also make coordination with states and the regulated community simpler and more straightforward. Another untapped opportunity is the opportunity to review Agency work processes in	The Agency needs review it's process for developing and implementing electronic information management systems (i.e. stand alone and on-line databases). Currently, it is difficult, costly, and time consuming for programs to get data systems developed and implemented. Specifically, the Agency needs to revise the current process so that 1) system users control the design and roll-out of a data system 2) the Agency can access appropriate technical expertise in a timely manner to keep up with advancing technology and 3) purposely allocate sufficient resources to both support existing data systems and upgrade outmoded systems. As a first step in this process, the Agency should develop a clearinghouse where HQ and	Within certain programs like Superfund there are established coordination groups, such as the Regional Response Team, which facilitate communication between state and federal agencies. These groups are staffed by GS-15 and lower personnel and generally do a good job of transferring information and fostering organizational trust. However, above the GS level in the Agency there seems to be a lack of similar established inter-agency groups that regularly meet to perform the same general function. This results in operational inefficiencies because when a particular decision or

	I
946	
947	
948	The electronic Daily Flexible Schedule Tracking system used by my organization is a best practice that should be considered for adoption across the agency.

	A	B	C	D	E	F	G	H
949	948	5/12/2017	The Credentials process is slow and cumbersome. There is a considerable amount of training for staff who need credentials. All of that is verified by supervisors. Then all the certificates are sent through several layers of staff before going to HQ for more review. The simplest thing can send the entire packet back for the approval process to start all over again instead of an easy update/fix/answer to the person needing the information. In addition, the most recently hired staff who have taken over a year to go through the training and the entire paperwork submittal and finally received their credentials in early 2017 have expiration dates of this year as well. This is ridiculous for those who need credentials to do their jobs. Management is sometimes involved in so much tracking of the details of staff that they have less time to contribute to staff needs. This may be in specific hierarchies rather than EPA-wide. But in my area the supervisors have to track	There should be more transparency with ALL data regarding chemical approvals and reviews - or other experiments, peer reviews, scientific processes, etc. Third parties, and other peer reviewers, should be allowed access to the data from EPA as well as the private sector for the purpose of peer reviews and verifications where the EPA is lacking due to insufficient funds, time, and staff. This would allow a stronger, more accurate, peer review process and help EPA make better decisions. In addition, ALL private sector data, including that which is deemed insufficient for any reason should be submitted to EPA for any chemical, or other, approval process. Data submitted should not be limited to "successful outcomes" only. Allow EPA staff from all areas to live and work in all areas of the	More money for states that have delegated authority. Some do not pay their staff very well (considering their education/experience) or have enough funds for travel, compliance assistance, etc. When this happens, EPA is obligated to step in an help the states. However, that can take time/money away from EPA priorities. In addition, "politics" get in the way at the state level whereby EPA must step in and assist again. If state staff could do their work without the politics getting in their way, there would be less disparity between larger regulated facilities and smaller ones (due to the larger ones having more money and power at the legislative level). This is simply unfair to all regulated entities. This same problem can be seen at the federal level as well. I don't have an idea to fix this, but it is an issue that needs to be addressed at a leadership level.	I suggest EPA leadership work on a better ???fairness factor??Â across the country. When a facility is in violation of regulations they need to be treated the same as others, regardless of who their congressmen are, how much money they have contributed to political campaigns, or their lawyers. Unfortunately, due to politics, it appears that sometimes companies get away with non-compliance or do not have to ???pay the price??Â in an appropriate punishment. This is unfair to companies that are complying (and paying more in costs to comply) and smaller companies with a lack of ???political clout??Â. This also encourages others to violate, as it???s cheaper than complying. Altogether, this makes our environment	Have leadership investigate the State of MI DEQ "MiWaters" program. Something similar would be so much more efficient and effective for staff, and the public, in tracking, mapping, permitting, etc. It is a "one stop shop" rather than the various websites we use now that are not connected. EPA is behind states and some local governments in the use of technology.	HQ and DOJ staff need to get out in the field more, with their enforcement staff and inspectors, to truly understand what is reality regarding the regulated entities. They just don't see the big picture sometimes, or the important details. They are stuck in their own worlds, incapable of seeing the other side. Giving them the opportunities to work with the regions more closely by sending them out to the regions would be considerably more effective. This should mean HQ actually live and work in the various regions, rather than from D.C. More communication, and follow through, in
950	949	5/12/2017	EPA and the US Archive have, for the first time ever, created duplicate websites that preserve the White House and Agency sites the day before President Trump was inaugurated. The reasons given for this is to reduce the number of FOIA requests, but I question whether or not the demand remains high so long after the initial outrage around the president's inauguration. Also, we are violating long-established web policies that discourage duplicate web content, and we are causing confusion and suspicion even among savvy web users because of it. For example, I found the snapshot while searching the internet for pesticide information. The red banner across the top doesn't load as quickly as the rest of the page, so I'd already scrolled down and didn't realize I was in the duplicate site. The information I found was outdated, but I didn't realize it until later. I also received an inquiry from the Oregon Department of Agriculture asking about a water quality standard that changed between the snapshot and		Eliminate duplicate content from our website that confounds internet searches, including the January 19, 2017 Snapshot, as well as all web material that is outside of our specific area of expertise.	One of my tasks is to respond to correspondence (i.e. letters, emails, and webmails) from stakeholders for the Office of Pesticide Programs. Pesticides are controversial, and we are positively buried with letters of complaint from people who have invested no time reading through the extensive material we provide on our website. We get buried with 'click-to-send' and postcard campaigns demanding regulatory action, as if pesticides are regulated on a quasi-democratic basis in which the loudest people shouting decide for everyone else. More recently, we have been inundated with interview requests from 3rd grade to university graduate students whose teachers and		Ensure that EPA is not providing information on its website that is outside of our specific jurisdictions, and that we are not competing with other federal agencies on identical topics. For example, we have thousands of web pages providing information (some of which is demonstrably inaccurate) about bed bugs, zika, mosquitoes, etc., when our actual area of expertise is regulating pesticides that are used to mitigate these things. Some of our information is demonstrably wrong (e.g. the page covering state and local laws pertaining to bed bugs), and the CDC has even more content than we

	I
949	
950	

	A	B	C	D	E	F	G	H
951	950	5/12/2017	The new layer of review and deep skepticism about our current work by the new administration prevents us from doing our job efficiently and effectively. Several matters have been scaled back or abandoned by the new administration, without regard for their established merits, thus further preventing us from doing our jobs efficiently and effectively. Key legal authorities that allow us to protect public health and the environment have been abandoned or diminished, contrary to the law, thus further preventing us from doing our jobs efficiently and effectively. The new administrator and president have repeatedly accused EPA staff of violating the law, taking people's property, and harming business, all without evidence, thus demoralizing the staff and reducing our efficiency and effectiveness. The new administration has diminished our proper role in overseeing the state programs, insisting on greater deference	Fully embrace our authority to protect all Americans and our environment from pollution by insisting that all states comply with federal standards in their implementation of environmental laws, and not walking away from our responsibility to do so. Provide greater funding and technical assistance to states, tribes, and local communities to help them develop the capacity to fully implement federal environmental standards and improve environmentally protective infrastructure. Send a clear signal to the private sector that the protection of public health and the environment are a priority and create a level playing field for good private actors by punishing those private actors who violate federal environmental laws. In addition, the new administration should stop playing favorites to industry at the expense of public	The states, tribes, local communities, and the regulated "community" are not our customers. The public at large is our only customer. See above suggestions about better enforcing federal environmental standards to protect public health and the environment and providing adequate funding and technical support for states, tribes, and local communities.	Keep the Clean Water Rule, in order to reduce uncertainty in enforcing the CWA, and the attendant additional costs and litigation risk. Keep the Clean Power Plan, in order to continue the ineluctable transition to a clean energy economy, and avoid the additional costs of changing direction and then, ultimately, returning to the right path once this administration is gone in less than four years. Defend all rules that reduce pollution and protect public health, and continue to follow the command of the various environmental laws to ratchet down the allowable levels of pollution, with a goal of eliminating all pollution possible, to make American great.	Restore science and the law to their rightful roles as the basis of all agency decision-making, restore all deleted/removed scientific information that is unfavorable to the current administration's mistaken view that climate change is a hoax, reveal all meetings that the administration, including the president, has with lobbyists and other stakeholders in order to restore the public's confidence that the agency is working for them, and not for moneyed interests.	This question is incomprehensible.
952	951	5/12/2017	Reporting the same, or similar, information to different levels of management in different formats is highly inefficient. There should be one or two formats selected that all levels of management are required to use. An automated system, such as Region 4's "Superfund Activities Management System" (SAMS), should then be adopted and used by all to generate these standard formatted reports. Such a system can also be directly accessed by those that might need information quickly, such as the press office or Administrator's Office. No need to send out requests that ask for information that has already been reported.	(1) Strong oversight of State programs is the only way to ensure that better environmental results will be consistently achieved. Without it, states will sometimes divert dollars to other things or succumb to political and economic pressures that may conflict with environmental results. With strong oversight by the EPA, the states (and tribes) can take the lead on more activities without compromising results. (2) We need to maintain a viable enforcement program with predictable consequences for violations. This is where the private sector comes in - large entities are motivated by the desire to keep a clean record; smaller players are motivated by a desire to avoid fines.	Customer service can be resource intensive. If our workforce is significantly cut, our ability to provide customer service will be reduced. Assuming we do delegate more to states and tribes, good reporting systems are needed if EPA is expected to be responsive to questions from the public, elected officials, etc. It is highly inefficient to expect staff to hunt down answers on an ad hoc basis when questions are asked.	I have never worked in a non-program position, but from my perspective, we have too many people working in such positions. We should put more of our resources on the front lines in the programs. This includes looking at HQs staffing levels and possibly reassigning FTEs to the regions.	Due to our variety of work schedule options and growing use of telework, we need to put some kind of electronic system in place to keep up with who is "on the clock" and where they are. I don't know exactly what is available, but PeoplePlus is not sufficient for this purpose.	Possibly with contracting. I note that we already use shared service centers for travel and Human Resource functions, but it is not clear to me that resources were saved, and customer service has generally declined when these activities were centralized.

	I
951	Adopt private sector compensation scales to attract and retain talented people and to reward those who have committed themselves to public service. Some of this money could come from the savings achieved if the president stops traveling to his resort for "meetings". Remove all leaders and staff who do not believe in and advance the responsibilities and authorities given to the agency by Congress and the American people to protect public health and the environment.
952	

	A	B	C	D	E	F	G	H
953	952	5/12/2017	Currently. electronic time cards must be submitted by employees prior to the end of the pay period, requiring the last day's work information to be an estimate instead of fact. Consequently, corrections must be made several days after the pay period closes if the data for the last work day differs from the employee's estimate. Time spent by employees to make after-the-fact corrections could be eliminated if time card submittal were to happen after the pay period ends. The five tier performance appraisal system would be simpler and easier for managers and employees to use if it were only 4 tiers. While the vast majority of EPA workers are skilled, dedicated professionals, our agency, like every other organization has poor performers. The process for removal of poor performers should be made shorter and less complex, while preserving vital due process rights.	Recognize that EPA is the preeminent environmental research organization the world, and that states, tribes, local governments, and foreign governments all rely on our research to set standards and develop policies. The proposed massive cuts to EPA's research and development budgets would cripple environmental and public health protections at all levels				
954	953	5/12/2017			Stop hiring introverts. Hire people who actually like and want to talk to people. Not everyone is cut out to do customer service and I am afraid, we have too many of them.	The Controlled Correspondence Process is broken. As many as 25 or more people may write, edit, compile, process, and carry a file folder for a simple piece of correspondence. Way too many people are involved in the review process. Combine OCFO and OARM Stop hiring people just because we have vacant FTEs. There are countless employees who are underutilized or bored doing less than 2 hours of work a day. Their work is project-specific, seasonal, or simply does not require the level of effort that their managers believe or have been told it takes to do the work. You could easily get rid of 1/3 of the people here and function just as effectively.	SharePoint is not universally accepted, nor ideal.	. Transfer some of our energy-related work to DOE. Eliminate OITA - Transfer resources to USAID or State Department

	I
953	
954	

	A	B	C	D	E	F	G	H
955	954	5/12/2017	In the Office of Pesticide Programs registering pesticides is a core component of our jobs and providing clear and consistent product labels is critical to our success. The way a label review is conducted is the same today as it was 30 years ago. The best investment of tax dollars for this program would be to support the "Smart Label" effort and to provide funding so it is fully functional. This will allow for greater efficiencies on the Product Management Teams where staff can review labels much faster and ensure consistency. This will also make the review process in the supporting divisions more efficient since the labels will be clear so the assumptions used in risk assessment will be realistic and not open to interpretation.		Train staff in customer service and make this an accountability measure.	I work in the Office of Pesticide Programs. At one point the office had approximately 1000 employees. As the increase in staffing occurred many divisions created a second position for a deputy director or assistant director so that there is a division director and two deputy positions. Now that the office has been reduced in size considerably I question the need for divisions that now have staff numbers below 100 people to have two deputy positions. I think these positions could be eliminated and deputies be reassigned to fill the many vacant branch chief positions. The program seems to be placing an emphasis on filling all the management positions and leaving vacant many staff	Spend the money and support the "Smart Labeling" project in the Office of Pesticide Programs. Modernize the data storage in OPP - do not take away Lotus Notes until there is a system in place where reviews can be retrieved and stored so they are easily found in the future. The plans to take away Lotus Notes and to rely on Documentum where reviews cannot be sorted in anyway will make this program even more inefficient and will be very disruptive.	
956	955	5/12/2017	I. The FPPS system for processing personnel actions. Outdated and should be replaced. another federal Agency must have a better system than this. 2. EPA Quality Assurance Field Activities Procedure (QAFAP-CIO-2105-P-02.0) All ten regions and 6 HQ AAships were required to develop their own management system to implement this procedure, instead of having one uniform management system across the entire Agency. Should not replicate this for future endeavors that are Agency wide. have one system for everyone to use.	EPA has excellent field resources (sampling, analytical, quality assurance) that states could take advantage of but for whatever reason are generally reluctant to ask for.	List EPA' capabilities to support States, tribes, etc. on out EPA.gov website.	Too many positions in Washington DC; would be better utilized in the 10 regions where the day-to-day interaction with states happens.	Use tablets to conduct field work and upload results directly back into Agency systems to update data systems, create reports.	

	I
955	
956	

	A	B	C	D	E	F	G	H
957	956	5/12/2017	To me, the biggest administrative hurdle I face is that headquarters approval is necessary for a lot of actions and decisions taken by the Regions. This puts a lot of onus on HQ and a lot of time is wasted in resolving issues. I believe Regions are quite capable of making informed decisions and as long as guidelines are clear and are being followed, Regions need to be delegated these authorities. This will save tremendous time and free up HQ for more important tasks at hand.	Periodic meetings and interactions will help forge better relationships. I believe where the states and private sector struggle is the lack of proper guidance from EPA regarding rule implementation, and NOT the rule itself. EPA should make it a point to disseminate implementation guidance faster and be very clear and precise on what is expected from the States and private sector. I have found that Industry does not resist regulations itself, but struggle on certain implementation aspects. So really the answer lies not in de-regulating, but in better guidance.	Frequent interactions with all these stakeholders will help reduce cynicism and create more trust in what EPA is doing.	EPA's research lab is doing wonderful research on current environmental issues, health impacts and monitoring technologies. These take time but are long-lasting. There are some activities where the costs and time taken cannot be a measure of success. The regulations that result from this research set an example not only in the US but across the world. Inefficiencies that can be reduced are administrative and bureaucratic in nature. Why should a letter travel so many rounds before getting signed? A permit takes 2-3 weeks to do the rounds before getting signed. The reason is that we are trying to make sure there is no language for which we will be held liable. I believe the		
958	957	5/12/2017	Consider moving entire headquarters components out of the beltway to increase the application of common sense in completing our jobs, As an example, an Office of General Counsel located in "fly-over" country could do the job done by our D.C, colleagues in a much more effective and efficient way because they'd more likely focus their efforts on legal analysis than grandiose visions of how the agency ought to work.	Provide states all the flexibility under the various environmental laws to design their compliance inspection programs that is most effective for their state. There should still be a process for EPA to reach consensus with states, but one size fits all policies should end or be loosened considerably.	Make measurable customer service standards part of every SESer performance (and therefore bonus pool) evaluation.	Move HQ operations out of D.C, and into "flyover" country.		

	I
957	
958	

	A	B	C	D	E	F	G	H
959	958	5/12/2017	In Region 5 Superfund, the community involvement section used to be part of the Community, Land and Revitalization Branch. Last Fall, Superfund reorganized (again), introduced the new Land and Revitalization Branch, and put the CI section into the newly-created Operations Management Branch. OMB handles records management, contracts, data and budget/funding (and now community involvement) for all of Superfund. It made more sense to have a CLRB where we worked closely (or could work closely) with our co-workers who handle brownfields, redevelopment, and tribal relations. There is often crossover between Superfund sites and brownfields/redevelopment projects and tribes. The CI section maintains relationships with municipalities, tribes, and community groups and can help identify possible brownfields/redevelopment projects upon completion of cleanups. The CI section can also help facilitate meetings with the community and the appropriate					See my comment in number 1.
960	959	5/12/2017	Criminal Investigation Division (CID): a major limiting factor to our CID's organizational effectiveness is the organizational structure under which CID falls. We currently report through CID management, to OCEFT, and to OECA. In this capacity, there are multiple layers of attorneys, many of whom have never been a criminal prosecutor (mostly within the civil programs), who many times block our efforts to conduct investigations. I would address this by taking the criminal program out of OECA\OCEFT and re-align it directly under the Office of the Administrator, with the Director/CID, reporting directly to the Administrator. This would allow for a more effective use of the law enforcement personnel, to address criminal violations of top concern to the Administrator, as well as provide additional resources to the Protective Service Detail (PSD). The PSD should be realigned under CID. Additionally, due to the sensitive nature of criminal investigations and the					

	I
959	
960	

	A	B	C	D	E	F	G	H
961	960	5/12/2017	There seems to be an expectation for many of my coworkers to depend on contractors to do a portion of their work. While contractors are valuable assets to EPA operations, I believe their misuse is rampant, and much of the work can be done in-house. When a I write a document, and someone requires it to be proofed by a contractor prior to official send-out, its wast of time and money.	Allowing each region to communicate with each state/tribe in their region would be an excellent way to start. There are some very odd lines of territorial behaviors combined with a "who stole my cheese?" mentality in the regional offices. For instance, the Navajo have lands in Region 6, but Region 6 has to go through Region 9 to speak with the Navajo. So if something happens in our Region, we have to go through another to start the communication process. It really slows down everything. In what business does that type of communication process flourish? The answer is none.	Break down the barriers of stop gaps in communications due to territory or bad employees. Foster a team mentality for handling state, tribe and community outreach.	Fostering a one agency, one mission, attitude would help for a better agency. Instead of the different regional offices treating one another like foreign countries with completely opposite ideas on how to complete their mission, a top-down restructuring format for each program would aid here. Each region should have the same systems, positions and rules.	Continued reliance of automated systems instead of human-produced, paper-based ways. For instance, the agency was using sign-in sheets for Flexi-place up until a few weeks ago. That is abusive and unacceptable.	Realign agencies with similar positions that are mandated to work together on areas of combined oversight.
962	961	5/12/2017	1. Why are we required to keep paper grant files when we have so many electronic tools to store, share, access files? 2. Why do have so many shared drives? I:, G:, H:, etc. plus OneDrive and SharePoint. Too many - confusing and extra storage/resources used unnecessarily. 3. Provide snow tires for those driving in the north, in mountains. This is a winter driving safety issue. 4. Conduct a needs assessment (road conditions - off-road or paved, # passengers, etc.) to determine how many and what type of vehicles are needed (4x4 SUV or Sedan or Van) and then only acquire those vehicles - most of our driving is on pavement with 1 or 2 people. Yet we have a pickup, an SUV, and a Van. Wasteful of taxpayer $. Protect our land, water, and air - Fight climate change!	1. Rather than offer contractual services to a community or a tribe, let's give the funds to do what they need to have done. For instance, we are offering a training (by a contractor) for a very poor and needy community when they would receive a greater benefit by having some of those funds and using them in their community (employment, supplies, etc.) 2. Ask them what they want and need and then work like crazy to find out how to do it. If it's not our work, then help the community (state, tribe, industry, etc.) identify where they might get such assistance (technical, or $) Protect our land, water, and air - Fight climate change!	Ask them what they want. Listen. Be creative. Work hard, check back in. Form partnerships. Engage. Be respectful. When we leave, the stakeholders are still there - our goal should be to leave the community better than when we arrived and the community should feel a sense of ownership so that they carry on/protect/build upon/etc. what was put in place. There are often many ways to accomplish something - try to choose the manner that works best for that community. That is sustainable and good customer service. Protect our land, water, and air - Fight climate change!	Stop letting highly graded and former supervisors maintain their grade level (e.g., GS-14 or GS-15) when they are no longer supervisors. If a position is eliminated and responsibilities are reduced, then the pay should go down as well. It is hard to work really hard at a lower grade level and watch former supervisors or highly graded staff (who are no longer in their managerial or positions of responsibility) continue to draw hefty salaries with a lot less work. Unfair and a waste of tax payer dollars. Also not good for employee morale. We have 2 such instances in **[REDACTED B6]** now only supervises 3 employees, a very inefficient supervisor:staff ratio; **[REDACTED B6]**). There are	More meetings via VTC and Skype to save travel funds. However, it is still important to be able to meet in person periodically - that is the way we build relationships with our customers. Protect our land, water, and air - Fight climate change!	Form more partnerships with other federal agencies (part of the federal family) so we don't duplicate efforts and can leverage each others' resources for greater local impact. Protect our land, water, and air - Fight climate change!

	I
961	
962	Listen to our customers. Provide good customer service. Show up and do your best every day for the American people. Put leaders/managers in place who believe in EPA's mission. Hire staff who believe in EPA's mission. Protect our land, water, and air - Fight climate change!

	A	B	C	D	E	F	G	H
963	962	5/12/2017	Keeping files in paper format costs more than just the amount for toner and paper, it costs to transfer and store records that we could scan and keep digitally. Look at the cost that the EPA is being charged to store paper records. We could cut that by 75% in a year with one or two FTEs dedicated to just scanning and properly filing the records that need to be stored for less than 10 years that have no historic need for keeping the original.				Using digital signature for signing documents and allowing employees to file records digitally would free up a lot of time and space. Also, if employees had the ability to use that technology, teleworking would be easier and given the option, more employees may opt to work from home. That could save money on building space as well as heating and cooling needs for that building.	
964	963	5/12/2017	1. Structure of HR at EPA - the structure of HR at EPA does not make any sense. The HR shared service centers are not in the Office of Human Resources; our local HR "representatives" are not technically HR officials (they do not have the authority to do classification or staffing); the SSCs do not report to one person; HR information systems are seemingly from the 1980s; HR policy is rarely updated. 2. Unions -- get rid of them. They slow down all initiatives and are a relic of a previous time. Government employees do not need union reps -- please ask congress to change this law (5 USC 71) to reduce the authority that unions have in the federal government.				1. The agency's payroll system (PeoplePlus) and personnel system (FPPS) do not function well together. This creates many issues between OCFO and OARM regarding areas of responsibility, payroll, etc. This inevitably results in a turf battle between the two organizations and the results are felt by those of us in the field. EPA must adopt one uniform system to handle payroll (including time and attendance) and personnel actions. The Dept of the Interior has this capability -- it has never been explained to us why the Agency didn't purchase this capability when we moved from PeoplePlus (for personnel actions) to FPPS. 2. Agency administrative processes such as	

	I
963	While working at the VA, all employees had to take Six Sigma training during their orientation. My boss even made it part of my performance evaluation to work on at least one Yellow Belt project per year. When an employee is empowered to seek ways to improve processes and reduce waste in their everyday jobs, even for the little things, it helps them to constantly be mindful of how they spend their time. As public servants, we should always be on the lookout for ways to be good stewards of taxpayer dollars but they also need the tools and the backing to make those changes. Six Sigma is one program that gives a clear guide for reducing waste and increasing efficiency.
964	

	A	B	C	D	E	F	G	H
965	964	5/12/2017		Agriculture is big business with big pollution. Protective language both in the Farm Bill and Patriot Act make it difficult to impossible for EPA to protect human health and the environment. We already partner because that is all we can do. More lagoons and higher density animal feeding operations lay the groundwork for problems when they fail due to age or natural disaster. Recently problems in Idaho due to flooding. EPAs hands are tied and we are unable to lead the country out of the issue. It won't happen overnight but some change needs to happen. Honestly I don't see this happening under this administration and so disappointed wasn't handled under the last but what a miracle if it did. Watch "Mad Cowboy" about the cattle rancher that spoke on the Oprah show and they both got sued because of the protective language in the patriot				SRF SDWA Tribal and CWA Indian Set aside funds could feed directly into Indian Health Service (IHS) for their work prioritizing, planning, engineering and directly building or overseeing the contactors that build or refurbish drinking water and wastewater treatment plants, laying pipes, building containment/holding tanks, pump stations etc. There would need to be some sort of continued communication from the EPA tribal Drinking Water direct implementation teams in the regions with IHS and the direct implementation group seems pretty short staffed already but if the FTE overseeing the set
966	965	5/12/2017		Because EPA grants go to states and tribes, EPA's technical assistance/partnership efforts largely focus on states and tribes rather than local governments. However, because local governments have authority over land use planning and solid waste management, their policy and program actions play a very key role in achieving environmental results. This applies across the building and transportation infrastructure sectors (notably, local government programs that support low impact development methods provide a more cost-effective, common sense approach to clean water infrastructure). Also, local programs can give incentive to recover the lost value of material buried in landfills, typically worth millions in the accumulative for even medium-sized communities. When thousands of municipalities are dealing with the same root	EPA could provide more focused technical assistance to local governments to help them meet needs they identify but have limited resources to address, specifically related to environmental issues heavily linked to local land use patterns and processes under local purview. The most efficient approach to provide better customer service to local governments is one that works across typically "siloed" federal programs and has sufficient flexibility to be responsive to areas of high priority and need identified by the local government (or group of local governments working together). Note that where coordination across EPA offices and divisions is warranted to best serve local governments, this can be difficult to inspire absent high-level organizational goals and criteria that encourage both staff and managers to coordinate across air, water, land, and other human health and environmental objectives.				

	I
965	
966	

	A	B	C	D	E	F	G	H
967	966	5/13/2017	In general the agency has allowed administrative requirements to get in the way of operations rather than require administrative procedures to support optimal operations. A few examples: People Plus system: Way too much time is required for this simple task. Why do we need to fill it out prior to end of the pay period; this almost always requires staff to go into it again and correct a prior pay period. Why not just have staff fill it out once after the pay period is over. Purchase Cards: Field staff are issued purchase cards for those infrequent times they need to purchase small items in the field. However our regional comptroller mandates that such staff will never use them resulting in needless hours and days of stressful workarounds that detracted from field operations during those infrequent needs. Note that adequate controls are in place and field purchases must still meet all the	Encourage more joint cleanup projects with the states and local government by looking at the overall threat of a hazardous waste site prior to action by any government entity. For example many situations are stabilized by local or state agencies but they lack the resources to completely address the issue and restore a site to economic or viable community re-use. However, since the local and state agencies have mitigated the risks, the site may not present a high enough remain risk to justify EPA action. However, if we would evaluate the site prior to any government action as the baseline, we would be able to leverage the state/local immediate stabilization and the EPA???s ability to complete the site.	Do a trial to re-organize me along geographic vs programmatic lines, at least as a collateral duty. This would reduce the number of points of contact to a given state or community and allow the development of personal, professional relationships. This would also improve the programmatic cross training or at least awareness of staff for professional development and reduce ???siloing??Â	The emergency response program on duty staff, who are on 24/7 duty aren???t allowed to stage the ER trucks at their standby duty location (usually residence) during standby hours. The ER Trucks must remain at either the regional office or other central location. When the duty responder is called out, instead of jumping into their truck and immediately deployed to the response site, they must commute by whatever means available overnight to get to the ER Truck. Compounding this situation in our specific region is that private vehicles are specifically excluded from the EPA garage and mass transit, which is most staff???s primary commuting method doesn???t run overnight. This policy has already	Use of drones at emergency responses and removal sites would greatly optimize and speed a response. We should undergo the effort required by the executive order to authorize such use. These could also be of much use in facility inspections, etc.	Internal: Related regulatory and response programs should be in the same division or branch so they can better work together and bring their collective authorities to bear to better serve communities. One example is our regional Emergency Planning and Community Right to Know/Risk Management Program and Emergency Response/Removal Program. Though we work together ad hoc on projects of interest if we where in the same branch or division this would be more institutionalized.
968	967	5/15/2017	To many lines of supervision. Too many supervisors without vision and lacking trust in staff to do the duties without their constant micromanagement. A new idea or project is being held hostage by the 1st line supervisor. Sometimes the ideas are presented, to later being executed by the 1st line supervisor taking away the credit to the employee. In other words, the same people are always doing the job and the staff is sitting down unable to be direct participant of the decision-making process, inhibiting the agency to move forward and be more efficient.	If the supervisory and higher management time in service be rotational after a max of 10 years- that provides opportunity to staff to demonstrate leadership abilities. The power is held by a few until they decide to retire, some of them are not efficient because they were selected due to a "like-ability" choice not by skills, experience and knowledge. It the term of supervisory is limited- rather than for life-- new ideas, new procedures can be implemented to make a program more productive. Supervisors with a history of abuse of power and discrimination should be removed immediately- waiting for a long process of investigation ended costing the agency lots of money, time and efforts to protect a manager who discriminate.	.Allow technical staff with expertise equal access to meeting with all our customers. Management keep within themselves the decision making instead of incorporating staff into the process. Again too much line of managements that is not necessary. In the private sector project are assigned to staff and the supervisor is just a liaison to move the project to fruition- not to impede it with back and forth ridiculous request that if properly assigned and discussed from the beginning it would just moved the final product to fruition. Supervisor or management delaying projects demonstrated the incapacity of that supervisor to perform efficiently trickle down to the staff an unnecessary delay and creating the disappointment and holding of creative ideas of staff since the supervisor is inefficient.	Let the staff deal directly with the states and tribes and the regulated community. Take away level of management who impede faster problems solutions. Remove all SES position and deputy positions. What type of job they do in reality ? Some of them are out of the reality of what is happening in the programs. Most of them focus their time in remove employees they don't know are performing well in their job or support discriminatory actions from supervisors.	Yes, SharePoint is a good technology to take accountability of work done and a record of productive employee- of course when micromanagement is eliminated.	Staff should be able to rotate to other areas where a project need immediate solution. Opportunity of rotational is only offered to a few, regardless of experience and interest. Usually offer to those "like" not those with expertise. A faster mechanism to facilitate rotational and supervisor removal after

	I
967	The response program currently co-chairs and support the Regional Response Teams which maintains a constant dialog and contact with fellow state and federal agency partners. This concept could perhaps for of use in other programs. Our specific program uses the concept of one staff is a point of contact for each state and coordinates all program aspects with the appropriate state programs. These staff do this duty for 3-5 years to develop relationships then rotate so as to over time improve the overall group???s relationships with the states. Internal: Sharepoint has a long learning curve, but
968	Yes, the agency retain employees beyond the age of retirement. There are employees with 70 or 80years old still at the agency who have certain reduction or no productivity performance at all and no buy out plan is offered to them earlier to make them retired. That is a waste of an FTE when the employee has passed 64 years old and is incapable of being productive or is not challenged to be productive. The agency seems to be performing the duties of a senior-citizen center , it takes away the moral of staff who wants opportunities or are being working hard while others are snoozing around.

	A	B	C	D	E	F	G	H
969	968	5/15/2017	I play a part in processing FOIAs. Currently the Division Director is required to signoff on all response letters. I believe a better use of their time, and to reduce processing time a delegation to the Branch Chief for Full Responses, Partial Denials, Full Denials, and responses that are No Records should be delegated to the Section Chief.	I am a big believer in public-private partnership. However, the emphasis should be on PUBLIC. I think establishing more liaison positions/details to the states and local communities would be ideal, with a clear hierarchical order. Such as: Region X Coordinator--> 1 state liaison for each state, per EPA division (WD, ARD, SF, etc), with one of the liaison's being the lead. Taking a person-centered approach. Additionally, clear up gray areas about which responsibility is whose. Private Sector: When working with facilities (public or private), it is in their interest, EPA's, America's, the public's, and the world's to be as efficient as possible, but by not leveraging the environment and human health. I believe presenting in	Be an engaged listener, empathize with the stakeholder, and follow-up. Good customer services goes a long way with folks. We may not be able to solve everything, but sharing with them what you can do, rather than what you can't provides a positive focus.	Yes, increase the use of electronic tools. Reporting for NGO's, governments and facilities should be centralized and streamlined. We should no longer be accepting paper, and nor should organizations be submitting paper. We have secure electronic signatures, and tools at our disposal to increase efficiency and reduce costs. This endeavor should include intense and regular training for staff so they may have confidence and competency with working with electronic tools. Increase funding for LEAN. Freeing up resources will go a long way with folks, but it needs focus on leaning out processes needs to be a major priority.	SharePoint, Electronic reporting submissions, and facilities should all have registered and maintained email inboxes.	I am sure it depends on the situation.
970	969	5/15/2017		We seem to prioritize conference calls and webinars over face to face meetings. I suggest a greater emphasis on face to face meetings. Partnerships are based on trust. It is much more difficult to establish trust when one cannot see the person they are talking with. Of course, this will require a larger travel budget and prioritization of travel as a tool. Efficient and effective face-to-face meetings will go a long way to enhance our partnership efforts. We need to get out of our cubes in Atlanta and actually see what our partners deal with on a day to day basis.				

	I
969	Use all available electronic tools, provide training, do not keep things we do not need to keep, reassess efficiency by inquiring to staff about issues of inefficiency, and make it a priority to cut administrative redundancies.
970	I have worked at EPA for 27+ years. When I began my career, we hired employees with a variety of backgrounds and experiences with both conservative and liberal opinions: other govt. agencies (federal, state & local), non-governmental entities, private industry, veterans, 1st job recent college graduates, interns, etc. Because we were all had such a variety of experiences, it broadened both the depth and breadth of Agency knowledge and approach to issues. We also seemed to have a greater respect for each other and our mission. Now we focus and prioritize our hiring from Peace Corps and other liberal focused groups. I'm not suggesting the new employees are not

	A	B	C	D	E	F	G	H
971	970	5/15/2017				Considering the President's agenda to work harmoniously with business and reduce undue enforcement and regulations. Why does the EPA need an Office of Administrative Law Judges? They only rule in favor of the Agency and have a long track record of doing so. If we are reducing regulations then we should be reducing their oversight on businesses. Also it is my understanding they only hear a few EPA cases a year. The majority of their cases are other agencies. Why would we have an office wasting tax payers dollars doing other agency work?		See comment #4. EPA should use other agencies Administrative Law Judges to preside over the few cases each year. That number should be even lower with the President's agenda to reduce undue burden on private industry to be productive. Funds from that office can be diverted elsewhere and save the public unnecessary spending.
972	971	5/15/2017	Basic functions turn into a nightmare experience for staff like on-boarding, or computer service to getting a key to your own office. This can be automated as part of ticket request for service, Region 2 has a system where you apply for a service via computer without any concerns on who you need to direct a request, simply request for a service and it gets directed to the appropriate office. Additional add the monitoring or reply and resolution of requests. EZ-Tech service in HQ is absolutely terrible- get better service or remove the contractor. The share services needs to have a WAM/DOPO/COR, for each task, that is held accountable for not addressing timely response - performance based contract. OEI issues need to be address where projects still have program office control- it appears that OEI doesn't have appropriate oversight and the programs are paying for substandard service and deliverables.	Improve our database and compatibility of these database systems. Remove the program stovepipes that are blocking our ability to collaborate and cross-cutting program strategies to be leaner and more flexible. We talk a lot about this, but in practice we are weak and our own enemy. Use NEPPS better. OECA and program should have a better relationships instead confrontational.	Improve internal relationships within the agency first. See my comments in questions 1 and 2. The quality of staff impacts our ability to form relationships, the basic skills and education are lacking in the agency. EPA is heavily a science and engineering environment, as well as the need for legal skills for rule development and interruption. We need to be very thoughtful and purposeful when selecting staff for specific jobs- skills does matter for a lot of positions. As for Managers in the agency, he has many skilled engineers and scientist that don't make good managers- but the system for improving financial is to be a manager- people are being managers for the wrong reason. Lack of transition phases results in losing historical or professional knowledge, we need to be able to backfill positions before we loss the staff or manager to help the replacement in receiving the transition on knowledge.	We need more flexibility will budgeting funds like the states do under the NEPPS. Cross-cutting program strategies should be encouraged by allowing them to be funded separately to break down the stovepipes in the agency. There are some questionable selection of managers and staff that disables the ability of others to come up or even get cross-program experiences necessary to improve the staff skills and agency's ability to address the complex and multi-program issues in a efficient and effective manor.	Again, new technologies integration has been a difficult process in the government- we have too much bureaucratic red tape that inhibits that government to work efficiently and effectively and it ends up be costly to the agencies when they attempt to install technology. We need a method to get the best skilled technological experts on a temporary basis to get the technology up with agency-staff working side by side with these experts- learning the necessary skills to support the technology once the hired experts leave the project.	Tie additional funding to collaboration and integration of cross-cutting programs. Establish an efficiency or lean workgroup to assess the multi-program application to the fund allocation. The agency has to be upgraded in all aspects- staff skills, computer technology- database, modernize the office administrative abilities.

	I
971	
972	Six-sigma, 3M management of their organization, or Disney corporation management style, where the form teams are based on skill required to implement the program (can be done by automation to avoid pre-selection). We need real team building abilities- not our artificial application of management theories.

	A	B	C	D	E	F	G	H
973	972	5/15/2017		I submitted some ideas last week for this question in this survey.	I think staff should be provided some customer service training.	I submitted some ideas last week for this question in this survey.	I am a fan of having easy to use IT systems for human resource functions with strong security to protect the information. It helps staff be able to self modify and update their personal records, benefits and timecards. Thus freeing up human resources to focus on being strategic, hiring and training. I wish our computers read thumb prints instead of using our badges to log on. Staff sometimes forget their badges in their computer, I have forgot a couple times too. Unfortunately, the guards downstairs have to waste time signing us in when we forget our badges in our computers. Maybe one day there will be another way via an eye scan or thumb reader to secure the computers.	Centralize some of the common functions of the Agency, but being careful not to create bottlenecks. If some roles are centralized there must be enough staff in those functions to keep paperwork and work flowing smoothly. The upside is that some procedures could be standardized if those experts worked together to come up with some best practices from across the many EPA offices in the centralized fields/expertise.
974	973	5/15/2017	Having to enact a Performance Assistance Period (informal) prior to completing a Performance Improvement Period (formal) for employees with performance deficiencies.		Having more town halls to hear how the people in communities feel about the environmental challenges that they face, especially in low-income areas where they may not have other avenues to effect change.		Use a payroll system that interfaces with FPPS instead of using People Plus which does not. This would allow for better management of FMLA leave and how LWOP affects benefits, etc.	
975	974	5/15/2017	The use of user unfriendly electronic systems that are not interconnected and are NOT systems of record wastes time, paper, and space. Paper official record files are inefficient and limit management's ability to identify both need for additional training and poor performance.					

	I
973	Please continue the Skills Marketplace part-time detail assignments and offer more lateral full-time detail assignments to help share talented staff and grow their skills and experience more. Some of the best staff have worked in more than one EPA office. Expanding the regulatory and technical expertise of staff through on the job experience is valuable to the staff and Agency.
974	
975	As a longer-term investment, efficient, user-friendly, and interconnected electronic systems would lead to improved efficiency, increased accountability, and reduced costs.

	A	B	C	D	E	F	G	H
976	975	5/15/2017	EAS the purchasing system is exceptionally inefficient, frustrating and just plain bad. As Management drives us to use it more and more ostensibly so they can track work, less and less gets done. It is a serious drag chain on productivity. Fedconnect is difficult and frustrating for the contractors. It is unfair to small businesses who do not have the time or resources to waste. The Agency attempts at going paperless requires double work to keep both the paper (Official copy) and the electronic copy. The Environmental Protection Agency Acquisition Guide (EPAAG)is a joke! This replaced the Contracts Management Manual (CMM) and the Acquisition Handbook. It is 50+separate word files (partial chapters) on a website. There is not a cohesive manual or volume. I	None	None	Management on the whole, lacks any kind of serious business like mentality. First line managers do not even possess even basic supervisor skills. The supervisors and managers are very unskilled. The underlying issue is the EPA???s culture combined with base line budgeting. EPA personnel are not concerned with doing things more efficiently or more cost effectively. The Programs think they are doing God???s work and Management gives the appearance of only being concerned with hiring their friends and building their kingdoms. The prevailing thought is to spend all the money so they	The problem is not the use of technology; it is the culture of EPA.	
977	976	5/15/2017	Lack of internal communication from Administrator???s and AA-Ship Offices: ???Town halls???/???All hands??? at the AA-ship level to share information; Lack of political middle management; Lack of Administration that supports overall EPA mission; Unclear procedures for document review, briefings, and decision-making: Streamline, communicate and follow a consistent protocol; IT Support limitations: o Lack of autonomy/ability to manage basic personal settings on computers vs. need for Administrator rights: Having ability to change basic (non-security) settings at a personal level (e.g., EXAMPLE) would be supportive of efficiency/effectiveness o Engaging staff in identifying IT needs (e.g., software, hardware, program development, trainings) o Frequency and timing of updates (e.g., Java; patches; badge alert) impedes work productivity: Timing could be adjusted to avoid prime work hours o Continue to support the Microsoft helpline and similar resources.	* Provide attention and funding to underfunded programs; Listen and respond to states on their funding priorities; Encourage State-Federal Employee details (i.e., IPA???s); Ensure sufficient EPA staff to coordinate with State/Tribe/Community/Private Sector counterparts; Address/support states in addressing interstate issues; Engage/collaborate with broader-based external partners/organizations - recognizing the ???bigger picture??Â of EPA???s holistic Mission in addition to collaborating with local/media-driven organizations; Enhance funding to external organizations that represent states.	Preserve funding for hotlines that serve the public (and others) and support user-friendly design that allows a caller to reach a person (rather than an e-message/menu); Ensure sufficient program funding and staffing; Prioritize communication materials for outreach; Review of communication materials; Provide training to support staff in differentiating between education/outreach and lobbying thus enhancing EPA???s ability to effectively communicate with states, tribes, local communities, the regulated community, and the public at large; Enhance depth, detail and resource accessibility on EPA???s website.	* EPA is already running at low cost/under budget ??? some programs have done so, historically. This contributes to inefficiency, ineffectiveness, reduction in environmental protections, and ultimately, a cost burden; Ensure transition/turn-over planning to preserve institutional knowledge (e.g., develop a program/protocol/process to facilitate this); Invest in robust onboarding, long-term support and training of employees as is often done in the private sector to improve retention and productivity (e.g., Fortune 100 and 500 Companies).	* E-reporting E-permitting; Encourage and facilitate data sharing across programs, with internal and external entities; More frequent updates of IT infrastructure ((Computers; Programs (e.g., Concur; Webforms; IGMS)); Frequency and timing of software updates (e.g., Java; patches; badge alert) impedes work productivity: Timing could be adjusted to avoid prime work hours; Enhance support for existing technologies and raise awareness of their availability and applicability to our work; Support increased interaction via remote communication (i.e., webcam functionality; training and instructions on accessible resources).	Recognize and continue existing strong partnerships with Federal and State agencies; Depoliticize interactions and scientific engagement occurring with Federal and State agencies; Encourage Federal partners to continue existing work; Strengthen/enhance communication with interagency offices and clarify roles/responsibilities of agencies on particular topics.

	I
976	Private industry...What Jack Welch did for GE 15 years ago. Clean house on the management side, the rest will fall into line. Rules need to apply to everyone.
977	Trust and invest in workforce; Accountability/open communication from senior management; Look to other agencies that have administration that supports and trusts their employees, as well as their mission.

	A	B	C	D	E	F	G	H
978	977	5/15/2017	There is a lot of red tape to cross to get almost anything accomplished. Streamlining the amount of paperwork would really help. Consolidating the amount of website that the EPA uses and the amount of passwords there are: R2,Sharepoint, Concur, GSA, BENEFeds, EODS, eOPF, etc. Having to write a procurement to just buy duck tape seems unnecessary				Currently, several regions have multiple labs for running samples. Each lab has a certain branch they are under. These labs should be consolidated or able to work together to take care of everyone needs not just their certain branch. this would allow for less down time for each lab and would increase efficacy and would follow the ONE EPA standard. The private sector operates as one business wither they are a local, national, or international company. The EPA has not embraced this idea nor adopted the ONE EPA standard. Currently, there are ten regions with ten different ways of doing the exact same task. Some of the following include: Standardizing SOP ??? Example Groundwater SOP Having one IT department	
979	978	5/15/2017	The process for getting websites updated, or creating new informational content to distribute to the public is unclear and cumbersome.	We need to be giving more funding to states and local governments so they can build capacity and expertise in these areas. AND we need to reduce the case load/project load on EPA employees so that we can spend more time advising and providing guidance to these governments so they can make the most environmentally and economically sound decisions for long term benefit to their constituents.	Increased hiring for all EPA programs that partner with the community in any way, and reduced case load/project load on these employees to enable them to spend more time one-on-one with communities of all sizes.		Simply maintaining our meeting spaces and existing technology would be a huge improvement. Having updated computers and projectors that work every time in each conference room; I would like a computer that recognizes wifi without being hardwired into a network first.	Encouraging federal partnership and potential cross funding opportunities so that environmental protection led by EPA is met with housing and development funding from HUD, transportation funding from DOT, measurement and improvement of health outcomes by HHS, etc. I don't feel that any of the expertise or function of any other agency mirrors that of EPA exactly, each brings a context and a knowledge of their unique issues that is important to doing the best work for our constituents.

	I
978	
979	Working with communities to plan and strategize well and completely prior to beginning redevelopment has shown to attract more investment from federal, private and philanthropic resources. Though planning is not fast or exciting, it is important and useful and has shown to reduce overall project completion times and costs.

	A	B	C	D	E	F	G	H
980	979	5/15/2017	I believe the administrative requirements, management procedures, and other processes work together to make my job as efficient as possible; however, one area can be improved. The delivery of products by new vendors can make my job more e efficient.	We can achieve better environmental results by listening to the concerns of our partners and addressing each concern step by step.	We can provide better service by interacting with our customers. Town hall meetings, webinars and face to face conferences allow all an opportunity to get to know one another and communicate directly.	Increasing our efforts in recycling can continue to reduce costs and inefficient processes. All Americans can participate in recycling.	Continuing to explore technologies which produce energy, such as solar and wind turbines technologies can increase our efficiency.	Combining Federal Agencies may be a solution or it could produce an Agency that cannot meet the demands of the Public.
981	980	5/15/2017				Management needs to help foster a culture shift. All employees should want to make processes more efficient, which is better for us - we will complete our work more efficiently and quickly, and is better for our customers. Educating employees about process improvement tools such as Lean Six Sigma and why it is useful to them on the ground in addition to the agency as a whole will help shift the culture to wanting to be more efficient which will reduce inefficiencies and costs throughout EPA.	They problem with obtaining new technologies is the lack of funding to procure them and the lack of IT staff to help installing, maintain and trouble shoot throughout the lifetime of the technology. We need more IT staff before we can truly bring the EPA into the 21st century.	
982	981	5/15/2017				Recommendation: To reevaluate the organizational. Fewer supervisors/managers [GS-14/GS-15] levels would dramatically reduce costs. For example, within our organization, we currently have a Branch that is composed of [1 GS-15; 2 GS-14 - supervising 3 employees @ the GS-12/GS-13 levels).	Phasing out mailing EPA publications and replacing that mode of communication to the public w/social media - twitter, Facebook, etc. Of all Agencies, EPA should set the example of not using printed materials to inform the public. With the thousands of boxes of materials, often outdated, the funds associated with printing these materials could be better spent.	

	I
980	Greenspark Launched in 2014, the GreenSpark program provides an online platform for offices to launch ???challenges??Â or requests for ideas from employees about how to solve a problem/meet an objective or for stories about employees??? contributions to advancing EPA???s mission and priorities
981	Lean Six Sigma A culture shift that encourages employees to want to change. Many of the long-time and/or older employees are not very open to change. And communication needs to increase among employees/sections/branches/divisions, as well.
982	The flexplace model in our organization is not be utilized as intended. Instead of adhering to the prescribed 2 days working from an alternate work location, the majority of the employees change their days on a weekly basis for their benefit vs. the Agency. Private sector would not allow such practices.

	A	B	C	D	E	F	G	H
983	982	5/15/2017	The Pollution Prevention Grants shouldn't be a competition for awards between the states. All the states that are interested in implementing a pollution prevention program should have access to these funds. Just take the pot of money and divide it among the states that will execute the program in their state. Then have the state compile the results for their state and send them to EPA. At the federal level we would advise and work with the states to implement the pollution prevention. The grants process is cumbersome. I'm not sure PARS is a good system. I don't think results are awarded. I think the "squeaky wheel gets the oil" and the higher rating. Almost like a popularity contest with favoritism built in.	EPA used to have two voluntary programs called National Partnership for Environmental Priorities (NPEP) and Performance Track that incentivized companies to make environmental improvements voluntarily. The programs provided awards for accomplishments and also gave regulatory relief if certain requirements were met. We should partner with trade organizations, manufacturers and vendors to manufacturers to capture the best ideas to improve efficiency, save money and reduce pollution. I think for profit companies like engineering consulting firms with specific qualifications should be allowed to compete for grant funds to do pollution prevention projects.	Praise, reward and promote the lessons learned from the voluntary environmental improvements made by businesses and other organizations.	Expand Flexiplace. I think many are recognized at EPA for making more noise than others rather than achieving tangible results. They seem to be the ones who get the higher PARS ratings. I think if concrete tangible accomplishments like pollution or costs reduced or projects completed were recognized with high PARS ratings or even monetary awards, the focus of people here would be more on concrete results and not on how many briefings one gives his division director, conference calls conducted, knowledge transfer sessions done or all day and more meetings that accomplish nothing.	We record data, reports and results in too many software packages and places. For example the same Pollution Prevention and Sustainable Materials Management information is reported to ReTRAC Connect, ACS, P2 Grants Plus and IGMS. There should be one central user friendly software data base for this information.	I would increase the coordination between DOE and EPA, because of the opportunities to work with manufacturers in improving efficiencies and reducing toxics use. In addition, I see possible coordination between FDA and EPA Pollution Prevention for food manufacturing efficiency improvements.
984	983	5/15/2017	We have way to many training requirements that do not directly relate to our jobs. For example, staff who manage work assignments must complete 40 hours of training every two years. Most of the training has absolutely no relevance to the job requirements. The software they have to use is not user friendly. If we need training it should be tailored to the jobs staff actually perform. I recommend a through review of administrative training requirements to focus on what is really needed, and creation of one software program that personnel can use for everything related to training (there are now several) The action development process is cumbersome and should be streamlined. The tier 3 process as practiced by OAR is sufficient to allow other AA ships to have input for almost all rules. The tier 2 and 1 designation for rulemaking should be limited to complex rules or rules that are really breaking new ground.	We need to expand and strengthen the Regional Offices so they can better assist the States in carrying out their responsibilities in implementing air rules. The States are currently overwhelmed. We should also strengthen the compliance office so they can better assist the states.	See item 2 above. Note that the EPA regional offices are the point of contact for states, tribes, local communities, the regulated community, and the public at large.	Fewer "advisors" "consultants" and "policy analysts" at headquarters. Make more people accountable for actually producing environment results (regulations and regulation implementation).	Many of the software programs we use are not user friendly. Ones that come to mind are People Plus, the Interior FPPS system, Gov trip, and EAS. We should be able to do better. Note that the average person at EPA now spends a lot of time on their computers using various software. Time wasted dealing with bad software is time away from carrying out our mission and wastes taxpayers dollars.	No suggestions here.

	I
983	Our Flexiplace program saves the agency money and improves efficiency. We should increase the number of days folks can be on Flexiplace, but still make it voluntary. Most of my work can be done from anywhere or requires site visits. My commute is over an hour into to the office. So, for me it would save money on commuting costs, fuel costs and the general aggravation of dealing with traffic and an undependable train system (SEPTA).
984	None come to mind

	A	B	C	D	E	F	G	H
985	984	5/15/2017	In Region 8, we have to copy a concurrence block template to the bottom of documents we are routing for concurrence. This block is not necessary, consumes staff time to prepare the block, and wastes at least one page of paper for every page that the block is copied on to. Instead, concurrence signatures can be captured without the concurrence block template as it has been for years.		The general public should have access to a state/community EPA liaison. A state/community EPA liaison for the general public will help connect the public to the services of the EPA and ensure their needs are being met.	We really don't need all of the space/building square footage to accomplish our mission. Instead, there should be more focus on the ability to telework in order to reduce the Agency's footprint.	SharePoint could be utilized further to increase staff efficiency and effectiveness; however, IT support and regional support for this platform is sub-par, at best.	I'm not sure that shared responsibility and mutual interest will be the most efficient. Instead, shared responsibility and mutual interest seems like it could lead to a lot of federal redundancy. The regional haze rule is an example of where there is federal redundancy...perhaps I just don't understand the question.
986	985	5/15/2017	1. Cumbersome electronic resources--Concur (for travel) and Webforms (for internal requests)--single sign on for any database accessed through our system would save time (and money). Travel policies should allow for lowest fares when staff knows they have to attend a conference or meeting (sometimes the cost savings are dramatic). Procurement procedures can take months for approvals. Purchase Card holders are held to such strict requirements, that few people are willing to "be responsible" for other branch purchases and cards cannot be used more than one month in advance--conferences often require payment for booth space up to 6 months prior to the conference. Follow-up and follow through create excessive productivity loss. 2. Streamlining approval processes--give supervisors authority to approve most staff requests. Flatten organization. 3. Clarify HQ Programs versus Regional Management--who runs the programs? For national continuity, it should be HQ Programs--therefore, regional	EPA, states, and tribes should be using the same "play book." Nationalization of good, sound environmental policies should be considered. States and tribes need adequate staff to do the duties deferred to them; many states/tribes are very lean on staff. Our program works well with local governments.	Better customer service comes from strengthening staff training--especially those that have never worked outside the federal government. As a former private-sector employee, attitudes regarding customer service are different for those that never have worked in a private sector position from those that have. "It's just the government way" is never a good response to a question as to why something is done a certain way. There is little credibility given to those of us that haven't been federal employees for our entire career. We could be very beneficial to streamlining effectiveness and efficiencies!	Biggest opportunity is forcing management out of their comfort zones and thinking creatively--how can this task be more cost effective and more efficient? Listen to former private-sector employees to assist in seeing the organization potential. Reorganization doesn't mean shifting "titles," it means doing business differently. It should mean removing (or moving) staff that is in the wrong position, it should result in visible change that makes our efforts stronger. We do a great job in protecting human health and the environment, we just aren't always doing it the most effectively. Part of that problem goes back to too many layers. (Sadly, too much military influence, "chain of command," top-	We already have the new eDFS time reporting process in place that enables accurate time accountability for those of us that are using daily flex schedules. It captures our time to the minute. All staff members should be accountable for their accurate time, as well. Staff member that work straight 40 hour workweeks, still should account for 40 hours and those using compressed work schedules should be held accountable for the nine-hour days that they have agreed to work...often staffers are someone lax in working their full schedule--coming in a few minutes late or leaving early. Over the range of offices, that is thousands of dollars that the agency is not getting value for. All staff should be held accountable.	The government has allowed mission creep, making working with other agencies more difficult. Once there is less duplication of responsibility, working together will become easier. Hand-offs and collaboration will be required for all agencies to provide the best customer service to our states, tribes, local communities and private sector. Now there is little need to work together.

	I
985	Region 8, along with one or two other regions, uses SharePoint to streamline our air state implementation plan (SIP) process to improve our efficiency and reduce costs. Region 8 uses SharePoint as a collaboration and concurrence platform to manage SIPs. There could be a national workshop to help other regions and HQ use SharePoint to process SIPs.
986	Flatten organizations to allow access and interaction between staff and management. Allow for creativity and free-flowing exchange of ideas. Avoid a military-like atmosphere. Expect staff to be responsible and hold them accountable. In the private sector, staff members where allowed to do their jobs and take responsibility for their actions--if they failed, they lost their jobs. If they succeeded, they were rewarded. We allow far too many to drag our progress down by lack of accountability. Friends and family hiring practices also need to be reviewed. Private-sector best practices--if a process gets in the way of progress, it's the process that needs to be revised, not the timeline

	A	B	C	D	E	F	G	H
987	986	5/15/2017	I would get rid of the EPA travel agency and online booking system and just have people book their own travel claim back expenses as is done in the private sector. It is super confusing and uses up way too much FTE between the traveler, management, administrative assistant, and now a centralized help desk because now we're not even allowed to use it ourselves. 99% of the time, travelers can get better rates online which they should be able to do if a refundable fare is not required. The agency fees are completely ridiculous for what the service actually provides which IMO is just another level of bureaucracy and expense. Furthermore, why is a "no-cost" TA ever necessary?	Channeling more respect for the agency's mission in the public rather than economic interests AHEM SCOTT PRUITT so states, tribes, local communities, and the private sector are incentivized to work with us and actually believe we are going to follow through on promises instead of backing out due to lack of funding and whimsical reprioritization of commitments.	More grant funding with less red tape. Literally all that our stakeholders are interested in is money and technical assistance, so if we could actually provide that without enormous hurdles, that would go a long way. In terms of the public at large, see above comment re: channeling public respect for the important work that we have been doing for decades.	Supporting money for research opportunities, either through ORD or grant funding. Research into new scientific techniques leads to increased efficiencies in environmental investigation in the future. Also, centralize EPA's contracting and staff it with people who actually know what they are doing.	More use of real-time sampling techniques that would allow for quicker decision-making in the field. Get rid of any paper-based HR processes. Get a contractor to fix EAS, SharePoint, Concur, <<insert any other electronic system here>> to make the systems more user-friendly so people will actually use it without their heads exploding.	Sponsor interagency conferences to educate all stakeholders on the latest environmental research so staff is up-to-date and there is no duplication of effort. Oh wait, that might cost a tiny bit of money and therefore it will never be done.
988	987	5/15/2017	EPA needs to speak as one voice that our main mission is to protect human health and the environment. Enforcement will proceed to ensure uniform standards are maintained, and that no one will get a competitive advantage from polluting.	States need to be held accountable to ensure national standards.			Continued and expanded use of Internet. EPA must publish all data, especially climate change data, to ensure efficiency.	States need to be held accountable to ensure national standards.
989	988	5/15/2017				Eliminate the matrix in ORD. The structure creates two forms of management (L/C/O and NPD), which are sometimes duplicative and conflicting.		

	I
987	The private sector has MUCH MUCH better administrative technology systems. Reduce barriers to overtime, or better yet, comp time (a zero cost way to have employees work more when they need to, and take off when they need to).
988	
989	

	A	B	C	D	E	F	G	H
990	989	5/15/2017	In certain areas within EPA there are teams with less than 5 people with a team leader and then a program manager with less than 20 people. In those situations I don't see the real need for a team leader position which could also serve as a cost savings... Also in certain instances contractors are paid for work that could ultimately be done by a student intern however EPA no longer has a paid (or otherwise) intern program - if this was established such work could be done much cheaper and benefit entry level workforce.	We are already partnering a lot with our states and local communities through constant communication and outreach of baseline conditions, work being done, getting input from community through implementation. I can also see including the private sector when applicable (as in owned or operated property nearby or impacted by certain assessment or clean-up activities) but involving the private sector has no relevance if this is not the case.	Outreach to such groups regularly and often - this is nothing new to us we do it all the time and treat all members with respect and as part of our team/project.	The superfund remedial process is extremely process driven and as such many RPM's appear highly process driven as well, and very driven by contract support. That program could be re-evaluated to determine what steps could be streamlined. These clean-ups are also very costly due to the huge reporting requirements and contractor costs of preparing such reports. Why couldn't this be evaluated and tailored more like some parts of the removal program. Recommend analyzing each different step in the process for possible streamlining and also allowing and encouraging staff to think innovatively to save time, resources and funding .	We are currently evaluating innovative field methods to streamline sampling and assessment processes.	Definitely combining areas of expertise such as contracts and grant support would save costs. Many scientists and engineers are required to know extensive knowledge of grants and contracts which takes away project support and takes more time since such activities are not everyday activities...
991	990	5/15/2017	1. Dealing with serious employee performance problems. The federal system makes it extremely labor intensive and difficult to address serious performance problems. Entire books have been written about how to fire a federal employee with serious performance problems. That alone speaks volumes. While we must have a system that is fair to employees, it should be revised to make the system less labor intensive to address serious performance problems. The current system is a deterrent to managers addressing these problems, which ultimately prevents the agency from accomplishing its mission efficiently. 2. EEO reform. The EEO process, in which employees allege discrimination by the agency, is in need of revision. It's extremely important to have an effective EEO program, to remedy the very serious matter of discrimination. However, the vast majority of EEO complaints are from unhappy employees seeking an avenue to address their grievances, and don't					

	I
990	We are currently evaluating innovative real-time field methods to streamline sampling and assessment processes.
991	

	A	B	C	D	E	F	G	H
992	991	5/15/2017	Our financial management system, Compass, does not have expanded features activated in its current configuration to allow funds tracking below the Laboratory/Center/Office level within the Office of Research & Development (ORD). As a result, ORD uses a separate system, Integrated Resources Management System (IRMS) to track these costs to a more detailed organizational or work breakdown level. IRMS requires separate data entry from information residing in COMPASS and frequently data entry errors occur. If EPA were to purchase the expanded COMPASS funds tracking modules, IRMS would not be required. Data would be entered and tracked to the lower organizational levels and actual expenditures against these resources would be automatically updated in COMPASS. This effort would save significant time and resources for the Agency. It would also streamline the functional requirements for funds execution. Implementing this upgrade should free up administrative resources		EPA currently maintains library access to its employees and the public based upon a 1971 policy. The electronic resources available from this interface are impressive and extensive, with a great deal of attention being placed on improving the software interface. However, EPA also maintains "brick and mortar" libraries at each of its facilities for its employees and the public. For example, sites such as the Robert S. Kerr Environmental Research Center in Ada, OK, is required to maintain access to a "brick and mortar" library for the general public. These libraries require funds to operate them, typically through on-site contractors. They also have footprint costs associated with them for utilities, rent and accessibility. It is recommended that the policy to have "brick and mortar" libraries be evaluated and if these are not required by law to do away with or, if required by law, investigate			
993	992	5/15/2017	The burden of mandatory on-line training classes is growing. Does anyone count up the agency wide people-hours needed for a new 30-minute class? [0.5 hours x 15,000 employees = 7,500 hours of agency time] Some of the information provided in these classes is arcane, unnecessary and won't be retained by most people. Each of these classes should be scrutinized to distill the information down into what is most needed and most likely to be retained - with the goals of making the trainings more effective and saving agency time.	In thinking of partnerships in a voluntary context, I'm concerned for EPA's voluntary programs which have all been targeted for defunding in FY18. Most (all?) EPA voluntary partnerships rely on a solid business case to demonstrate the economic effectiveness of the targeted actions - and, of course, those actions also yield positive environmental results. However, there are always barriers (uncertainties, lack of upfront capital, simple inertia, etc) to convincing folks to take those actions which will save them money over time and yield positive environmental results. When EPA can bring something of value to the table (e.g., funding, site-specific tailored technical support), we can sometimes help overcome those barriers. EPA's voluntary programs need MORE funding not less. Most businesses like (or are neutral) about our			EPA needs more sophisticated teleconferencing options: The EPA organizer of a large group conference call should have the ability to mute all lines and/or drop any lines which place the call on hold. Separately but related, why do phone lines placed on hold play music? Can EPA drop this feature?	

	I
992	SharePoint and OneDrive have had great positive effects on Agency organizations committed to their use. In certain organizational elements, use of SharePoint has reduced the amount of email by over 50 percent. Continued application and expansion of these software platforms can only continue to enhance our capabilities.
993	The deadline for staff entering information into PeoplePlus is typically the second-Thursday except the timeperiods when there is a holiday and the deadline is moved to the second-Wednesday. Why not just make the normal deadline the second-Wednesday? This eliminates confusion and the need to send special announcements about the accelerated deadline 10+ times per year.

	A	B	C	D	E	F	G	H
994	993	5/15/2017	INTERNALLY:The process for the overnight use of a GOV should be electronic and streamlined. Leadership sign off should be electronic, like leave slips. If the GOV is being requested for a meeting that is 4 hours away(in 1 direction) what is the purpose for explaining why the use of the GOV is in the best interest of the government? The request form should be adjusted/edited so that the data supplied is clear and needs no further explanation. EXTERANALLY:The changes to 40 CFR Part 170 need: Time extension for outreach and compliance assistance with impacted stakeholders; financial resources dedicated SOLELY to the states--STAG funds for materials and training & associated expenses EXTERNALLY: The proposed changes to 40 CFR Part 171 need to be eliminated, and could be replaced with: financial STAG resources for tribes & states to evaluate their programs, identify areas that need adjustments,	Program results should be reflective of the program--and should be agreed upon with partners. Largely, program results are determined in at the HQ level. Requests for comments are made--but it is rare to see the comments and suggestions made actually put in place. Hours & hours are spent developing comments on proposed grant guidance, measures, reg changes, etc. yet, rarely do we see the huge efforts made reflected in the final product. Field staff are in a very helpful position to provide valuable data and perspective--as well as what will work given the present status--and yet, they are largely unheard. Preferably, there'd be a few measures that were agreed upon; versus a slew of measures that are not well understood, and may be subject to misunderstanding. Those on groups that develop program measures for results should be	To attend meetings or events with stakeholders--tribes, states, industry, etc. we are required to provide an agenda 2 weeks in advance. MOST times, we receive the meeting notice a week or even a day before the event--and as a result are not able to participate. This hampers communication, effective partnerships, and fails to support effective grant and cooperative agreement management. Additionally, in most circumstances--these events provide valuable professional development opportunities to EPA staff--which are nonexistent and have been the last 10 plus years. It's impossible to maintain effective partnerships when you're not allowed to interface with partners. It's also hard to provide timely and pertinent program support and guidance when attendance is not permitted at related informational meetings and trainings--that are no cost to minimal cost for attendance expenses.	Web site is very hard to navigate for the public, partners--such as states and tribes-and stakeholders. The web page is identified as a resource but it's hard to navigate and is not well targeted to various user communities. Not all users have effective broadband access, and have to use cell service. We need to ensure that web pages can be viewed by mobile device users as well as those with access to other hardware options. Many stakeholders still need and want paper copies of guidance materials. Despite requests--largely, other formats of very needed compliance & outreach materials were deemed unnecessary. This is NOT the case in the field, however, nor the request/perspective of	As mentioned in Q 1, above, the overnight GOV process is cumbersome, and inefficient. For stakeholder outreach--electronic resources are great--but have to be tempered with the stated needs of deeply impacted stakeholders--tribes, states and the regulated community. Electronic efforts can be very beneficial/wonderful--but must reflect the communications capacity of various parts of the nation. The efforts themselves need to be clear and targeted--ideally, stakeholders would be queried as to what they'd USE and the FORMAT that works best for them. There seems to be a lot of interest in developing "apps" but not everyone has access to "smart" technology--and if the app is seeking input or	As mentioned in Q 3 above, there are opportunities to align activities--and in the past, that was accomplished to varying degrees, but the last 6 years or so--it's been impossible to attend events where mutually beneficial endeavors took place. Ideally, each EPA office identifies their areas of direct responsibility and those that are "peripheral"--and identify who are primary as well a possible peripheral partners, as well as the status of partnerships. It's likely that many partnerships that had been established in early 2000, are no longer--or are attached via a thread.
995	994	5/15/2017		Overall Issue: Current OECA program and individual performance measures are not designed to encourage and support state compliance actions or joint EPA-state partnerships. 1] Change OECA program measures to incentivize state collaboration: A] Start counting as a success all state and federal enforcement and compliance assistance efforts (for delegated programs). - Current measures** can act as a deterrent to effective state partnerships. [**current measures of program success only measure ???formal??Â federal enforcement actions. No consideration is given to state actions nor progress from any compliance assistance efforts.] -Do not prioritize and ???count??Â formal federal				

	I
994	There is value in staff having opportunities to work on special projects or details; and staff development and engagement is very important to the organization. However, before staff is able to pursue other efforts--the impact to the rest of the unit or group must be assessed. Especially when certain staff have had multiple occasions to pursue other career opportunities, and the others left must cover the rest of the workload. Minimally, some type of assessment determining how many details or special project opportunities staff is eligible to participate in and the impacts to the work load of the unit or group is needed. This assessment is
995	

	A	B	C	D	E	F	G	H
996	995	5/15/2017	I just started December 2016. Getting access to different programs has been challenging, but I do understand the need for safety.	I do not have an issue right now	More staff, but that cost money.	N/A at this time for me.	I am sure there are. I am just trying to get up to speed on what I need.	I do not know this one yet.
997	996	5/15/2017	For all of our actions that are required to be published in the Federal Register, we should consider if the benefits of publishing there outweigh the costs; if not, we should revise our laws/policies so that we may publish on our website instead. The public does not go to the Federal Register to learn about what we're doing, they go to our website. Not only do we pay by line for documents published in the FR, but the process to get things published is burdensome. At the least, we should shorten what is published in the FR and point the public to our website or the docket for further information. For example, when we publish final rules for pesticide tolerances, the FR not only includes the new pesticide tolerances (this is necessary) but there is also a narrative regarding the human health implications of the new tolerances. This second piece is unnecessary to publish in the FR; it requires rewriting/summarizing information that is already found in our human health risk assessments (this can lead to inadvertent mistakes when		When many people work on the same types of actions, inconsistencies can easily occur without staff realizing it. There should be an easy mechanism for the regulated community to bring these inconsistencies to our attention, be it a standardized electronic form or otherwise. The inconsistencies should be addressed internally as soon as possible, the person pointing out the inconsistency should be informed of the action taken to correct that inconsistency, and the decision should be electronically stored somewhere for future use.			

	I
996	I am not, but I am more than sure there are several.
997	

	A	B	C	D	E	F	G	H
998	997	5/15/2017	Having worked under several Administrations, I regret to note that this is thus far the most dysfunctional political team that I have worked with in almost 15 years with the Agency. Any change in administration offers the opportunity to infuse new ideas and energy into a bureaucracy that tends to turn slowly; however, rather than embracing this opportunity to work with career staff to evolve the Agency from the ground up, the Trump political team seems to prefer a more insular approach whereby Administrator Pruitt and his staff converse primarily with fellow politicals and external stakeholders instead of generating dialogue and sharing ideas with career staff. This is increasing a frustrating environment to work in and across multiple program offices, I continue to hear the refrain that this Administration does not care to seek input from career staff and indeed, actively keeps information from career staff. This survey is a start, but far more impactful would be if the Administrator and his political staff started actively	Well, I'm not sure how much control the Administrator or members of his team have over Trump or Mulvaney, but a good start would be to stop threatening budget cuts that, if enacted, will degrade both existing relationships with states, tribes, local communities, the private sector and EPA AND expose the American public to health threats.		Offer our hardworking support staff -- especially our contracting officers-- a more appealking career ladder here at EPA. Especially with looming budget cuts, we'll increasingly rely on contractors and we need to retain knowledgeable and experienced contracting professionals. Without offering attractive compensation for their expertise, our talent will continue to leave for other agencies.		Please for the love of God drop the patently false narrative about the existence of anthropogenic climate change being up for debate. It's not -- the evidence is irrefutable and now it's up to entities like EPA to show leadership so that future generations can enjoy the same stable environment that we have now. To say claim anything else makes you either a liar or a fool or both. We need all hands on deck to address climate change and the Trump/Pruitt team could make an indelible mark on history by offering a conservative solution to climate change -- one
999	998	5/15/2017	Timekeeping requires a tremendous amount of time from staff, managers and timekeepers. While our flexible work schedule is a big benefit-and one we should keep to ensure EPA remains an employer of choice-we need to ensure the electronic systems that support our work schedules are as efficient as possible. Suggest evaluating possible improvements.	Working with each state individually on where they can best use their limited resources and where EPA can be of most assistance-this will vary by state and by env program. Then clearly communicate to state and EPA staff and the public what our respective roles are. Local communities-especially small community drinking water and wastewater systems-joint effort with EPA, state env and health agencies, USDA Rural Development, HUD CDBG, engineering organizations, developing operator training)possibly thru Brownfields Job Training, community colleges, other job training programs incl in urban areas to provide jobs to the unemployed) and private financial resources to evaluate community needs and develop cost-effective solutions. In some cases it could be reducing water consumption to allow a discharging lagoon to	Clear, easy to access education information about water and energy conservation, proper pesticide application, the importance of proper renovation of lead paint (impacts of lead exposure from paint and lead mine waste on children), protecting water quality-what citizens, cities and farmers can do, flood and/or drought preparation for citizens and communities incl dw and ww infrastructure, pesticide worker protection standards for immigrant farm workers. Basically what everyone can do to protect the environment.	Re-evaluate the many small grant programs and eliminate or consolidate to larger grants. Grants management requirements at EPA are very burdensome for the recipient and for EPA staff that manage the grants so very small grants have more transaction costs associated with them than the value of the grant. Unfortunately some grantees don't follow the rules which requires us to document and ask for grant funds to be returned to EPA. Conduct state oversight in a more streamlined focused way acknowledging good work of states and recommended improvements without lengthy reports (unless there are significant recurring issues).		States already utilize our resources on technically/policy challenging permits and inspections/enforcement cases where states have not had success or where "politically" state cannot take an action. In addition, in each state there are aspects of delegated programs where states cannot do the work due to resource constraints and rely on EPA to do this work. This needs to be a continuing coordination/communication effort with the states as both state and EPA budgets are constrained.

	I
998	
999	There are many ongoing communication/coordination efforts between regions and states that are best practices that should be shared and continued. EPA HQ could work with ECOS to poll the states for their perspectives on what works/doesn't-what could be built upon and shared.

	A	B	C	D	E	F	G	H
1000	999	5/15/2017	The importance of the administrative function cannot be underestimated. It is much more efficient for there to be administrative staff finalizing (formatting/packaging) and mailing documents then to have staff at a much higher pay grade spending their time doing this work.	Use of technology and holding parties accountable. States: It is necessary for EPA to insure states are accomplishing their objectives and it is imperative that EPA hold states accountable. It is likely that EPA may need to partner with them in order to meet objectives but there must also be an oversight role to ensure objectives are met.	more interaction, education and information		technology: use of electronic reporting, electronic communication It would require states to use technology more/better. If the states use technology more we can use technology more. Their lack of use of technology can at times impact our use/efficiency.	
1001	1000	5/15/2017	Please re-evaluate employee's grades every 3-5 years. All too often at EPA someone is promoted because they are doing a great job then they retire in place. There are many highly graded employees doing low-graded work now, but our culture doesn't force them to accept lower salary for the easier work. Why is it once-in, always-in? You should continually earn your check. Managers say that only an employee can ask for a desk audit. We should change that. Managers should be able to show that their employee is not performing at proper GS level and downgrade them. In all of my years I have NEVER seen anyone downgraded.				Yes, please. Please evaluate both of the systems OCFO has purchased in recent years - PeoplePlus and CONCUR. They are both reducing productivity greatly.	
1002	1001	5/15/2017	It has been extremely difficult doing my job effectively because the Shared Service Center has been very shorthanded over the past few years. We work as partners but I would say that their ineptness and lack of staff has really been an obstacle here in the Region. Also, I see a huge problem from a technology standpoint. I feel that the more basic the systems are more cost-efficient, effective, and easy to implement and learn. We keep spending money on newer, more complex technology before the field can even learn and become proficient at the older technology. This has been a constant problem since we went to One EPA. Currently, FPPS cannot talk to PPL+ which has caused numerous problems in pay, leave balances, etc. This adversely impacts employee morale and productivity.	Not applicable to what I do...	Not applicable to what I do...	Adding qualified staff at the SSC levels would help us do our job more effectively and timely. This has an indirect effect on the morale and productivity of the technical staff in the field.	I feel that the more basic the systems are more cost-efficient, effective, and easy to implement and learn. We keep spending money on newer, more complex technology before the field can even learn and become proficient at the older technology. This has been a constant problem since we went to One EPA. FPPS cannot talk to PPL+ which has caused numerous problems in pay, leave balances, etc. This problem adversely affects the morale and productivity of employees in the field.	Perhaps streamline IT and HR systems so that every agency uses the same. For instance, not all agencies use the same payroll systems, the same HR LoB systems, etc.

	I
1000	LEAN
1001	
1002	Not personally. However, we should be looking at other agencies to see what works best. I think we need to slow down with the constant technology changes here at the EPA. They are expensive, difficult to implement, and not easy to learn. I'm not a fan of making change just for the sake of making change. If it's not broke, then don't fix it. Not a fan of the changes implemented since One EPA. Don't like HR LoB at all. What works for other agencies??

	A	B	C	D	E	F	G	H
1003	1002	5/15/2017	- Prior to an inspection two and most likely three documents (HASP. car reservation and TA/over-night-form) have to be generated and signed by a supervisor. It would be nice if this was one system with one signoff. -Other than the signoff sheet, Evalu	Shared data (easily accessible) would be the most important first step.	The Compliance Assistance Teams should be transitioned to be Customer Service Staff.	More image analysis and data mining should be implemented in targeting facilities for EPA attention.	When you want to popularize environmental ideas the media should be a major player. EPA should be regularly creating films, videos, and articles for print.	An entire liaison corps should be formed and imbedded into other federal agencies.
1004	1003	5/15/2017	I don't have anything to share on this one.	Ensure STAG (State Tribal Assistance Grants) funds are monitored better (progress reports are submitted, show progress, etc.) and reduce funding for non-performers. Give more money to outstanding grantees. State formulas for funding don't take in to consideration successful progress or lack of progress on env. outcomes.	Follow the EPA R10 example and have a field office in every state of the Region. Get more EPA folks out to the local state/tribe more frequently this way to assist technically and monitor progress. Field office staff are paid less in locality pay, generally, and have lower travel costs to visit grantees so are a cost savings to the Agency.	I think the field office model would reduce costs and be an efficient way to get env. protection improvements at the local level. I think we need to focus our FTE and outreach on the Statutes (Clean Air Act, Clean Water Act, Safe Drinking Water Act, CERCLA, etc.) we have to enforce and implement. This work should be primary and is our mission from Congress. Other work and programs should be secondary to this work. If an employees work cannot be quantified and measured and tied to our core Statue work then we need to rethink that position and its importance/relevance. Reassign folks in to our core mission work fields - permit writers, inspectors, compliance assistance, grant Project Officers, Remedial	We need to be using some type of email archiving on a daily basis. At least in my Region we have been told not to use this due to some litigation.	Return the State and Tribal Clean Water Act Section 319 to the USDA's NRCS EQIP program. Does basically the same thing and the NRCS agents are better educated and trained in agricultural practices and are more locally situated than EPA staff and project officers. We've been putting a lot of money out thru states/tribes under the CWA Section 319 without much water quality improvements to show for it. Time to stop this program.
1005	1004	5/15/2017	5-tiered PARS system for rating employee performance -- this system has too many categories and creates extra work for supervisors, with no benefit to the organization. solution: change PARS to a 3-tier rating system -- minimally satisfactory, fully successful, exceeds expectations	a) set annual targets for EPA, states and tribes to conduct "X" number of process improvements b) provide funding (beyond the Exchange Network grants) for modernizing and streamlining our products and services c) expand formal and informal agreements that allow use of citizen science data to compliment core program work (e.g., long-term water quality monitoring to show improvements)	states and tribes: invite early engagement and input on EPA priorities, goals, objectives and annual commitments. States and tribes: identify joint priorities and work together to achieve results have dedicated EPA liaisons an regulated community: fund EPA Portal that allows more business and services to be provided on-line public: increase transparency of EPA data, information and gather public feedback on EPA priorities, then share results with public before and after decisions are made	set goal of transferring and replicating "game changing projects" that modernize and streamline the way EPA, states and tribes deliver environmental protection. Fund good project ideas and then get other EPA regions, states and tribes to adopt them, where applicable, to realize the benefits.	expand use of software to compliment responding to citizen inquiries. e.g., analyze the most routine questions that EPA receives, then purchase and use software that searches for key words, finds solutions on internet, and provides email responses to these most common questions for EPA	look at success of HUD-EPA-DOT partnership for sustainable communities - ability to leverage resources in defined geographic area and achieve more significant/meaningful results

	I
1003	EPA should be a more active player in holding regional conferences.
1004	I'm not aware of any.
1005	expand use of software to compliment the human element of responding to citizen inquiries. e.g., analyze the most routine questions that EPA receives, then purchase and use software that searches for key words, finds solutions on internet, and provides email responses to these most common questions for EPA

	A	B	C	D	E	F	G	H
1006	1005	5/15/2017						Realigning EPA's Office of Research and Development (EPA-ORD) to DIRECTLY support the needs of EPA's program offices in DC would GREATLY increase efficiency, would do away with hundreds of HIGHLY-PAID managers, and would free-up numerous SES and Title 42 EXPENSIVE positions so that other parts of the Agency can use the SES'ers and Title 42's the way they were intended to be used by Congress!!!. Currently, ORD is organized by both "matrix management" and typical line management. The "matrix" manages the research programs, where the line managers manage the people. In
1007	1006	5/15/2017	-Create flexibilities in the workplace to get our work done. EPA needs to position itself to attract and maintain the talent by offering comparable benefits and work life balance that big business offers. -Keep asking this question. EPA staff have great	-Invest and support E-Enterprise for the Environment. EPA is making great strides in modernizing our business practices and ways of interacting with co-regulators. -Move to requiring mandatory electronic reporting to EPA. -Support EPA's efforts with Ai	CHALLENGE U.S. EPA is building an integrated state plan submittal system called SPeCS (the State Plan Electronic Collection System) designed for state submittals needed to fulfill Clean Air Act (CAA) obligations. The SPeCS for SIPs Project is fulfilling the E-Enterprise goal of modernizing the business of environmental protection as it relates to management, tracking, and access to state implementation plans (SIPs) through their life cycle. An E-Enterprise SPeCS Integrated Project Team (IPT) was formed in 2015 comprised of headquarters, regional offices, and states to guide development of this shared system. In its July 2016 report, the IPT identified and prioritized recommendations for SPeCS to accept state implementation plan (SIPs) submissions and other Section 110 state plans including a dashboard for states and the public.	Investing infrastructure technology Requiring electronic reporting to better manage and track CAA requirements	E-Enterprise Projects SPeCS for SIPs Air Sensors	

	I
1006	Getting rid of "matrix management" in ORD would GREATLY inmprove effiency. Many corporations used matrix management, and eventually those corporations got rid of matrix management because of how inefficient this management style causes delays and pitfalls in communication. We have the internet, we should be using THAT to communicate. We shouldn't have a group of Title 42's, GS-14s, and GS-15s acting in pseudo-management positions, traveling all over this country to have matrix management meetings. Every EPA location has video conferencing capabilities and internet. No excuse for this madness and yet ANOTHER layer of
1007	

	A	B	C	D	E	F	G	H
1008	1007	5/15/2017		-Allow PCB permits, which EPA has to issue, to be delegated to the state when a concurrent RCRA permit is required. -Consider changing the regulation of commercial Subtitle D landfills on tribal land ??? make EPA permitting and enforcement applicable to	Don't filter climate change science; maintain the integrity of peer review consistent with established practices in academia.	Adopt regulatory changes (already in draft at OCSPP) for PCBs in building materials (found in tens of thousands of buildings nationwide) to authorize their use so their existence doesn???t trigger immediate non-compliance and potentially billions in extra cleanup costs.	Reconsider RCRA BDAT determinations that require incineration (eg. PCBs) vs other technologies that are less expensive and still effective and do not create as significant air emissions or energy use	
1009	1008	5/15/2017	My regional supervisors are fabulous. The Oklahoma Flat Earthers (not geographically diverse, by the way) in charge of EPA now are preventing us from doing our job efficiently and effectively. Your lack of qualifications, disrespect for science, and industry conflicts of interest (and need for so many recusals) are truly appalling. EPA will be sued for everything you try to do and will lose. In the meantime, we will be bogged down with all these distractions from our job protecting humans and the environment. Pretty hypocritical for you to complain for years about EPA's mission creep and then to state publicly that Pruitt is going to bring back jobs. Please don't sully EPA with your immoral campaign.	Stop calling regulations that protect people and resources "job killers." It's dishonest and is not based in economic fact. Stop focusing on bringing back coal mining jobs - it's dying because of market forces, not regulations. Read the real (peer reviewed) economic statistics. While you're exercising mission creep by trying to bring coal jobs back to coal country (which is anathema to a free market ideology), let's bring the buggy whip industry back to upstate New York and the whaling industry back to Nantucket.	We can beef up our enforcement actions against polluters and not back down to the states who do not want us enforcing in their jurisdictions. States often do not have the power or the will to enforce against their industry friends, as you well know. Read Cynthia Giles' recent op-ed on why we cannot simply leave the enforcement to the states. She is spot-on. Region 5 EPA tried to be too nice to Michigan and the people of Flint suffered and will suffer for years. How did Michigan's GOP ideologues serve their citizens there?	STOP denying human-induced climate change. This will reduce costs by orders of magnitude in the long run. You are conservatives and should abide by the PRECAUTIONARY PRINCIPLE. Remember how Big Tobacco tried snookering America for so many years long after we all knew that smoking causes cancer? Big Oil uses the same play book and it's shocking and embarrassing that the EPA is now led by non-scientists who are so easily snookered by Big Oil. If you were scientists, you would understand that we do not need to have all the answers to understand what can and should be done about climate change. Example: 9 out of 10 oncologists tell a smoker he has lung cancer and recommend the patient stop	How will we know if you allow millions of $ to be reduced from our research budgets? How will we know if you fire real scientists from the advisory boards?	--Finalize the CERCLA 108(b) regulations to avoid future superfund sites by adopting strong financial assurance requirements for hard rock mines. Level the playing field so that the American taxpayers don't foot the bill for future cleanups. Do not make t
1010	1009	5/15/2017	The CONCUR travel software is overly complicated. Earlier travel systems were just as effective but were simpler to use.	Providing the Regions and program Offices with more federal staff. In most cases, delays in providing high quality service to the states, tribes, local communities, or the private sector is a result of a lack of sufficient staff.	Providing the Regions and program Offices with more federal staff. In most cases, delays in providing high quality service to the states, tribes, local communities, or the private sector is a result of a lack of sufficient staff.	Providing the Regions and program Offices with more federal staff. In most cases, delays in providing high quality service to the states, tribes, local communities, or the private sector is a result of a lack of sufficient staff.	I'm fairly satisfied with the Agency's ability to adopt new technologies for many aspects of our professional performance.	The Agency has evolved to be a organization with limited duplication. In areas where duplication appears to exist with other federal organizations, it is often not true duplication but areas where the two organizations compliment each other and result in greater efficiencies.

	I
1008	
1009	--Accounting for the Social Cost of Carbon is extremely important. You cannot ignore these costs. They are real and should be paid by the polluters -- this will reduce costs in the future. It's breathtaking that conservatives do not accept and apply this
1010	The purchase card program is an effective tool for reducing the costs of making purchases. It should be expanded as much is logistically possible.

	A	B	C	D	E	F	G	H
1011	1010	5/15/2017	The Working Capital Fund (WCF) needs streamlining in some areas. The WCF is good for bulk purchases of items such as phones or computers. It does not work well for acquiring contracted services. In some cases, it takes many months to make contract modifications before a contractor can come on board to assist with a project. Once a mistake in billing is found, it can take over a year to correct the error. In one instance, the products described in eBusiness are out of date and misinform potential users of the current products available through the contract. I would suggest that the reason for these problems is that there are not enough resources (ie, qualified staff) dedicated to these activities. It is not so much that the procedures are no good, although significant streamlining might be in order, as there may not be enough resources to do the work in a timely manner. In any case, the WCF acquisition practices are a worthy of the Agency's attention.	States need funding and training, particularly for enforcement and compliance activities. State inspectors are not well paid and they have a fairly high turnover rate. One suggestion is to insure that enough STAG funds are made available to state environmental programs to supplement states' appropriated funds. A suggestion regarding training is to ensure that state environmental agencies prioritize training, in particular enforcement and compliance training, in their Performance Partnership Grant Agreements. This will help to put training front and center. That will make it easier for EPA and states to partner on these training needs. There also needs to be more collaboration and sharing of training ideas and resources between EPA and the states to better leverage resources and to help states utilize their own		One opportunity would be to develop and utilize more virtual classroom training. We have tools for doing this, that is Adobe Connect. Virtual classroom training can reduce cost of travel and other expenses. For instance, it can bring in instructors from different locations and provide instructions to students in multiple locations without everyone being in the same room. It can go a long way to simulate a classroom experience and use a wide variety of learning techniques. We do need some better equipment such as microphones and digital cameras, and training in virtual classrooms. This could be of assistance to both EPA and states.	I would strongly suggest that EPA be allowed to purchase Apple iMac desktop and laptop computers -- equipped for our LAN system -- instead of the clunky Dell products that we now have. They operate much better and are much are more reliable. EPA also has to improve the way it plans for its IT equipment needs. It takes years to get new and up to date equipment. We are often years behind the technology curve before new equipment arrives. We get new operating system upgrades before we get new equipment, which is extremely inefficient. In other words, better (ie, Apple products) and more efficient hardware acquisitions and roll outs.	It is not clear how much realignment is needed. The states have program delegation and authorization. One problem however, is that many of these agreements are old and out of date. They do not serve much purpose anymore. We could embark on a program to revise these agreements to better reflect the abilities of states to conduct their environmental work. On the other hand, this should not be an opportunity for states to throw off EPA oversight of their programs. It could be an opportunity to improve EPA oversight of state programs and ensue that EPA is doing the right job. It should
1012	1011	5/15/2017	- EPA's historic failure to invest in standardized record-keeping processes (especially for electronic records and non-records) creates an incredible back-side burden on employees who must respond to FOIAs or e-discovery requests. - As a hiring official,				- Provide supervisors with a one-stop shop for personnel information (e.g., current PD, past performance evaluations, prior award justifications and amounts, promotion history, resume, etc.) about their employees. Much of this information (though not all	

	I
1011	
1012	

	A	B	C	D	E	F	G	H
1013	1012	5/16/2017	Filling out time cards prior to finishing the pay period is inefficient. It creates mistakes that then have to be fixed later on. Time cards should be submitted after the pay period is over, or at least, on the last Friday. Our travel system, Concur, is very inefficient. On top of that, we are required to have a TA for any type of expense. So if I drive somewhere, and have to pay for parking, to get reimbursed, I have to have a TA, and the contractor gets a fee. The contractor fee is likely more than the cost of parking. The end result is that I don't request reimbursement for many travel expenses. We ought to go back to a petty cash fund for small travel expenses.	I feel like we do a great job of this already. More access to events that they all attend, which requires travel and training money would help. If we can't attend the events where they are talking about the latest in cutting edge technology, then we will not be keeping up. Also, the agency does not reimburse for memberships in professional organizations. So our membership in those organizations is low. There should be someway to allow employees to be more connected to the professional organization that others in the field belong to.	More visibility and access. That means the ability to get out of the office more, because face to face interactions are some of the best.	Filling retirement vacancies. We have a large percentage of people who are eligible to retire. Bringing in young people with great enthusiasm and energy, but working for a fraction of the cost, is a great way to continue our mission at a reduced cost.	Finding a better balance between cyber security and efficiencies would be a good start. There seems to be a great deal of inefficiencies built in to our IT resources that really slow the system down and make it difficult to work with. We have a number of technologies people don't use because of the inconsistency, lack of dependability, and difficulty built into them. I feel like the rest of the world is debating whether to use Google, Windows, or Apple and we are stuck in IBM.	I feel like we do a pretty good job of partnering with other agencies and states. One example of an advantage the current system gives us is grants. There may be a number of grant programs for water and wastewater systems from different agencies. And some may think this is a duplication of effort. But every program has its own rules for it own reasons. Having different programs allows the utility to find the grant program that works best for its situation. If there was only one agency with grants, if it didn't work for you, you would be out of luck.
1014	1013	5/16/2017	I have no issues with our requirements, procedures, or processes.	Good lines of communication are the key to success here. Regular conferences addressing specific topics as well as an internal EPA Champion for a given area.	Again, good communication and timely response to issues assigned are key to good customer service. Also, providing a go to person within EPA for the various groups is vital.	Provide more opportunities at the GS-14 level. Currently there is a gap at the GS-14 level restricting highly qualified GS-13s from advancing to supervisor GS-15 positions.	Continue to develop and use virtual meeting technology beyond teleconferencing that the rank and file staff can use.	The big issue here is that we are not aware of what other agencies actually are doing or who to contact. Having an EPA Champion for specific interest areas who know what other agencies have and who to contact would provide a necessary link between the agencies and states.
1015	1014	5/16/2017	In general, the grant award process needs to be streamlined. There are far too many steps and far too many oversight tasks.	A simplified process for awarding funds to these organizations.		See answer to question 1.		

	I
1013	
1014	In the Enterprise Quality Management Division we hold a monthly conference call with the entire EPA Quality Community. Ideas are exchanged, information is disseminated, and important issues are discussed. This has been an invaluable tool to keeping the lines of communication open at all levels of the community and demonstrating that EPA HQ is listening.
1015	

	A	B	C	D	E	F	G	H
1016	1015	5/16/2017	As a manager, I am waiting for the new leadership to reset the balance on the unions representing EPA employees. Union-Management partnership is one thing, but having federal employees working "full-time" on union business just should not be. SES members roll over to unions based on the previous administration deriving a strong base of support from government unions. Managers need a statement of support from the Administrator with respect to working with unions, and the SESers need the motivation (performance standards) to not choose the method of least resistance.					
1017	1016	5/16/2017	As a manager, I am waiting for the new leadership to reset the balance on the unions representing EPA employees. Union-Management partnership is one thing, but having federal employees working "full-time" on union business just should not be. SES members roll over to unions based on the previous administration deriving a strong base of support from government unions. Managers need a statement of support from the Administrator with respect to working with unions, and the SESers need the motivation (performance standards) to not choose the method of least resistance.					

	I
1016	
1017	

	A	B	C	D	E	F	G	H
1018	1017	5/16/2017	Under the previous Administration, first line supervisors were repeatedly undercut by upper management eager to settle any EEO complaint without an Agency investigation. Poor performers being held to account only have to raise some allegation of discrimination or harassment knowing upper management will give them anything they want to make the complaint go away. There usually won't be a monetary award, but they will get their performance appraisal rewritten to a higher rating and/.or get reassigned to manager who won't care about their non-performance. Managers need support from senior staff to not be sold out for a quick informal EEO settlement.					
1019	1018	5/16/2017			.	We need to get a better handle on processing FOIA's. We get a great number of them that eat up staff time that could be better spent on core work. Staff need to be trained in how to negotiate with requestors to narrow the scope of requests so that we may provide them with the information they need without reproducing every email with the word "and" in it. We need to be empowered to say "no" to unreasonable requests. We need to talk with requestors to really understand what they are seeking and tailor their request so we don't waste everyone's time. Also- many of our FOIA requests involve shared equities. We need other agencies, including the White House, to be just as responsive as	We need a system to process Response to Comments that everyone at EPA can use. Right now, we have to contract separately with a vendor, who has to go out and purchase software to sort and collate comments. there has to be an EPA-wide system that could be used for all the program offices doing rule-making.	See FOIA comment

	I
1018	
1019	

	A	B	C	D	E	F	G	H
1020	1019	5/16/2017			Clearly defining the roles that the federal government, states, tribes, local communities, the regulated community and the public play in environmental protection could allow each entity to do their jobs better. With clearly defined (and agreed upon) roles, a state would know when to seek input etc. from a federal agency, local community, etc. Likewise, the regulated community would know what their responsibilities are to meet state requirements, federal requirements, and their responsibilities for the public.	At EPA Headquarters, have all staff located in the same place. Staff are now split between Potomac Yards and Federal Triangle. Time is wasted traveling back and forth between locations when face-to-face meetings are needed. Housing all of us in the same place would eliminate the need for a shuttle service. Potomac Yard is a rented space; moving those staff to Federal Triangle in a GSA operated building may also save money.		Sometimes there is a sense of hostility when multiple agencies are working together. People spend more time focused on maintaining their territories rather than collaborating to meet a common goal. I'd recommend taking actions to foster a "One U.S. Government" attitude with our federal partners. We need a similar understanding with states (i.e., we all have the same interests so let's work together). By doing these things, we lay the ground work for collaborations, sharing responsibilities, and accomplishing more together.
1021	1020	5/16/2017	The Concur Travel system is very challenging, and a more streamlined system or better support would be extremely helpful for travelers. The chain of command for doing external work is highly burdensome, as all external messaging requires lengthy internal deliberations. This stems from the political climate always surrounding EPA. Working harder to highlight the positive impact our agency makes, not on "the environment" (which many take to mean useless worms and the like), but on measurable human health impacts would go a long way. Working to strengthen the message that EPA is realistically more of a "Human Health Protection Agency" than anything else would ease much of the burdensome chain of command that all messaging currently goes through. The threat of constant shutdown is highly disruptive, and prevents us from doing our job efficiently.	My work is primarily with Tribes (and local communities), and Tribes benefit greatly from partnering with EPA. EPA is crucial in offering technical expertise and helping Tribes to grow their capacity for managing environmental statutes in the best interest of the Tribe (with Tribal members being some of our most vulnerable citizens in the United States). This crucial Federal Trust responsibility can be supported with more resources, especially in our Tribal and Grants Management programs. Tribes suffer when their Project Officers and Grants Management Officers are juggling 15 different grants, with limited resources and support systems. EPA is also crucial in working with local communities. We are uniquely positioned to bring other agencies to the table, including Federal, State/Tribal,	The biggest obstacles to providing better customer service are: technology, workload, and levels of review: - EPA technology is perpetually 15 years behind the private sector. EPA could provide much better customer service with better platforms and technology to interface with the public. This includes higher quality website, the ability to use social media, and hardware such as tablets to support our challenging work in the field. - In order to make this effort successful, staff must have time to spend on prompt customer service. We also must have adequate resources in our tech support group, which is often overwhelmed at their current staffing level. - Currently, EPA's outward facing message is tightly held, because of fear of backlash from our communication efforts. This hampers us in "telling our story" about the meaningful work that we	EPA can prioritize and focus our energy even more on the most vulnerable communities that need our assistance, in order to truly achieve "environmental protection for all Americans". Our Environmental Justice program has made great strides in identifying communities that bear the greatest environmental burdens, and identifying opportunities for our various programs to collaborate and share resources in working with those communities. Our greatest opportunities for efficiency is strengthening our collaboration and efforts in our most vulnerable communities, where our work makes the greatest impact. This must be paired with continued work at the	EPA needs support to access and use existing technologies - for example, all field staff should have field phones and tablets, to assist with complicated site assessments. These technologies should be streamlined for efficient record management, so that all field notes are captured in the record system. We need additional GIS and tech support for these technologies as well.	EPA plays a unique role in protecting Americans from the effects of pollution, and ensuring that all Americans are able to raise their children in a healthy environment. Even where EPA has shared responsibility, our expertise and mission are unique, and need to be supported and continued.

	I
1020	
1021	We need a better record management system that is much more streamlined for staff. Something as simple as an option to "save as record" rather than "save as", that brings that document into the records management system. The same is needed for our email system. This would make our response time to FOIAs and to other inquires much faster, and would create huge efficiencies in staff time, with associated cost savings.

	A	B	C	D	E	F	G	H
1022	1021	5/16/2017	Unify and create universal procedures for all sections instead of each section having their own individual procedures	need better communication with everyone involved. Especially better written permits that can be enforced upon.	fine tune processes to prevent enforcement actions from dragging on	close smaller offices and in-bed them with there state counterparts.		get everyone on the same page with better communication and enforcing the regulations in a consistent way. Permits need to be written clearly and the amount that is emitted should be reduced as new technology becomes available.
1023	1022	5/16/2017	The continued hiring freeze imposed by the Administrator and the limit to total EPA employees of 15,000 imposed by congress's CR prevent me from doing my job efficiently. Myself and many of my coworkers are covering the duties of multiple employees because we can not backfill current vacancies. The Administrator should lift the hiring freeze and request congress to remove the employment cap for EPA. Also, the Administrator should request an increase in our annual budget from congress in order to fill current and future vacancies.	EPA's annual budget should be increased so that we can distribute more grants to states, tribes, and local governments. I work in a regional office, so I have observed first hand and I have had conversations with our state and tribal governments in which they expressed the need for continued and increased funding for state programs. Many positions at many state governments rely solely on EPA funding. Without continued and increased funding to state governments, environmental programs mandated by federal and/or state laws will not be implemented, threatening the local health and environment of our states and tribes.	We need to increase funding for our Regional offices. Regional offices are the front lines of customer service for the public, state, and local governments. Headquarters develops and establishes federal rules and regulations. But the implementation of these rules and regulations are carried out by EPA Regional offices and state governments. Without sustained and increased funding to Regional offices and states, laws, rules, and regulations will not be implemented and enforced as efficiently as possible.	EPA should stop publishing all State Implementation Plans (SIP), Consent Decrees (CD), and Memorandums of Understanding (MOU) in the Federal Register. This is a waste of limited EPA resources and it makes the number of publications in the FR by EPA seem large relative to other federal agencies. These orders do not need to be published in the FR to have the force of law if they are violated; the existing environmental statutes grant EPA its authority to implement and enforce orders. Further, the amount of FR publications from EPA makes locating relevant national rules and regulations on Regulations.gov very difficult. By reducing FR publications by no longer publishing orders, the	EPA's adoption of newer technologies, such as shorter refreshes of IT resources like laptops, tablets, and smartphones will continue to enable us to do our jobs more efficiently. The Agency's accelerated adoption of newer IT hardware and software should continue; this has greatly improved our efficiency. The Agency's continued development of online databases for information submission and retrieval by the regulated community should continue and should receive more funding. Online database services reduce time and costs for the regulated community.	Interagency committees that coordinated national programs between federal agencies should continue to be utilized to increase collaboration between agencies. Further, Agency advisory boards and panels, such as the BOSC and SAB, should continue to rely on impartial researchers from academia to advise EPA regarding the most recent and relevant scientific consensus on environmental topics. Industry representatives have no place on boards or panels that advise the Agency and should not be considered for these positions due to their clear conflict of interest. Also, academic researchers that have

	I
1022	
1023	Best practices for federal agencies are remaining apolitical and using the best available consensus science. Political appointments in our Agency, such as Administrator Pruitt and Ryan Jackson, are prime examples of the politicization of our Agency and our work at the expense of the health of our citizens and environment. These political appointees represent the worst kind of cronyism for industries that we are responsible for regulating, such as fossil fuel industries. These are clear conflicts of interest. Political appointees such as Administrator Pruitt highlight that the Trump Administration has and continues to select

	A	B	C	D	E	F	G	H
1024	1023	5/16/2017	Multiple requests for reports from management. Requests for new reports are becoming more frequent and are duplicative efforts to compile information readily available in existing reports and systems. Additionally, Management doesn't seem to be aware of the information contained in existing reports, it is often difficult to get clarity on the information sought, and there is an unwillingness to utilize Agency systems and tools. All Senior Leaders should be aware of how to use Agency reporting systems and should be facilitating adopting the Agency technology. Additionally, if there is information they are seeking, it would be infinitely more helpful if it was purpose and use could be communicated to those who need to compile it. There is likely a better suggestion for how to gather that information from the people who use it daily.	We need to better incorporate our external partners' business cycles into how we prioritize our activities to capitalize on efficiencies. Additionally we need to take a risk based approached to assessing organizations capacity to achieve the desired results.	Encourage employees to take an actual Customer Service Training. One that focuses on excellent service delivery and effective outreach to basic stakeholder groups. Everyone who interfaces with individuals outside of this organization would benefit.	We need to improve the way technology is utilized within the Agency and improve EVERYONE's competency with basic programs and existing IT Solutions. Additionally, there needs to be better communication of the available IT solutions, their purpose, and how to deploy tools in the Organization.	Improve the use of SharePoint and the Power Business Intelligence Analytics Tool. Information should be readily available online and that functionality would greatly improve HOW all employees of the agency interact with the information. Easy data access and understanding encourages users to use the platform. This would also go a long way to eliminating some of the "report" requests from Senior Management.	It would be beneficial to identify common lines of business across agencies and the common activities undertaken or common stakeholders. There are likely efficiencies that could be gained by finding a mechanism for sharing information across agencies more effectively. This type of collaborative approach would aid in streamlining activities the Agency and/or external stakeholder is responsible for, as well as developing a more effective and efficient workforce.
1025	1024	5/16/2017		Create a training center. Have a drinking water system and a waste water system there.		fully funding SDWIS Prime. Create ALL of the Functionality to do the entire Drinking Water Compliance job in SDWIS Prime.		The Data Verification of State programs needs to be contracted out to Cadmus.

	I
1024	LEAN Six Sigma. Need to have commitment from Senior Leadership to do things differently rather than "do more with less". Focus on "Customer Experience" and "Performance Management" rather than simple service delivery. Meaningful metric should be developed and deployed to improve accountability and transparency.
1025	

	A	B	C	D	E	F	G	H
1026	1025	5/16/2017	Thanks for soliciting input. Here are a couple unproductive processes that could be improved: 1) Reduce the number of mandatory e-trainings that must be taken by EPA employees each year. Staff must take 5-8 of these trainings every year. For some trainings, like security awareness and ethics responsibilities, annual training for all staff is warranted. For others, e.g., Working with Tribal Governments, details on Continuity of Operations procedures, records management, IGMS (grant system) Rules of Behavior, the interval could be changed to every two years and/or the number of staff required to take the trainings could be reduced. AT 15-30 minutes per training and thousands of employees, the cumulative time savings would be significant. 2) Make correspondence with the public more streamlined. Letters and requests for information come into EPA from the public on a daily basis. When these		Programs could work with the Office of Grants and Debarment to further encourage multiyear grants for states. Some states and regions do this now in some programs. It's likely that more could productively do so. Managing multiyear grants can save effort over issuing single-year grants. We shouldn't force the practice on states, but could do more to highlight its benefits.		Continue the current trajectory (in water programs) of greater connectivity of related data systems and greater use of geospatial data to inform and describe the work of EPA and the states/tribes.	
1027	1026	5/16/2017	Decisions on administrative software acquisitions are made with little input from the actual end-users of those systems. A desire to save money on the front end of the process often results in the need to change our business practices to accommodate shortcomings of the software systems, resulting in inefficiencies, wasted staff time, and reduced capabilities. Involvement of the most-impacted users in advance and consideration of long-term costs as opposed to just acquisition costs would help prevent or mitigate the damage from these decisions. Increased demands on researcher's time by accretion of administrative duties is having an impact on productivity and morale. While each new requirement for reporting, documenting, accounting, etc., may have small impacts in isolation, the cumulative impacts are large. Review of the necessity of each new administrative burden requirement and assessment of whether administrative support staff could accomplish the goals					

	I
1026	
1027	

	A	B	C	D	E	F	G	H
1028	1027	5/16/2017	There are not enough FTE's at our Division to effective do the work that is only increasing in the admin area. The work has to be parsed out to the scientific staff, which takes away from completing the mission of the research.	I think more communication with the Regions who are in the position to communicate and partner with the states, tribes, local community and private sector. I would say that partnering with the tribes would be an area where our division could benefit.	Improving the connection between the Regions and the program offices	Untapped opportunities would be taking a better look at the EPA's administrative duties at all levels.	I think that every time there is a change in leadership at any level, the new leaders want to change effective programs to be their own ideas. This often results in doing away with a good program and instituting a bad program. This is done routinely so new leaders can make a name for themselves. This is not a good thing.	We can barely accomplish this within the EPA, let alone trying to do this with other federal agencies. That being said, there are a number of best practices at all levels of the EPA that could be shared with the other agencies. One that comes to mind is the Environmental Management System requirements for all agencies.
1029	1028	5/16/2017	Shared service center and HR processes and functions must be addressed. Processing recruitments, classifications and employee services is broken. Regions and NPMs must have trained HR professional that can work with SSC and support managers and staff with HR processes. PSB is overwhelmed and security clearance process for low to mid risk needs to be addresses -- my EPA review was more intensive then when I was cleared for DOD and DOE clearance - not sure what it is we are protecting against within EPA given most employees are not dealing with sensitive and classified materials. Regions should consider consolidation of divisions - the recent reorgs have resulted in substantive increase in 1st line supervision responsibilities as a result of not consolidating Divisions (SES cadre) and Branches and associated overhead to meet supervisory ratios. The result is supervisors do not have the time needed to both supervise 14-20 direct reports and maintaining both programmatic and national program	Invest (underinvested) and work with States to fully adopt delegations and capacity and develop and conduct effective oversight for State grants and its program performance with reinvest and focus on EPA resources once this is done to those only EPA can do -- i.e. RCRA's 2020 vision. Revise OECA goals to avoid generating orders and cases for the sake of a GPRA or ACS goal that the EPA program office and/or State (which it should be involved as a stakeholder) then becomes a long term "mortgage" that the program and states do not have the resources to support.	EPA needs to take a more external focus on its constituent services and a more moderate view of risk mitigation in dealing with the public and regulated community. EPA is to internally focused and risk adverse to the point of being ineffective in being adaptable and responsive.	Restructure SES cadre and consider activating mobility requirements to increase bandwidth and reduce risk adversion, search for perfection, and inability to tolerate or celebrate failure has in my view overtaken EPA's SES cadre and stymies and discourages staff and manager innovation and effectiveness	Under resourced for adequate ADPE gear for employees. Computer and gear should be renewed every 3 years versus the average now of 5-6 which causes lots of downtime and lost productivity. Expand and explore use of mobile work space - improve web based tools and support	

	I
1028	I mentioned EMS in the previous answer which I think is a great example of a best practice for the EPA. Our program and strategies could be shared among other agencies who I am afraid have no idea of what EMS is, even though it was started in 2003 by an executive order and continues to be a mandated requirement for all government organizations. Another best practice would be in the area of scientific outreach and environmental education. So divisions do it better than others, but there is no money available to really have a worthy and effective program.
1029	

	A	B	C	D	E	F	G	H
1030	1029	5/16/2017	I currently serve as an HR liaison for my office and run into issues with staff in the OAES who are not well versed in the various HR process they are responsible. This in turn makes getting my job that much more difficult when it comes to getting a question answered. EPA has in place multiple systems/program that can provide management with pertinent information on how to get this done, but access is restricted or no one knows how to access it. Trainings for the new processes also don't always trickle down to all the right players. having a sharepoint site or something of that natural that all HR assistants, analyst etc can access for instructions, trainings etc would be helpful. Having more streamlined processes move allow things to more and work more efficiently such as having to go through a 3rd party to make changes to the routing in CONCUR slows down the process significantly and is not the best use of the 3rd parties time. Allowing a single POC from the office be able to reach out and make request for routing				Better training on the capabilities of the existing technologies would help in making most processes more efficient, Things such as adopting digital signatures on documents would cut down on the cost of paper and time. Fully informing staff of the capabilities of the various software systems would allow staff to work smarter not harder.	
1031	1030	5/16/2017	Currently, there are two administrative/managerial processes that impact the efficiency of the agency's work. They are: 1. Current Administrator-level decisionmaking regarding region-specific actions. I appreciate that Administrator Pruitt is coming to this Agency with both a jaundiced eye toward its past decisions and a desire to make changes to existing policies and procedures. This is natural and understandable in a new administration. However, I think this desire is being manifested in a disconnect between regions and HQ. At the staff level we have received very little guidance on how the Administrator wishes to implement his vision: the Schnare email and the ???Improved Management of Regulatory Actions??Â memo are all we have to work with, and I think they sow more confusion than clarity. Judging a regional action against these documents to determine whether to involve HQ is a painful exercise that seems mostly to consist of more tea leaf	Comprehensive ICIS code review on a state-by-state basis. Streamline and rationalize ICIS coding so that datapulls can be done more quickly and easily, and provide comprehensive and comparable cross-state compliance data.	This is a hard one. Personally, I strive to answer every call I receive from outside parties within 24 hours, provide the best answer I can at the point of first contact, follow-up in a timely fashion (as necessary), and make sure that the caller knows they can call me back if they need additional assistance. If customer service is an actual issue, perhaps some kind of outside contact tracking system? If an EPA employee receives a call, log it, describe it, and track the follow-up. Use that as a metric in PARS?	I know this sounds silly, but have the maintenance staff fill the paper towel dispensers only 3/4 full. Typically, they're packed so full that when one tries to pull out a paper towel, you end up ripping one and pulling out three additional in the effort. They're checked every week day, so just don't fill the up all the way. We'll surely save money that way. Otherwise, someone smarter than me will have to opine.	See above re customer service tracking software. Also, please, please, please do not cut the budget for FOIA/discovery response technology. OEI is making it work now, but they need more resources and FTEs to allow for quicker, more accurate FOIA responses.	I work in NPDES. From my perspective, we work pretty darn well with our respective states providing review and oversight of state-issued permits. Over the last 4-5 years, we've had a pretty light touch in our review, really only calling out glaring inconsistencies with the requirements of the CWA. Maybe states feel differently? I don't think so, but maybe it's worth asking the States?

	I
1030	
1031	I don't. Sorry.

	A	B	C	D	E	F	G	H
1032	1031	5/16/2017	Cut out some of the bureaucracy, for example, the number of mandatory annual online trainings has risen greatly over the years. Even though, these trainings are often less than one hour to complete, nevertheless, they do cut into our regular work schedules. If at all possible, it would be helpful to cut the number of these trainings.	Periodically, the EPA should reach out to libraries and community centers by posting contact information to the EPA, if people witness or suspect that illegal dumping of hazardous materials has occurred in their area. This is a boots on the ground approach for the EPA to become aware of potential environmental problems. Often, people don't even know who to contact in such situations.	Periodically and internally, the EPA should update its Experts List, and send it out to EPA employees so that they're aware of who to contact when someone calls from outside the Agency seeking specific information. This should especially be made available to the Office of Public Affairs employees because they are often points of contact for outside parties. Also, contact information to the Office of Public Affairs itself should be made easier on the Agency's website for outside parties calling in.	Cut out the middle man. The Agency's decisions should be based on best available science, whenever possible. This means that scientists with advanced degrees should be playing the bigger role in decision making, not bachelor degree managers with over inflated salaries. Therefore, cut out bachelor degree managers and replace them with advanced degree scientists for decision making. Often, bachelor degree managers are an obstacle to progress because they don't understand the science, or are afraid of it.	Improved and intelligent Search engines to tap into online resources, as well as internal databases, to find answers to pressing questions.	Minimize the overlap and duplicate efforts that often exist among various agencies. On the other hand, minimize the minor differences that often exist among various agencies, and therefore that prevent decision making and moving forward.
1033	1032	5/17/2017	As a rank and file employee (non-Managerial and non-Supervisor), I do not experience any administrative, managerial or organizational issues in the execution of my duties and responsibilities.	What is meant by "better environmental results?" Improved communication? Increased oversight?	Be responsive to requests for support. Set goals and guidelines for customer service response actions. Increase visibility to local communities to demonstrate our desire to respond to environmental issues in the community.	Better management of personnel. Hold poor performers accountable and reward those who meet and exceed expectations of the position. Evaluate the job duties of individuals. Assess efficiencies of each position. Is each person being maximized in regards to their time and capabilities?	Invest more in renewable energy technologies at EPA facilities. In order to send a message to the Public to support these industries, the agency should lead by example. Not just by having a token system that only handles a small fraction of our energy needs, but substantial systems that can handle entire facilities.	In the areas of wastewater and drinking water, responsibility is already delegated to the States. The EPA provides oversight to these programs such as State Permitting for NPDES (CWA) and Primacy status for States to maintain Drinking Water certifications for labs within their State (SDWA). Re-alignment of activities is not necessary in these areas.
1034	1033	5/17/2017	I am in Region 2, working at the Caribbean Environmental Protection Division: One of the most disappointing aspects is working with "out dated" and or "Obsolete" Memorandums of Understanding (MOUs) with State Agencies, in this case the PR Environmental Quality Board. Also, the lack of attention to detail in to implementing and following EPA Orders, such as EPA Order 3500.1 and EPA Order 4711.	The antithesis of the above, updating MOU's, setting realistic goals and focus on better planning to achieve good executions. Historically, this office is more focused on numbers "bean counting" that actually achieving environmental benefits all together.	Provide more participation in open forums and include them in Agency "Idea banks" so we could hear, brainstorm and execute. Sometimes the solutions are in those idea banks.	Fraud Waste use and Abuse from Management. This sometimes goes "un-punished" based on a culture of "Complacency".	Next Generation Enforcement: This have been widely discussed, but poorly implemented. Using Technology (web based programs and applications). This include remote monitoring and related equipment that will help reduce costs.	Create Round Table discussions in different program areas or areas of expertise amongst sister agencies (DHS, USGS, CDC, DHHS, etc.). Redefining and re-shaping the way our agency do things.

	I
1032	For starters, appoint more conservative Regional Administrators. Liberal Administrators are sometimes notorious for being big time spenders. In the private sector, such companies go belly up.
1033	Increase accountability for employees. In the private sector, poor performers are typically not tolerated. The private sector must operate efficiently in order to survive economically.
1034	Is not a matter of having Management Systems, is how EPA implement those and having the organizational culture to perform and execute (e.g. ISO 14001, Lean Sig Sigma, etc).

	A	B	C	D	E	F	G	H
1035	1034	5/17/2017	Offices within the Office of the Administrator, specifically the Office of Children's Health Protection, are not given the same direction and are not held to the same level of accountability as other program offices in HQ. As a result, the Office of Children's Health Protection, and others like it, have no clear vision and often duplicates work of other program offices. I recommend addressing this by appointing someone within the Office of the Administrator to be directly responsible for the oversight, direction and accountability of such offices.	Increase meaningful outreach and actually following through on programs, partnerships, and services long-term. Ensure all efforts that result from partnerships are sustainable at the local level - this should be a primary goal/component of all partnership engagement activities and programs.	Utilize existing positions or establish new offices within each region to be dedicated to providing quality customer services to states. Establish a new office in HQ that will specialize in environmental outreach to underserved populations and dedicate another office that will target the regulated community.	Yes, reorganize offices that have a high ratio of managers to staff (e.g., the Office of Children's Health Protection). Also look at offices that are cross-organizational, like the Office of Children's Health Protection, and fold these positions into other program offices. This would eliminate inefficiencies, duplication of work, while ensuring integration of such programs and maintaining environmental protections.	Managers need to be held accountable for their ability to lead. It is completely ineffective to have supervisors in place who understand the work (technical skills) but lack the ability to motivate or work well with others (leadership skills). The existing process for rating and hiring managers needs to be modified in a way that removes poor performing and inadequate managers from supervisory positions.	As previously mentioned: look at offices that are cross-organizational, like the Office of Children's Health Protection, and fold these positions into other program offices. This would eliminate inefficiencies, duplication of work, while ensuring integration of such programs and maintaining environmental protections.
1036	1035	5/17/2017	EPA's time and attendance system - PeoplePlus. Agency is wasting money on a stand a lone system where we could migrate and get this service from the Interior Business Center --- which I believe was the original intent when the agency moved HR and payroll services.					
1037	1036	5/17/2017	Presently, the Office of Enforcement and Compliance Assurance requires that enforcement against tribally owned/operated facilities be reviewed, concurred, and approved by the Assistant Administrator for enforcement. The review, concurrence and approval process is very burdensome on the Regions and overall no additional value is added. The Regions have vast experience in developing, issuing and enforcement of legal documents. A multitude of Regional Attorneys and management are involved in the development and approval of the legal documents. We can gain efficiencies by removing the requirement that OECA must concur and approve enforcement actions against Tribally owned/operated facilities.	States have been delegated most of the environmental statues. We can achieve better environmental results by having the states focus on egregious, repeat violators. EPA should focus on ensuring that the environmental statues are implemented in non-delegated states and on Tribal Lands. We need to stop the mountain of administrative requirements that are self imposed and those we impose on the states (performance partnership agreements, mid-year reports, end of year reports, compliance monitoring strategies, strategic plans, oversight plans). Why are all these documents required and needed. We should be focused on acquiring true environmental results.		Certainly the amount of internal regional coordination and communication needs to be addressed. Efficiencies can be gained by limiting the amount of Headquarters (HQ) involvement, review, and approval. While it is understood that HQ has a difficult job of ensuring a consistent environmental program across the Nation, it needs to be recognized that our Nation is not consistent in the environmental stresses it encounters. Western Regions have different environmental stresses than Eastern Regions. We can gain efficiencies by delegating decision making to the lowest possible management level. Senior Leadership (SES level and above) have become much more	We need to be able to electronically concur, approve and sign documents. We are still in the 18th century where paper is king. We have documents that are reviewed and approved by several individuals from several different offices. It is not unusual not to know where the document is. People spend so much time trying to find out where the document is located, who has it, has it been reviewed, has it been signed? We need to approve electronic signatures. We need to be able to electronically track a document. My goodness UPS, FedEx and others can track packages, why can't we track our documents?	

	I
1035	In addition to the aforementioned recommendations, EPA needs to focus on inreach and employee engagement as much as we do outreach. The Agency needs to make "Talent Management" a priority to improve efficiencies in areas including retention and knowledge management. Human resources is EPA's greatest asset and needs to be a priority...EPA's mission can not be accomplished without dedicated staff.
1036	
1037	

	A	B	C	D	E	F	G	H
1038	1037	5/17/2017	Computer and on-line access - Single Sign-on should be just that. There are multiple on-line links needed to either perform your job or access administrative services. Each has a separate log-in with passwords expiring within different time frames. It is burdensome and not efficient. It would be preferable to have a more secure, robust initial log-in but then that's it - you're in.			Re-instate the "Superfund tax" Change the tax code to allow for remedy/Site cleanup costs to be deductible-written off. Currently the legal fees to fight cleanup can be deducted; make cleanup costs deductible then cleanup and environmental protections would be completed more quickly.	Give the Regions control of Superfund program Special Account money. Every year the Regions wait for HQs to move the money where it can be used. Every year. That 2-3 month lag is not efficient. It delays work and creates uncertainty for scheduling.	This is already being done. It is not a new concept. We already partner extensively with other federal agencies and states. This also needs support and money. Federal partner liaison programs' funding is being cut. The future is uncertain for state cooperative agreement funding.
1039	1038	5/17/2017	First, this seems ludicrous and presumptive coming from leadership that has not put one step forward to show they actually care about the mission of the Agency. How are any in the agency supposed to trust, or even want to support an entire leadership group who's aim is obviously to hand the mission of the Agency over to those most opposed to the Congressional intent that founded it? None in the leadership group coming in have taken any time to explore what has already been done over almost 10 years of downsizing and hard decisions to seek efficiencies. Second, all those past downsizing efforts, some really excellent in trimming redundancy and inefficiency, have taken a terrific toll on the Agency being able to perform at top form, or even keep up with current day technology. Ridiculous platitudes about more with less are idiotic and not helpful.	First, trust that EPA staff already do this very well. Second restore budgets for travel to the partners' home turf for face to face dialogue. Partnerships require trust. Almost all travel budgets have been severely cut and modern teleconferencing technology has taken the place of face to face meetings, except for the highest level of managers and leaders who believe only they can represent the Agency. Some of this has been effective. It is over used, and EPA has lost it's "this is my face, this is me, representing EPA as an ambassador" reputation and capacity. This is a very sad. The Agency's current untrustworthy incoming leadership state and work environment, growing exponentially every minute, is an impossible scenario to overcome. Better environmental results	See 2. above. The leadership needs to show it respects the work force and understands past years' efforts for economizing operations, how they have worked and have not worked.	One small example, legislatively required, is that the City Pairs travel contract can often lead to over costs in airline travel. This has never been something that has been effectively changed, yet staff usually can find more cost sensible (competitive) prices than the contract airlines. Overall, it has been explained that the Agency saves more by using this approach. It does not seem that way to non main hub destinations in regions with more rural makeup. Probably some significant savings if that requirement could be more flexible. Good luck.	Again, this survey has not chosen to understand what the Agency has done, been through, in the past decade to modernize, become more efficient, engage in automation and IT already. Given continued budget reductions, a setting of hostility toward the workforce and the Agency mission in a modern age (seriously, you take away the entire history of the Agency work on climate change and expect to have an ounce of credibility in the work force or the world!?), the past technology fixes seem close to having been competitive (or, at least that is what we are told every time a new software package like MS Outlook or people plus is rolled out). Were your predecessors exaggerating their accomplishments? Will	the best way to work most effectively with partners is to get out ahead of decision making processes early, talk often and share information as soon in any process as possible. I would put to you that the Agency does this very well in many ways. Just because one does not want to hear that the Agency is effective already, and that this results in rule making, or interactions that ae difficult for some sectors, does not mean the Agency is fatally flawed, as the current leadership has demonstrated it believes and is certain must change.

	I
1038	
1039	One recommendation is to not roll out new systems, processes or procedures that are favored contracts from contacts with current leadership without extensive testing, vetting and proven results. The fix for everything seems to be IT innovation, but that innovation seems never fully tested, leaving the workforce to do the heavy lifting on living with inefficient systems, correcting system glitches over time, not having put the time and effort in up front prior to implementation. That mistake is about to be repeated given the presumptive leap of this survey. Please save us the grief and look before you leap, learn before you lead. You said you would.

	A	B	C	D	E	F	G	H
1040	1039	5/17/2017				Allow employees to work at home 5 days per week. Presently, the maximum allowed is 2. All the established benefits associated with work at home would be increased proportionally, and it create the additional benefit of allowing a reduction in the amount of office space that is necessary, thereby reducing operating cost, i.e., rent or (rent or buildings owned). This could be applied across government, not just EPA.		
1041	1040	5/17/2017	I work in enforcement. 1. Administrative requirements- There are too many databases that have to be populated, filling out the databases for a simple inspection where no follow-up action is taken could take 2 hours. There are national databases, region specific databases, branch specific databases, and program/sub-program specific databases. 2. Administrative/Management- There are very little standards of practice (SOP) in place, people are unsure what the processes are (administrative, enforcement, jurisdictional), and it makes everything debatable or questionable. Ten people do it ten different ways, no consistency. For instance, we should have a simple standard such that an inspection report will be sent out to the regulated entity after it is finalized so that the regulated party can begin to implement changes and EPA can talk with the state regarding	1. I have the utmost respect for my counterparts at the state, however, EPA management either do not trust the state or have power conflicts. 2. We all need to have clear lines of communication. Previous to Pruitt, I have never been encouraged to communicate with the states. I spent to much time last year trying to get involved with the states enforcement process, where a state wanted to pursue enforcement, because a power conflict between management at the State and EPA. This shouldn't happen, especially when a state is pursuing the issue. 3. I think we should be asking each state where they need assistance in implementing there program and should help in that way, in addition to overseeing and assisting in clear problem areas in the state in which there is	Customer service is not a priority to management at the lower levels. Prioritize it and set clear objectives and goals.	Standards of Practice Instead of working as "OneEPA" every branch or program are doing there own processes for workflow and file management. These things should be standardized at the national level.	1. Better file management, it would surprise you how much time staff level spends search records down for a magnitude of reasons. If you requested the all actions issued by the branch in the past 5 years it would probably take 3 months for headquarters to get the documents. It should be able to be done in quick pull from a proper system considering the state of technology.	Well I think we should be assisting the states more in areas they have problems in. More resources should be put toward communicating and working in partnership with the states. Same for other federal agencies, I would not even be able to tell you a point of contact for the other federal agencies that work on the same mission. That's a problem.

	I
1040	Presently, if a budget is not all used, the next year's budget is reduced. This guarantees each person in charge of a budget will use all of it, so their budget will not be reduced the following year. There is no incentive to save money. Rather, the incentive is to spend it all (and ask for more). I don???t see my idea as a best practice implemented anywhere, but decades ago I first thought that if employees were given as a bonus in their paycheck, a percentage of the amount they reduced their budget, this would incentivize reducing cost at all levels of government. The logistics of actually getting this done would, of course, be challenging and time
1041	Yes, but, I am not going to voice them here. What I am going to voice is that management isn't always focused on management and that any of these best practices will have a hard time being implemented because resources are not put toward efficiencies and workers are not rewarded for improving efficiencies.

	A	B	C	D	E	F	G	H
1042	1041	5/17/2017				Per the 2016 Civil Monetary Penalty Inflation Adjustment Rule and the Federal Civil Penalties Inflation Adjustment Act Improvement Act of 2015, our statutory penalty maximum amounts and guidance establishing appropriate penalty policy amounts are increased annually -- at a rate much faster than we typically receive updated penalty policies or matrices for each penalty policy guidance. This means that each case team has to expend a lot of time and energy trying to come up with complicated ways to account for the required inflation adjustment for each case. The fact that people all over the country are trying to come up with spreadsheets or to do manual calculations		
1043	1042	5/17/2017	Consolidate time-keeping systems and eliminate paper copies. Establish electronic concurrence processes for documents. Streamline and push delegations down to the lowest position possible.	Increase travel budgets to allow collaborative training, outreach, and compliance events at the Regional level (where the interaction occurs). Currently, state relations suffers from restrictive travel budgets. We are unable to train state staff and leverage their activities to provide compliance assistance. Staffing shortfalls prohibit the Regions from collaborating on other efforts as well, such as newsletters and webinars and staffing hotlines. All above are particularly impactful in rural areas where local and state resources and funding are more scarce. In these areas, web-based communications are not as effective or even always and option.	see 2	Headquarters and ORD are inflated. Staff and resources should be diverted to the regions where interaction with states, locals, and industry can be more effective.	see 1. Also, mobile device technology and applications are 10 years behind the private sector. OEI has largely been unresponsive. Mobile technologies for staff would increase access to industry for compliance assistance and collaborative opportunities with state and locals while reducing costs. Increase the use of outposts (even home-based work locations) to increase access to the public and industry while reducing costs.	outpost more to locations with state offices.

	I
1042	
1043	

	A	B	C	D	E	F	G	H
1044	1043	5/17/2017	First of all, it is challenging to respond to this and other questions without taking into account the President's proposed reduction in EPA's budget by 31%. This action, if carried out, would greatly dwarf any minor annoyances with administrative processes, management procedures, or other organizational processes., and would result in EPA being far less effective in achieving its mission of protecting human health and the environment. It would greatly reduce EPA's (and states') ability to implement the many environmental laws and programs that we currently implement, and would hamper EPA's ability to conduct analyses that protect the economy, the environment, and public health.	First of all, states, tribes, and local communities require financial assistance in order to function. Significantly reducing EPA's budget in areas that provide direct assistance to states and tribes -- for example, significant proposed cuts to the Public Water System Supervision Program -- would dramatically curtail the ability of states and others to protect drinking water. Partnering with states is not simply about ensuring flexibility in EPA's policies, but -- even more importantly -- it's about providing the resources that states need to do their jobs.	I believe EPA is already quite effective in these activities. EPA maintains strong relationships -- through EPA HQ and the Regions -- with states, tribes, local communities, the regulated community, and the public.	Generally speaking, no. Dramatic reductions in EPA's budget, as proposed, would significantly increase costs and inefficiencies as fewer (and less-qualified) EPA staff are required to continue to implement the statutory authorities with which EPA is tasked. This will result in cutting corners and reducing the quality of EPA's work, likely leading to increased litigation, poorer customer service, and dramatically reduced environmental protection	Yes -- there are a number of advanced monitoring technologies in the air and water areas that could greatly improve the ability for EPA, states, the regulated community, and others, to monitor environmental performance and assess compliance. However, researching and implementing these technologies requires investment by EPA and partners. Significant proposed reductions in EPA's budget for programs in the Office of Research and Development, Office of Environmental Information, and elsewhere, would dramatically decelerate EPA's transition toward these new technologies, and would result in exactly the opposite outcome than this question intends to create.	The E-Enterprise for the Environment model is a strong example of how EPA can partner effectively with states to pursue shared goals. I'd recommend this and similar work be continued. "Realignment" suggests that EPA and states are not currently working together effectively to implement environmental policies, a statement with which I disagree. "Realignment" should not mean abdicating a federal role -- particularly in areas of cross-border pollution such as the Chesapeake Bay -- as has been proposed. Moreover, "realignment" should not mean walking away from
1045	1044	5/17/2017	Lead: As specified in OLEM Directive 9200.2-167, dated December 22, 2016, regions must undergo a consultation with OSRTI regarding choice of the blood lead level of health concern and other parameters for all sites where lead is a chemical of potential concern. The OLEM Directive indicates that the Agency considers the blood lead level of concern to be between 2 and 5 ug/dL, based on sufficient evidence found by the National Toxicology Program at BLLs less than 5 ug/dL and in numerous studies examining BLLs between 2 - 8 ug/DL that are presented in the Integrated Science Assessment. Requiring each individual Superfund and RCRA site, including those without RODs, those needing removal actions, and those up for five-year reviews to undergo consultations is a very inefficient process with inconsistent approaches across the Agency. Additionally, it significantly adds to the workload of the regions, while slowing down the Superfund and RCRA programs. Instead, EPA HQ should issue	If we entrust states, tribes, or local communities with greater responsibilities, we should increase grants and funding to these parties.	We should strive for transparency, clear communication, and consistent approaches across our entire Agency to gain trust from stakeholders.	Biased parties should recuse themselves from peer review of toxicity values derived by the EPA. As an example, the military is responsible for gross contamination of our groundwater with chlorinated solvents. As primary stakeholders, the input they provide on the development of toxicity values used to estimate potential risks and ultimately derive cleanup values should be minimized. EPA headquarters should issue national direction on lead, as well as on PFOS/PFOA.		It is not in the best interest of the American public or ethical for partial (i.e., biased) stakeholders to significantly shape the development of EPA toxicity values. Such stakeholders, which includes other federal agencies, should recuse themselves.

	I
1044	Cross-agency EPA Lean efforts have been quite successful in multiple areas toward improving efficiency, increasing accountability, and reducing costs. Many of these efforts have also involved collaborating with states and tribes toward achieving effective outcomes. It's important to note that efficiency efforts such as Lean require resources and management support to achieve. If staff are simultaneously managing significant reductions to the scope and budget of their programs (as has been proposed), it's exceptionally unlikely that these efforts will continue to result in successful outcomes.
1045	

	A	B	C	D	E	F	G	H
1046	1045	5/17/2017	Basic requirements for correspondence are constantly changing. It would be a good practices to have quarterly updates to the Correspondence Manual and Processes. Whether it is with a Mass Mailer or meeting to facilitate these changes.	N/A	N/A	N/A	The use of mobile technology is key to be more efficient. Currently it takes a lot of "red tape" to be able to get mobile devices such as iPads. EPA employees have iPhones but they don't connect to EPA Intranet Sites to provide services. Being able to request one without the "red tape" would make efficiency improve. Also, being able to use Digital Signatures to sign documents would cut down on costs of printers, paper, etc.	N/A
1047	1046	5/17/2017	Nothing is preventing me from doing my job efficiently or effectively, however, with any process there are always ways to improve. In this light (i.e., to improve the process), a way to help streamline Superfund cleanup times would be eliminate PRP-lead sites and to have EPA employees complete the remedial investigations and supporting documents. potentially responsible parties (PRP)-lead sites are routinely bogged down in negotiations and stalling tactics which drastically slow down the investigations and response time. Of course, in order to accomplish this, additional staff levels and funding would be needed but the result of moving projects and cleanups in a more timely fashion would help the Agency achieve our core mission of protecting human health and the environment.	As indicated above, partnering with the private sector through PRP-lead investigations do not lead to better results. However, by having EPA employees perform the remedial investigations would increase the current partnering with states, tribes and local communities as staff would have more time to devote to listening to states, tribes and local communities instead of being tied up in tedious negations with potentially responsible parties.	EPA has a robust community involvement footprint and uses a variety of tools to reach stakeholders. Increasing social media outlets and promoting the science and achievements that EPA accomplishes everyday will aid the public at large, as well as states, tribes and local communities in understanding the work that EPA does, which in turn will help them provide EPA with feedback on how we can improve interactions. Improving customer service to the regulated community is a more difficult task as the regulated community needs to comply with regulations to ensure the protection of human health and the environment.	The biggest waste of resources I have observed in my 15+ years at EPA is the amount of time and money that is wasted by the regulated community trying to negotiate or stall in adhering to laws. It is not uncommon for the regulated community to attend a meeting with a roomful of people to argue about collecting a few more samples so that EPA can make a better scientific decision to protect human health and the environment, with the end result being that the regulated group spends more money in the meeting on salaries (for both themselves and EPA staff which bill hours to the project that is recovered from the regulated party) than they would save by just collecting the needed	Yes, there are always new technologies that can be adopted or modernized to make investigations and cleanups more effective and efficient. EPA's Office of Research and Development are a key factor in providing the necessary scientific research to identify and move the technologies forward for use by EPA staff, as well as states, tribes and the local community. Developing new technologies also helps to create jobs while fostering an improvement to human health and the environment.	Within the Superfund program, harmonizing the remedy with restoration activities, which are under the responsibility of NOAA and USFWS, would be a way to ensure that the environment is returned to a useful resources in a more timely manner. This could be accomplished by merging CERCLA with the NRDA authorities with a net result in reducing the sampling and analysis costs because only one set of data would be needed instead of two. This would reduce the cost incurred by the regulated community and result in a more timely cleanup, which benefits public health and the environment.

	I
1046	N/A
1047	One best practice that would help speed up cleanups at Superfund sites would be to expand the flexibility of the Agency in using presumptive remedies. Currently, only specific types of sites, such as landfills, can proceed with a presumptive remedy, which means there are proven technologies that can be employed to address contamination at a landfill without conducting a full remedial investigation and feasibility study. By expanding the flexibility for EPA to use presumptive remedies for other categories of sites, such as contaminated sediment, the cost and time for identifying remedies to address polluted sites could be decreased, while achieving the core mission

	A	B	C	D	E	F	G	H
1048	1047	5/17/2017	1) Purchasing Limitation 1: We utilize the Mandatory GSA Advantage website for purchasing for our in-house stock room. When one logs into GSA Advantage and looks for one specific item, say an archivable 0.5 mm black ballpoint pen, you are instantly given hundreds of contract results for the same pen. Each option has a different "strategic buying" icon(s). We were told that out of all of those hundreds of options we are to us the one labeled "FSSI" Only! Reluctantly we chose that option and receive a pen that is 0.5mm, black and ballpoint but a subpar Skillcraft brand "similar" that is not Archivable! I read the language of the FSSI agreement and it allows the contractor to substitute, in order to save the government money, an equivalent lower cost item at their discretion. The problem here is that the Government paid the same price as list in the non-FSSI contract for a sub-par PEN! It's fine to have different buying options but it's ridiculous to have hundreds of different buying options just to tell us we can only	From my narrow perspective, I think the EPA does a fine job with this already.		Please see Q1. In general, the transition from Fewer feds to more Contractors and purchasing limitations/requirements/restrictions are making all scientists into Administration each year. Eventually, it will be hard to do any science at any of the labs.	Yes. Especially with IT and computer systems, but it seems our hands are tied up with the required contracts that are awarded to us from people that do not understand at all what it is we do in our lab.	
1049	1048	5/17/2017	Budget uncertainty is always an issue-while I understand that congress controls that timeline, it would be an advantage to have it sooner for planning with our NSSC. Or we could hire entry level scientist to provide a consistent workforce for research planning. Tying the leave system to the pay roll system. Once leave is approved it should automatically update our timecards.			More funding for replacing outdated equipment. newer equipment could reduce the sample volumes collected and transported, the run time on samples-being able to run more samples in less time, reduce reagent volume which saves in the cost of those reagents and disposal of the generated waste. Newer instruments may have less breakdowns-saving time in trouble shooting.	Increased use of crowd sourcing. New in situ instrumentation.	
1050	1049	5/17/2017					Prezi instead of powerpoint	

	I
1048	
1049	
1050	

	A	B	C	D	E	F	G	H
1051	1050	5/17/2017	Purchasing is a black hole of time. As the PO on an equipment purchase, it took 14 months to be awarded after the submission of the package to the EAS system. The National Student Services Contract has helped greatly.	EPA needs to partner better with these parties Right now, these interactions are like a big brother telling the little brother to do something. Using matching money concept, i.e., federal funds are matched by funds from state, local or other parties. Because everyone has something in the game, folks work better for a common goal.			I have no recommendations	I have no recommendations
1052	1051	5/18/2017		One of the biggest impacts that we could have is in utilizing our considerable scientific expertise to better inform and educate the public at the local community level about the established scientific facts around the hazards posed to human health and the economic costs to society of harmful chemical exposures and climate change. Scientific fact is not, and must never be allowed to be viewed as, simply a matter of opinion or policy. General scientific illiteracy poses a huge risk to the ability of local communities to make decisions in their own best interests, especially in an era of "alternative facts". EPA is in a position to explain in clear language the risks posed by various exposures and activities, and to demonstrate the science that underlies our understanding of those risks. EPA can partner with community colleges, school districts, and				

	I
1051	I have no recommendations
1052	

	A	B	C	D	E	F	G	H
1053	1052	5/18/2017	At this point, a significant hurdle to moving forward successfully with priority activities is the lack of senior management within the EPA and as a result, lack of direction on paths forward for critical work. This could be addressed by prioritizing the nomination of AAs for the relevant media office. Particularly useful nominees would have substantive knowledge in those media areas, as well as experience working in the government. Managing environmental obligations while providing opportunities for economic and other development is difficult and sometimes complex work that requires a balance of cost, benefits, and significant strategic analyses. Career staff can provide the information that support these analyses, but ultimately, decisions need to be made in a thoughtful and considered manner to enable forward progress. To the extent nominees for AA-ships are not available, I would recommend that political management take advantage of the knowledge and experience of career staff by seeking out	I have three recommendations for improvement in this area: 1. Moving to electronic systems for as many programs as possible -EPA has been slow to move towards electronic tracking and management systems for enforcement, permitting, compliance/monitoring, among other areas. -The slow pace of electronic transition has resulted in a patchwork of electronic programs as each media area "does what it can with what it has" to make due -Recommend a comprehensive overhaul of EPA's electronic systems to consolidate into as few systems as possible and move to electronic media for all submittals to EPA including all permits across all media -This will be a short term high resource investment which will likely ultimately improve EPA's efficiency overall and facilitate better	Communicate regularly - talk with all stakeholders and openly share information on regulatory, guidance, and other priorities/actions. Communications should occur at all levels of government from staff-to-staff to higher level. Collaborate frequently - collaboration is a level above simple communication. This is engaging with partners on workshops, webinars, meetings, and other more "hands on" opportunities to work together to achieve better environmental results Make good on commitments such as meeting statutory deadlines - follow through is important in any relationship. The EPA needs to be able to show that it can make good on its commitments to its partners.	High performing staff at EPA do not have enough upward mobility opportunities. The result is that a percentage of the highest performing staff will typically leave EPA before they are given advancement opportunities. Continued use of programs such as the SES candidate development program, SES/senior management trainings for GS14/15 high performing staff, FEI, and other similar ideas can provide incentive for the highest performing staff to stay at EPA. Staff should be given every opportunity to participate in high level briefings - even lower level/newer staff. This is how people learn. We should be building the EPA staff of tomorrow, today.	EPA is way behind in e-modernization for all our tracking and submittal systems, across all media programs. A wholesale upgrade and movement to e-permitting, e-submittal etc... would revolutionize the EPA and improve our efficiency, effectiveness, and accountability. See previous entry for more information.	There are many ways to do this and there's not nearly enough space here to talk through this. That being said, here are a handful of ideas: -IPAs with states - do exchanges between state and EPA personnel, and possibly other federal agencies where appropriate -Engage in regular meetings with states/other federal agencies -Offer within EPA details across different offices (OGC, OECA) as well as media offices so folks in air can experience how the water office works, for example -Have a strategic plan that aligns closely with statutory obligations and
1054	1053	5/18/2017	Training modules should be more tailored to our individual needs and responsibilities. ORD's matrix has increased the size of management while the overall research budget has been reduced. A slimmer more efficient managerial structure is badly needed.	More extensive processes need to be put in place to identify urgent research needs that are then fast tracked to appropriate federal laboratories. Quite the opposite occurs by which ORD does not have comprehensive research programs to tackle e.g. hydraulic fracturing or coal fly ash spills. There should also be a certain amount of freedom for federal scientists to follow their nose as they are the one's attending meetings and noting problems before that of the general public or administrative official.	There needs to be better communication about what the problems are and high level decision making that direct resources towards solving them. This needs to come as above base support else the base becomes eroded and dysfunctional.	We have world class laboratories that are woefully underfunded and understaffed because of progressive cuts in the Agency both from a fiscal and personnel standpoint. Having more flexibility to attract outside funding through IAGs, CRADAs etc that are a win-win needs to be more broadly encouraged and supported.	Documentation of Agency science (from conception to final product) relies on a smorgasbord of different computer programs that all require the same information but through a different portal. Having a better master program that all in the information goes into and gets collated would be superior and a great efficiency.	We should be able to apply for federal grants from other Agencies such as NSF and NIH. This would leverage our infrastructure and would create more bang for the buck for the taxpayer

	I
1053	-Recognize high performing employees appropriately -Have equity in workplace standards (e.g., if the Agency can afford standing desks, everyone should have the opportunity to get one); everyone's office environment should be equally appropriate -Give st
1054	The pharma industry has project planning tools that are highly integrated and could be adopted.

	A	B	C	D	E	F	G	H
1055	1054	5/18/2017	??? Budget process limits the ability to conduct long-term spending planning: Opportunities to improve the EPA-internal process to ensure resources get to program offices in a timely manner would reduce inefficiencies. ??? Lack of internal communication from Administrator???s and AA-Ship Offices: Initiate ???Town halls???/???All hands??? at the AA-ship level to share information. ??? Lack of political middle management poses challenges to efficiency and effectiveness. ??? Unclear procedures for document review, briefings, and decision-making: Streamline, communicate and follow a consistent protocol; delegate reviews at appropriate management levels. ??? IT Support limitations: o Lack of autonomy/ability to manage basic personal settings on computers vs. need for Administrator rights: Having ability to change basic (non-security) settings at a personal level (e.g., browser installation) would be supportive of efficiency/effectiveness	??? Provide attention and funding to underfunded programs. ??? Listen to states funding priorities and make funding decisions consistent with state/tribe/community needs. ??? Encourage State-Federal Employee details (i.e., IPA???s). ??? Ensure sufficient EPA staff to coordinate with State/Tribe/Community/Private Sector counterparts. ??? Address/support states in addressing interstate issues. ??? Engage/collaborate with broader-based external partners/organizations - recognizing the ???bigger picture??Â of EPA???s holistic Mission in addition to collaborating with local/media-driven organizations. ??? Enhance funding to external organizations that represent states. ??? Prioritize communication materials development for	??? Preserve funding for hotlines that serve the public (and others) and support user-friendly design that allows a caller to reach a person (rather than an e-message/menu). ??? Ensure sufficient program funding and staffing: People are needed to provide the services offered by the EPA. ??? Prioritize communication materials development for outreach by and to a variety of audiences (e.g., Harmful Algal Blooms group is developing template press releases) to reduce the burden on the stakeholders to develop materials themselves and to increase consistency in messaging of information. ??? Streamline, communicate and follow a consistent protocol regarding communication materials/document reviews; delegate reviews at appropriate management levels. ??? Provide training to support staff in differentiating between	??? EPA is already running at low cost/under budget ??? some programs have done so, historically. This contributes to inefficiency, ineffectiveness, reduction in environmental protections, and ultimately, a cost burden. ??? Budget process limits the ability to conduct long-term spending planning: Any opportunities to improve the EPA-internal process to ensure resources get to program offices in a timely manner would reduce inefficiencies. ??? Support budget decision-making/funding based on needs rather than historical amounts and reduce incentives to increase short-term spending to preserve long-term funding levels. ??? Ideas: o Charge permitting fees for	??? E-reporting would improve efficiency by circumventing the need for manually entering data. ??? E-permitting (e.g., electronic form or system that could be used for submissions by an owner/operator or permittee rather than relying pdf or hard copy documents) would make sharing information between operators/permittees and EPA more effective/efficient and would help with legacy record keeping. ??? Encourage and facilitate data sharing across programs, with internal and external entities. ??? More frequent updates of IT infrastructure: o Computers o Programs (e.g., Concur; Webforms; IGMS) o Broken printers	??? Recognize and continue existing strong partnerships with Federal and State agencies (e.g., Department of Energy; United States Geological Survey; Department of Agriculture; Source Water Collaborative). ??? Depoliticize interactions and scientific engagement occurring with Federal and State agencies and/or recognize the technical, scientific and non-political nature of much existing collaboration and engagement. ??? Encourage Federal partners to continue existing work that directly benefits or complements EPA programs (e.g.,
1056	1055	5/18/2017			Currently the Airline Drinking Water Rule (ADWR) is tightly controlled at the HQ level. Time and time again we see a dictation approach that excludes the regions and the regulated community in implementing the rule. We need a more collaborative approach with the regulated community and we need to be more responsive in making revisions to the ARCs tracking database that airlines use to input data into. In the regions we have encouraged collaboration in a variety of ways both between us and HQ and the regulated community. Legal has gotten involved when HQ interpretations of the regulations are off base. Just one example is where Airlines put planes in the desert until they need them. The current HQ interpretation is that they still fall under the rule since they are listed in their inventory but are also listed as inactive. They want five year self inspections on these aircraft and want us to issue violations. We are			

	I
1055	??? Trust and invest in workforce. ??? Accountability/open communication from senior management. ??? E-reporting would: improve efficiency by circumventing the need for manually entering data and support the use of current technologies. ??? To support underfunded programs, charge permitting fees as is done in the states and in other Agency programs (e.g., Pesticides). This would require addressing the Miscellaneous Receipts Act restrictions but would support the regulated community as well as the program. ??? Programmatic/Transitional Shadowing to ensure transfer of institutional
1056	

	A	B	C	D	E	F	G	H
1057	1056	5/18/2017	Problem 1: Management has been preventing our move to an electronic concurrence system. As a staff person, I am not privileged to know the true reason why; however, I have been here long enough to know that there is a political interest to keep using paper. Our paper concurrence system is one of the most inefficient parts of our internal administrative process. Solution 1: issue an Order that EPA move to an electronic concurrence system within 12 months, or justify in writing why moving to such a system is not feasible or economical. Problem 2: Once regulations are promulgated and implemented, any questions, issues, or concerns that arise are handled on a case-by-case basis at the regional level. There is no feedback loop to ensure that rules are improved over time and no sharing of information across regions. Solution 2: implement an process where issues pertaining to the implementation of existing regulation are recorded, shared, and potential solutions proposed.	We need better coordination. Specifically, we need a memorandum of understanding or agreement between EPA and each State to ensure that all activities are carried our consistently. It should be a requirement that EPA set up MOUs or MOAs with each State for all programs.	We need to be responsive and invert our "black hole" approach to customer service. I call it the "black hole" approach when customers reach out to EPA to either receive no response, or one that it is not helpful. Or, EPA may suck the customer into a seemingly endless bureaucratic process where it is unclear at the end if any benefit or solution was achieved.	Push for more State approved programs and delegations, especially for long existing rules (e.g. Underground Storage Tanks). If States do not have the necessary approval, EPA needs to understand why that is and what can be done for the State to achieve program approval. Once this is achieved, then EPA reverts to an oversight role; which requires substantially less resources than implementation.	Switch from a time based system to a performance based system. In a performance based system, a person who enters the office on-time and leaves on-time, but without accomplishing any work, would be penalized. Currently, it is not possible to penalize those who do not work if they enter and exit the building according to their scheduled hours. The process to do so is cumbersome (e.g. improvement plans) and ineffective.	There is no forum for communicating shared responsibilities and mutual interests across federal agencies, nor any requirement that I know of to do so... it is left upon the will of the administrators for each agency to seek such opportunities.
1058	1057	5/18/2017	The current Office of Policy has oversight over publication of all Federal Register Notices, even routine notices. This is a new requirement implemented by this incoming Administration. As a result, we are approaching a 6 MONTH DELAY in issuing ROUTINE FEDERAL REGISTER NOTICES. This will delay our review schedule significantly, and result in missed statutory deadlines, which could potentially place the Administrator in legal jeopardy. This could be easily addressed by allowing the program offices to do their jobs and conduct their own oversight of Federal Register Notices, as was done for many years.		The EPA website and existing blogs provide a wonderful tool for communicating with the public at large. EPA's press office and offices of congressional and intergovernmental affairs have existing tools for working with states, and EPA's tribal programs are among the most advanced in government. These should be utilized to provide customer service.	EPA has a nascent GreenSpark program that can be built upon.		

	I
1057	
1058	

	A	B	C	D	E	F	G	H
1059	1058	5/18/2017	Not having attorney bar licenses being paid for. However, position requires an attorney to be in active and good standing with the bar. Having attorney bar licenses would allow for job to be done for efficiently and effectively.	More meetings with NGOs to explain the FOIA and eDiscovery process.	More local, state, and federal task force for handling eDiscovery.	Promotion of younger employees to senior management identifying key employees.	Increased paperless environment with the use of iPads and other table technology. Increased wifi at EPA campuses. Increased telework equipment such as additional monitors and docking stations to allow for more teleworking in a professional work like setting.	Conduct eDiscovery training to all of EPA attorneys and staff involved in litigation.
1060	1059	5/18/2017	We have a lot of data systems to use to manage the Agency's business side. For example, there's EAS for contracts which few people master, because it's so complicated. A couple more that I know of are COMPASS and Easy Lite. There's also a separate database for managing grants - IGMS. Then we have People Plus which has improved with time, but still could be streamlined. There's another system for managing controlled correspondence. And there are probably more I don't know about. None of these systems are straightforward. I think it entirely appropriate for someone to take a look at all of these and figure out how to make them more user friendly, maybe even merge some.					
1061	1060	5/18/2017	Processes for hiring take too long and are too cumbersome which means that the best qualified candidates are not available by the time hiring is allowed. Recommendation -- streamline Federal Hiring process. Administrative support organizations (OEI and OARM) are significantly understaffed which impacts the ability of all of EPA to get their work done. Recommendation -- dedicate resources to eliminate backlog in contracts and to help the Agency modernize IT.		Modernize our technology and systems to embrace digital collaboration and feedback.	Streamline basic business processes across the Agency. There is no need for each organization to define its own procedures for bankcards, grant management, etc.	Yes.	

	I
1059	Conduct eDiscovery training to all of EPA attorneys and staff involved in litigation. Expand eDiscovery contract from 5 contractors to 30. Utilize and adopt predictive coding for eDiscovery. Adopt advanced analytics to give a more fuller picture of precase assessment for eDisocvery matters.
1060	
1061	

	A	B	C	D	E	F	G	H
1062	1061	5/18/2017	Please let first line supervisors initiate termination of employees without explicit OGC approval. We should consult with OGC but not let them decide whether we can proceed and begin process. Please review every employees' grade level every 3-5 years. An employee should not retain a grade level if they are no longer doing work at that grade level. This is a widespread problem at the agency. I have never seen someone downgraded, nor can a supervisor request a desk audit of an employee.					
1063	1062	5/18/2017	I can't think of anything.	This isn't easy, but one possibility is extra efforts to hire people who have worked at state EPAs. I have worked at the state level, and you have a different perspective when you have worked there.	We just have to continue our outreach and make it part of our culture. Overall here at EPA, I think our staff is high quality (and improving!), but I don't think our managers are as good. My manager is very good, and his manager is good, but that is atypical here. I think our management needs better and more training. The transition from analyst to manager, which is typical here at EPA, is very hard. We need to train our managers to be better in all ways, especially in working with states, tribes, local communities, the regulated community, and the public at large. Extensive negotiation training for all managers would help accomplish these goals.	Better management would help. I think the SES should be better paid; right now many great managers stay as GS-15s because the pay is not worth the hassle and extra work involved in being an SES. Better management would greatly increase productivity.	Hard to say - it depends.	I don't think we can. I used to work on the state level and budgets in most states are extremely tight. Where I worked, over a period of years there had been a 25-30% reduction in personnel. This is typical of many states. EPA needs to maintain (or increase) its number of personnel to support states our shared environmental protection efforts.

	I
1062	
1063	I think we should think very hard about how we recruit and train managers. Good analysts are not necessarily good managers, and many (if not most!) scientists and engineers don't have natural management and people skills. We should look very hard at different models in the private sector of companies that are engineering/science-heavy that have good management. ExxonMobil is very well-run, I think, although you'd have to heavily adapt whatever you found there because they are very conservative and we are liberal. Also, government is not a business. FERC might also be a good example; I think they are better-run than we are.

	A	B	C	D	E	F	G	H
1064	1063	5/18/2017	Unfortunately, things under the new administration have not improved significantly with the passage of time. We are finding that our projects are not moving due to the organizational processes the new senior staff has put in place. It has become exceedingly difficult to publish FRNs, changes to web pages, etc., This was acceptable for the first several months, but we are now an entire semester into the school year....a freshman in high school or college has to finally learn to trust his teachers, advisors, tutors...to know they can be mentored and move things forward.	Request Administrator Pruitt to please publish his vision, talk with staff, have town hall meetings and explain his vision for EPA to staff. The staff will come on board. The staff and agency support collaboration with all of our stakeholders including INDUSTRY.	Hands on, customer service, allowing states primacy, leadership and the discretion to make their own decisions.	Hold employees accountable, set your expectations, make them clear, and hold employees accountable. Reduce printing of manuals, copies for public, etc., Reduce travel, waste, unnecessary expenses. Each office needs discretion, but encourage that within that discretion, they need to tighten their purse strings. Better support staff, allow technical experts and senior staff to focus on the science. There is a reason you utilize HR Block or a Tax Atty to do your taxes. They are the experts in that field. Treat the employees the same way. Encourage seasoned employees who have perhaps fallen victim to "this is the way we always do it" to retire to free up salaries	Instantaneous reporting and website transparency to the public.	Ask the States and other Federal Agencies what they need, then work on 1-2 priorities to meet those challenges.
1065	1064	5/18/2017	Political interference from senior Agency executives; discrediting scientific consensus, restricting scientific research and ignoring scientific evidence on the part of senior Agency executives; pursuit of an entirely political agenda on the part of senior Agency executives	Pursuing objective research, acknowledging scientific evidence, abandoning political agendas	Pursuing objective research, acknowledging scientific evidence, abandoning political agendas	Return to following and honoring scientific evidence, research and consensus		

	I
1064	
1065	Following and honoring scientific evidence, research and consensus

	A	B	C	D	E	F	G	H
1066	1065	5/18/2017	Contracts Office is a mess; they need more people - who have expertise in contracting. They also need a lesson in Customer Service. The misinformation, slowness and general processes/procedures greatly impede getting work done using contractors...who really supplement our FTE a lot.	education of each of these groups about basic principles of government, e.g., Congress makes the laws, Executive implements them. Next, basic understanding of principles of particular regulations and SCIENCE (e.g., cant know what you don't know...there are limitations)	Same as Q2...service to tribes and local communities in particular really do not have very basic understanding of how things actually work.	Lots of security guards standing around chatting with one another; while ONE checks badges, etc. Mere presence of uniforms is not really a deterrent. Mandatory trainings are proliferating, for every little thing...is this really necessary, esp for things one doesn't even do?	Yes! Maybe it is insufficient resources or generally not having really good IT people, but EPA seems to have the "budget" version of all software...none of them work WELL, For Example, SharePoint has not really worked WELL at EPA. Then there are the multitude of "home grown" or stripped down versions of software for all the basic infrastructure (e.g., PeoplePlus - have never deployed the leave slips self-populating the timecard, FPPS-what a joke!, WebForms-incomplete, not everything there; only some are 'workflow" active; Concur has been broken for EVER re: proper codes and flags) NONE of these are integrated; NONE of them work WELL (crash prone, don't allow for basic flexibilities, etc.). the basic	Don't expect/direct TSCA to "take care of everything". Presumably, Congress had reasons for passing laws in addition to TSCA to take care of specific things...e.g., overlap with OSHA, other statutes that EPA implements, e.g., CAA, CWA, RCRA, etc.
1067	1066	5/18/2017	There is a lack of good mentors at EPA as there has been very little done to implement an official mentor/ mentee relationship (since I came on board there has been a talk about implementing senior fellow/ historian program which should have been there decades earlier), mainly due to managers not being experts in the field they evaluate, this is a serious problem which leads to huge frustration as you get evaluated by someone who doesn't understand your expertise and makes calls on your projects, which make little sense. Also there needs to be clear impartiality procedures as favoritism is a major deterrent to progress.	Trust building based on honesty with firm scientific evidence will convince everyone, it takes many years to change mind set, but faced with scientific evidence most of us come around.	Excellent,open, honest communication and major trust building is our responsibility as public servants.	We need clear scientific evidence based guidance and a common ground between scientists and policy makers to come to a middle ground while protecting human health and environment for our future generations, so a more unified approach to society with many town halls on this topic is essential. All stakeholders must be heard on all sides and then a clear voting process should be implemented from all sections of society to make an informed decision.	Absolutely, we as a office need to be aggressively implementing alternatives to animal testing, which we haven't done yet, while the other regulatory agencies around the world are already implementing and recommending alternatives to animal testing. This is imperative as we are already few years behind the world, throwing more money towards animal testing when there are very good scientifically sound alternatives which are available to choose from and make a sound regulatory decision.	We need more effective and open collaboration between NIH, FDA, NIOSH and other federal and state regulatory agencies through interagency bodies like ICCVAM or ECHVAM (European version) etc.. with partners from university and Industry and general public to be strongly involved in our decisions.

	I
1066	
1067	OPP and OPPT have been collaborating with ICCVAM to understand and validate alternatives such as in vitro testing, which needs to become main stream to decrease use of animal testing in US, as it is now around in Europe. There is huge benefit when we use in vitro cells versus animals as they are about 1/10 cost of animal tests and we are also protecting other species with "live and let live moral policy".

	A	B	C	D	E	F	G	H
1068	1067	5/18/2017	My statutory (but non-regulatory) technical assistance program relies on being able to do outreach to the manufacturing and general business sectors. The Product Review process to create educational pieces for the public and others is cumbersome and lengthy, with many unknowns and no straightforward way to obtain answers. I'm in a regional office and our Product Review officer is often unable to get consistent and straightforward answers to questions from his HQ counterparts. There seem to be significant disconnects between the communications folks at HQ and the program offices at HQ with respect to appropriate templates, logos, style, and what content is subject to product review and what isn't. Documents submitted to the process are lost in a black hole. The process needs to be re-examined, streamlined and posted on the Intranet. Product Review officers need to be trained so they can assist program staff. Standard templates for EPA material need to be made available as well as FAQs for content preparers.	To EPA, "better environmental results" usually means measurable outcomes that meet some numeric threshold. This sounds good in theory but often results in tailoring the EPA program so that our programs (via grants, regulation, etc.) achieve numbers at the expense of developing meaningful partnerships. My program provides technical assistance to small and medium sized businesses that aren't able to make the changes in the required one-year time frame, but that doesn't mean the interaction and outreach isn't valuable. We just can't spend the time creating great partnerships when constantly pressured to produce numbers. My solution: give the regions and EPA programs a break on the numbers so we can get out in the field and develop the positive partnerships that will result in real environmental	Staff spend too much time in the office and not enough time in the field meeting with the entities listed above to create workable solutions. More travel money and more emphasis on providing customer service. Whatever you do, do not close regional offices. We serve a valuable role as a liaison between national initiatives and help tailor those to the unique needs of the stakeholders in our region.	I'd like to see the Pollution Prevention program (implemented as a result of the P2 Act) integrated with RCRA inspections. The P2 program requires EPA to provide technical assistance to businesses to prevent pollution from being created in the first place. Our work has shown that businesses save considerable money by implementing energy and water efficiency features, and reducing hazardous waste by replacing with less toxic chemicals and making process improvements. Unfortunately, it is viewed as a conflict for RCRA inspectors to work with manufacturers on implementing P2 practices. The P2 program operates separately from RCRA, which makes no sense.	I think EPA does a good job at keeping up with new computers and programs and providing training on new computer systems.	I don't see much overlap. The feds play a vital role in ensuring state and local politics don't remove key environmental protections with changes in state funding and elected officials. In the 27 years and three programs I've worked in, I thought we worked well with the states.
1069	1068	5/18/2017	Since we have smart cards, all accounts should be accessible via PINs. We should not have to remember so many passwords for all these accounts and constantly have to change them. In DoD, your smartcard allows you to log-in, once you pull it out, you have essentially locked your computer. We should use our smartcards this way to prevent leaving the building without them. Also, the amount of approval we need from our supervisors on every little administrative task is too much. Plus, most of this process isn't even electronic. It's inefficient and arduous just to change a CWS day off (for example). Processes should be more streamlined, electronic, and less burdensome to our supervisors.	It would be nice to be more in touch about upcoming laws/bills and providing input on such developments. I	Perhaps an automated message letting them know comments to the FR have been reviewed. I think acknowledging the public in particular that they have been heard will encourage them to continue connecting with us.	Yes. Less use of electricity in our buildings. Do we really need individual trash cans that have to be emptied every single day? And what is the deal with all the rolls of toilet paper being used to prop open the bathroom doors during cleanings? We could probably use less paper, email storage, and conference lines to save money. An Agency policy about the use of SharePoint might be helpful in improving efficiencies.	Yes! As mentioned above, PLEASE let us use our smartcard for all accounts and end the need for all these passwords that constantly need to change and are easy to forget. We need to maximize the value of SharePoint and improve version control.	We can ensure that there are fewer gaps in protecting human health and the environment. Including other agencies in our regulation plans/processes can provide additional perspective to help us meet needs more effectively.

	I
1068	No
1069	As mentioned, DoD's use of the smartcard is ideal. EPA can certainly reduce the use of paper, simplify/streamline supervisor approval, and truly adopt an electronic process (for example, docusign).

	A	B	C	D	E	F	G	H
1070	1069	5/18/2017	My office relies heavily on review by internal committees. These committees can impede progress and slow the work of OPP. I recommend that existing review committees in OPP be reviewed for need and effectiveness. This is particularly true for conventional chemicals.	OPP is a very insular office in that it is located at HQ in Washington, DC. Staff rarely gets out to discuss pesticide health and safety issues with the public. Our main interactions outside of the office are with agricultural groups and interests. Although important the agriculture is not the only sector we should be establishing good external relationships. I recommend "town halls" with a variety of the public sector (state health officials, state departments of environment, farm groups, etc.) to assess their interests, and concerns with respect to pesticides.	OPP has poor relations with the environmental community and would benefit from efforts to reach out to the environmental NGOS to discuss issues before they lead to petitions and lawsuits. The environmental NGOs are representatives of the public at large.Currently, the National Pesticide reform Coalition (NPRC) which includes members from these NGOs meet with us only twice per year for an hour after our twice annual PPDC meetings for all pesticide stakeholders. I recommend more frequent interaction with these groups.	OPP is top heavy with management. Our office had 1000 staff in the early to mid 2000s. Since 2008, attrition has reduced our staff to 600 or fewer. However, management has not decreased accordingly. We still have too many top level managers (SES and their deputies). There are now almost 2 deputies for every division director in OPP. One is probably sufficient. Cost savings and efficiencies could be had by at a minimum reducing the number of Deputy Division Directors currently in place and putting them back into production work. This would also save on space as we consolidate as fewer deputies means fewer enclosed individual offices.	Electronic labeling is very important to more a effective, efficient, and accountable OPP. We license and label many hundreds of chemicals and thousands of products and keeping track of them and the many changes to labels has been shown to be difficult with paper filing systems. Electronic labeling technology is key to keeping our records current and accurate.	The Endangered Species Act (ESA) requires knowledge at a local level. OPP is centered in HQ WDC. Could their be a way to partner with the National Resource Conservation Service, growers, states, and local communities to minimize the impacts of pesticides on threatened and endangered plants, animal, and insects? This could reduce the burden that this difficult but important task places on the EPA and USFWS as they struggle to develop an effective approach to pesticide ESA consultation.
1071	1070	5/18/2017	Chain of approval and review for outreach communication and public databases is arduous and shows lack of trust between management and staff. Every circumstance may be different, but reducing the amount of review to lower levels would result in quicker completion of tasks. The practice of reactionary tasks with strict target dates because something is in the media does not always result in the most thought though outcome. If EPA were to increase their communication with the public on how decisions are being developed then it would show the progress in transparency.	Outreach and communication could be improved and increased in all offices.	When people call the EPA with a question they are routed around until they give up or 12 calls later reach the person they are need to talk to. This system could be greatly improved to increase the public confidence in the EPA.	Enhancing TSCA's ChemView would reduce costs for small businesses and industry that generally rely on consultants to inform them on what is known and how to comply with TSCA. It would be achievable and marketable to bring ChemView to its full potential in a reasonable timeline (2-3 years).	I would like to reiterate that ChemView is a great tool, but needs more resources (human, creative and financially) to achieve the ultimate vision. Also internal tracking systems for data submitted to the EPA is manually tracked, but with project turn around in an IT age this process could be vastly improved and made efficient.	Information, including CBI, sharing should be stream lined between states and other federal agencies (FDA, USDA, ect.) to increase the knowledge of chemicals in commerce.

	I
1070	OPP's risk assessment approaches are considered very good by any standard and should be considered by other agency offices.
1071	EPA is the gold standard for chemical risk assessment because of its reliance on data. However, the strong evidence approach does slow things down. More resources should be allocated to increase the quantity of risk evaluations that the public deserve to have conducted.

	A	B	C	D	E	F	G	H
1072	1071	5/18/2017	Biopesticides include a reduced data set for registration due to their inherit low toxicity. This is highly beneficial to small companies developing biopesticide products. For many of these companies an increase in data requirements is not financially feasible. Data requirements have been recently increased for toxicology, specially in the area of tolerance exemptions. Biochemical pesticides are subject to PRIA for registration. There is time constrain for review of applications. Review time is being increased due to increased scientific scrutiny and recent policies seeking to subject biopesticides to the same standards held for conventional pesticides with a toxic mode of action. Scientific reviews now have to go through a sequence of review committees outside of one branch or Division. Each branch should maintain its own policies and procedures to handle its own products efficiently. The idea of One EPA undermines efficiency within each Division by creating unnecessary bureaucratic hurdles that eventually	Industry is an important partner for pesticides. All will benefit greatly from the development of less expensive testing methods. For example, alternatives to animal and human testing are highly desirable. Industry should partner with academia and both should lead the effort in developing testing guidelines acceptable to the Agency. The Agency should not be in charge of developing its own testing guidelines or dictating testing methodologies, but reviewing and approving or adopting them, since this is not a scientific/hands-on-research institution but a regulatory Agency. The Agency should also seek to harmonize more and find more common ground with regulatory procedures for pesticide registration worldwide.	For pesticides, lower the cost of registration which translates in more affordable price for consumers. Facilitate and promote the development of safer insecticides and new technologies. Engage in more delegation to states, communication with, and input from industry and the public.	Partner with the private sector. Maintain the integrity of every branch and Division within the pesticides program. Reduce the layer of management within each Division, simplify the registration process and streamline data requirements to fit the characteristics of the products they represent.	One big problem is the routine meetings with the Human Study Review Board (HSRB or also called the Board)), which meet twice a year, for review and approval of study protocols and study reports of insect repellents tested on humans. Many mosquito repellents miss one year because they can synchronize field testing during mosquito season with HSRB meeting schedule. In order to avoid routine consultations with the Board for of the same type of studies and procedures, a standard operating procedure, approved by the HSRB, could be always followed for all testing and review by the Agency for ethics and science content. The Board should only be consulted with something is new but not on repetitive,	In some cases we need more collaboration with FDA. The rule should be revised to clarify jurisdiction of each Agency for products against human health pests, whose definition and function as pesticide & drug often overlap; i.e, lice products.
1073	1072	5/18/2017					We need IT support that views EPA employees as customers, not inmates. The lack of support for remote access and the general lack of competence is ridiculous. I'm a policy analyst: I shouldn't also have to be an IT expert in order to do my work.	

	I
1072	For pesticides, work more like a private organization would in terms of pesticide registration. Reduce the layer of management within each Division. Maintain the integrity of each Division or Branch. Maintain the regulatory and science personnel working together in one branch or Division. Don't have separate regulatory and science branches or divisions. Partner with industry and academia for their input on science. Streamline and simplify data requirements; they should adhere to the nature/properties/characteristics of the chemicals within each branch or Division; Stereamline and simplify registrations process and steps (example, eliminate routine and repetitive joint reviews
1073	

	A	B	C	D	E	F	G	H
1074	1073	5/18/2017					Consistent use of Adobe Connect for meetings (e.g., All Staff). This will allow for 1) more effective participation of employees not physically present for the meeting (e.g., teleworking staff) and 2) recording of the meetings for future reference. For example, audio/video recordings of trainings/workshops can be posted on the Intranet for future re-viewing by employees who attended and/or viewing by employees who may not have been able to attend.	
1075	1074	5/18/2017	The HR process is broken. My Position Description (PD) hasn't been modified in 14 years. I do 15% of what the PD describes. The 85% balance is more complex, broader in scope, and requires more responsibility managing health and safety of others. With the attrition at EPA less people are doing more work and a broader variety of work. The need to shift focus more frequently has a significant cost in working efficiently.	Having an adequate budget for meeting the obligation under the various Statutes that the US EPA is responsible for administering. Having an annual budget at the beginning of the fiscal year so that we can give the states we work with answers to their question about grant amounts. Often their state budget relies on Federal funds passed through EPA. Continuing resolutions automatically create significant uncertainty at the state level for on going work.	Face time with our state, Tribal, local community and regulated communities. Physically located near enough to these groups to allow for personal interaction. Much like what EPA Region 10 does with state operation offices.	US EPA working directly with our State and Tribal partners sharing out strengths in Research and Development, our labs for analysis etc. But also recognizing and working with State and Tribal assets for monitoring and analysis. Sharing missions and the information we carefully obtain. Also, collaboration between federal partners on achieving common goals for protection of human health and the environment.	Electronic signature for Discharge monitoring reports (DMR). The ability to submit electronic DMRs	See above, we already do a lot of work together achieving a mutual interest and goal, but we have unique roles to play. They offer synergy in meeting our shared goals of protecting human health and the environment.

	I
1074	
1075	We set as a goal at least bi-weekly calls with State program managers to share developments within EPA and learn of developments within the state or tribal program. The focus is media specific and is meant to keep our communication channels open and effective. We participate in 'inter-entity' meetings with State, Federal, Tribal representatives to talk about who is funding various infrastructure projects. It helps to prevent confusion and redundant funding. Great for efficiency, accountability, and cost reduction.

	A	B	C	D	E	F	G	H
1076	1075	5/18/2017	1. HQ makes all of the funding decisions for grants, but the regional personnel provide all of the day to day project management to communities and states. More resources (funding and FTE) and authorities should be given to the regions who perform the work. 2, Administratively, the maxiflex and people plus system do not "talk" to each other such that time and attendance data needs to be submitted in twice in two identical but separate systems.	1. Provide more Brownfields 128(a) grants to states. The number of new tribes that are entering the program each year takes much needed funding from state agencies that cover large geographic areas and large populations. 2. Allow the regional offices more control over funding decisions for grants and contracts. The regional office are much more aware of which communities and programs are most in need of assistance and can use the funds most productively/efficiently.	Allow the regional offices more control over funding decisions for grants and contracts. The regional office are much more aware of which communities and programs are most in need of assistance and can use the funds most productively/efficiently.	Yes. Hire more scientists and engineers in the regional offices. All direct work with states and communities to protect human health occurs at the regional level. Reduce the number of managers. The employee to supervisor ration is very low and should be increased such that there are more employees reporting to less supervisors. Some sections have only 5-6 staff supervised by 1 person. 8-12 seems more reasonable. Encourage more sharing of federal vehicles and portable monitoring equipment.	Allow employees to receive and respond to emails on a smart phone. Currently, our EPA laptops are heavy and clunky and more work could be performed when commuting by train of we could respond to messages on our personal telephones.	The state agencies in Region 5 have experienced severe cuts. The regional staff is vital to assisting the states, where their programs have been decimated.
1077	1076	5/18/2017	I work in the **[REDACTED B6]** program, and this answer is very specific to that program: we spend an awful lot of our time chasing suspensions from our submitters - fifteen days is the standard, and it often happens that there are six, eight, ten suspensions sought during a review. Each may require several calls to set up, and enter into our software. It seems to me that we would save a lot of everyone's time by giving an automatic six month suspension to any submission which did not get immediate approval, and to put the onus on the submitter to request any extensions. My branch chief has noted that this is NOT what is contemplated by the statute, though!	I think chemical regulation is appropriately a national program.	My particular program **[REDACTED B6]** has a big information provision requirement, for letting people understand how to submit and whether they need to. I have a feeling that our web site could do more to enable people to get that information relative to their needing to call us. I think our web service is pretty good, but it seems to me it could be better.	We have a system, in **[REDACTED B6]**, under which approvals are chemical-specific. A result is that sometimes chemically and toxicologically indistinguishable materials face substantially different regulatory outcomes. Now that we have, under Lautenberg, and at least theoretical ability to walk back prior approvals which were not wise, it seems we might be able to establish regimes for clusters of near-identical materials, and not have to review each with great labor. Bio-fuels are an example, and the wishes of the Soap and Detergent people are worth thinking about.	I'm not at all up on new technologies, so not useful here. By the way, I don't feel any need to be anonymous here: I'm **[REDACTED B6]** and if anyone thinks my ideas are interesting I am happy to talk.	When I was at FDA, we contracted with State food and drug agencies to accomplish inspection, etc. for us. It seems like it would be worthwhile to look at FDA interactions with the States and see if we can use it as a model. Some countries have been using other countries' approval processes ('if approved in two OECD states, we can accept') - I doubt we want to go that far, but more careful look at what is approved in Europe, China, etc., might do us some good.

	I
1076	Have a minimum retirement age and improve scientific integrity by only promoting scientists and engineers to oversee other scientists and engineers. All managers need better technical backgrounds.
1077	Not really

	A	B	C	D	E	F	G	H
1078	1077	5/18/2017	In ORD, the "matrix" is an unnecessary level of management that provides little added value to the work being conducted but adds significant time burdens to researchers and managers. As an example, many additional meetings are needed simply to communicate up the two different management chains (Labs/Centers/Organizations vs. National Research Programs). Additionally, there are conflicts in priorities between the two management chains, and individual staff have a difficult time navigating these issues. My recommendation would be to merge the two management chains and potentially reduce the number of people in these roles. There are many administrative burdens that could make EPA staff much more efficient. For example, (1) All training should be done through one website only (e.g., the EPA Skillport site), (2) IT systems should be integrated to the extent possible (e.g., financial databases,	My suggestion would be to make it easier to partner with states, tribes, local communities and the private sector. We do a lot of this already but it is often informal and falls under the radar. Find ways to make it easier to find partners within these sectors, share funding in both directions, and share information within EPA about the work. The Regional Applied Research Effort (RARE) program is a great way to fund timely work between EPA regions, EPA ORD and states, local communities, and tribes. This program brings local or state concerns to the attention of EPA researchers, and allows all parties to craft research efforts to investigate the problem in more detail and find workable solutions. This is a small program now, but additional funding could help enhance this great program!	It would be good to have some central points of contact so that when individual EPA staff are contacted they know who to forward the request to, someone who can make sure the request does not fall through the cracks. In my office, we get more requests than we can handle, but I am not sure if our managers up the chain are aware of this.	Yes, please see above comments.		
1079	1078	5/18/2017	As a scientist within ORD, there are multiple administrative burdens that are faced by myself and my colleagues that directly impact our ability to do science. We must enter record, and submit time; purchase equipment and supplies; serve as contracting officer representatives and project officers on contracts and agreements (reviewing and championing not only technical content, but administrative issues as well); conduct market surveys; etc. and so forth; before we can do our jobs as scientists. The administrative efficiencies that are supposedly in place only help to a slight degree, and that depends on the staff member(s) we encounter when we take on these "other duties as assigned." Administrative support in ORD does not "support" doing science. Administrative support "supports" doing administrative tasks (and then only minimally at times, again, depending on who you receive to assist with support). Scientists are still charged with getting the work done. The scientific and technical staff are held accountable. We must overcome the	If you want to increase engagement, interaction, and collaboration with States, Tribes, local communities, and the private sector, then let scientific and technical staff work with their counterparts within those entities. Too many times senior administrators/managers set up roadblocks and obstacles that prevent scientific and technical staff from working/collaborating with their counterparts (other scientific and technical staff) at the State, Tribal, local community, and private sector level. Senior administrators should spend more time determining how to overcome obstacles and tear down roadblocks, instead of building them.	Letting scientific and technical staff work directly with their States, Tribal, local community, regulated community counterparts, and the public at large, would be a big step in providing the customer service necessary to support our compatriots and these regulated entities. ORD has a technical support program (TSP) that was developed with the Office of Solid Waste and Emergency Response (OSWER; now the Office of Land and Emergency Management, OLEM) years ago. That program put scientific and technical staff in direct contact with Agency staff requiring the scientific support. It did wonders for supporting the Agency and getting the job done. Unfortunately, the program was only applied to the Superfund effort. It should have been provided to all Agency efforts. That way science would be provided directly to those who use it, directly to the decision makers. Too many times we are faced with	Bureaucracy! There are way to many levels of administration in the way of getting the job done, and getting the job done efficiently and effectively. Too many obstacles in the way of getting the job done; the job of providing sound science to the decision-makers. We need to streamline processes; from funding to administrative burdens. People use Superfund as an example. The Act, the premise, had merit, but the end goal was usurped by others (and I will stay off of my soapbox here), and it became a gold mine and delay tactic to some individuals, while those that were (are) directly impacted and needed (and still need) answers received only limited attention and limited funding. We must	We need to think outside the box in order to address this question. We need to evaluate technologies and strategies developed to address other situations and see what can be applied to resolve the environmental problem(s) at hand. The use of granulated carbon and nanomaterial technologies in certain fields will likely become important remediation technologies in the future. Developing flux-based site management approaches should be seen as inventive ideas and not overlooked by those that favor a more "black and white" concentration based management strategy. Again, thinking outside of the box, developing or adopting novel approaches will likely be key to solving future environmental issues that	Easily. I've talked incessantly about administrative burdens that scientific and technical staff are faced with. These administrative burdens and roadblocks can be obstacles to the success of a particular approach or strategy. We need to minimize the administrative burden on scientific and technical staff (perhaps by pooling limited resources of state and federal agencies and addressing administrative burdens with those individuals wanting to work on that problem) and, in turn, provide support to the scientific and technical staff wanting to address the issue and provide

	I
1078	
1079	I will need to think about this question more fully, and look at practices across my local organization and then office-wide, and determine what could be adopted more corporately across the Agency to improve our efficiency, increase accountability, and reduce costs.

	A	B	C	D	E	F	G	H
1080	1079	5/18/2017	The entire Agency should comply with the 2011 Correspondence Manual - no exceptions - not even for the Administrator or the Regional Administrators. This would save a LOT of time and effort spent on stupid correspondence issues that could instead be used for work that matters. Also, all organizations could become more efficient if supervisors were matched to their units based on knowledge of the program and personal management strengths. I have a supervisor that not only doesn't know or understand my section's program, she is a terrible fit because her education, experience and skills are in an area totally unsuited and unrelated to the one I'm working in. In the end she wastes a ton of time with when the employees could work better without her.					
1081	1080	5/18/2017	In FIFRA (pesticides) we are required to publish in the FR a "Notice of receipt" when the Agency receives a petition for a new active ingredient or new use of an active ingredient. This action require a 30 day comment period. I would suggest moving this activity to the website and removing the 30 day comment period. Reduces costs and burden to staff in OPP and FRC. .					

	I
1080	
1081	

	A	B	C	D	E	F	G	H
1082	1081	5/18/2017	Insufficient funding	EPA has an excellent record of partnering with states, local communities, tribes, and the private sector; with many opportunities for such interactions. Reduced funding prevents exploiting the many additional opportunities available.	More emphasis on educating the regulated community as to why regulations are necessary, and the long-term economic and quality-of-life benefits these regulations (which are based on the best science in the world) provide to society. Also, better education of the regulated community of the long-term negative economic consequences of maximizing short-term economic gain at the expense of the environment. In the long term, damaging the environment is very costly - this has been proven over and over again. Take Superfund, for example: billions of dollars have been spent to clean up environmental messes caused by industries that wanted to maximize short-tern economic gains and resisted regulations to protect the environment. Those short-term economic gains were insignificant in many cases to the clean-up costs incurred later. States, tribes, local communities, and the majority of the	Not really. It is na??ve to think this is the first time EPA has considered improving it's efficiency. Only those unfamiliar with the Agency are unaware that improving efficiency and reducing costs while trying to address the increasing demands for adequate environmental protection due to population growth and industrial expansion has been a long-standing goal. The last several years have required that more be done with fewer resources, so increased efficiency has been an absolute top priority of the Agency.	Not that I am aware of. EPA has a long-standing history of utilizing the latest state-of-the-art technology to address environmental problems, and has been very progressive in adopting processes from the business community that have been shown to improve efficiency. As a Federal agency that is constantly under public scrutiny, transparency and accountability are much greater than for the private sector, and extreme efforts have been made to continue to improve these factors when possible.	One of the major impediments to maximizing cross-agency and Federal-to-state interaction and cooperation is the notion that each agency or entity must limit their scope of activity to a narrow interpretation of what is explicitly required under the laws that pertain to that agency. For example, the EPA regulates pesticides, and the USFWS regulates endangered species, but there is a high degree of commonality and interaction between these two areas. A more "big-picture" view that would allow consideration of areas that indirectly (but substantially) have a bearing on the core
1083	1082	5/18/2017	Have a better records management training process that holds ongoing events or have activities reminding folks how and what to mark as records so we aren't stuck filing paper or email records for several hours upon leaving the agency. Have better cross training/succession planning and knowledge transfer of employees' work (via different avenues like short video interviews, employee panels or round tables, white papers on key things they want to share or that they've learned, SharePoint sites or informal lunch n learns, who have historic and valuable knowledge and experiences to share with others before they leave the agency.	First of all, don't let politics get in the way of us doing our jobs and doing them well. Everyone deserves clean air, water and land and should not bare disproportionate negative environmental health impacts because of the denial of global warming or climate change. Whatever one believes is the cause, different abnormal things are happening- more droughts, more floods, more insect diseases like lyme disease from ticks, more negative impacts on water from pesticides that are harming bees and monarchs and other animals in the oceans, and more poor people who are negatively impacted from them - Hurricane Katrina, droughts in the west, and other examples. Support more resources for trust-building, community-based, consensus, facilitation and partnership trainings focusing on better more effective and efficient ways to get	Again, support more resources for community-based,consensus, facilitation and partnership trainings or meetings or job shadowings etc. focusing on better more effective and efficient ways to meet our different customers' needs by investing in areas like conflict prevention and resolution training, alternative dispute resolution, appreciative Inquiry, along with cultural competence and social equity, and train not only more EPA staff, but also invite states, scientists, tribes and local communities and the private sector (like they do on the National Environmental Justice Advisory Council) to attend and build capacity in rural and urban communities to better understand different points of view and how to listen, leading to better customer service that reaches mutually beneficial human health and environmental results, which will in turn help build stronger relationships, safer and more	Create better on the ground marketing of successes and benefits of EPA program campaigns via the regional offices, and bring back grant workshops and the Community Involvement Training that was cancelled, and do a better job marketing benefits of voluntary programs like Pollution Prevention, Trash Free Waters, Reducing food waste, Energy Star or Grant programs like Environmental justice, urban waters, brownfields or environmental education grants with nonprofits, schools, foundations and local business and industry and other organizations, and continue to keep educating youth as well as new immigrants about environmental health risks and also how to save money	Yes teach more employees how to better use the One Drive and organize their files and schedules so they aren't wasting time looking for files or having 10-15 different versions of the same document floating around. Have better streamlined intranets with calendars of major activities or meetings going on to avoid double booking and improve the quality of internal communication. Have better communication from Headquarters on upcoming travel to regions so we are aware of and can consult on visits from the Administrator or others and are in the loop vs. left out and/or blindsided by the media.	Have better leadership investment in partnerships and MOAs and funding and resource sharing amongst different federal agencies. Devote more staff at EPA and other fed. agencies to Smart Growth, Environmental Justice, Conflict Prevention and Resolution, Community based work, and sustainable communities work like contracts and grants and technical assistance to both rural and urban communities of all backgrounds. Get the Corps of Engineers to be more involved and sensitive to tribal treaties and rights and cultures and support more climate and environmental and

	I
1082	None that I am aware of.
1083	Yes. There are several excellent examples of EPA, states and community partnership projects that are part of the LEAN/Kaizen "Process Excellence" work which is what Region 7 calls it that would be wonderful examples of showing how they came together to define cumbersome processes and make them more efficient and effective, along with Conflict prevention and resolution examples of using appreciative inquiry approaches in low income and minority communities and reaching mutually beneficial outcomes, such as Proctor Creek in Georgia and Hinckson Creek in Missouri.

	A	B	C	D	E	F	G	H
1084	1083	5/18/2017		Better environmental results can be achieved by partnering with States and Tribes for EPA funded projects that require reviews under the National Historic Preservation Act, Section 106 Consultation. This law obligates EPA to consult with the State Historic Preservation Officers and the Tribal Historic Preservations Officers and, the Advisory Council for Historic Preservation as necessary. EPA should enter into Programmatic Agreements under NHPA Regulations, 36 CFR 800.14 with SHPOs and THPOs and the ACHP for nationwide application in three EPA grant programs including the (1) Safe Drinking Water Act State Revolving Fund, (2) the Brownfields Assessment/Targeted Cleanups grant program and (3) the CWA Section 319 Non-Point Source Grant Program (but not SRF funding). Such PAs would assure the ACHP that EPA is meeting its	See answer to Q.2. It is equally valid to say this would provide better customer service.	See answer to Q2. It would cost a little up front to negotiate the three PAs, but it would save significant resources in long-run and many projects would not get bogged down with EPA because state/tribe would do the project and the NHPA consultation, which is a much for efficient use of everyone's resources.		
1085	1084	5/18/2017	In the last 8 years or so, one of the biggest barriers at EPA has been the ridiculously poor and ineffective Information Technology (IT) systems/services, networks, applications, patches, IT band-aides, pushes, both computer hardware and poorly designed software/applications that we're forced to use. I could write a book on this subject; yet, I won't!!! EPA's OEI management, operations, OEI's contracts and IT systems ALL need immediate oversight and investigation. There's no doubt BILLIONS of dollars have been wasted in the past 8 years since EPA's IT contracting went external to the lowest bidder!!! EPA's IT systems are beyond cumbersome; 25-40% of staff time is now wasted in limbo trying to use antiquated hardware and software. applications that don't work or respond. Come on EPA, NASA had the IT technology to put a man in space 50 years ago! For instance, having our EPA ID serve as our computer "smart card" for network entry has been one the worst ideas ever conceived and then	REWARD WHAT YOU WANT! All staff that is permanently hired by EPA should have served in the private sector for at least 3-5 years before joining EPA. This should be a requirement for nearly all professional positions! Unfortunately, in some ranks at EPA, there is a type of "white hat" mentality or arrogance that overcomes them: "We're the good guys and anyone from industry is untrustworthy or dirty."	Make EPA managers/staff listen, engage and talk to real people instead of farming out these responsibilities to external contractors. This needs to happen on a daily basis not just 2-3 times a year. Make EPA's upper management go to public meetings and set there for many hours and/or days to listen and respond. I've seen too many EPA managers/staff who want to remain/hide behind their desks/keyboards, avoiding getting out so they can remain in their comfy offices/jobs that require little extra time/effort.	EPA has had a long history of hiring young people directly from the Peace Corp (lacking any private sector experience.) While these are nice folks, they lack real-world perspective and tangible achievements. There's a hiring loophole that permits EPA to hire Peace Corp volunteers directly without advertising the position and/or without open & fair competition. This practice has led EPA to filling its ranks becoming lop-sided with returning Peace Corp volunteers. This practice should be discontinued. Another poor hiring practice of EPA's is that too often professional and management positions are listed without requiring a college education! Yes, you read that correctly! For instance, I've personally	Much like the Obama-care website fiasco, EPA's IT services (+ website) are horrible! While I am not the IT expert to recommend the latest + greatest emerging "IT Best Practices", yet, I do know when something is wasteful, cumbersome and not working nor communicating properly! Pease bring in some real-world tech gurus to dismantle EPA's OEI network and tangled web of IT gobbledygook that we've been forced to endure! BETA TEST ALL EPA applications and websites BEFORE launching them!!! Integrate the systems and databases. Get RID of OLD databases and applications (i.e.Forms and Skillport) EPA's online training is some of the worst ever conceived or launched; it's	This is tough because no one wants to identify genuine redundancies nor cut their budget--it risks their careers/jobs. You'll never get a straight answer from some offices/people. Yet there's so much redundancy across all levels it's nonsensical. Reward "Lean Machines". Engage Universities MBA/Masters candidates or industry assn. (i.e. IEEE) teams to solve and evaluate government programs as case studies or thesis. Create public forums that evaluate government programs and puts them on display--like TED Talks and/or a "Shark Tank" panel. Establish "Blue Ribbon" cross-sectional

	I
1084	
1085	Firstly, 360 evaluations of all managers need to be mandatory! It's too easy for management to spin slanted/positive tales out of total messes. Some folk need to be re-assigned and/or re-evaluated by external unbiased peers and/or review committees. EPA's management is often too risk adverse and usually prefers ONE viewpoint at the table. The government must set up a different value/reward/incentive system for its managers/staff. SAVING MONEY needs to rewarded instead of spending/dumping all the funds by September 30. It must be easier to offload unproductive dead weight (not popular to say out loud). There should be a 3-year probationary period

	A	B	C	D	E	F	G	H
1086	1085	5/19/2017	The awarding and management of grants could be streamlined and made more efficient. Many of the requirements are related to the Federal Grant and Cooperative Agreement Act of 1977, but it seems that there are processes within EPA???s grants policies that lead to inefficiencies in grants competition and grants management. EPA???s grants management and competition processes should go through the Lean process to identify inefficiencies and redundancies. Current practices make it difficult for applicants that are new to federal grants to have a shot at getting an award. Additionally, from a grants management perspective, EPA???s electronic records systems to not meet the threshold for records retention so we have to still rely on paper files. OGD started an e-records project but it seems to have stopped.	EPA needs to build upon our excellent relationship with state and stakeholder organizations ??? ECOS, NACAA, AAPCA, ASTSWMO, API, AWEA, Edison Electric Institute, AWWA, etc. EPA???s various media offices already have strong relationships with these and many other stakeholders, whom we engage with whenever we make major policy decisions. The current administration would be well served to listen to the voices of ALL states. EPA could do a better job of coordinating efforts with states and local on compliance assistance and enforcement. Eliminating OECA would completely run counter to EPA???s ability to accomplish this and cooperative federalism. Also, it???s doing things like this that undercut EPA???s ability to effectively work with stakeholders to accomplish our shared responsibilities of	We need to improve our websites and do a better job of telling the story of the continued importance of protecting human health and the environment. We need to share our data on our website, unless it is proven inaccurate or false. This includes maintaining our world-renowned climate change websites and data. When there is strong consensus in the scientific community that global warming is happening and it is influenced by human activity, it sends a false message to the American public and international community when EPA removes these websites. Ignoring climate change is dangerous to the coastal communities that are already feeling the impacts of climate change (and others impacted by more severe storms/droughts), and it puts American workers at a disadvantage economically when we ignore the rapidly growing renewable fuels industry (over 370,000 people employed in solar energy compared	EPA should continue to utilize Lean to identify inefficiencies and to seek process improvements, https://www.epa.gov/lean. I think this would be highly beneficial to the regions, who tend to be operating with less but can be more important in our interactions with states and communities. Also, reviewing our regulations periodically to identify inefficiencies, while ensuring they are legally sound and protective of human health/environment, will be beneficial. EPA does need to do a better job of this when introducing new regulations. However, an arbitrary removal of 2 regulations for every 1 new one is not helpful to the American public. This also will likely hinder economic growth by	I think EPA could take more advantage of mobile technology; especially if there is a way to improve our network capabilities without sacrificing security. I find that when I???m not directly connected to EPA???s network (i.e., at my EPA desk), it can be extremely slow to access various EPA networks, which can make it less efficient to work from home even though nearly all of my work is through the computer.	I think it comes down to communication, especially when it relates to enforcement or compliance assistance. We have strong partnerships with states and their various organizations, but the one thing they tell us time after time is, ???no surprises.??Â Most states appreciate what we do and rely on us, but it undercuts this relationship when they are not consulted on EPA actions. I think EPA already does a solid job of working with federal agencies where we have shared responsibilities (such as with DOE and DOT on fuel efficiency standards; NOAA and USGS on the Chesapeake Bay; etc.). I think the
1087	1086	5/19/2017	Just to much management and micromanagement. Do we really need all of these deputy positions, especially within the regions.	No opinion	No opinion	Get rid of unnecessary internal programs reduce other internal programs. These are programs such as internal communication, best places to work, process improvement (which in most cases produces nothing). Reduce the laboratory cost by reducing the number of laboratories to possibly a few strategically places labs. Could also look into partnering with other agencies for shared labs.	Further expand the use of O365 in eliminating the need for Shared Drives such as the F and H	Reduce the laboratory cost by reducing the number of laboratories to possibly a few strategically places labs. Could also look into partnering with other agencies for shared labs.
1088	1087	5/19/2017	-Most of my duties require concurrences, which are all paper-based. Perhaps concurrence packages including signatures could be processed electronically? This could be done via a sharepoint site, where the person requesting the concurrence posts the docum		-Sharing of contacts between EPA and State partners for various outreach activities (State primacy?)?	-See suggestions made under Q1. Reduce costs and inefficiencies by doing more business electronically, using available tools, like sharepoint.	-See suggestions made under Q1.	-Align with CDC/dept. of health/local extension offices/Dept. of Housing and Urban Development on bed bug issues?

	I
1086	Again, take this opportunity to understand EPA???s Lean Practices, https://www.epa.gov/lean. Senior leadership should also reach out to the agencies that are typically at the top of the Employee Viewpoint Survey ??? NASA, GAO, FERC ??? and learn from them. Also, thank you for this opportunity to provide our ideas to the new leadership - there are a lot of brilliant minds at EPA and hopefully this is beneficial to you.
1087	No opinion
1088	-Ability to make scanned PDF documents searchable and ability to extract information from PDF files (use of Optical Character Recognition software, Adobe Pro). -Voice messages going directly to email as voicemail and text. -Use electronic notebook (a

	A	B	C	D	E	F	G	H
1089	1088	5/19/2017	CaseMap. CID-HQ purchased licenses for a database program called CaseMap. It is a LexisNexis product that was developed for attorneys (not agents). CID management pushed this program onto the field staff and required that it be used to justify the $70,000 (approximate cost) price tag. The first reason given was that the US Attorney's office used it and wanted our cases in that format. The US Attorney's Office does not use CaseMap. The program is very cumbersome and not user-friendly, and the cost way exceeds any advantage used to justify the needless expenditure of funds we desperately need to run our organization.	There are not enough State/Local/Tribal criminal investigators to do the work CID does. The "ramp up" time to get the State/Local partners to the point they could begin to investigate environmental crimes would be measured in years. And, there are State/Local partners who don't have the money or desire to investigate environmental crimes. They are too busy chasing pedophiles, murders and drug dealers to deal with these types of crimes. In an ideal world they would, but simply don't have the time or resources.	We do a good job now.	Yes. EPA-OCEFT has a section called Professional Integrity and Quality Assurance (PIQA). That group has a GS-15 Special Agent in Charge and at least three agents at the GS-14 pay grade. I believe OPM requires a GS-15 to supervise more than three subordinates in order to justify a GS-15 pay grade. And EPA has an Office of Inspector General (OIG) that does the same job so why are we paying a GS-15 ($160K) and three GS-14s ($145K each) to do a job we already have covered with the IG? That is a huge waste of precious resources. Move the PIQA SAC to the field along with the agents so they can investigate environmental crimes or put them on Administrator's Pruitt's protective detail that	Move the CID agents into to "domicile" status at their homes and shut down the expensive office space we lease. The agents can take a tax break for a home office and EPA can cut millions in lease dollars spent. CID has been made to downsize the vehicles and in most areas that need 4x4 vehicles, can't get them. Law enforcement can not be accomplished in an electric Smart car. A slightly better vehicle could be achieved with home offices.	
1090	1089	5/19/2017	EPA's IT infrastructure is so old that tasks take much longer than they should. I believe that OEI's position of decentralized management is both more expensive than a centralized IT operation, and inefficient as a management procedure. Decentralization is inefficient and lazy.	Centralize all IT operations.	Provide an infrastructure powerful enough to support putting all services in the cloud, and before OEI disagrees arbitrarily, wall Ethernet ports are still CAT-5. CAT-5 was really good...in the 1990's.	EPA should stop all funding to in-house software, and move to SaaS for everything.	SaaS, modernized infrastructure that can support the move to cloud (it doesn't yet), find a solution that can replace the antiquated idea that network drives are a good idea - perhaps a DM system.	Partner with other agencies for a service desk that isn't terrible. EZTech is the absolute worst helpdesk on earth. Clearly their only metric is how many tickets they close, and how fast. Service is secondary or tertiary to actually solving problems. Basic IT language is beyond their comprehension.

	I
1089	
1090	A higher bandwidth network that doesn't get overburdened in the afternoon is a start. Poorly constructed in-house software is the next thing to be replaced. The only reason people like the software that's been created in-house is that they've only known the terrible software developed in-house. Stop being afraid to spend money on replacing the awful infrastructure and software currently in place.

	A	B	C	D	E	F	G	H
1091	1090	5/19/2017	The OCFO systems governance process is a significant roadblock in the ability to work efficiently and address issues timely. The process has too many layers (ex. FRB, Stakeholder meetings, rankings, etc.) that impede the progress of getting work completed. In the past we were able to work directly with staff to address OCFO system issues generally within a few days and the overly bureaucratic process in place now can take a month for one of the groups to review and discuss an issue. The process needs to be addressed and only items that are of significant cost or time to address should be put through the governance process and operational issues that can be resolved with FTE in place should be moved forward immediately.					Efficiencies could be gained by consolidating administrative functions across the agency. For example, OCFO and OARM could be consolidated into one organization and would serve as the administrative arm of the agency. There are several functions that overlap between the two regarding financial controls, contracts, human resources, etc. In additional, all IT functions could be consolidated within OEI. For example, OARM has Information Resources Management Divisions (IRMD) in RTP, Cincinnati and HQ that perform IT functions that are already provided by OEI. Also, OCFO maintains an
1092	1091	5/19/2017				There are plenty of opportunities to reduce inefficiencies at EPA. Some of them would include automatic timing to shut off non-essential lights at the end of each workday and over weekends. Many lights stay on overnight and likely add up to significant costs over a typical year. There can also be significant workspace reduction done, especially at headquarters. This could include desk sharing (especially relevant for those who telework 2-3 days each week), reduced workspace areas allocated per individual, more open workspace designs, etc. For a range of options developed by GSA see https://www.gsa.gov/graphics/pbs/Innovative_Workplaces-508_R2OD26_0Z5RDZ-i34K-pR.pdf		

	I
1091	
1092	

	A	B	C	D	E	F	G	H
1093	1092	5/19/2017					I am sending this message in full seriousness. Can we please equip the garbage cans (those pushed around by cleaning staff) with soft, air-filled rubber wheels that don't pollute the hallways and offices with extremely loud rattling? This often results in moments in meetings where a speaker cannot be heard, and those calling-in lose touch from the meeting. I'm sure there are many others that would support this change to alleviate this daily annoyance.	
1094	1093	5/19/2017	1. The way PeoplePlus is used currently requires a lot of unnecessary re-work. We have to submit our time early, typically 2-3 days before the end of the pay period, requiring us to forecast our hours for the next 2-3 days. If we end up sick in that time frame or decide to take annual leave, the timesheet will have to be revised the following week, which requires the employee and timekeeper to interact with PeoplePlus again. In the private sector you do not submit your hours worked until after you have actually worked them! Why are we doing this? This shouldn't be allowed! 2.ORD uses matrix management which includes multiple layers of management intersecting at various levels making it very confusing. The private sector tried matrix management years ago and abandoned it. Yet ORD adopted it 5 years ago or so. Ask any one rank and file employee how it works and no one will be able to describe it. Please get rid of this management approach adopt a simpler management framework. New			More cooperation and sharing of resources is needed for the ORD laboratories. Each one has unique capabilities which should be made available across the labs. To do this they all need a common framework to allow for "customers" (scientists across ORD) to access these capabilities. For example, one lab may have capabilities to analyze for stable isotopes that others don't have. This lab should behave like a commercial lab for others across ORD. Very little of this is being done.	We tend to lag in technology and supporting software. We are still using Windows 7 and IE11. IE11 has a hard time opening documents on line. As such many of us switched to Google, which will now be rolled out to all us. Thanks! Video conferencing with the Tandberg system usually has technical difficulties with poor video and most always poor audio. I don't know if it's due to the users or the system itself but it needs to be addressed	

	I
1093	
1094	Management in more progressive and successful organizations understand that failure is acceptable at a certain level, along with the successes. ORD management does not understand this. ORD management seems to operate out of fear and protection of their jobs. Our management seems more focused on good PR than good science. Science involves risk taking! Let ORD do this!!

	A	B	C	D	E	F	G	H
1095	1094	5/19/2017	To many layers of management. Three, four and more at times to get something approved or to do your job. Need to streamline and get to a better manager / employee ratio. Process Improvement - Any suggestion, recommendation, or improvements have to go through a formal process that is very limiting and the process is streamlined or changed so that it isn't the originators request but that of a managers. To much customization and redundancy between and within the Regions, Offices, and labs because of lack of Agency wide centralization of things like Travel, HR, Training, Delegations, Record Management practices.	Get private sector more involved.	Modernize the way we do business. It takes EPA way to long to get up to speed technologically. By the time we improve a process it is outdated.	Better, faster, more efficient use of O365, SharePoint, and other IT tools. People that want to change career fields are limited and not allowed because it isn't what management wants them to do. Management has no Work Force analysis and focus on what we need for the future and not plan to move people from old jobs to new jobs / careers that are need.	O365 / SharePoint - Start using what we pay for and stop wasting money.	Centralize things that we do the same (travel, training, HR, ...) Make it easier to move between Departments / Agencies to meet the change in work from one Department to another. If one Departments work picks up and one goes down it should be easy to shift people from one to the other without having to hire more people.
1096	1095	5/19/2017		When EPA gets rid of old computers and printers we currently send them to an electronics recycler. However, this equipment very often still works and should be either sold to the public or sent to Environmental Agencies in other countries. In Region 5, Chicago back in the early 1990s we you to ship our old computers to the environmental agency in Lithuania. ISB says that its hard to wipe hard drives clean and reinstall software, but there has to be a way to do this efficiently so that working computers are sold or reused instead of being scrapped.	When EPA gets rid of old computers and printers we currently send them to an electronics recycler. However, this equipment very often still works and should be either sold to the public or sent to Environmental Agencies in other countries. In Region 5, Chicago back in the early 1990s we you to ship our old computers to the environmental agency in Lithuania. ISB says that its hard to wipe hard drives clean and reinstall software, but there has to be a way to do this efficiently so that working computers are sold or reused instead of being scrapped.	When EPA gets rid of old computers and printers we currently send them to an electronics recycler. However, this equipment very often still works and should be either sold to the public or sent to Environmental Agencies in other countries. In Region 5, Chicago back in the early 1990s we you to ship our old computers to the environmental agency in Lithuania. ISB says that its hard to wipe hard drives clean and reinstall software, but there has to be a way to do this efficiently so that working computers are sold or reused instead of being scrapped.		

	I
1095	
1096	

	A	B	C	D	E	F	G	H
1097	1096	5/19/2017					The agency should undertake a systematic analysis of all of its business processes with the goal of streamlining them by converting them to all electronic processes. Right now there seems to be only ad hoc efforts going on in various offices, with little or no coordination. Which processes should be prioritized (reduction of paper, impact on regulated community, need to share, long-term or permanent records, high profile, etc.)? Then representatives of every impacted EPA office should participate, not just HQ, because every perspective is important in devising processes and systems that work for everyone, and if the process has an external component, outside constituents should also be involved. EPA should	
1098	1097	5/19/2017	There are many "community based programs" created under the last administration. It is unclear where they are going so that is creating confusion and wasted time. Some programs are changing their names to rebrand the same work. Decisions need to be made is these programs will continue as there are FTE, grants and contracts tied to the work. Examples include - making a visible difference communities, CREAT, Strong Cities/Strong Communities program, "livability" programs, "sustainability" programs, etc.			The Water Infrastructure and Resiliency Finance Center is an unnecessary overlay of work already being performed by States and other parts of EPA. It is unnecessary spending on FTE, grants, contracts and travel. https://www.epa.gov/water financecenter The Finance center was created under the previous Administration as part of the Build American Initiative. Staff was reorganized to do this taking away FTE from core mission. The work they do is duplicative of state and core EPA program work creating confusion and duplication of efforts. This includes: Environmental Finance Centers - give grant $ to set up 10 centers across the country. These groups have		When it comes to finding water infrastructure, the requirements are different then other federal agencies creating additional red tape and slowing down projects. For ex. EPA funds for water infrastructure and then DOT funds for the roads and sidewalks. Often times communities use multiple funding sources to do construction. There are too many and too many different requirements which causes delays. Why can't their be better alignment of federal infrastructure funding?

	I
1097	
1098	

	A	B	C	D	E	F	G	H
1099	1098	5/19/2017	Political appointees ignoring peer reviewed science is HORRIFIC. I would fire them and replace them with someone who cares about the environment and human health and not stuffing their own pockets with money.	More funds dedicated for collaboration on children's environmental health issues. NOT removing the clean power plan. Aggressive climate change policies. no DENIAL of science.	Fully staffed EPA, with at 16,000 employees. Cutting FTE will only reduce EPA's ability to reach our constituents	FIRE POLITICAL APPOINTEES that clearly do not care about human health and the environment.	When an EPA employee has to travel, let them use the internet to buy a ticket. It is much cheaper to have a change fee than a fully refundable ticket.	FOCUS ON CLIMATE CHANGE.
1100	1099	5/19/2017	Roles and expectations for various parties within each program are not appropriately defined and focused on the work at hand. Non-technical managers trying to manage workload and highly technical staff blunder about and actually hinder the progress of work to be done. Another example involves legal counsel not merely providing counsel on their review of technical deliverables, but instead, staff lawyers spend way too much time rewriting each aspect of a technical letter (not legal documents) so that the technical points are lost in communication and the deliverable is seriously behind schedule.	Nationally, we want to provide expertise for our state partners, while assisting them in conducting their work! Partnerships are so important in terms of value added and that is the key for shared goals between partners. Companies want a level playing field and consistency across state boundaries, and that can be achieved when EPA offers and States/Tribes/Local communities accept the assistance of EPA with our partnership in mind (on both sides, we must identify and acknowledge common ground - and win/win scenarios).	Workshare agreements have worked in the past to help communicate roles, expectations, and objectives for each party. It seems these instruments are no longer used in some programs and communications have stalled at higher levels of management.	Yes - but each program office should explore options from the ground up to best identify current changes you ask about.	Yes - we live in a computer age and yet EPA is behind everyone in terms of electronic structure to replace traditional paper filing. Tools we have just been given recently are limited in options for use and in fact already outdated by the time staff learn how to use them. Updates to regulations for e-reporting were on the verge of improving things, but have been on hold since December due to the change in administration.	Believe we already do this to a great extent with our states, so not sure here about realigning.
1101	1100	5/19/2017	(a) EPA has created Confidential Business Information (CBI) regulations and internal policies which greatly exceed the statutory protections Congress provided in the Trade Secrets Act and prevent efficient sharing of investigative information with federal law enforcement colleagues. EPA???s CBI regulations should be revised to allow for information-sharing with other federal and state law enforcement organizations, so long as appropriate practices are in place to ensure confidentiality. (b) EPA does not efficiently and effectively perform mission support functions such as the provision of IT tools and services, contracting, and personnel actions (across the board, from hiring to discipline/firing). I have two general suggestions to address these problems. First, the relevant offices should be adequately staffed and structured so that they can perform their required functions. (More front-line staff and fewer layers of	Our partnerships with states include the delegation of authority to conduct a great deal of the nation???s pollution control work, along with continued federal oversight and enforcement to ensure that national environmental standards established by Congress and implementing EPA regulations are not diluted or disregarded. Each year for the past decade, EPA???s Inspector General has included among the major management challenges facing EPA the ???Need to Improve Oversight of States, Territories, and Tribes Authorized to Accomplish Environmental Goals.??Â In my view, EPA often falls short in this regard because it is unwilling to communicate frankly and publically about the challenges that states face. I would address this problem by finding new ways to communicate	My first idea is to reverse the order of that list of stakeholders: per our statutory directives from Congress, EPA is charged with protecting human health and the environment; ???the public at large??Â should therefore be the primary beneficiary of EPA???s work, rather than the last in line. Second, I would recognize the limited applicability of the concept of ???customer service??Â ??? a private sector/commercial concept ??? to improving the effectiveness of a federal executive branch agency charged by Congress with establishing and ensuring compliance with pollution control requirements. That said, each of those referenced constituencies is critically important to EPA???s work. My overall suggestion is that EPA continually strive to improve its standard-setting and compliance/enforcement work, aiming for thoroughness, expeditious	Yes ??? see response to following question.	Yes. On the technology front, accelerating the move to electronic reporting by regulated entities will save the regulated community money and allow EPA to more quickly and thoroughly evaluate self-reported pollution data. On the process front, as the recent OIG report on 2017 EPA Management Challenges observed (as it has every year for the past decade or more), the EPA ???needs to improve its workload analysis to accomplish its mission efficiently and effectively.??Â In addition to conducting workload analysis that would allow more strategic decision making about the allocation of scarce resources, EPA could also be more accountable to the public and to our state partners if	As referenced in the answer to question 2, I would suggest that EPA attempt to accomplish more where we share responsibilities with states by increasing frank and public communication about the challenges that states face. For example, every state has at least one delegated or authorized federal pollution control program and therefore faces the need to address intentional (i.e. criminal) violations of those laws. But although every state has environmental regulators, relatively few have environmental crime fighters. In fact, most states

	I
1099	Use peer reviewed science to make policy decisions.
1100	
1101	Yes. Our organization has a centralized case management system that allows investigators and attorneys to create and house work product and other documents in a location that satisfies federal recordkeeping requirements, organizes material for subsequent use in prosecution, allows field managers to review and approve documents and actions, and allows headquarters management to monitor and evaluate individual cases and the overall docket. EPA has never created a similar system for the (much larger amount of) civil enforcement work conducted by OECA personnel in the Regions and at Headquarters. Though this would require

	A	B	C	D	E	F	G	H
1102	1101	5/19/2017	Management directives that would require the agency to change it's position on a particular point of law should be vetted thoroughly with EPA's Office of General Counsel, OECA and our partners at Department of Justice to avoid unnecessary disruption in ongoing enforcement actions and litigation. Proposed changed in policy going forward (what the law or regulations should be) should be clearly distinguished from the current state of law that we must currently enforce (what the law is).	EPA should support delegated state environmental programs to the maximum extent it can, while also recognizing EPA's important role in ensuring that a national baseline of environmental and human health protection as envisioned in our federal environmental law framework is achieved. When state programs struggle from limited financial, technical or legal capabilities, EPA must serve as a backstop to ensure adequate and appropriate responses to environmental disasters and instances of non-compliance. For example, many states do not have sufficient resources or legal authority to adequately investigate and prosecute the most egregious, criminal violations of our environmental laws. EPA's Office of Criminal Enforcement, Forensics and Training, along with their partners at the Department of Justice and U.S. Attorney	The agency's website should continue to be a clear and transparent way for the public to understand the scientific and legal basis for the wide variety of environmental topics that EPA administers.	EPA has been operating on a very lean budget with no significant increases for nearly a decade. While some additional opportunities for increased efficiencies may be identified, it is difficult to see how we can cut much more and still maintain environmental protection for all Americans.	One technology issue that could make a big difference in day-to-day productivity is providing EPA employees with the ability to securely access their government e-mail accounts form a personally owned smartphone device. Currently, access to e-mail is only available from a government owned laptop or smartphone, or a personally owned PC. Very few EPA employees are provided with government owned smartphones. EPA employees in the field without a government owned smartphone are often in places where it is inconvenient or impossible to use a laptop or PC. It seems that other federal agencies have found ways to allow secure access to government e-mail accounts	
1103	1102	5/19/2017	First of all, I would like to say thank you for this opportunity. While many people may not respond to this for fear of it not being anonymous (and anyways ??? depending on responses ??? writing style and context provided in answers can often identify someone even if anonymous was the sincere intent) and many people may choose this as a forum to vent all sorts of gripes ??? I am choosing to take your actions simply at face value. I am glad that you are seeking feedback from all employees ??? because our management culture I think often will just choose to tell you what they think you want to here and also quite frankly is not often in touch with issues in their own organizations. I cannot remember the last time EPA did 360 feedback on managers or whether it ever has. I have worked at EPA for a little over 10 years and have an MBA from a top school. I have also worked in a variety of positions in the non-profit and private sectors. I have worked all sides of the	Well, I think first we need to decide what results we want to see. Or maybe really what results we want to focus on. I know that regulations govern to some degree our priorities and resources limit our abilities to achieve everything we might like to achieve in a finite timeframe. But surely, e.g., we can find 1-2 things every year beyond the routine must do???s that we can all agree to focus on to drive to a higher level of results. I can???t speak to all state government cultures, but in my own office we seem to lack ability to focus. If you try to achieve 10 major efforts all at once with a staff of 2 and next to no funds, you are likely bound to fail. I think we have a real internal management problem where to do lists are developed but then thrown to the wind / forgotten. Or - EPA may write strategies that	While I think individual pockets can be helpful in their own right, you can???t improve customer service across the board and you certainly can???t build off that or track your results without a system. The Agency recently bought Salesforce ??? the number one CRM platform. I don???t know what better platform to deliver customer service across the board from. I have implemented in my own program and had amazing results. An internal enterprise Salesforce system would also help with my comments under Item 1 ??? with getting better answers to internal questions. However, too, see comment 4. I think before we go charging into serving ??? we may first need to fix out processes through efforts such as LEAN.	I think greater implementation of LEAN throughout the Agency would be great. However, see my comments under #2 ??? you don???t want someone LEANing a process who can???t think a process through. Unfortunately, I think we have way too many staff who just know how to push paper rather than want to or care to ask if they can???t do something better. I am not necessarily implying that they are not intelligent ??? I am saying you get what you pay for. And I don???t necessarily fault someone for just wanting to come to work, do what they???re told and go home. Heck ??? on my own accord I worked uncompensated overtime for 3 years to LEAN my program ??? while	I think we are already pursuing a lot of them ??? shared services, LEAN, etc. We just need to do more. I am heartened by the recent acquisition of several cloud service providers, which could hugely benefit our work internally and with our partners. EPA unfortunately has a tendency of poor IT implementations for those services that are inwardly focused (reiterating comment above ??? people are put in charge without the proper skill set; management doesn???t know the difference). Inwardly focused IT implementations would do much better if they sought feedback from / involved in their development actual EPA users.	I???m not actually sure if we have any one group just focused on service across the board with our partners / potential partners. We I think ping them all separately ??? i.e., we have OW, OAR, etc. all working separately with the state of X ??? but no one group maybe trying to work with the state of X at a high level to identify concerns / cross-cutting issues, etc. I think maybe ECOS kind of serves in this capacity I guess for the states. But I still wonder if something more might be helpful. It would be a near impossible job to accomplish, though, unless say we were tracking at least at some high level in a customer

	I
1102	The LEAN program has been a very useful in streamlining agency processes, particularly in laboratory organizations.
1103	Salesforce. We need a wider implementation of Salesforce like that pursued at USDA and FDA.

	A	B	C	D	E	F	G	H
1104	1103	5/19/2017	Centralization of certain functions both outside of a Region (or within a Region, but outside of a Division) have removed people with first hand knowledge of personnel needs (such as hiring or travel) to a distant employee who may not answer telephone or email. While in most instances such organization works fine, in certain instances, it removes accountability to the requestor. It wastes productive time as there is a greater need (and more steps) to find out the status of a request.	States, tribes, and local communities already provide assistance to EPA, but will not be able to assist in achieving better environmental results until they have more resources. In programs I am familiar with, the private sector actively works to problem solve and find cheaper and equally appropriate outcomes. Relationships with most are fine; for those who do not care about the environment, closer coordination will not result in a better environmental result.	More employees to interact with these communities. Employees are addressing statutory requirements and are stretched thin.	Personally, I think there are too many people in HQ who do not deal directly with constituencies. In most instances, direct interaction with other levels of governments, the regulated community and other stake holders occur at the Region. However, I will admit that I may not understand what the needs are that resulted in creation of their jobs.	See answer to 7 below.	I am not aware of any.
1105	1104	5/19/2017		We need more peer reviewed studies to identify potential advancements that are based in science. In addition, I think that program evaluations to identify what is working and what is not would be beneficial to the organization. Finally, we should use evidence in budget decisions.				
1106	1105	5/19/2017				In the Contractor Laboratory Program (CLP), matrix spike (MS) and matrix spike duplicates (MSD) are performed per sample delivery group, on PCB and pesticides organic laboratory analysis. This is very costly, and MS/MSD quality control is not cost effective. MS/MSD has ben eliminated on all other organic analysis but PCB and pesticides, and should be eliminated for PCB and pesticides. Field duplicates analysis for CLP organic and inorganic analysis should be eliminated. Field duplicate samples are a GREAT expense, and little benefit since the data is not qualified due to Field duplicate analysis.		

	I
1104	There should be a focus on records retention and records management. Many other agencies are far in advance of EPA on this and electronic collection of documents for FOIAs and litigation.
1105	
1106	

	A	B	C	D	E	F	G	H
1107	1106	5/19/2017				In the Contractor Laboratory Program (CLP), matrix spike (MS) and matrix spike duplicates (MSD) are performed per sample delivery group, on PCB and pesticides organic laboratory analysis. This is very costly, and MS/MSD quality control is not cost effective. MS/MSD has ben eliminated on all other organic analysis but PCB and pesticides, and should be eliminated for PCB and pesticides. Field duplicates analysis for CLP organic and inorganic analysis should be eliminated. Field duplicate samples are a GREAT expense, and little benefit since the data is not qualified due to Field duplicate analysis.		
1108	1107	5/19/2017	There is way too much mandatory annual administrative training. Such training should be required once for new employees, with refreshers at five- or ten-year intervals only. Accreditation procedures should apply only to regulatory activities, not to screening-level projects.	We should be able to provide reasonable technical assistance to all governments who request it, regardless of the level of advocacy from EPA program offices. Our travel budget should be increased to enable this assistance.	Increase our travel budget so that we can spend more time on the ground out among our stakeholders.	Prohibit contractual components in state grant programs.	We need to continue to push the envelope on remote sensing, real-time data acquisition, and GIS modeling to better target our efforts at environmental compliance assistance.	We should increase our emphasis on technical assistance to geographic programs such as the National Estuary Program.
1109	1108	5/19/2017	I object to requirements that we as EPA staff must get approval from headquarters before making public statements. Such requirements are burdensome and unnecessary and undermine the Agency's commitment to transparency. EPA has always prioritized communication with stakeholders -- members of the public, members of the regulated community, state & local governments. Requiring HQ clearance for too many categories of communications will censor the Agency and interfere with the public's understanding of what we do.	We need to maintain funding for EPA programs that support development of legal infrastructure at the state and tribal levels, so that those entities can effectively enforce and implement the federal environmental laws entrusted to them. EPA must be able to maintain its oversight of programs delegated to the states, so that the private sector is certain of national consistency.	EPA needs to improve its transparency and communication with stakeholders and the wider public, so everyone better understands what EPA is doing, the bases for EPA action (peer-reviewed science and the rule of law), and the implications of those actions. In particular, EPA should do a better job of communicating the economic and public health benefits of our regulations, which have been proven by peer-reviewed studies.	Strengthening EPA's enforcement work would increase compliance and therefore reduce costs, to the Agency, the private sector, and the public: non-compliance by industry leads to increased costs responding to accident and releases.	EPA is often overwhelmed by document reviews necessitated by FOIA requests and discovery processes in litigation. If our IT resources and records management practices were updated to be more effective and efficient, we would be in a much better position to respond quickly and with a minimum of Agency resource.	

	I
1107	
1108	Real-time water quality data acquisition and web-based serving of this data to the public on a geographic basis.
1109	I am not personally aware of best practices but feel certain that we could learn a great deal from the records and data management practices of large law firms and major corporations.

	A	B	C	D	E	F	G	H
1110	1109	5/19/2017				The Administration should consider revising Executive Order 12372--Intergovernmental review of Federal programs and OMB???s Common Rule implementing the Order to foster a more cost-effective means of providing elected state and local officials with opportunities to consult with EPA and other agencies on Federal financial assistance programs. EPA???s regulations adopting the common rule are at 40 CFR Part 29. The burdens imposed on the public by these regulations could be substantially reduced by eliminating unnecessary requirements and authorizing the use of modern technology. One of the key components of the intergovernmental		We should consider implementing terms and conditions more consistently across the Federal government. For example, indirect costs (IDCs) may be handled differently by each Federal agency, and it is enough of a difficult topic that it could be difficult for recipients to comply with managing their IDCs one way.
1111	1110	5/19/2017	OECA's No Action Assurance policy makes property transactions, specifically the reuse on partially contaminated properties (Brownfields, and former Superfund) much more difficult than it should be. The No Action Assurance Policy says that, outside of a formal settlement agreement, EPA will never tell a party purchasing a potentially contaminated site that the Agency won't pursue them for additonal cleanup even if the party has taken all reasonable steps to assure that contamination won't be spread. This prohibition against providing assurance to a party in a simple comfort letter holds true even if the EPA has determined that it doesn't a case to pursue against the party. Revise the No Action Assurance policy to state that parties that jump through the bona fide prospective purchaser (BFPP) hoops will be given a letter that says, unequivocally, is not a liable party. Make this apply to lessees as well. BFPP hoops could be streamlined as well: e.g. EPA regs require a BFPP to hire an					

	I
1110	It would greatly help if we could hold people more accountable for their work, and/or more easily fire staff for non-performance. There do not currently seem to be repercussions for staff members who do not perform well (or at all) and there is too much work to be done to allow anyone to choose not to perform.
1111	

	A	B	C	D	E	F	G	H
1112	1111	5/22/2017	PARS, the annual performance review system, is not necessary because it appears to be valueless. When a supervisor makes statements to his staff member such as "You have to walk on water to get an Outstanding" or "I gave you the same evaluation I received", that is indicative that PARS is a useless requirement. Also, preparation of a Weekly Report for management is a very reasonable requirement - - - if management actually reads the report. If a Weekly Report is required because that's the way it's always been, then that would not be an optimum use of a staff member's time.	Partnering - a relationship in which there is mutual respect - must first start within EPA. Being a supervisor should not be a license to speak to staff disrespectfully. It is never appropriate to publicly embarrass an employee. Should there be mandatory refresher training for managers?	PARS is an annual and arbitrary event. If it could be replaced with the previous performance review system, which was simpler and worked, morale and productivity might increase. Also, there is a required template for five-year reviews for Superfund sites, so why does each and every draft five-year review need to be sent to HQ for review? Let's think about streamlining the five-year review process.	PARS involves 2 meetings/year between an employee and his or her supervisor and the generation of a significant amount of paper. Unfortunately, it is not does not appear to yield any value whatsoever to the taxpayer. Does EPA need to spend the man-hours and paper to memorialize favoritism? The previous performance review system was much better. Also, the procedure for initiating an Interagency Agreement (IA) with another fed agency appears to be very time-consuming and steeped in "CYA". Doesn't it make sense for federal agencies to work together? Initiating an IA should be easy, not excessive. Let's spend time on getting valuable work done. Taxpayers want results, not	What about an anonymous electronic suggestion box that is always available? This current survey is great, but it seems like a rare event. An always-available suggestion box could increase accountability.	Not sure.
1113	1112	5/22/2017	EPA uses outdated software that is not user friendly. Instead of using maxiflex and peopleplus, employees should track their time in one system. The Concur software is overly complex and inefficient. Also, I spend so much of my day drafting briefings to the political appointees in Washington that it is difficult to complete substantive work. The new administration should delegate so as not to inhibit the process of regional work.		The one factor that I see limiting my ability to service tribes, local communities. the regulated community, and the public is lack of adequate funding. Personally, I am not authorized to attend meetings with regulated entities on enforcement activities and compliance assistance matters because the Region does not have sufficient funding. Similarly, work slows because Agency employees are assigned to too many matters. The Agency, the environment, and the public would benefit from additional qualified, hard-working employees.	Increase salaries to attract better talent. The Agency should be hiring only the best scientific and legal talent. Promotions should be merit-based and the Agency should use its authority to terminate people that do not perform their job efficiently and effectively. Employees should not be allowed to take undue advantage of Flexiplace. The Agency should somehow limit Flexiplace so as to allow episodic Flexiplace only or to cap the number of hours that an employee can work remotely per day.		

	I
1112	Just brainstorming, if managers needed to attend mandatory refresher training, and if they had a trainer speak to them in a disrespectful and hurtful way, instead of in a professional manner, then maybe the manager would see how it is when they act that way. If managers could be reminded to speak in a tactful way, then there might be fewer complaints from employees.
1113	

	A	B	C	D	E	F	G	H
1114	1113	5/22/2017	The Region 2 travel help desk (increases work for those who know how to do TAs, process is slow, and often TAs are incorrect) was put in place because managers want to rubber stamp Travel Authorizations instead of being accountable for reviewing them. The service should be optional and not required. If Managers are responsible for certifying hours in People Plus, then what is the need for timekeepers? Timekeepers often send needless (sometimes 7 in a week) reminders to staff to do People Plus. People who forget to certify their hours on time should just be paid late and then they will never forget again. We are supposed to be professional adults here, not children who need constant reminders to do things. Coordinator roles for programs within EPA (e.g., environmental justice, children's health) are unnecessary and lead to grade inflation (GS14s). Instead, there should be workgroups of people whose jobs actually are impacted by the	Move away from block grants. Tie state grants to performance for individual actions. The move to block grants has lead to states knowing that they can ignore parts of the performance partnership agreements and still get all of their money, so they ignore EPA requests to do what they are supposed to. This is bad for the regulated community since the states can take longer to implement a regulation (leading to inconsistency or what appears to be condoning noncompliance with federal requirements). For example, delays of states to adopt new standards or requirements in their state regulations.	The practice of going through HQ for things (e.g., public affairs) slows the process and makes Regional offices less efficient and responsive -- prolonging responses to the media and public at large (including the regulated community).	Less management layers (management does not do day to day work and creates unnecessary layers. For instance in Region 9, the Region switched to Offices instead of Branch/Sections -- This level of management seems better than the extra Section/Branch structure. Also enforcement is better when integrated into the program office instead of its own separate entity. People can have both skills (program and enforcement) instead of overspecialization and be able to follow an action from program through enforcement and back again (better for regulated community). But multi-media is too much (master of none) because then staff cannot learn anything well.	Tablets for inspectors (would allow inspectors to have complete regulations at their fingertips and make report writing faster). Would not need to have cameras as a separate piece of equipment (tablets are all in one).	Coordinated planning for monitoring and inspection needs to be flexible. For instance, water quality monitoring can be planned in advance whereas inspections can be targeted based on new information (e.g., non-compliance, PFOS/PFOA).
1115	1114	5/22/2017	One of the greatest challenges facing this Agency is the oddly out-of-balance world of public sector employee unions. While understanding the importance of ensuring a federal workforce that is apolitical and having mechanisms in place to ensure employees do not suffer from political retributions from changing winds in DC, the over-emphasis this Agency has placed on supporting employee unions has simply gone too far (and remarkably Agency management under both parties goes along with it!). The rules and regulations for addressing performance or conduct matters for underperforming employees are byzantine to say the least. The number of safeguards (mis)used by these employees and their unions make the most basic management functions many times more difficult than they need to be are incredible! While the Administration and Congress look at the larger issue of how employees can challenge adverse actions (through the MSPB, EEOC, OSC and any number of other alphabet soups out there), the	We certainly should look to ensure more effective partnerships with our state/local and tribal partners. However, the nature of our work at the EPA does in fact require a significant federal involvement. The rationale for this is simple: pollution knows no geographic or political boundaries. What happens in one city or state has absolute impacts on neighboring states. However, the important difference is that the neighboring state has little recourse to correct the problem. Additionally, state and local governments have been tightening their belts for a number of years as well. There are simply not the resources at the state and local level to address the critical issues EPA deals with each and every day. I fully acknowledge that EPA has had instances of ???mission creep??Â into the areas of ???nice to do??Â rather than the	I???m not sure ???customer service??Â is the right description for what we do as a federal regulatory agency. Customers are generally defined as ???a party that receives or consumes products (goods or services) and has the ability to choose between different products and suppliers. The second part of that definition is key. We are not making and selling widgets. We are charged with implementing environmental statues passed by Congress and signed by a President. Creating regulations ??? then enforcing them ??? are key to how a regulatory agency works. The notion that our customers (in this case the American people) can take their business to a different source is not realistic in our case.	I think some of the proposals put forth by the Administration are in fact helpful redirection of limited resources. Program like Environmental Justice, Energy Star, Bees and Other Pollinators Protection, BurnWise, Children???s Health, Environmental Education, Homeland Security, the EPA libraries, and the Sun Safety programs are all well intentioned, but I???m not sure are required (at least in their current form). These redirect badly needed resources from critical areas such as effective and efficient rulemaking and enforcement.	A basic IT infrastructure that works would be a real shot in the arm!	I think we should certainly look for any ways we can leverage our resources with our federal/state partners. However, the reality is EPA is charged with implementing and enforcing federal laws for a reason. The idea we can simply turn 1/3rd of the Agency???s responsibilities over to the states is not a realistic paradigm if we are to in fact protect human health and the environment.

	I
1114	Less management layers. Empower employees to send correspondence out under their own signature (leads to more individual accountability). Delegate down whenever possible (e.g., regional pretreatment under the NPDES program to division directors).
1115	I???m going to answer the inverse of this question (sorry!). EPA has suffered for years as the most stove-piped, badly run organization I have ever seen. While everyone works towards a common goal of protecting human health and the environment, the reality is we are a loose confederation of programs and statutes joined by a common letterhead. Part of this is by the nature we implement our laws. Each AAship has its own authorizing statutes and will implement them as they see fit. I can understand and appreciate that to a certain degree. Work that is done under the CWA may have little to no impact on work being done under the CAA. Where EPA falls down

	A	B	C	D	E	F	G	H
1116	1115	5/22/2017	CERCLA: Five Year Review Process - Presently, one of the tasks to be documented as part of the 5-yr review process is to answer whether there are any new rules or circumstances that call into question the protectiveness of the remedy. As part of this analysis, the human health risk assessor looks to see if any standards have changed, in particular any standards that have been adopted that render the afore selected cleanup levels, no longer protective of public health. This is good step but it doesn't go far enough into reviewing how the remedy is progressing against the cleanup levels as laid forth in the ROD. With just a bit more work during the 5-yr reviews, we could save much time and money in CERLCA cleanups, if an evaluation of risk to public health using concentrations present in the environment at the time of the 5 year review were to be performed and compared to not only the current ARARs, but also used to re-evaluate the protectiveness finding (namely, ask			CERCLA: Five Year Review Process Presently, one of the tasks to be documented as part of the 5-yr review process is to answer whether there are any new rules or circumstances that call into question the protectiveness of the remedy. As part of this analysis, the human health risk assessor looks to see if any standards have changed, in particular any standards that have been adopted that render the afore selected cleanup levels, no longer protective of public health. This is good step but it doesn't go far enough into reviewing how the remedy is progressing against the CERCLA requirement to achieve a "protective remedy" (e.g. a cleanup that falls within the 10-4 to 10-6 excess cancer		
1117	1116	5/22/2017	I am a proud supporter of the President and the Administrator; therefore, I want them both to succeed. I can tell you this from the "rank and file" perspective, the regions and other managers, particularly the regions will NEVER execute the President and Administrator's vision. I would recommend until the Administrator is able to implement the President's vision, that funding, in particular, for the remaining of FY 2017 be solely managed directly from EPA-HQ where the Administrator can keep close taps on the programs. If the Administrator doesn't do this and continues to forward funding allocations to the Regions, they will fund known and secretive projects to keep the President from implementing his vision. Hopefully, by the time the new fiscal year begins in October 2017, the Administrator will have more staff in place and has a better handle on how he wants things to reflect the President's budget. Most if not all the managers (even to the lowest ranks) have been promoted because they are a part of the	Eliminate duplicative efforts. I have experience in processing grants in the past, and I have first hand knowledge that there is a tremendous amount of duplication. As EPA moves forward, I would suggest having a grant processing center where all employees processing grants are in the same location and can process the grants as grants AND not as cooperative agreements. There is a difference in these two labels. Also, please STOP the ACS reporting and bean counting for inspection. They both have NO value. Find a better way to empower employees to upload and certify their own inspections. Direct interaction, less inspections except for oversight or as necessary in case of public health concerns.	Have one point-of-contact for each program and all supporting personnel works with that individual to ensure transparency and to meeting programmatic deadlines.	Instead of having SESs be burrowed in managing staff and them not be spark and innovative, I think it would be great to only use SES staff for high profile and specialty assignments. For example, the Flint Michigan situation should have an SES assigned to that region for a specific set of time to assist and oversee the entire cleanup project. Let the SES be responsible for taking on assessing major conflict projects and opportunities and outreach for the Agency. For individuals who are as highly paid as the SES, they should be challenged more and rotated more and NOT burrowed in. Make it mandatory that SES can only stay at EPA for 3 years maximum and then must rotate to another Agency.	Not sure	Remove duplicated efforts among agencies.

	I
1116	
1117	Reduce the amount of cell phones assigned to the overwhelming amount of managers. Remove bad actor managers who have and continue to have multiple employee complaints and lawsuits against them. Faster track with removing managers definitely. Take a look at the amount of money that the Agency has paid out to staff employees due to bad actor and in some case repetitive managers who continue to place the Agency in compromising positions for employee lawsuits. Reassess human resource departments throughout the entire agencies. Some human resource departments are not impartial in matters of employee concerns and automatically take the side

	A	B	C	D	E	F	G	H
1118	1117	5/22/2017						
1119	1118	5/22/2017	In regards to ORD labs and centers, administrative burden is increasing for scientist's and staff. New requirements for quality assurance, data access and scientific data management plans should use established methods already in use by NIH and NSF rather than making an existing process more complex and should be examined carefully to be certain they do not exceed scope. For example, research designated as high visibility/high impact required review at the level of program offices; this is desirable from the standpoint of the stated purpose, which is increased awareness and review for policy implications. Unfortunately it sometimes becomes burdensome because these reviews go beyond scope, duplicate internal review already accomplished via other mechanisms and increase the review time and delay submission of research results to peer-reviewed journals.	Ask the states, tribes, local communities and private sector what additional help they would like and how they would like to partner with EPA. The listening sessions that have been going on across federal agencies are a good start. Allow more involvement of scientific staff.	Stream-lined review processes that are less subject to delays - all internal review processes should be re-examined in terms of increased time required versus value added.			Development of guideline levels for chemical exposure is done by both EPA's IRIS program and ATSDR, although used for slightly different purposes and having differing review processes, it would be desirable to seek opportunities for collaboration and consolidation.

	I
1118	EPA should consider to re-designate the Security Management Division to the Office of Security, appoint a senior level manage to lead the Office of Security with a professional intelligence and security pedigree to oversee the various intelligence and Security functions and coordinate the EPA???s national intelligence and security needs. The manager must be empowered with the proper authorities to lead these various intelligence and security functions across the agency, report directly to the Administrator and must also have the complete trust, confidence and backing by of the Administrator and Chief of Staff to make this work.
1119	360 degree evaluation

	A	B	C	D	E	F	G	H
1120	1119	5/22/2017	Contracting at EPA is a major challenge. The contracting staff are under-resourced and often ill equipped to help get things done in an efficient way, and in the last several years, there have been many major contracting snafus that resulted in stop-work or loss of software maintenance or other types of issues due to the processes taking far too long. Contracting staff aren't able to be proactive. Another area that has been difficult is in getting budget clarity, which also adversely impacts ability to strategize, plan and implement. Within OEI there are a number of things that seem unnecessarily complex and process-oriented, where it comes to IT deployment, such as the ADC process and security documentation. Another thing that EPA could benefit from tremendously is more training resources, even if they are free and local. Even going to after-hours local technology meetups would be helpful and many EPA staff do those on their	Need to do a better job of showing collaborative data-driven efforts, getting states and other jurisdictions to make more robust use of EPA data, tools and resources as well as having a good set of forums for collaborating and listening to each other's requirements. The Exchange Network Integrated Project Teams (IPTs) begin to try to deal with these but in many ways only scratch the surface, for lack of resources on either side. More pilots and demonstration projects to prove and validate concepts of information exchange, analysis and other uses of the data would be tremendously helpful but resources are lacking for these.	State and local jurisdictions often ask about where they can find better resources for using EPA data, services and tools. They are often scattered around, and lack good developer resources, examples and documentation for partners to easily pick them up and use. These resources are often just put together almost as an afterthought, but we need much more robust support wrapped around them. ODSTA's "Developer Central" and the System of Registries in OIM are some of the better resources that EPA has in that regard but even they are lacking the staff, resources and more robust infrastructure needed.	The biggest area for potential improvement is on the data side. Replace remaining paper-based systems with smart electronic reporting. There are still some processes that even require FAX submissions. These can and should be modernized. Electronic reporting will reduce industry burden, and will speed up reviews, permitting, workflows and approvals, along with making them a lot more efficient and accurate. By "smart electronic reporting" what we should be pursuing is an API-first approach, in which we provide smart web forms for collecting information (which also includes validation of data entered) but under the hood, it also has reusable web services which can be used by state	Better/expanded use of cloud computing and available managed services and Platform-As-A-Service (PAAS) offerings, and streamline how EPA deploys applications (DevOps). Focus on an API-first strategy to make data and services robustly available across the agency. Make better use of sensor technologies and external data sources in concert with our own. Engage in more LEAN events and business process re-engineering to re-evaluate and streamline workflows and processes, and do more automation, whether data refreshing/loading, transformation, QA, et cetera.	There are a lot of common needs across states, tribes, territories and EPA as well as with local government. In many cases it doesn't necessarily make sense and is horribly expensive to re-invent the wheel for every jurisdiction. EPA needs to collaborate closely with state and local government as well as with other federal agencies on data standards and shared services that can let all parties do their work far more efficiently and cheaply.
1121	1120	5/22/2017	1. Software/process inefficiencies in timekeeping system: If employees need to change a leave request after submitting it in PeoplePlus, they can???t take back the request using that system, but instead have to submit a separate request to a manager by email. This is cumbersome and inefficient, and consumes email server and storage resources. The People Plus software should be upgraded to include a built-in request withdrawal and revision system. Also, the People Plus system should be integrated with our Outlook calendars, so that granted absence requests automatically populate the calendar in the right places. As it is, we unnecessarily spend time retyping leave requests into our calendars. Finally, revise People Plus so that it can show more than five accounting codes at once. There's no reason people should keep having to click back and forth between pages, and it adds up to significant lost time. 2. Password updates: Employee time is	1. Strong oversight of delegated/approved state and tribal programs. 2. Assessment of gaps in regulations that allow a race to the bottom effect among states, followed by promulgation of new regulations to fill these gaps. 3. Strong support for EPA enforcement programs. This is necessary to avoid giving a short-term competitive advantage to states that weaken their own programs. 4. Increase emphasis on sustainability in our own operations, and provide relevant information about it to the public and partners. Explore ways to build sustainability requirements into our grant and oversight processes.	1. More affirmative online posting of environmental information. 2. Abbreviate the OMB review process for EPA rulemakings. 3. In rulemaking and other agency actions, ensure that benefits are considered as well as costs. 4. Restore and implement the CPP and WOUS rule. Clean air and water are good service. 5. End excessive political review and oversight of FOIA responses, including consultation about White House equities. Issue a ???fishbowl memorandum??Â clearly mandating transparency. 6. Reinstate consideration of social costs of carbon and other greenhouse gas impacts in NEPA reviews.	1. End political review and oversight of FOIA responses. Mandate transparency. 2. Reduce political-approval bottlenecks for routine Agency actions.	1. FOIAonline needs improvement and integration with EPA systems (e.g. Relativity). 2. Upgrade to the current version of Relativity. 3. Obtain cloud-based storage of text messages sent and received on Agency mobile phones. 4. Automatically post all senior officials??? calendars online for public viewing. 5. Work to further streamline litigation hold system to make releasing outdate holds easier, limit the scope of existing holds to what is necessary, and make notifications and questionnaires more effective and efficient.	Increase enforcement programs in areas where state efforts are lacking.

	I
1120	Containerization, Big Data, DevOps, Continuous Integration, Microservices, and streaming sensor data are far more mature in the private sector than they are at EPA, EPA should continue working toward building these out.
1121	1. Password management software 2.Cloud-based text storage

	A	B	C	D	E	F	G	H
1122	1121	5/22/2017				As much as it would be unfavorable for me and other employess, the amount that EPA matches each employee in their TSP account could be reduced in order to reduce costs.		
1123	1122	5/22/2017	I do CWA enforcement. In our Regional office, there are simply too many documents and processes that are required of a new case, before I can even get an attorney assigned. Theses same documents then have to be redone as we get more information about the case.	Remove this idea that EPA has to always be the lead on enforcement.. In my program (404 CWA Enforcement) there is too much emphasis in taking on cases just to pad the "numbers" for OCE. So we aren't always taking "good cases" or we are trying to take on cases that are best resolved by our other federal (COE), state or local partners.	Let us do more with outreach and compliance assistance (compliance assistance has been deemphasized the last couple of years).		Well we could all use better training just on the tools and technologies that we already have.	Establish more local agreements to provide better alignment (and coordination) between State and Federal partners on enforcement.
1124	1123	5/22/2017						
1125	1124	5/22/2017	The Agency needs to have a better mechanism for addressing poor performance and/or dismissing non-performers from the Agency.					
1126	1125	5/22/2017		Increasing staff levels at EPA will result in achieving better environmental results.	Increasing staff levels at EPA will enable us to provide better customer service. Reducing staff will make it very difficult to provide customer service.			

	I
1122	
1123	In the 404 CWA program, our Region's hold Field Level Agreement meetings w/ our state and federal partners to go over case development, information exchange, and development of better coordination/communicatio n procedures.
1124	Having online systems such as FOIA, that require you to login and change your password even though you haven't needed to use the system for months, is a hugely stupid waste of time and resources.
1125	
1126	Making good use of senior EPA employees. Their institutional knowledge would improve efficiency, and their core beliefs and integrity would increase accountability.

	A	B	C	D	E	F	G	H
1127	1126	5/22/2017	Correspondence - change agency practice/policy so that staff can submit an electronic copy of a memo or other document needing management approval and can stop wasting money and time preparing those same documents in hard copy that inevitably get changes before they are finalized. As envisioned, the document would be routed electronically, edits made electronically, and only the final version (ready for signature) would be printed out into a "formal signature package." Saves paper and time and reduces our carbon footprint by using less paper.					
1128	1127	5/22/2017	When I cannot easily find the solution to a equipment or EZ Tech problem, I can only call EZ Tech to get support. We need to modernize our EZ tech customer service so that we SHARE SOLUTIONS (e.g. a SharePoint site) in a common space. For example, if there is a problem with your iPhone, people will try to search Google to find how others resolved the issue, you may never have to call someone for help. If EPA could modernize their EZ Tech customer service so that we could share solutions, EPA could save money on their EZ Tech customer support contract and operate more like a modern effective customer service provider.		EPA should do User Research to identify how different groups seek customer service from EPA and pilot programs to engage with those groups better. For instance, the states may be seeking a communication platform which could be hosted in e-Enterprise while the public at large may interface with specific EPA web pages or social media accounts.	Yes, there are untapped opportunities to automate and lean administrative (e.g. financial or HR) work processes. We can leverage technology to develop automated solutions so employees can focus on mission related work instead of being burdened by administrative work.	There are three technologies: cloud hosting, human centered design practices, and cybersecurity. The faster we migrate from on-premise hosting (i.e. NCC servers) to cloud service offerings (AWS), the quicker we can save money on hosting costs. The existing on-premise hosting service at the NCC is not accountable to responding to customers and there are people in processes where there could definitely be automation, which makes for a very cost and time intensive process. To do this migration effectively, EPA employees needed to be properly trained in modern software development practices. Human centered design (HCD) practices is a	
1129	1128	5/22/2017	Community involvement documents (such as a fact sheet or brochure) must fit within a narrow selection of templates. These templates are outdated and make the agency feel archaic. If you want to develop a new style for a community involvement document, it can take many months to get approval. By then, the community involvement need has passed and was not met.		Public involvement and community outreach activities at the project level must be approved by headquarters. This is nonsense. It creates a bureaucratic nightmare and prevents EPA from being able to react efficiently to community needs. Trust employees at the regional level to make the right decisions.			

	I
1127	
1128	There is a great amount of potential for EPA to improve how we work (efficiently, with accountability, and reducing costs) if EPA adopts and matures into a organization that uses human centered design to deliver our work products. Check out the human centered design work at IDEO and Pivotal.
1129	

	A	B	C	D	E	F	G	H
1130	1129	5/22/2017	Yes. Staff spend unnecessary time on document review for FOIA, litigation, and congressional requests because we are not making efficient use of document review tools and because we are not managing records efficiently. The Relativity document review software needs to be upgraded to 9.4 and the analytics tools (de-duplication and e-mail threading) need to be functional so that staff do not have to waste time and resources reviewing multiple copies of documents for litigation purposes, FOIA, and congressional requests. This is a fairly simple issue that needs to be resolved but requires funding and technical support staff to implement correctly. In addition, we need to procure and utilize better record protocols so records are properly organized and categorized as they are created.				Yes. The Relativity document review software needs to be upgraded to 9.4 and the analytics tools (de-duplication and e-mail threading) need to be functional so that staff do not have to waste time and resources reviewing multiple copies of documents for litigation purposes, FOIA, and congressional requests. This is a simple issue that needs to be resolved but requires funding and technical support staff to implement correctly.	
1131	1130	5/22/2017	It would be better to be able to finalize our MaxiFlex schedule electronically, rather than print and sign a paper copy.	Stop threatening to slash EPA's budget and don't cripple the work we are supposed to do. http://blogs.edf.org/markets/2017/04/24/why-the-epa-gives-taxpayers-the-biggest-bang-for-their-hard-earned-buck				
1132	1131	5/22/2017	Make it easier to transfer between agencies. Since becoming employed at EPA I have received an advanced degree better suited to NASA/FAA/DOT/NOAA. I've interviewed several times. But EPA does not have reciprocal agreements in place that would allow me to do a detail in one of those agencies. It's past time for EPA to engage with it's sister agencies and share employee resources.	Support tribal sovereignty in every extent. Don't trust the states with global impacts, federal standards are there for a reason and need more enforcement, not less.	Performance reviews for managers by staff. This would root out problem managers that have destroyed office morale.	Cross agency platforms. Data centers. Ending the use of contractors and utilizing federal employees, which would be cheaper and faster.	Cross train attorneys as inspectors so that they can enforce first instance.	Combine agencies under a greater authority.

	I
1130	Yes. The Relativity document review software needs to be upgraded to 9.4 and the analytics tools (de-duplication and e-mail threading) need to be functional so we are competitive with the private sector and keeping up with other agencies.
1131	
1132	No, my organization needs a total overhaul.

	A	B	C	D	E	F	G	H
1133	1132	5/22/2017	The clean water act as implemented in NPDES permits should recognize that treated effluent can be a resource, especially in the arid Western areas of the country. EPA should be allowed to legally provide flexibility in the requirements imposed to make optimum use of the effluent.	EPA should delegate the NPDES program to Tribes who have demonstrated the capacity and resources to be the permitting authority on their land. This will reduce the burden on EPA to directly issue permits on Tribal land.	A program for exchange of staff on a temporary basis (anywhere from 6 months to a few years) between EPA and state, tribe and local regulatory agencies would provide for better and more seamless customer service to states, tribes, and local communities.	The internet of things is a concept that could have tremendous benefits to the environment while reducing costs and inefficiencies. Instead of requiring manual monitoring of parameters in NPDES permits, and parameter that can be monitored automatically by equipment should be automatically transmitted to EPA. This will give a more accurate and timely picture of the environment while quickly identifying issues that could pose risk	See answer to Q. 4 above	EPA should revisit its understanding with the USFWS to make ESA consultation more timely, efficient and accurate.
1134	1133	5/22/2017	The clean water act as implemented in NPDES permits should recognize that treated effluent can be a resource, especially in the arid Western areas of the country. EPA should be allowed to legally provide flexibility in the requirements imposed to make optimum use of the effluent.	EPA should delegate the NPDES program to Tribes who have demonstrated the capacity and resources to be the permitting authority on their land. This will reduce the burden on EPA to directly issue permits on Tribal land.	A program for exchange of staff on a temporary basis (anywhere from 6 months to a few years) between EPA and state, tribe and local regulatory agencies would provide for better and more seamless customer service to states, tribes, and local communities.	The internet of things is a concept that could have tremendous benefits to the environment while reducing costs and inefficiencies. Instead of requiring manual monitoring of parameters in NPDES permits, and parameter that can be monitored automatically by equipment should be automatically transmitted to EPA. This will give a more accurate and timely picture of the environment while quickly identifying issues that could pose risk	See answer to Q. 4 above	EPA should revisit its understanding with the USFWS to make ESA consultation more timely, efficient and accurate.

	I
1133	
1134	

	A	B	C	D	E	F	G	H
1135	1134	5/22/2017					It has always been clear that our HQ office staff has grade inflation. For the same staff level work we do in the regions, the HQ staff are one grade higher. This is indefensible and should be ended.	
1136	1135	5/22/2017					Make EPA's eDiscovery tools more robust by purchasing newer technologies that have become industry standard not only in the private legal sector but also at other federal agencies, as well as investing in long overdue IT infrastructure upgrades (e.g., new servers) to support newer and future technologies.	

	I
1135	Our time keeping software is not up to date. Your actual work schedule should be automatically populated and all the holidays should automatically be included. There is no reason to have to manually enter all this. Secondly we need the most current software for FOIA's - "Relativity". We are using a three year old version of Relativity and it is inefficient to use for responding to FOIA requests. I am working on a FOA for a year so far and part of the problem is the inefficient software.
1136	Upgrading EPA's eDiscovery tools to align with private sector standards and other federal agencies' adoption will improve our efficiency in responding to obligations in litigation, Freedom of Information Act, and miscellaneous administrative obligations. Our current eDiscovery offering requires EPA employees/contractors to spend at least 2 times the amount of time reviewing and preparing documents for litigation or FOIA, delaying or negatively impacting the quality of the final product in a time when litigation and FOIA requests are at an all-time high.

	A	B	C	D	E	F	G	H
1137	1136	5/22/2017		Over time, I feel that there has been more emphasis on re-development after cleanup. This is a really powerful way to get States, Tribes, local communities and the private sector to buy into our cleanups more broadly. The Agency should continue to increase our efforts to find re-development opportunities and ease concerns about future liability (for non-liable landowners only).	In the Superfund program, I feel that outreach with States, Tribes, locals and the regulated community is very strong. This is evidenced by our continued work with ASTSWMO, tribal consultation policy, and community outreach programs. Where the regulated community is cooperative (and even where they are not), I think the SF program has tried to clearly lay out our basis for pursuing certain cleanup strategies.	I think there could be more efforts made in OEI to reduce (or streamline) the number of proprietary databases across the Agency. While SharePoint could replace many of these existing databases, there is no option currently at EPA to access SharePoint on your mobile device. This is hampering more widescale use of an already available, functional tool.	Similar to my response in Q4, I think SharePoint is an existing tool that we don't use broadly enough in the Agency. If there could be a more concerted effort to build expertise in SharePoint among staff throughout the Agency, I believe we can leverage this technology and reduce costs Agency-wide. Lotus Notes was partially replaced a few years ago but more effort should be made to retiring all components of it.	I think more partnerships and coordination within the Federal interagency at both the management and staff levels would promote greater collaboration in times of need.
1138	1137	5/22/2017	The new administration's lack of efficiency with respect to nominating the appropriate political appointees is preventing EPA from moving forward with the much needed environmental policies that are needed to further prevent pollution of the environment.	Better environmental results cannot be achieved by rolling back environmental legislation. Also, delegating regulation to states does not make environmental regulation more effective. To the contrary it provides a patchwork of environmental legislation that is not uniform or enforceable.	The agency has made great leaps and bounds in providing great customer service in the past 20 years under previous administrations.	We are already operating at a staffing level that is at a 20 year low. The proposed EPA budget cuts by the White House, including the proposed reduction in staff will only cripple our ability to provide a high level of environmental protection for Americans.	You can increase funding for FTE so that EPA can increase staff. This will allow EPA to operate efficiently.	
1139	1138	5/22/2017	Many of our financial systems are antiquated (IRMS) and don't correspond with other financial sytems well (compass). This allows poor reports, inability to track progress down to a lower level. etc.	I live OK. We should do a better job working with the tribes on environmental stewardship, remediation efforts, etc. We have a lab that is world famous for ground water/subsurface remediation (especially heavy metals and chlorinated solvents).. Huge superfund sites such as tar creek located in the Pitcher, OK has never been a part of our research efforts. In the state of OK there are numerous tribes (with deep pockets) that have been very enterprising/productive business entities as well as the tribal government side. We should work more with tribes in OK via cooperative agreements.	We need to be more active with the tribes and states. Most of the states are broke, they need us more than ever. However, many of the budget cuts seem to be given more power back to the states. States would like to have the power and less government control, however, they don't have the money to make things happen.			I think ORD has done a great job in realigning the business side of things (purchasing ,contracts, etc).

	I
1137	
1138	
1139	ORD initiated lines of business (called OARS) . OARS supports all the labs. Instead of each location having their own set of COs, CORs, SACOs, FCOs, extramural expertise, etc. Many of us are scattered out across the US. When one is out of leave, one of the other OARS staff makes sure nothing sits and it keeps moving.

	A	B	C	D	E	F	G	H
1140	1139	5/22/2017	having to access lotus notes for agency memos and updates--remove and eliminate this program multiple logins need to be eliminated. If I have access to the program, then I need only to log into the secure network and have access to what I need for my job.	The states have become dependent on the government for money to pay staff and have environmental programs. If they become responsible for funding these programs, then they will invest in the resources and expertise to manage and implement them. Without this need, they will continue to expect handouts and never grow their respective programs.		time reporting is an electronic system that should not require us to enter time nearly 1 week prior to the end of the pay period. Doing this means that every two weeks an amendment needs to be completed. Therefore time and effort are spent on the same 2-week time period twice. Enter time the following week; only a short one pay period inconvenience will be noticed. this saves time and money by eliminated an unnecessary revision every two weeks.	Everyon eneeds to clock in and out. an electronic system exists for credit hour schedules. this can be adopted for everyone. Eliminates those coming in late, leaving early, and taking extra long lunches. People are now responsible for being here on time and leaving on time. Whether they do work is another matter, but at least they will be in the office.	
1141	1140	5/22/2017					Yes. Information governance/content management/document management software. This Agency spends a huge amount of time searching for documents responsive to FOIAs, Congressional requests and litigation discovery. If we were to invest on the front end in commercial off-the-shelf (COTS) software that has been used by private industry for decades to track all information as it is created, and has native search features to find that information when needed, we would be able to slash dramatically the amount of time we spend on manual searches or the hundreds of thousands of dollars we have paid employees and contractors to search using the antiquated and	

	I
1140	
1141	

	A	B	C	D	E	F	G	H
1142	1141	5/22/2017	EPA could most certainly become more effective and efficient if the systems we use were connected to one another and were not so terrible. Words can't describe the FPPS system, which managers use for personnel actions, awards and training paperwork. The system defies description --- it is full of bugs, looks like it was developed in 1987 and, most importantly, takes hours and hours of managers' time as we blunder through it. Also, most of our systems don't talk to each other. I strongly believe that an efficiency expert focusing on technology could probably make reasonable suggestions in no time. Our own IT people just roll out "new" system after system that are designed to stump and torture staff and employees, rather than help them be more efficient.	In my region, we are reinvigorating quarterly meetings with our states. I think that more face-to-face time improves our ability to interact -- even if we have disagreements over certain matters. I wonder if EPA can set up a "suggestion box" type of thing that states, tribes and municipalities could use to make suggestions. Not sure how this would work -- we'd want it to be limited and not widely public. Perhaps we can work through orgs such as ECOS, National Govs Association, or Leagues of Municipalities to gather input.	See above.		PLEASE take a close look to see if we can get a different version of Outlook that will allow us to reliably search for emails. People can no longer reliably search emails older than 90 days or search for items that may result in more than 250 results. This means most FOIA requests involving emails are run through OEI. Ridiculous and completely avoidable in my opinion. Can we please explore our options to see if we can get an upgraded version of Outlook that allows us to be able to search our own emails? Might cost more up front, but would eliminate a staff of people who have to use a work-around to search emails for the entire agency AND would allow those of us who need to refer back to emails to do so (there is no option there -- as OEI will	
1143	1142	5/22/2017	The EPA Acquisition System (EAS) is a very slow, cumbersome system that causes work to be done slowly and inefficiently. I have worked at DoD and their acquisition is much faster and more efficient. Recommend that the EPA look to move to a better system, whether it is the one DoD uses or a different one.				The finance office at RTP manually enters all contracts and purchase orders manually into their finance system. Then when a contractor submits an invoice (even by email) they have to manually enter that into the system. Recommend that finance develop (or use the same as another agency uses) an electronic invoicing system and incorporate a method where an awarded action automatically feeds into the invoice payment system. Manually entering this data in the 21st century is wasteful.	

	I
1142	
1143	The financial system used by DoD for contracts/purchase orders should be incorporated at EPA. The system allows for the actions to be electronically input into the payment system and then the contractors invoice electronically and payments are made. This system is far more efficient than our current system of manual entries.

	A	B	C	D	E	F	G	H
1144	1143	5/22/2017	We use multiple timekeeping systems, which leads to inefficiencies. Our records system should be modernized and consolidated so that records can be accessed more readily, which would lead to efficiencies for FOIA requests and discovery requests. For instance, an electronic filing system that includes all records for a particular facility (for all statutes) should be developed. Through this system, records that are not confidential could be accessible to the public.	Our States rely on EPA's assistance with implementation of their environmental programs and routinely request assistance. EPA should retain its role in partnering with states where assistance is requested, but also ensure that the state's responsibilities and commitments are being met through its oversight role in order to insure a level playing field across the country. This creates a level of consistency and certainty for the private sector regardless of where it operates.	Addressed in Questions 1 and 2.		We upgraded to new laptops in 2015. When these are placed in "sleep" or "hibernate" mode at the end of the workday, they do not resume the next workday without a hard restart. This is extremely inefficient, as the previous day's work cannot be resumed in a timely manner. For example, some projects require reference to numerous adobe acrobat files, word documents, excel documents, and internet files. With previous computers, these documents could remain open (with the computer securely locked via password and in "sleep" or "hibernate" mode) until the next workday, allowing you to resume work on the project the next day without searching for and reopening all the relevant materials.	
1145	1144	5/22/2017	There are too many administrative requirements for managing grants - especially continuing program grants. These policies need to be streamlined, rather than creating a new protocol or database every time the IG does an audit. All electronic grant files need to be stored in ONE database. We should not have to upload the same documents to multiple databases. All grant files should be electronic, rather than having to also maintain a paper copy - which takes up file room space, and has to managed/maintained by contractors.			To the extent possible, all EPA employees should be working from home full time. With Agency-issued laptops and remote access to the EPA server, most jobs can seamlessly be conducted from home. The Agency should still have a location where employees can have meetings, when necessary, and store documents that cannot be kept at the home location (CBI), but it would be small (like the COOP in Addison, TX). Real estate costs could be reduced dramatically if this recommendation was implemented.	There are too many administrative requirements for managing grants - especially continuing program grants. These policies need to be streamlined, rather than creating a new protocol or database every time the IG does an audit. All electronic grant files need to be stored in ONE database. We should not have to upload the same documents to multiple databases. All grant files should be electronic, rather than having to also maintain a paper copy - which takes up file room space, and has to managed/maintained by contractors.	

	I
1144	
1145	To the extent possible, all EPA employees should be working from home full time. With Agency-issued laptops and remote access to the EPA server, most jobs can seamlessly be conducted from home. The Agency should still have a location where employees can have meetings, when necessary, and store documents that cannot be kept at the home location (CBI), but it would be small (like the COOP in Addison, TX). Real estate costs could be reduced dramatically if this recommendation was implemented.

	A	B	C	D	E	F	G	H
1146	1145	5/22/2017	The length of time it takes to get contract paperwork approved prohibits my ability to get my work done, in two important ways. First, to avoid a stop work situation, I need to develop a statement of work and budget estimate 6 months in advance of the start date of an option year. At that point, I have only fairly general information about the work that will need to be done, decreasing the agency's ability to predict costs accurately and decreasing my ability to usefully evaluate the contractor for their adherence to the budget. It also increases the likelihood of needing modifications once the task order is in place, increasing the total administrative overhead to do the same work. In the case where the paperwork doesn't get through in time and contractors are unable to work for us, I am not able to accomplish my work in a timely way. This situation could be remedied by increasing hiring, or by simplifying contracting procedures.				Our IT infrastructure fails to keep up with advances in the market. We have a webconferencing tool, for instance, that fails to provide key capability. In my case, that includes accessing a list of attendees, or poll results, after the webinar has ended. This is just one example. I will say that it has improved markedly in the 7 years I've been at the agency.	
1147	1146	5/22/2017					Make required training for contracts and health and safety more tailored to employee's job responsibilities. Current training is often not relevant to my work (e.g., using DOD contracts training). Make software for tracking time (People Plus), travel (Concur) training (Skillport, FAITAS) easier/faster to use.	
1148	1147	5/22/2017	Hiring process and rules	We do a great job now! Hard to envision how we could do better.	We do a lot now.		Enough modernization! Can't keep up with changes as it is.	We have a different mission and different responsibilities, that's why the work is housed in different agencies

	I
1146	
1147	
1148	

	A	B	C	D	E	F	G	H
1149	1148	5/22/2017	The reorganization of the Montana office has been difficult but not impossible, I value that my supervisor sets clear expectations, allows flexibility when she can, and is committed to being open minded. It has limited some paperwork; I think we have taken a huge loss in relationships with our tribes and state counterparts. Consultations with Tribes never happen anymore and I find that our State counterparts are confused/hesitation to reach out for guidance.	hold tribes accountable by actually deterring non-compliance instead of holding hands and providing empty ultimatums; escalate timely and appropriately. More involvement at a observation level with States.	Having more time and resources to provide, outreach, transparency, technical/compliance assistance. While we get no credit for these items through NPM, PPA, Strategic plans, or anything; they are vital to our success. There is more to work than numbers from an outdated database.	auto-dialer for reminders for water operators, better microphones in conference rooms(they are terrible, we do a lot of VTC and other remote gathers), electronic tracking of documents for concurrence(this consumes my life and is painstaking), better communication and transparency with data.	auto dialer for compliance reminders and electronic tracking of documents	meeting frequently to establish relationship, trust and transparency; have management coordinate between programs and ARAships even more; combine enforcement with the drinking water program(problem solved)
1150	1149	5/22/2017	Many areas of EPA regulatory oversight are now being hung up in HQs review, for instance treatment as a state approvals for tribes and certain enforcement actions. It would be better if HQs had the ability to review and approve these actions quicker.	We need to be able to meet with state partners more, so have better travel budgets. We also need to have sufficient resources to review state and tribal programmatic submittals, such as drinking water primacy packages, SIPs, and CWA submittals including water standards. Right now, we do not have enough personnel to do this.	If need be, we could have a call center to take in calls from the public and provide information where and when available.	Maintaining a robust enforcement presence is essential, especially in support of state and/or tribal programs. Also, there a many cases that the state or locals cannot or will not pursue do to political or other concerns, and we should maintain our ability to pursue these cases. Enforcement personnel also bring money into the federal treasury by obtaining penalties, obtain great environmental results through injunctive relief and SEPs (which are often sought after by defendants/respondents), and help level the playing field.	OEI needs more resources to be able to provide support to the Regions, in particular to processing FOIAs. For instance, we need to get quicker at performing Outlook searches, and downloading documents to Relativity. We also need to enable the ability for OEI to download Lotus Notes emails and documents into Relativity.	We can better coordinate with states and locals, as well as other federal agencies, in regard to regular meetings to identify and discuss potential enforcement targets. We can also host and sponsor more trainings, or send our inspectors to state/local trainings. Continued collaboration with our partners (both state and federal) is vital, but takes a certain amount of resources and personnel to make it happen.

	I
1149	reorganizing compliance monitoring in drinking water to PWS classification instead of by rule; this limits the amount of contacts an operator must remember or talk to; allows more holistic management of compliance; better congruent transition to enforcement and improvement to communications
1150	

	A	B	C	D	E	F	G	H
1151	1150	5/22/2017	I work with too many people who seem to feel that their job is to kill projects, obstruct completing tasks, or ignore things they don't like until they go away. That should not be acceptable. If you work for EPA, and haven't produced anything in the last ??? years, then you should probably leave. In my office, every work product has to be reviewed by 15 random staffers, in addition to managers. This is a waste of time -- those 15 people should focus their energy on their own tasks, and leave managing to managers.	Better information transparency. We need to work on developing tools to share the data that we have in accessible, easy to use tools. Right now, you can't easily download a map of where Superfund sites are. If we want to partner with states, tribes, communities, and businesses, we need to be able to explain what we're doing, where, how, and why. Right now, so much information is buried in PDFs (that might be hard to access) that it's embarrassing. More investment in enterprise data management systems and dashboards.	Hold staff accountable for answering inquiries. Half the time, inquiries go to contractors with little or no oversight. Make contact information easily accessible, and encourage staff to develop a customer service mindset. Make it clear that being unhelpful or rude is not acceptable/	Identify duplicative projects across offices, or find complementary projects and share resources. Encourage collaboration. Expect results. I wish we made people do their own jobs at EPA. I work with too many people who are essentially intermediaries for a contractor: they take my request, pass it on to a contractor, wait around until they get the deliverable, and give it to me. Why are we paying that person, when we could just work with the contractor? Or, we could SAVE MONEY, and ask our full time staff to *do their jobs*.	Better IT: hire real developers and IT professionals, or scientists and analysts who are more current in their experience. I came from the IT group at a large chemical company, where we were doing so many cool, innovative things -- and I'm embarrassed by the state of things at EPA. Often, our IT staff don't even know how to program (we have a GS-15 'developer' in my office who has a 30 year old degree in library science). Empower offices to try new things, work together, and innovate. Push hard for agile development and delivering tangible results.	I think better coordination, and proactive cooperation (instead of reactively fixing problems only after they're discovered) would be beneficial.
1152	1151	5/22/2017	What keeps me from being efficient and effective are the new procedures for getting communications approved. Apparently, review is done only at the top level in OPA for all EPA communications. Highly inefficient. Previously, press responses were approved at AA level and then at staff or mid-management level in OPA. Now, the agency totally misses most press deadlines. Perhaps that is on purpose. Review/approval for social media and other communications projects seems to be the same. It's ridiculous and controlling. Not necessary; we're professionals.	Continue to fund partnership agreements with states. We have a productive and cooperative relationship with states through ASTSTWMO. This helps build state capacity and facilitates states/feds working together to solve tough issues. In the President's proposed budget, there would be little or no funds to continue this relationship. How does that fit with the Administration's call to return more responsibility back to the states?	I do not think it will be possible to provide good customer service to local communities or the public under this Administration in regard to environmental protection.	I do not believe the Administration intends to maintain environmental protection for all Americans.	Greater use of technology to support telework. Improve and enhance the use of Skype or similar video conferencing. Improved teleconferencing capabilities and service. We still have managers who are dubious and distrustful of telework, and we still have conference rooms where phones don't work and internet access is poor. It's the 21st century!	I do not think EPA should be realigned/merged with other federal agencies in regard to cleanup programs for federal facilities. While we have shared responsibility, we cannot mix the responsible party role with regulatory oversight and enforcement.
1153	1152	5/22/2017			Eliminate telecommuting or flexi-place.	Eliminate telecommuting or flexi-place.		

	I
1151	
1152	We might consider shared satellite locations as a modification to telework. Currently, the alternate work location is the employee's home. What about a shared location on a local college campus? Employees could use telephones, computer stations with printers, etc. only a few minutes from their home, thus avoiding a long commute and worsening traffic.
1153	Eliminate telecommuting or flexi-place. The Wall Street Journal reported on Friday, May 19, 2017, that more and more companies are abandoning work at home options. Most recently IBM did so. Those that did not want to return to the office were released. This reduced head count.

	A	B	C	D	E	F	G	H
1154	1153	5/22/2017	I believe that adding all internal and external videos to the Office of Multimedia is a waste of government resources. I believe that internal videos can shown only by EPA can have a more streamlined approval process	I believe that the review process in EPA is transparent and the public and private companies can comment on EPA deliverables in the docket. I actually believe EPA is much more transparent than other forms of government.	I believe that many of the EPA ideas and communication could be better discussed through video. However, the current process of approving videos is over regulated and people do not use videos as a communication tool as a result.	I believe IT innovations as Youtube videos, wiki, and other forms of social media could be used more effectively	I believe that SharePoint and its existing features good be a great knowledge database for transfer of information. I believe that industry also provides models and databases that could be integrated at EPA more efficiently. For example, I believe there is more BIG DATA tools, and web efficiencies using open literature which would eliminate costly regulations. I believe risk assessment offers an intriguing aspect for assessing real vs perceived risks.	I believe databases and models could be aligned and work functions could be better streamlined
1155	1154	5/22/2017		Increased assistance in the form of financial and expertise support from EPA in both HQ and the Regions.	Increased education utilizing various means to address both sophisticated and less advanced stakeholders. Examples may include in person meetings, webinars, conferences, forming partnerships with key associations, open calls and targeted communication.	Continue to work with underserved communities and those that have the ability to use EPA's resources and pass them on to others for increased environmental stewardship.		
1156	1155	5/22/2017		Creating more stakeholder groups that allow the community to feel a better buy-in and connectivity to the work that is done not only on the federal level but the state/local level as well. If we are trying to increase compliance assistance, build a group of community members aligned with the issue. This creates and extra barrier for enforcement of the issues we are working on in that community.	Have all staff receive project management training to learn how to better juggle priorities. This will allow room for better customer service.	Encourage more older staff to do the phased retirement so that the knowledge can be passed on. Merge some sections that are doing similar work.	Encourage the use of more webinars	

	I
1154	I believe OPPT QSAR approach is eliminating the need for costly toxicity studies
1155	
1156	

	A	B	C	D	E	F	G	H
1157	1156	5/22/2017	Management procedure: Discharge permits are reviewed and commented on by the entire permitting staff. Then the permitting unit chief reviews and comments on them as does the permitting administrative person. After that they still are looked at by two additional levels of management before being signed and issued. This adds about 45 days or so for each review and there are two reviews. One for public notice and one for issuing. So an additional 3 months is added to the permitting process. I would cut off the two upper level management reviews. I think the RAs and their assistants have much more important things to do than review every permit multiple times.	Field offices in the states rather than having everyone concentrated in one, large, regional office. That way we can meet with our partners, face to face, on a frequent basis to discuss and work out any problems affecting the partnership. Also, as state capital field offices are often in lower cost locality pay areas, this would save on payroll costs and travel costs. Facility costs would need to be explored but those lower cost locality pay areas often have lower rent or lease costs also. EPA Region 10, in Seattle did a study that showed a large savings by having state field offices as compared to moving everyone to Seattle.	Be on the ground where they are so you can visit to listen to their problems and see examples. That makes it much easier to come up with solutions.	Could we make the CFRs more readable? My main example is 40 CFR 122.42(e)(5) concerning nutrient management plans. I had an environmental engineer call for help because they could not figure out what a nutrient management plan needed in it or how to write it. That regulation completely confused them. There has got to be easier language that is still legally defensible.	No ideas here.	No ideas here.
1158	1157	5/22/2017	I think the current administration has a lot of nerve asking these questions so as to help you reduce EPA.	We already do this.	We already do this.	I think asking EPA employees to identify areas where cuts can be made by an already cut-happy administration is outrageous.	See answer to question 4 above.	
1159	1158	5/22/2017	Takes a very long time (weeks) to get any changes made with OPM	Integrated systems would go a long way. Each entity has their own database and filing systems. It would greatly reduce processing times for cases to have a unified database.		More stiff penalties for repeat/serious violators.	integrated databases with states, local, and tribal governments	
1160	1159	5/22/2017	Using three different systems to log time (people plus, webforms for telework, and hard copy forms for travel comp time).				Our technology and processes for responding to FOIA requests are dismal. We need additional technical resources, such as access to Relativity (with full functionality) to improve our response and review time. Further, FOIA Online is not indexed and easily searched.	

	I
1157	No ideas here.
1158	
1159	
1160	

	A	B	C	D	E	F	G	H
1161	1160	5/22/2017				Lifting the hiring freeze would help. It is my job to increase efficiencies in my subject matter area at EPA, and it is difficult to do that when understaffed.		Maintain and increase the consistency of environmental protection nation-wide. If a family takes a road trip through the U.S. from state to state, they should be secure in knowing that the air quality, water quality, and toxicity of products/pesticides are consistent. "Protecting Human Health and the Environment" is not an area of government in which states and other federal agencies should be allowed to go weaker than EPA's standards.
1162	1161	5/22/2017	Cut out all unneccessary paperwork and processes for procurement and acquisition. The FAR and EPAAR have created extra work that costs the government more money and takes three times as long to procure an item or service. In addition, the EPA has chosen not to hire a robust workforce for OAM, resulting in extremely poor service and results. Allow managers to approve purchases and hold people accountable who willfully and neglectfully misuse taxpayer funds. Get rid of the useless policies and procedures which ensures the government will pay more and not get what they need when they need it.				Keep it simple. Don't focus on new technologies to become more efficient or effective, Focus on not making poor decisions, policies, procedures that only add steps to the work and causes us to move slower and produce less. Most times in government, having capable leaders that will hold people accountable is the right solution because then you get a motivated and empowered workforce. As long as you keep looking for a new thing or technology, you ignore the most important factor in having a great organization and that is a good leader who actually knows what they are doing and can correct problems.	

	I
1161	Continue the Digital Government Strategy: https://obamawhitehouse.archives.gov/sites/default/files/omb/egov/digital-government/digital-government.html Thank you.
1162	

	A	B	C	D	E	F	G	H
1163	1162	5/22/2017	I would say that contracting procedures have often prevented efficient accomplishment of goals in the past. In some cases, performance time has been inconsistent. Also, interpretation of rules has been inconsistent. Some of this may be based on externalities, such as fear of investigation, and some on management effectiveness (or lack thereof). From what I have gathered, personnel processes can also be variable.	More flexibility is a good thing. Sometimes we need to step back from what the rules say and try to observe what actually accomplishes environmental quality goals most efficiently or cost-effectively. We also get lost in a power game among all the players, and it causes more friction over time. Understand that getting a site cleaned or keeping it clean is more important than dotting every "I" and crossing every "T." We may need to revisit old regulations and reform them, or even ask for changes in the laws to keep up with our environmental progress. Recognize property rights as another path to achieving and maintaining environmental quality.	First of all, recognize that they are customers who need immediate feedback, as the public pays our salary. Personally, I respond to all inquiries within one business day or find a way to have the inquiry answered if I am not available. Some EPA employees receive a large number of inquiries because our names and numbers are published on a public web site, whereas other employees do not experience the same responsibilities. However, all employees should be sensitive to the need for our internal and external customers to receive fast and friendly service. We need to have good access to our information at our fingertips and try to prevent "loss" of data we have collected over the years as software/hardware systems become obsolete. We could use our own "FAQ page" to help staff find answers quickly to the most frequent types of inquiries we receive from the public.	Have more reliable systems that do not crash. Better integration of systems that do not require transcribing of information (and therefore greater possibility of error). More frequent modernization of systems to achieve these goals.	Lots, no doubt!	Shared research results. Understanding that other agencies are also regulated by us and can be involved earlier in decision making.
1164	1163	5/22/2017	We are required to put in a training form for zero cost classes - seems silly. We are now also required per OARM to put zero dollar PR's for simple changes. i.e. adding someone to the contract as an alternate COR. There should also be a concerted effort from the office of the administrator to update all conference rooms. The conference room space is terrible. Hard to hear, not always TV's, and when the specific media office does update, they restrict other offices from using the space. It is key to have this be a top down investment that is open to all. Start with larger offices and then move into the smaller ones.	I would say that there should be larger more coordinated grants when working with the states and tribes. Requiring EPA to coordinate with other media offices seems key. We have tried to coordinate with other offices in the past, but there isn't much incentive to sharing or coordinating grant monies when a lot of the money is tied to a specific office budget. Maybe pool money as an incentive from the office of the administrator.	In the pollution prevention program, we work very closely with our grantees to encourage sharing of best practices between and among the grantees and EPA and the other non-profits. In addition, we are well situated to encourage pollution prevention activities in advance of the new TSCA rules that will be coming out. Obviously, regulating a specific industry is the easiest way to reduce specific chemicals, but it takes a long concerted effort. Working within the voluntary pollution prevention programs or even through simpler reporting requirements (TRI), there is a reduced burden on industry and a reduction in hazardous waste. Most of the time, businesses also reap the benefits because fixed costs are reduced as well through less permitting, cheaper materials and reduced disposal cost.	We should be looking at ways to share data between countries. Many businesses are global - if we could share risk and hazard data with the EU and vice versa, it would reduce the burden for business and for the environmental agencies worldwide.	EPA does a lot to ensure that our own bottom is reduced, but we still are not using LED lighting. This is a simple fix now that we can pop the new LED bulbs into existing fixtures. If we are working on this, there has been no word. In addition, we need to consolidate Potomac Yards into HQ. It would make it easier to work with that staff, but also use less dollars towards leased space. In addition, instead of closing a regional office as a cost cutting measure - why not look to other federal space to see if we could move into their buildings.	

	I
1163	National Science Foundation has a great grant management and review system, from what I have heard. States are using more mobile technology to cut reporting times for inspections. Better understanding of project goals happens in a lot of the private sector. For EPA, we can use this knowledge not only to understand steps and deadlines better, but also why we may not need to perform certain tasks.
1164	Move on from lotus notes, EAS and people plus. These systems are antiquated and take too much time and money to update, and train staff on.

	A	B	C	D	E	F	G	H
1165	1164	5/22/2017	The trainings to become a COR are terrible and extremely time consuming. I needed to take 54 hours of confusing online training that delayed my other projects and taught very little real-life skills.	We need to hold polluters accountable for the damage that cause to our communities. Taxpayers cover far to many clean up costs.	We should be present in more public meetings in communities- and not just the regional staff.	We spend so much money contracting out services to make graphics and data visualizations when plenty of free software exists. Unfortunately, due to EPA's licensing requirements, EPA cannot take advantage of these free tools-- even in cases where other federal agencies managed to procure agreements for them! Its a ridiculous waste of money. EPA staffers could make better quality products at no additional cost instead of going back and forth with contractors.	Yes. Gaining access to free online tools (like Canva and Piktochart) for developing graphics should be a priority for the communications workers at this agency. We could save tons of money that is currently going to contractors.	
1166	1165	5/22/2017	The Agency's contracts system is seriously broken (slow, often unresponsive, creating delays). This should be a top priority to fix.	I used to work at a state agency. They are in even worse budget shape than the federal govt. We should almost always partner with them, but if we simply put more requirements on them without any serious added resources, they will not be able to meet the new requirements.	Keep the federal programs we run that provide technical assistance to states, locals, tribes... It is a perfect federal role to develop and provide resources to help them run their programs in the most efficient way possible.	Support voluntary partnership programs that help reduce costs for state et al to meet environmental requirements, but in a way that is intrinsically consistent with markets and the private sector -- but only if the partnership programs are effective. Double-down on those that are, and scrap those that are not. I think there is vast untapped potential in EPA data systems. Bring in a real IT/API expert to figure out how to most effectively make all these reams of data (e.g., TRI) more accessible and usable by citizens. They can then hold us accountable to what they will identify as the most critical local problems they face, rather than just Washington deciding what's	We should align environmental programs to enable high jobs producing sectors of the future (electric vehicles, energy storage, renewables) which are also essential competitive areas for the U.S. to maintain superiority in globally.	See above. More partnership programs with states, locals, and industry. Also, do a real risk analysis of environmental exposures and risks. Are things like indoor air (unregulated) of as great concern as outdoor air (highly regulated)? If so, let's put resources there.

	I
1165	Offices should better utilize the tools provide to aid telework. If everyone was able to use Adobe connect and Skype better, we could save time communicating with people who are out of office. The number of people who do not know how to utilize these tools is sobering.
1166	How about the ability to fire people, at minimum, who engage in seriously inappropriate activity (selling things onsite; looking at porn), and more broadly are raging underperformers (let alone just poor performers)? Good luck with this, as the unions are required to defend all, but it would boost morale of everyone else to have these clunkers removed from the agency.

	A	B	C	D	E	F	G	H
1167	1166	5/22/2017				EPA as a whole needs to do a better job of workforce planning. In other words, you need to have the right people in the right positions in the right locations. In my time with the agency, since 1998, I have seen reorganizations, buyouts, and hiring and it never fails to amaze me that people never actually look at the work load, the current need, and the projected need in performing these things. It always seems to be about empire building or realigning to justify the number of FTE's. EPA as a whole also needs to flatten the organization and I don't mean by redefining positions to make the appear to be below the line rather than above the line. I would never like to see people lose jobs over these types of		
1168	1167	5/22/2017				stop cleaning the bathrooms, and dusting three times a day. Stop watering the grass, stop growing grass - let it go wild.		

	I
1167	
1168	

	A	B	C	D	E	F	G	H
1169	1168	5/22/2017	Administrations that focus myopically on deregulation as if it is a mythical savior. Read the comments from the Makah Tribe in their comments to EO 13777. Regulations are in place to ensure a level playing field for all businesses, protect human health and the environment, and promote transparency and fairness. The rhetoric coming from people like Administrator Pruitt and his chief of staff, lumping all regulations in as one "bad" belie either ignorance, or, most likely, antipathy towards the work we do.		We aren't in the customer service industry. Better outcomes come from promoting strong, ethical values from the top down. Currently, the Administrator and his staff's communications would lead one to believe that our "customers" are small businesses and industries and that the priority is ensuring their lives are easier. We are tasked by Congress with enforcing the environmental laws on the books. Ensuring that those laws are fully enforced is our "service." Our customers are the people of the United States of America, not one segment of business or industry. All people. Those customers deserve a robustly funded, respected, values-driven EPA that is not forced to be the punching bag for every Republican or industry-friendly politician across America. It may play well with a segment of voters, but those same voters will be upset when EPA lacks the personnel or resources to protect them from the	Reduce the reliance on contractors for every thing we do. While it is true that sometimes a private contractor can do something more efficiently, the obsession with outsourcing government work can sometimes lead to higher costs and worse work. And it is another attack on the federal workforce. We've already been demoralized enough through incessant attacks from politicians like Administrator Pruitt.	Computers. Improve our computing power. Stop boondoggle contracts with companies like Microsoft. Use the power of search engines like Google to improve our storage and search capabilities. Our website is a joke, and the search functions are worse. My computer looks like a replica of the one I used as a freshman in college in the 90s. I know this administration is antagonistic towards spending money on agencies, but increasing our IT and computer software/hardware budget would be helpful in making us more efficient and effective.	I don't know what this means, but if it means what I think you want it to mean - ie handing off work to other agencies or states - your fixation is misplaced. We are already operating at staff and budget levels a fraction of what we ought to be doing. Save money elsewhere - How about the 125 billion the Pentagon is wasting on contractors? Show some moral and intellectual honesty. This entire survey is a red herring.
1170	1169	5/22/2017	The treat of budget cuts, staff lay-offs, elimination of environmentally important projects, and statements (such as elimination of important environmental regulation that ensure healthy ecosystems and human health) from the EPA political leaders and the President has a devastating impact on staff moral and for sure impact staff efficiency. This can be improved by respecting and make the EPA staff feeling appreciated and important by their words and actions!	I believe there are already measurements in place to achieve this.	I believe it is already good, but of course it can be improved with better communication.	Nothing come to mind	Improve audio-visual equipment and operators - this will reduce travel cost.	Set-up meetings (even standing meetings) with different agencies at the higher and lower levels - especially in cities where the agencies are relatively closely located.

	I
1169	
1170	Nothing come to mind

	A	B	C	D	E	F	G	H
1171	1170	5/22/2017	Everything has been pushed down to the employee, thus you'll have inefficient time being spent on preparing training forms, travel, or other administrative activities and when there is an issue or problem whether with the system or the user, the user spends typically an inordinate amount of time trying to fix the problem. Thus, you may have high salaried people spending way too much time on non mission critical work, it is inefficient. I'd suggest designated local, administrative centers to handle these types of important yet non technical/professional matter.	Every state, tribe and local community is different in its approach - whether because of resources or policy choices; thus, Regions and their Regional Administrator should be sensitive to the needs of those groups and recognize their differences. However, transboundary pollution whether air, water, waste requires a benchmark or baseline in the protections afforded all Americans whether living in a mid western state or an eastern state or a western state. Delegated environmental programs to the states address this problem in large measure, EPA should be at the forefront of facilitating outcomes which bring the results that the individual state or states desire without jeopardizing the baseline of human health and environmental protections provided by Congress.	Rountables in each Region where these groups can bring their priority issues, with some limitation on how many issues at each roundtable.	Use of technology to manage environmental protections, where the electronic information is submitted and their is less need for actual boots on the ground.	See the enforcement's idea of next generation, get the program offices on board with writing permits that include these innovative technologies.	Working with our partners on their priorities, which should direct how EPA approaches its mission.
1172	1171	5/22/2017	In OPPTs, Risk Assessment Division, a more effective management system for the existing chemicals assessment process is needed. One suggestion would be to truly delegate technical decision-making (not just administrative tasks) to branch managers/management leads assigned to existing chemical teams. They should be trusted members of the management team that are integrated into the workflow. Instead, all decisions are funneled and delayed at the Division Director level. If the Division Director wants to maintain complete oversight of all technical decisions, then more frequent engagement is needed to make interim decisions (on a much more frequent basis - at least weekly) to eliminate speculation/discord amongst teams and to move the technical process forward.	I think our division is making a concerted effort in partnering with the private sector in implementing the new Lautenberg Act and where possible (a significant portion of our work involves Confidential Business Information).	We are in the process of doing exactly that in implementing the Lautenberg Act	Not in my Division.	Yes, I believe our Division is in the process of creating a new Electronic Management System to manage the New Chemicals work flow. For existing chemicals, we could possibly enact a management system such as Confluence.	Yes, there could be joint projects with OSHA or the Consumer Products Safety Commission regarding chemical usage and safety.

	I
1171	Private sector use of telework with solid accountability for production of services. Some corporations don't even have offices besides satellite offices, could save money from GSA ownership.
1172	We could try using Confluence as a task management system. However, the government is not a private business nor do processes such as those found in the private sector necessarily apply to government processes - particularly the legal mandates, legal procedures (eg., proposed documents/rule publication, public comment, etc) that dictate and often constrain EPA's processes.

	A	B	C	D	E	F	G	H
1173	1172	5/22/2017					Better IT for alternate worksite. Better teleconference lines- the line has been broken in our conference room for some time.	
1174	1173	5/22/2017	The systems that we use, FPPS, WTTS, and Monster are all very challenging to use, and I find it extremely difficult to be proficient in my job when I am forced to wait on a system to talk to another system, or when there are connectivity issues-which happens frequently. FPPS is also very difficult to navigate to look up an employee's record.	No comment.	No comment.		We need a better, more efficient HR processing system.	
1175	1174	5/22/2017					The use of electronic signatures and routing for all forms would be more efficient. There are still several forms and routing reviews which are handled in paper only. This slows the process down and can lead to documents being lost in route. Several of our practices are already electronic with electronic signatures allowed as authorization. All of them should be done this way for efficiency, speed and tracking purposes.	

	I
1173	
1174	We need a better, more efficient HR processing system.
1175	

	A	B	C	D	E	F	G	H
1176	1175	5/22/2017	Please reference Q. 5 below.	Not applicable for my position.	Not applicable for my position.	Please see Q. 5 below.	I am a Contracting Officer at EPA and have worked at several other government agencies. Contract actions entered into EAS (acquisition system used by EPA) need manual obligation or de-obligation by RTP. All other agencies that I have worked at have EAS directly linked to the financial system so that actions are immediately obligated or de-obligated when contract award is made by the Contracting Officer. At EPA, additional staff at RTP are required to manually obligate or de-obligate funds after the Contracting Officer has made the award in EAS. The manual obligation or deobligation of funds by RTP is not always done correctly or for the correct contract line items. Please have EAS directly interface with the financial system and write a	Please develop a better system for displaying contracts that can be used EPA wide. All regions need access to a COMPLETE listing of contracts that are available for use EPA wide for acquiring supplies or services.
1177	1176	5/22/2017						

	I
1176	Please see Q. 5 above.
1177	A best practice in the federal civil rights community is the use of full time counselors focused on providing opportunities to resolve disputes. Our use of part-time counselors lends to marginal attempts at resolution; incorrect or incomplete information provided to customers and an image that the program is not important enough to provide professional, full time, civil rights practioneers. Providing the slots and commensurate funding for a professional cadre is another means of showing leaderships commitment to a model EEO program.

	A	B	C	D	E	F	G	H
1178	1177	5/22/2017	The Action Development Process can be redundant and overly burdensome especially if any AA-ship drags their feet on Option Selection or table their concerns to maximize their lavage at FAR. Hardening the requirements for prompt identification of issues and requiring outcomes/solutions from any raised objections (i.e., can propose hypothetical or ideological concerns) from ADP meetings might help. In addition, creating timely review parameters (i.e., how long a supervisor should take to review a certain product) for first and second line supervisors would dramatically improve agency efficiency.	As part of EPA employee and supervisors review, have a semi-annual (2-3 years) survey of their stakeholders that can be used to evaluate effectiveness.	Provide the public with more contact information of EPA officials throughout the ranks. Directories should be expansive and provide general public with multiple POCs for various issues. It can be difficult for stakeholders and the general public to make initial contact with EPA. It might also be valuable to create an online form that allows the public and stakeholders to submit information to EPA about their costumer experience. This could be used to help craft awards or help identify program offices that have deficiencies.	Crowd source major projects to EPA employees. Skills Marketplace has really opened up opportunities but EPA should allow employees the ability to quickly and efficiently take on projects outside of their AA-ship. This could be achieve by requiring all EPA staff (with limited exceptions) to have 10% of their time as flexible/unassigned. Employees could sign up for tasks or take on non-standard work items and decide if they want to be evaluated for that time (which would only benefit them) or leave those projects they undertake as non-evaluated tasks. This is similar to Skills Marketplace but would not require management approval to undertake task and would allow EPA to better respond	Better use and culture towards using cloud computing and virtual meeting places. Investments in virtual meeting technologies will enable better virtual workplace experiences and better accountability of remotely working staff.	
1179	1178	5/22/2017					Central table for all the currently approved CSF???s for every company: Currently, CSFs are scattered, some in the jackets, some in the e-jackets, and some somewhere in between. Centralizing a repository for all currently approved CSFs, makes it more efficient to locate the most recent CFSs for the regulatory and scientific review. There are also instances where supersede CSFs are not marked as so. During the process of organizing a central CSF table, superseded CSFs will be identified and removed from further consideration by reviewers.	

	I
1178	Improving and furthering remote workplaces would be prudent. Remote workplaces, if done properly, reduces cost of business. Management needs to be taught about how to appropriately managed remote staff but if EPA took on a model that follow innovators in the private sector (i.e., Google) that focuses on output based on milestones and not simply time-and-attendance, EPA could quickly improve efficiency and identify high proficient work staff as well as identify effective managers.
1179	

	A	B	C	D	E	F	G	H
1180	1179	5/22/2017				Consider flattening the organization again. In the current organization there are so many levels of management - which costs more and decreases efficiency.	The agency needs to reduce its dependence on contractors for providing IT services. There are so many stove-piped contracts in place.. The contractors do not work together; there is limited to zero communication between contractors, there is redundancy in services, and there is limited (if any) federal oversight by anyone that understands the technology. Any attempts to adopt new technology results in throwing more money at a contract. It does not work. It is not efficient. It has become very expensive and we seem to keep going backward from a technology standpoint. Another missed opportunity at EPA is the services provided through the	
1181	1180	5/22/2017	The EPA staff is currently required to spend too much time taking and passing mandatory annual training courses. The content and priority of these training courses should be reviewed with the objective of transferring all or most of them to bi-annual training sessions.	Partnering with outside organizations which rely on and need Federal funding costs money. EPA can't reduce its grant commitments to the States and Tribes at a time when most States are struggling to keep up the environmental funding available from their own legislatures. And funding to localities for achieving environmental remediation results through Brownfield programs needs to be increased. These programs are an economic engine for local communities that leverage many more new dollars than the cost of the original grants. In other words, we are succeeding at "spending money to make money." EPA is the best agency capable of managing infrastructure funds in the areas of drinking water purification and waste water management. Consequently, we need to be fighting to increase the Agency's budget for the	I think EPA is currently doing a good job at customer service - much better than most government agencies. Our biggest continuous need is keep listening to outside groups to hear and try to accommodate their ideas for communicating more effectively - with face-to-face meetings, conference calls, and social media outlets.		At the EPA upper management level, there are probably still too many face-to-face meetings that could be accomplished with video-audio participation technology (e.g., Skype, Adobe Connect). This would free up manager time and reduce travel costs. The travel budget would be better used for communicating face-to-face with external parties like State managers, key NGO groups, and even local enviro organizations that would benefit from face-to-face meetings with EPA to demonstrate that EPA cares about their concerns.	

	I
1180	
1181	

	A	B	C	D	E	F	G	H
1182	1181	5/22/2017	Simplify,streamline and/or reduce the number of approvals that are needed for things such as purchasing and travel. Simplify and streamline the requirements for managing contracts. Quite often the overhead required to administer and document contract activities can take more time than performing the actual tasks.	Share databases. Harmonize and synchronize standard operating procedures and reporting templates.		Reward and encourage highly productive employees. Hold unproductive employees accountable for increasing their productivity or offer them demotion if they choose not meet the requirements of their job description.	Develop green chemistry methods for analytical work across all agency programs. Contract labs as well as agency labs are required to use many analytical methods that were developed years or decades ago and require large amounts of toxic or hazardous chemicals.	Identify and eliminate duplication of efforts.
1183	1182	5/22/2017	Finding information on our agency intranet is very difficult and wastes the administrative time of our employees. The amount of time staff members invest trying to find information internal to the agency is known as a ???clutter tax.??Â The more time staff spend trying to filter through a clutter of outdated and unmanaged content, the more it costs the agency and the employees in wasted time. More senior leader support is needed for the Office of Internal Communications and Office of Environmental Information proposal to clean up the agency intranet like EPA recently did with the public website. Such an effort would be very valuable in making employees more efficient.	n/a	n/a	Roughly 80% of companies now run on open source software to manage their intranets to save money. However, EPA???s current methods for managing its intranet is extremely costly and not conducive to advancing the EPAs work or saving the organizing money. The agency allows every region and program office to manage multiple servers and intranet accounts called TSSMS accounts. These multiple accounts and servers cost the agency thousands of dollars each year. By adopting Drupal as the intranet standard for the entire agency (like the EPA did for the public website EPA.gov), the EPA could save up to $1 million while also improving the management of intranet content to make employees more efficient.	Moving forward with the Office of Internal Communications and Office of Environmental Information proposal to adopt a standard intranet strategy and platform across the agency would greatly increase our efficiency. It would improve information sharing and also reduce costs. A platform like Drupal, best known as the open-source platform behind public websites like Whitehouse.gov and our own EPA.gov, is also a good option to manage our intranet since we already invest in it. However, EPA currently allows regions and program offices to use multiple different platforms to manage their internal websites. There is no standard, so the agency is spending a lot of money at all	n/a

	I
1182	Encourage collaboration to reduce duplication of efforts.
1183	ORD has reduced the amount of contract dollars it spends annually on public website support as a result of its Drupal migration. ORD also reduced costs by eliminating unnecessary servers and TSSMS accounts after transitioning its intranet to Drupal (like the agency did for the public website). However, EPA has not adopted this strategy agency-wide. The Office of Internal Communications and Office of Environmental Information could use ORD as a case study to adopt Drupal as a standard intranet tool to manage all agency internal websites. We already use this platform for the public website (EPA.gov), so it makes good business sense to eliminate the cost of

	A	B	C	D	E	F	G	H
1184	1183	5/22/2017	There have been hundreds of pages of guidance issued over the past decade or so - if not thousands of pages, on environmental justice (over 200 pages!), delegations of authority, nationally significant issues, Next Generation, model settlement justification memorandum, model litigation report memorandum. And - unbelievably, there is no index to all the guidance documents. You have to ask around and cross your fingers hoping you found everything relevant. Are all the guidance documents really needed? Why the heck isn't there an index to them?	It would be nice if there was a way to share penalties with our state partners in an administrative enforcement action. Our state partners provide terrific assistance in these matters, in my experience. But, when a state joins our enforcement action, we must pursue a civil judicial path so we can share penalties with the state.	Better technology and technology support will improve customer service to all. We also need an electronic system to update our state implementation plans. It would help get the state submissions approved more efficiently since we would already have a compilation of the law the state was changing because right now, we don't always have this. Many regions are decades behind in compiling these state implementation plans (under the Clean Air Act) even though the Clean Air Act requires EPA to compile these plans every 3 years. The law that EPA is required to enforce is not compiled - not online or in a book.	Too many of our regulations are very poorly written and even internally, we can't understand how to comply. Drafting rules that are easier to understand but that don't get the absolute maximum pollutant reduction from each source - might still end up with an overall environmental benefit if there are more people complying. We would probably get the same environmental benefit if we had rules that were very easy to understand, and very easy to enforce because more people would comply and it would be easier to spot noncompliance. Instead, we draft super specific rules to squeeze out every last pollutant reduction from all these different categories of sources - too many of our	General Services Administration is very challenging to to deal with. For example, the GSA badging office is open Mondays and Wednesdays until noon in region 4. That's it, no other times. And when GSA codes your badge, GSA doesn't tell you it takes a week to 10 days to start working, so you try to get into the building and your badge doesn't work. Why wouldn't GSA explain this to you when you are at the badging office? GSA's communications are poor. Often, you cannot tell what information is being shared. And there seems to be little accountability. At any given day, at least one of the garage doors on the parking garage are not working. Once, I had to leave early, and the guards could not get	In my experience, our state partners are very happy to have the EPA utilizing federal resources to solve problems in their states. States send us the matters that they lack resources to deal with.
1185	1184	5/22/2017				Reduce layers of middle management. Divisions and Branches do not need deputies. Consider eliminating Divisions entirely and consolidate into Offices.		
1186	1185	5/22/2017	Contracts Management is extremely slow and sometimes non responsive. The milestones they set up to process PRs are often not achieved.	Communications	Communications and the periodization of needs coupled with risk factors.			

	I
1184	Count our accomplishments differently to give staff and managers incentive to put time and effort into work the administration wants done - for example, give credit for investigations that show a company is in compliance because that's great and it takes time to do these investigations but right now, we don't get credit for this type of thing. Or, start giving credit for notices of warning instead of only giving credit for penalty actions. Or, start giving credit for work performed to improve our rules. Right now, no one puts resources into improving our rules because this effort doesn't get counted. Give credit for work that fixes problems or maybe give credit for identifying problems to be
1185	
1186	

	A	B	C	D	E	F	G	H
1187	1186	5/22/2017	The Federal Register has archaic rules that were likely developed prior to widespread use of personal computers. The Federal Register Document Drafting Handbook is 228 pages long. Many of the requirements are unnecessary and require additional resources for (1) FR staff to develop the rules and (2) agency staff time to assure compliance with the requirements. I would conduct a review from outside the FR office to make recommendations on ways to streamline the FR office requirements to reduce staffing and printing costs across the federal government. For example, when a rule is amended the agency is required to use amendatory text. This approach is not only difficult for the public to understand, but it is also prone to mistakes and an unnecessary use of agency resources. It is common practice to put a track changes (i.e., redline strikeout) in the docket so the public can more easily understand the amendments. This document could also	Develop a policy of limiting penalties for the regulated community that self reports violations. This would recognize the environmental benefit of coming into compliance instead of incentivizing covering up issues. Partner with states, tribes, local communities, and the private sector in recognizing the long term environmental and cost savings benefit of innovative/emerging technologies. Currently, emission standards are often based on the technology that achieves the lowest emission rate for the specific pollutant of concern with secondary considerations of costs, other environmental impacts, and technology development. There is limited incentive for the regulated community to participate in technology demonstrations. If the innovative technology is not	Allow technical staff to give tentative direction on their understanding on how to comply with rules while OECA conducts a more formal review. It can take months or longer to receive responses to formal interpretations requests. Therefore, technical staff often receive questions on rule requirements they worked on from both the regulated community and regulators that are trying in good faith the comply with the requirements. However, OECA staff discourage technical staff from giving any guidance because it decreases the ability of the EPA from accessing potential future penalties. The goal should be assisting in compliance and not maximizing penalties. If a technical staff understanding is later found to be incorrect, then the source should be allowed to come into compliance with limited penalties.	Have periodic independent desk audits of senior staff (GS14 and higher) to assure that (1) the expertise is aligned with current agency needs and (2) the staff are doing work that is commensurate with the higher GS level. If staff are determined not to be meeting the requirements to justify the GS level, they should be given the opportunity to transfer to any open senior staff positions they qualify for in the federal government or accept a lower GS level. It is not uncommon for staff to be promoted but at some later point are no longer performing at the expected level. Currently, these staff are either left in the position or moved to another positions while maintaining their GS level. This is (1) an	Use the electronic docket more effectively and publish less material in the Federal Register. The Federal Register should provide adequate material for the public to understand what the agency is doing. Regulatory text, compliance with executive orders, and other rationale/discussions should be included in the electronic docket. This would reduce printing costs while still providing adequate public notice of agency actions. Expand the use of the Talent Hub. This is a great program to efficiently use staff resources and develop staff talent. However, there is a perception from managers that allowing staff to participate will reduce future resource allocations. It	Minimize overlap in agency functions. For example, EPA???s Energy Star and WaterSense programs overlap with programs at the Department of Energy. The DOE is tasked with establishing minimum energy efficiency and water use standards. It would be more efficient for the same staff and supervisor at the DOE to develop Energy Star and WaterSense guidelines at the same time and minimum standards are developed. In addition to the cost savings, this would assure consistency. Labeling of products without minimum standards could either stay at the EPA or be moved to the
1188	1187	5/22/2017	Getting training approved through the Training Offices is sometimes laborious, even when the supervisor has already approved and funded the training. This is particularly true for group training events. It seems if the supervisor authorizes the training and fund it, there should be no need for another person (Training Office) to approve. If we have a system for procuring items through the purchase card, why is it necessary to have a "Purchase Card log". All of the information provided on the log is the same in the system on the PR. This seems a bit redundant. If the current system (Web Forms or EAS) does not include all information needed, let's fix the system to include all necessary information or use another system which meets the needs for all information on our purchases. Also, there is too much "legal overhead" in the processing of both informal and formal complaints in the Office of Civil Rights. It takes way too long to get Final	N/A	N/A	There continues to be a lack of support for managers in the area of discipline for problem employees -- particularly with conduct issues. Employees continue to be insubordinate with seemingly no accountability, which results in less productivity due to poor morale of other employees witnessing and experiencing disruptions in the workplace by employees with poor attitudes, attendance, etc. Employees who conscientiously do their jobs have increased workloads due to problem employees not being held accountability for work they are assigned, creating a poor work environment/poor morale and decreasing productivity. Hold managers accountable for their actions in holding employees accountable, and	There are always new technologies out there that would be helpful in streamlining work and processes. However, many times, the folks who are on the front lines are not consulted when deciding to move to the new technologies/systems; therefore, resulting in systems that are inefficient and laborious. Adopt new technologies and processes, but do so while working with those who actually use the processes and technologies to ensure proper implementation, training, etc.	Do more networking with other Agencies on like services provided to showcase best practices that could be helpful/more efficient for all.

	I
1187	Reverse evaluations where anonymous staff comments become part of supervisory and senior staff records and are used as part of their evaluation. Consistent poor reviews could contribute to the demotion of that supervisor/senior staff. Evaluate anonymous peer to peer reviews that are used in performance evaluations. This could be used as a way to address poor performing staff. Conduct an independent audit to explore ways to reduce unnecessary management levels and assure that staff to supervisor ratios match industry best practices. In my experience, groups and divisions are too small and managers are engaged in
1188	Do more networking with other Agencies through the local Federal Executive Boards to share resources -- training, ADR mediators, COOP resources, etc. Work together as brother/sister Federal agencies instead of against each other in a spirit of competition.

	A	B	C	D	E	F	G	H
1189	1188	5/22/2017	I would continue to support efforts to consolidate admin systems. Anything that reduces the number of systems that we have to work with helps. I would also support continuing to move systems out of Lotus Notes and into Microsoft SharePoint or equivalent.	I think it would be good to develop a strategy for each office to reach out to stakeholders. I tend to think that having periodic stakeholder forums would be a good idea, but I would like for it to be a part of a larger outreach strategy.	We need to make sure we are responsive to the public. I've been so frustrated lately with responses to the public getting held up. We need to be more efficient and provide timely responses. Also, FR notices, we need to keep them moving...	Not really. We do so much with the little bit that we have. If anything, we need to build stronger partnerships with stakeholders, so that they can effectively help us meet our goals. For instance, working with volunteer monitoring groups to collect good quality data. Then again, that usually necessitates some funding for capacity building. The cycle continues...	Not that I can think of.	With other federal agencies, it would be good to have a liaison to key federal partners at each office. And make sure everyone knows who that is. So that, if I want to work on an issue with Forest Service, I know who to go to.
1190	1189	5/22/2017	I believe that there is a big gap in between management and employees. Managers are not fully trained and are not accountable. Upper management failed to take action if manager doesn't comply with the rules. Upper management supports supervisors and asking employees to get help from the Unions instead of resolving issues. It directly affects job duties and harassed employees. Management made internal ADR rules but doesn't follow if complain about supervisors. These rules can only be applied on employees, not on management which is affecting our job. Management should me more accountable.	Partnering with states, tribes, local communities, or the private sector is one of the best approach to receive better results e.g. involve states, tribes, local communities to prevent duplicate work and to better understand the needs.	-	-	- Reduce management chain and make management more accountable, - Improve employees management relations - Reduce approval process chain and improve approval services.	-

	I
1189	None come to mind at this time.
1190	-

	A	B	C	D	E	F	G	H
1191	1190	5/22/2017	Not applicable.	One day, hopefully in the near future, efforts taken by regulators to protect human health and the environment, will secure public/private support and visibility to help more effectively demonstrate the return on investment that constituent derive from administrative/technical refinements that foster the reuse/revitalization of our universe of sites. The information collection burden process needs to be revisited and incentives developed to help foster public/private collaboration to help better communicate and convey the return on investment derived from ongoing efforts. The current process has room for improvement.	We live in an information management age yet very little value is placed on the importance of maintaining online details. When budgets are cut, communications and outreach efforts are curtailed and services relied upon to provide better "customer service" are correspondingly curtailed. I'm NOT SURE if the current evaluation process clearly captures the value & importance of maintaining accurate information on websites as a catalyst, for transparency!	Not sure!	TBD	Provide structured opportunities for staff to contribute ideas and recommendations to enhance collaborations like the Partnership In Sustainable Communities (OSC) and enhance collaboration with their peers in other federal agencies working on mutually aligned projects (e.g., some of these opportunities should be listed by corresponding program priorities. The current effort requires review of budgets and budgets which could/should be more easily aligned in this day and age of information management.
1192	1191	5/22/2017	Many of our systems and databases continue to be clunky and disjointed: Webforms and people plus are not connected, webforms has many forms that cannot be filled and submitted, Lotus Notes still needs to be used for international travel approval, info cannot always be found easily on the Intranet, and when you find it, it doesn't always have helpful links and you still need to search for what you need (for example, trying to change health benefits for a QLE- info is not clear). Other examples include obtaining certain IT improvements, such as a converter cord to hook up to a display screen, or a new hands free headset-- in my experience, admin staff point to EZTech and EZTech points to Admin staff, and it took months and lots of wasted work time for me to try to get a $10 piece of equipment.	Actually implement the regs we have promulgated and which have gone through multiple rounds of public comment and legal and policy analysis.	Keep scientifically-based information on our website rather than replace it with climate change denial. American citizens rely on EPA for unbiased, scientifically-backed information and data. We lose credibility when we remove this from our website.	Consolidate space and save $ by moving Potomac Yard into the Federal Triangle space- would save on lease and shuttle bus.	Managers need to be supportive of SharePoint and OneDrive. Many staff have taken the initiative to not only use these systems, but also train fellow staff and managers on how to use them, and yet managers still seem resistant to using them and often are THE roadblock. These systems, when used properly, have greatly increased efficiencies and improved workflow, and we should not have our own management be the ones standing in the way of workplace improvements! Also, move all our systems to use Chrome, not IE.	

	I
1191	Recognition for public-private collaborations that foster organizational, operational and cost efficiencies that are touted like the "Big Apple Brownfields Awards" - http://www.nycbrownfieldpartnership.org/awards
1192	

	A	B	C	D	E	F	G	H
1193	1192	5/22/2017	The process of completing timesheets is not linked and synchronized with requests for leave, although they are the same system creating inaccuracies in leave balances. Make them work together.			Assess the need for and use of Transit Subsidies in regions/HQ where they would use public transportation regardless of the benefit. The could be some cost savings there.		
1194	1193	5/22/2017	I am slowed down by the current requirement to get any external communications, inspections, and enforcement actions approved through Headquarters and the Administrator's office. This is occurring due to the lack of Regional Administrators that are trusted by the Administrator to implement EPA's mission. These delays mean that EPA cannot quickly respond to citizen's complaints because we need approval from the administrator's office to visit a farm or a power plant or a mine site. These delays mean that pollution is allowed to occur while we sit in our offices and wait for Headquarters to approve our work. The Administrator's office needs to trust the Acting Regional Administrators to do their jobs and not micromanage all of the region's work.	EPA needs to maintain its current budget and staffing levels in order to have enough staff to support our state, tribal, local, and federal partners. EPA needs to maintain its current funding levels of the many grants that EPA provides to all of these partners. The president's proposed budget threatens to cut Public Water System Supervision grants to states to monitor public water systems and protect drinking water. The president's proposed budget threatens to eliminate all funding to the Chesapeake Bay, which has begun to improve in recent years thanks to EPA leadership and financial and technical support. The president's proposed budget also threatens to cut funding to EPA's Superfund program, which Administrator Pruitt has said is one of his priorities, and the Brownfields grant program, which would reduce EPA's ability to	The Administrator needs to trust the Acting Regional Administrators to be able to communicate appropriately with the public. Currently, all external communications need to be vetted through the Administrator's office, which means the Regions cannot provide good customer service and prompt responses to the public and the American taxpayer.	Our state partners are already dealing with smaller budgets and fewer staff in their environmental programs. In order to maintain environmental protection for all Americans, the Administrator needs to stand up to the president's proposed budget and advocate for maintaining EPA's budget in order to continue to provide funding and grants to our state, local, and tribal partners.	EPA should develop and implement electronic concurrence packages. Currently, we need to print out and walk around concurrence packages for letters, mailings, and enforcement actions. An electronic signature system for concurrence packages would improve efficiencies and allow for more effective processes.	In order to be best aligned with our state partners, EPA needs to maintain its current budget and staffing levels in order to have enough staff to support our state, tribal, local, and federal partners. EPA needs to maintain its current funding levels of the many grants that EPA provides to all of these partners. The president's proposed budget threatens to cut Public Water System Supervision grants to states to monitor public water systems and protect drinking water. The president's proposed budget threatens to eliminate all funding to the Chesapeake Bay, which has begun to improve in
1195	1194	5/22/2017	Changes in priorities. Uncertain funding situations.	Community outreach to schools, NGOs, local governments, etc.	Engage in open conversation. Define and mutually agree upon program directions, goals, etc. Honesty is the best policy.	YES. Eliminate landscaping and introduce zeroscaping to EPA campus. Simply allow native species to grow on campus without introducing new exotic plants every spring, etc. This would save labor, money, and other resources and would only require periodic trimming, mowing, etc. This would make grounds more eco-friendly to native pollinators, etc. Can also implement and use on-site composting for campus lawn maintenance instead of purchasing mulch, etc.	Get rid of internet explorer and replace with Google Chrome.	Develop more points of communication/contact between different agencies.

	I
1193	
1194	Yes, EPA should not spend millions of dollars to fund 10 additional full-time security staffers to act as the Administrator's 24-7 bodyguards. This is a waste of OECA's budget funds and diverts taxpayer dollars from where they could be better spent in protecting human health and the environment. In the private sector, the three CEOs for Yahoo, Google, and Apple had a total 2016 security budget of $1.115 million. Asking taxpayers to pay for such bodyguards is a ridiculous waste of money.
1195	I can't think of any.

	A	B	C	D	E	F	G	H
1196	1195	5/22/2017	The current routing process to get documents signed is inefficient due to the majority of staff working off-site multiple days. Having to physically sign off on a document before it can proceed can often be delayed by multiple days due to one person not being in the office. I would suggest that we invest in a electronic routing process that way staff could review documents anywhere they are located.			EPA should get out of the business of community outreach, for example Watershed oriented work with community groups, these activities are great but they aren't regulatorily required and therefore in these lean times should be minimized.	Our tools are somewhat antiquated, especially inspector related tools. Having real-time access to data and GIS location information onsite during an inspection could make activities much more efficient and effective.	
1197	1196	5/22/2017	A clear and consistent budget would allow the EPA to work towards the goals set out by the American people. Constant indecision surrounding the budget negotiations and whether or not 30% of EPA (or the entirety of ORD) will be losing their jobs has a negative effect on employee moral and effectiveness.	Do NOT cede all power to the states. There is a clear need and role for a national environmental agency.	Provide more funds and FTE to support EPA's current roles and responsibilities. More FTE to interact with states, tribes and local communities will make sure their needs are heard on the national stage.	To start- Reduce the budget and FTE for the reported full time security detail that Administrator pruit has requested. This budget should be reduced to 0, just as all previous administrators have had. Almost 1 million dollars could be saved, according to recent reports.	ScienceHub should be done away with. The entire peer review process of publication makes this entire database redundant.	State agencies and federal agencies WILL NEVER have 100% alignment of interest. This attempt to "hand responsibility back to the states" is a transparent attempt by political appointees to place the responsibilities of federal agencies into the hands of less friendly and gerrymandered state legislatures, where they can then be destroyed quietly outside of the eye of the national public. So in the end, the EPA will never "accomplish more by realigning with states" and this idea is laughable.

	I
1196	
1197	The private sector does not have answers to all questions. Don't send out employee surveys that will be summarily ignored. Stop focusing on the notion that one must cut the budget of EPA in order to be "efficient" or to "increase accountability". This is a straw man argument and only provides public cover for those hoping to dismantle the efforts of EPA in order to enrich Big Polluters and corporate connections.

	A	B	C	D	E	F	G	H
1198	1197	5/22/2017				I suggest that you ask the mail room to first ask the receiver of junk mail if they want it, and if they don't want the junk mail, ask the mail room personnel to call the vendors and have them stop sending flyers, booklets of supplies, advertisements, etc. (junk mail). A vendor that wants to sell there products sends a book to the supply room, contracts office, RA's office, etc., which is not needed and I see so much paper being wasted this way. Stop these vendors from sending something that will be tossed/recycled anyway.		
1199	1198	5/22/2017	The international travel administrative processes for planning and getting approval are duplicative and outdated. Concur and FIAT need to be integrated into one platform that is fully supported by the agency's IT services.					
1200	1199	5/22/2017	Continue the funding that we have had in the recent past. Allow us to maintain the dedicated and well qualified workforce that diligently strives to protect the environment. Base decisions on sound science as we have in the past versus denying scientific fact and trying to silence the scientists that seek to protect the environment.	In general we already have an excellent relationship with the states and most other parties except for those that are violating environmental laws.	Do all that we can to protect the environment. As we have in the past, continue to involve the regulated community and seek input from them, but use the best science to form decisions.			In the past, before there was an EPA, there was a hodge-podge of various state environmental regulations. There was no consistency and many businesses would locate in a state that had the lowest standard so less money would be spent on compliance and protecting the environment. EPA was established in part to bring consistency across this great nation.

	I
1198	
1199	
1200	

	A	B	C	D	E	F	G	H
1201	1200	5/22/2017	I don't know of anything no longer necessary but administrative support is sorely lacking at many lower levels. Staff shortages and inefficiencies prevent me from doing my job do to too many distractions for one person.	Consistent use of the Conflict Prevention and Resolution Program to aid in collaboration and conflict management strategies during partnering events and planning those events.	See my answer to Q. 2.	Workplace conflict exists at many levels and is not fully addressed by the 1 staff member available for workplace conflict. It seems there is a significant loss of productivity, in excess of 80%, when employees are in conflict and that is CLEARLY inefficient. The Workplace Solutions program, a headquarters only program, needs enhancement to help people deal with civility, conflict, collaboration and other issues in the workplace. Currently the program is having to use contractors to do some significant lifting in group conflicts and is challenged with multiple administrative tasks that seem to distract from being able to help employees. Imagine an increase in constructive	We shouldn't always be looking for new - sometimes we just need to talk and find out what is working so we can consider doing more of what does work, supporting what needs to be supported, and revising the things that aren't working. In the way of new technologies...resources to support implementation is the key.	Each agency has its own culture, so be wary of aligning with other cultures that may not be effective for they type of work.
1202	1201	5/22/2017	having to obtain your immediate supervisors "approval" in order for you to go on a detail or temporary promotion which may allow you to gain useful skills and further your career development - often times you encounter a "selfish" mentality or a manager who "can't afford to lose you" and that then prevents you from forward movement.	having a direct liaison between key offices versus so many layers of people to go through for issues/concerns/topics of interest	a simple EPA hotline would suffice...a way to triage calls/complaints/compliments, whatever the comments or issues may be. they should then go to the liaison in each AAship	utilize the currently available but rarely supported flexiplace programs already in existence. Even though the message regarding these programs come from the top down, it's ALWAYS left to the "supervisor/managers" discretion and majority of the time the request to use these work/life balance options (even during mass transit outages) are denied. It's really quite sad and there are little no repercussions in order to "fight" such a determinations other than to go to the union - which is never seen as a "good" thing and then the employee is left with poor morale and difficulties concentrating on their work.	the use of Adobe connect and/or Skype moreso to enable flexiplace options as mentioned in Q.4	those Agencies which review our documents could be brought into the process earlier, perhaps when we are scheduling our registration review process timelines. USDA, FDA, etc.

	I
1201	Some other agencies have more robust workplace conflict management programs than EPA. Some benchmarking was recently completed to consider gaps in our program. Additionally, our program is only a HQ program and that leaves the regions without resources. Making this program a national program with the ability to address the road spectrum of conflict will improve performance and conduct issues by 80 - 100%.
1202	holding managers accountable for causing undo stress and chaos with regards to their hiring practices, belittling treatment of employees, and their all around inability to manage effectively due to lack of training - most managers are placed in their positions as a way to receive a promotion not because they are qualified to perform the duties as assigned.

	A	B	C	D	E	F	G	H
1203	1202	5/22/2017	A consistent Telework policy which offers maximum flexibility is vital for a family friendly work force. Inconsistency between managers in implementation is frustrating and unfair. If you want to make EPA a place where people want to work and STAY, then policies need to come into the 21st century and out of the dark ages. Insecure managers who refuse to allow telework, or apply unrealistic and impossible standards of work portability are an impediment.			Over the last few years, the Agency has gone overboard with LEAN activities. 3 or 4 days to figure out something that is simple common sense is a giant waste. Having 3 or 4 full time staff working on LEAN is also a gross waste of precious FTE. Justification for LEAN activities has been "its the only way to get management to change a process." Whose fault is that? The Manager. This is just one of the "fluff" activities the Agency wastes time and money on.	The PeoplePlus Timekeeping System is inefficient and does not serve the needs of the employees. It does not accurately reflect current leave balances, and it is cumbersome to use for any earning of credit time. Employees may not go into the system to cancel a leave request, or change it, once a supervisor has approved it. Employees have to request the Supervisor cancel the leave request, even if the employee simply wants to change the times. Huge waste of GS-14 and GS-15 salary dollars.	
1204	1203	5/22/2017		A sustainable outdoor environment is important for all Americans. But the indoor environment provides untapped potential for significant economic activity in the private sector and increased health improvements for American families, at a time when affordable health care is so needed. People spend roughly 90% of their time indoors where air quality can be 2-5 times worse than outdoors. With a minimal investment EPA can develop a labeling program for healthy homes, utilizing private sector partnerships with home performance contractors and the remodeling/HVAC industry, to transfer EPA's well-established guidance for healthy home upgrades into a robust labeling program for market-rate healthy homes. This type of voluntary program would use EPA's protocols for healthy home assessments (developed in the				

	I
1203	Telework. This would reduce the federal office footprint, increase moral, and create an employee friendly atmosphere. As stated above, the impediment of insecure managers and unreasonable interpretation of OPM guidance (note the work guidance - not rules) has made implementation impossible. This is a concept that works, and it growing in the private sector.
1204	

	A	B	C	D	E	F	G	H
1205	1204	5/22/2017	We do all of our formal outside correspondence and concurrence documents on paper and we end up wasting tons of paper...and time! There really should be an electronic management system for letters, enforcement documents, and other materials so that something can go up the management chain instantly and changes can be made electronically in the moment, instead of days later after a supervisor marks up the documents with pen and paper. Then once the documents are finalized they can be printed and signed. So many managers now work from home or in offices across states/cities and doing everything on paper is inefficient. It's 2017, if we can have remote workplaces, we need to be able to do nearly everything remotely that we do in the office, especially something as important as this. This will hold people accountable for their work and produce faster results.				Modernizing our document control systems...too much is done on paper. Every other modern business uses electronic document control systems to send things up the management chain, we should be too, especially since more and more people work remotely; paper doesn't make as much sense anymore. And this will, hopefully, get rid of the constant "oh I was working from home" excuses for not getting important work done by managers. We're only as efficient as the least efficient link in the management chain.	
1206	1205	5/22/2017	As field employees, the logistics of preparation for field work, field sampling, sample shipping, equipment decon and storage require us to work extra hours, but we usually do not know how many hours in advance. So, we have to submit pre-authorization for compensatory time, which is rarely accurate, and requires deputy division director approval so there are often delays. This creates uncertainty in whether or not the field work can occur (if compensatory time will be approved) and can make planning with our state or federal partner difficult. Currently, the Daily Flexible Schedule (DFS) is a solution to this problem; we would already being approved for working up to 11.5 hours of work per day without any additional paperwork or approvals. (Employees sign in and out to document hours worked). However, this schedule is only available in a few EPA regions, and not where I currently work. The Alternative Workschedule Options should be the same across the agency.	Make sharing and storing monitoring data (results, sampling locations, and metadata) easier (both uploading and downloading), reducing replication of similar monitoring efforts.	Provide more transparency in decision making. Staff EPA at appropriate levels to adequately provide technical assistance, when requested, to all of EPA's partners.	Often, technical services and reports are contracted to organizations like Tetra Tech because EPA does not have sufficient staff time to do the work, not because staff do not have the expertise. This costs the agency more money than completing the work "in-house".	Yes, ipads for field work. State government employees have and use them regularly, but they are completely ineffective for EPA field work. They can not be shared (one ipad is required to be assigned to one individual) within an office, the process for getting apps approved for download has been stopped or is completely ineffective, and there is no way to develop forms or apps to replace paper field forms. Completing forms directly on an ipad reduces transcription errors from paper to the computer. Ipads also provide access to critical field data; currently, field employees use their personal cellular plans to check weather, USGS gauges, and traffic conditions.	

	I
1205	
1206	As field employees, the logistics of preparation for field work, field sampling, sample shipping, equipment decon and storage require us to work extra hours, but we usually do not know how many hours in advance. So, we have to submit pre-authorization for compensatory time, which is rarely accurate, and requires deputy division director approval so there are often delays. This creates uncertainty in whether or not the field work can occur (if compensatory time will be approved) and can make planning with our state or federal partner difficult. Currently, the Daily Flexible Schedule (DFS) is a solution to this problem; we would already being approved for

	A	B	C	D	E	F	G	H
1207	1206	5/22/2017	When staff morale plummets, so does efficiency and effectiveness. We all understand the new administration has new priorities, but you all need to think about how those are implemented to make sure staff know that the mission of EPA is still important (protection public health and the environment). The email that went out titled, "Our Big Day" was incredibly tone def. Staff described it as poking a finger in our eye with a little extra twist, or just a single finger in our general direction. On the other side, the email with a message from Mr. Pruitt showing appreciation for federal employees recently had a much better tone.	First, you can't be cutting the grants we give to states and tribes that allow them to operate. States and tribes do not have the resources to implement programs and rely on federal funds to do so. Second, we need resources for inspectors to give outreach presentations to the regulated communities (municipalities and the private sector). There are a lot of people out there who want to comply, and this is a good way to reach a large group at once rather than compliance assistance during each individual inspection, which is happening now.		HQ personnel need to reevaluate their travel. Political appointees seem to have the money to travel frequently for meetings, but the regular staff and managers do not have even have enough money for travel to do all the core work we need to do.	Tablets in the field for inspectors - There is a pilot project, but we don't have the money to make this a reality.	When a state asks for our help, we need to give it. There has been a pullback from providing assistance to states since the new administration came on board. I don't think this is what Mr. Pruitt wanted, but it is what is happening.
1208	1207	5/22/2017	Reduction of our vehicle and equipment inventory that takes away valuable assets for use in the field when needed. Reduction in travel and training budgets. --- Placing workers in small, tight, stressful cubicles under pretense of saving space and money, while actually spending more to move branches and people, renovate, and restructure just to put workers in small spaces instead of offices like other professions have, which enables them to work more effectively and privately. Also, reduction in our ESAT contractor workforce, which is often essential in doing effective fieldwork, especially when we have multiple projects going at one time. We continue to try to do more with less, which eventually reaches a state of doing less with less and having reduced work quality and more stress.	See question No 6. 0--- Also a website needs to be created that allows anyone drilling a well to find out what environmental concerns for groundwater in that area have been documented in particular aquifers. A new home could be build and a well drilled in close proximity to a superfund site or old drum disposal area documented by a state agency and the public might never know.	Better communication, more actions after meetings and less additional meetings .... Also, the public needs to be educated and made aware of the environmental contamination we face and the hard work EPA does to characterize, remediate, and protect the public. A TV show about various Superfund sites across the country, for example, could be very interesting and informative to the public. Most people are not really aware of environmental issues and how difficult and time-consuming they are, as well as how dangerous they can be to health. Many people think EPS mainly tries to regulate industry and look at car emissions. But the agency has many many more functions, like emergency response, air monitoring in cities, training state officials, testing watersheds and fish for toxicity, and homeland security assistance, for example.	Sites need to be investigated and characterized more accurately and effectively in a shorter time-frame. Superfund sites are an example. Many contaminant plumes are not fully delineated after 20 years of study, remediation, and long-term sampling. Lack of funding prevents thorough site evaluations, and investigation programs are often not optimized or completed. This results in far more spending in the long term with less effective remediation and additional site assessment to fill in what is missing from the beginning.	New technologies for environmental remediation and clean-ups should always be considered. However, they are not always cheaper at first. If they speed up clean-ups, then the long-term costs could be reduced.	Cooperate with states and share funds for environmental remedial site investigations, with EPA as the lead.

	I
1207	
1208	Training. -- providing essential equipment in a timely manner. Providing adequate, modern workspaces and a professional environment.

	A	B	C	D	E	F	G	H
1209	1208	5/22/2017	Eliminate the labor intensive 5170 Conference Spending approval process. The EPA Conference Spending and Reporting Requirements have created an overburden that makes cross regional business meetings and trainings so cumbersome and tied up with red tape that they are impossible to hold. Managers are unable to make decisions or plan or send staff to training because of the long expensive and labor intensive approval process. The labor costs for 5170s and 5170As are expensive. The approval process up to AA level for trainings and meetings should be increased to $200,000 not $20,000 and the included/regulated interpretation for reportable costs should be re-evaluated for relevance. Conference spending guidance is interpreted differently from program office to program office. Decisions are not being made based on economics or sound government but for the sake of optics. A simple classroom training or meeting can take 7-9 months for approval before planning can actually					
1210	1209	5/22/2017	As field employees, the logistics of preparation for field work, field sampling, sample shipping, equipment decon and storage require us to work extra hours, but we usually do not know how many hours in advance. So, we have to submit pre-authorization for compensatory time, which is rarely accurate, and requires deputy division director approval so there are often delays. This creates uncertainty in whether or not the field work can occur (if compensatory time will be approved) and can make planning with our state or federal partner difficult. Currently, the Daily Flexible Schedule (DFS) is a solution to this problem; we would already being approved for working up to 11.5 hours of work per day without any additional paperwork or approvals. (Employees sign in and out to document hours worked). However, this schedule is only available in a few EPA regions, and not where I currently work. The Alternative Workschedule Options should be the same across the agency.	Make sharing and storing monitoring data (results, sampling locations, and metadata) easier (both uploading and downloading), reducing replication of similar monitoring efforts.	Provide more transparency in decision making. Staff EPA at appropriate levels to adequately provide technical assistance, when requested, to all of EPA's partners.	Often, technical services and reports are contracted to organizations like Tetra Tech because EPA does not have sufficient staff time to do the work, not because staff do not have the expertise. This costs the agency more money than completing the work "in-house".	Yes, ipads for field work. State government employees have and use them regularly, but they are completely ineffective for EPA field work. They can not be shared (one ipad is required to be assigned to one individual) within an office, the process for getting apps approved for download has been stopped or is completely ineffective, and there is no way to develop forms or apps to replace paper field forms. Completing forms directly on an ipad reduces transcription errors from paper to the computer. Ipads also provide access to critical field data; currently, field employees use their personal cellular plans to check weather, USGS gauges, and traffic conditions.	

	I
1209	
1210	As field employees, the logistics of preparation for field work, field sampling, sample shipping, equipment decon and storage require us to work extra hours, but we usually do not know how many hours in advance. So, we have to submit pre-authorization for compensatory time, which is rarely accurate, and requires deputy division director approval so there are often delays. This creates uncertainty in whether or not the field work can occur (if compensatory time will be approved) and can make planning with our state or federal partner difficult. Currently, the Daily Flexible Schedule (DFS) is a solution to this problem; we would already being approved for

	A	B	C	D	E	F	G	H
1211	1210	5/22/2017	Ability to domicile a GSA vehicle. Currently the process is onerous. For a Monday meeting, employee must either come into the office on Sunday to pick up (and then domicile for one night) or come in very early the day of to pick up the vehicle. More flexibility should be provided to allow for employee to domicile over the weekend - this will reduce the costs for the agency overall by eliminating any travel costs and need for comp time accrued for a sunday or early am pick up.	Instead of using a POV which may be less efficient - use a GSA hybrid or electric				
1212	1211	5/22/2017	(1) Continued use of paper file jackets for Pesticide Product Registrations. These jackets (and jacket system) were supposed to go away ten years ago (and be replaced with electronic jackets). And yet, I am asked to keep updating or patching the barcode tracking systems that facilitate the tracking of these files. It is an "other duty as assigned" and takes away from my core duties. (2) We also need a scanning area and scanning contract to facilitate incoming document submissions (for electronic jackets and other documents) as well as to create searchable electronic documents from existing historical paper files (to facilitate FOIA and other searches).	No Opinion	Increase staff in OCSPP/OPP/ITRMD/ISB for processing new company number assignments, maintenance fee processing, name & address changes and product & company transfers. We keep adding new companies and products every year but, we have no allowed for the accretion of duties for this branch for many years.	We could activate a task/subtask under the existing Document and Data Management Support contract in OCSPP/OPP/ITRMD to replace Jacket File Room staff as well as to process company name & address changes. You are currently paying a federal employee $54.00 per hour to process company name & address changes.	We could activate a task/subtask under the existing Document and Data Management Support contract in OCSPP/OPP/ITRMD to replace Jacket File Room staff. Then, use the same contractors to migrate to a scanning process for turning product registration documents into electronic files rather than create and inventory paper product registration jackets. In other words replace the paper jacket tracking and inventory systems with electronic file jackets.	No Opinion

	I
1211	
1212	With regard to converting paper product registration jackets to electronic jackets, we could copy the system that has been in place at the US Patent & Trademark Office for ten years.

	A	B	C	D	E	F	G	H
1213	1212	5/22/2017	Almost all administrative requirements are inefficient and require me to spend excessive time on them. Fixing the administrative efficiencies would allow me to be more efficient and effective at my environmental work. Administrative processes are inefficient, in part, because multiple organizations deal with the same issues and give conflicting advice about how to perform the same administrative processes. We either need one point of contact to go to with any questions (e.g. how to hire, how to discipline, how to buy something, etc.) or we need dedicated support staff assigned to each environmental program to do these things for us when we need them done. Despite their inefficiency, support functions seem to receive extra resources despite/because of their inefficiency. This prevents me from doing my job effectively, because they take limited resources away from programs like mine. It also does not provide incentive for efficiency, because	Consider detailing EPA staff to state or local environmental agencies. EPA staff will learn more about the states and local perspective, and can bring their knowledge of federal requirements to the states and locals while contributing to their work. This has been done before and has worked well in the past. EPA staff could also be detailed or assigned to work on environmental issue in the regulated community. For example, this could include doing work on training, industry-specific research, or coordination at a local emergency planning commission or a POTW. As another example, if the Cattleman's Association wanted to provide free training or information to ranchers about solutions to environmental issues, or the Portland Cement Association wanted to conduct	We could improve customer service by providing clear, consistent, and timely assistance to these stakeholders when they ask us for help in understanding the regulatory requirements we impose on them. Removing the position of the Regional Administrator and the regional front office, and letting staff in each regional program report directly to their corresponding AAship, would create national consistency in interpretation of our regulations and quicker responses to stakeholders who ask us for determinations. Also, the same appointee (AA) should be in charge of writing and enforcing the rules in a program, to ensure consistency in agency interpretation of our rules. In other words, most enforcement staff should move back to the programs. If the rule writers think a rule means one thing, and enforcement staff thinks it means another, and we can???t agree, then	First - don't pass these survey results along to SES career managers and expect implementation. If SES career managers wanted to be more efficient and knew how, they would have done it already, in order to move resources to where they'd like them but can't get approval for them. I see two opportunities, which could be addressed while maintaining environmental protection for all Americans: improving the performance and effectiveness of agency managers, and reducing the inefficiency of administrative support functions (IT, Budget/Finance, and Human Resources). 1. Performance of Managers		We have done this a lot since sequestration, and most of the low hanging fruit is gone.
1214	1213	5/22/2017		Improve communication between all interested parties and encourage staff details to foster understanding of different perspectives.	Keep websites up to date and interactive. Not rely on Federal Register Notices for everything.		Better communication between Agencies could promote processes that work well and help discourage those that don't.	Promote inter and intra-agency detail opportunities to regions and state agencies and temporary job swaps.
1215	1214	5/22/2017	Training - as an employee for 4 months it seems to be assumed we (new employees, and even some career employees) know all they need about certain programs. (i.e. Compass Data Warehouse; People Plus; Budget processes; ULO's and deobligating funds) to mention a few	Removing the enforcement that have been in place for a while are not going to help achieve a better environment. We need those restrictions and certifications in place to maintain a level of safety and cleanliness along with the total buy in of the government and citizens alike. Too many people get wrapped up in the financial possibilities and forget what the results could do to the world of the future	I, by nature, am a customer service oriented person and give to better everyone else over myself. This is not the case when it is decided by larger corporations involving money vs people	Oh yes! forced retirement of employees in their 70"s (at the least) that are taking up office space, lab space and not contributing to our goals in any way		there are a lot of redundant activities going on in all departments of government. If there were specific guidelines that were used by all, reports and time consuming activities would be easier to put together. Cooperation between programs? not likely because of a fear of power and funding

	I
1213	In OLEM/OSRTI, the office director negotiated with OARM to get a full time HR specialist to be stationed in OSRTI's office, dedicated to OSRTI personnel actions. OSRTI pays the salary, but the HR specialist reports to, and is trained by, OARM/OHR. It seems to work wonderfully and everything's getting done quicker with less effort.
1214	Continue asking - this is fantastic way for staff comments and suggestions. Thank you!
1215	

	A	B	C	D	E	F	G	H
1216	1215	5/22/2017		In some programs the drive to measure the impact EPA grant funds creates problems with partnerships. EPA managers are so anxious to isolate and account for EPA funding that the funding gets "insulated" and doesn't work well in the context of the bigger goals of the partner's efforts. Partnerships often require flexibility and participation in a larger effort/goal .... EPA sometimes is unable to fully participate in achieving overall environmental goals because of the demand for isolating and documenting the results of our funding contributions.	Better mobile equipment for most all employees ... cell phones ... good portable PCs. Public Wi-Fi in EPA meeting spaces. More robust/serious compliance assistance help. More investment in researching and in providing information and assistance for compliance and beyond compliance solutions. Better manage EPA's program to eliminate the split between enforcement and assistance ... create an integrated approach with adequate research and workforce oriented toward assistance including field workers (like inspectors).	1) Many of our core systems are often inefficient and cost hundreds of hours of unnecessary processing and fixing time. Issues: 1) systems come and go to quickly so aren't adequately refined, 2) systems often have incredibly long documentation that is provided as a user manual ... these are often completely inadequate ... need systems that provide intuitive interfaces with manuals that are oriented to user needs - not some exhaustive manual of hundreds of pages that might have a couple of "hidden" pages that might help. 3) user reports are often not made with users in mind - seem to be written by programmers per their own ideas or by some kind of group writing process that neglects to ask users what	Need better APPLIED - truly APPLIED - research to assist technological advances in reducing pollution. Need to step-up all aspects of reducing GHGs!!!!! Need to respect and forcefully use proven science regarding Climate Change to protect the environment.	We need to come together with other Federal agencies and States to align our approach to pressing environmental issues. GHG reductions is THE obvious place where we are floundering and really out of line regarding shared responsibilities.
1217	1216	5/22/2017	Excessive time entry requirements. For those who are on credit hours and participate in episodic telework time is entered multiple times: 1. to request episodic flexiplace (via email), 2. in a Excel spreadsheet tracking sheet, 3. Leave slip, if taking leave or using credit hours and 4.) in People Plus. In addition, our work unit requires us to take a screen shot of the submitted People Plus time and submit that with the FWS tracking spread sheet. It would be most helpful if we could put our requested schedule for the coming pay period into People Plus a few days before the pay period including leave, credit hours and work at home (all in one form) and then confirm the timesheet at the end of the pay period. All the tracking and reporting nearly defeats the purpose of having flexible work schedules.	Tailored project management training for grant project officers on how to develop guidance, negotiate workplans and track progress toward project goals. Refocus on environmental results by using environmental indicators such as water and air quality that are used as indicators of progress rather than for punitive bench marking. Actually figure out what the feedback loop is between activities and environmental quality rather than measuring "widgets" or "beans".	Many public questions can be answered with a user friendly website with good concise explanations. If we want to improve customer service we should probably figure out how to assess and measure our improvement.	No.	Provide support for adopting electronic forms of reporting such as the hazardous waste e-manifest system to bring old systems up to date.	I don't see much overlap in our work with other agencies. EPA oversight of State environmental programs is critical to protecting human health and the environment. Every time EPA has stepped back from oversight we see environmental disasters in States that are not held accountable.
1218	1217	5/22/2017	Refer to former Greenspark campaigns asking how to reduce resources, etc..					

	I
1216	
1217	There are no more tricks in our bag, adequately funding programs with enough qualified, motivated staff and competent leadership is all that is needed.
1218	

	A	B	C	D	E	F	G	H
1219	1218	5/22/2017	First, our organization has lost many people to attrition, and they are not being replaced. Each year, procurement and other actions become more stringent, taking more time and effort to complete. We are at or below critical staffing levels to achieve our mission. Second, our new Administrator is continually "bashing" our EPA workforce, which consists of a highly trained and motivated group of professionals. This country is fortunate to have us working on their behalf. The Administrator needs to stop the "bashing." Not only is it unprofessional, it is hurtful because it is misleading and poor leadership.	Partnering takes a lot of energy, and generally relies on senior staff to make the connections. We do lots of partnering already	The tools for managing email lists in Microsoft Office are limited, yet some of our email lists contain upwards of 300 individuals. Dealing with these lists manually is tedious, slows the update process, and wastes time. EPA could acquire email list management software and make it available to those who manage email lists.	In Office of Research and Development, we have many layers of managers. They are high priced, and it is not clear in many cases, what they are contributing to our effectiveness. In general these are the non-supervisory managers; without clear line roles, their responsibilities seem to be "made up" rather than essential contributions to the mission. We also have Title 42 managers/scientists. While some contribute to the mission, others just "hang out" until they can get a better (more permanent) job. Finally, since Title 42s are not in the same GS pay system as most employees, when Title 42s are supervisors, they can have a different perspective and understanding than regular employees. This can lead to	EPA employees must manage 10 to 20 passwords or more, one for each system they use. We could have password "Lockbox" software or hardware for each employee, to organize and keep track of passwords.	In my experience, other Federal agencies try to take all the credit for jointly-planned and funded activities. EPA needs to be assertive about taking credit for its work and research, with go-to web information and research results that are easy to find and access.
1220	1219	5/22/2017	I believe it would save time and resources if an electronic submission process could be established for Federal Register (FR) publications. We currently need to submit the FR notice and other materials on a CD-RW along with paper copies of the signed FR and typesetting request. We then send the package via pouch mail or FedEx to the FR Liaison Team who reviews it and sends it to NARA. I believe a system should be set up with NARA so that we can send the entire package electronically, without a CD-RW or paper copies.					1. Working with NARA to streamline the Federal Register publication process. Specifically moving to an electronic system so that we don't need to send CD-RWs or paper copies. 2. Coordinating with the Department of Energy to provide natural gas or clean power to rural communities that rely on wood as a heating fuel. In the Pacific Northwest, many rural communities the air quality is impaired because of elevated particulate matter concentrations. Developing the infrastructure for natural gas or clean power is costly and difficult for states, tribes, and local governments to do on their own.

	I
1219	Some of our Branch Chiefs have SEE employees to take care of the administrative functions in the Branch. This frees the Branch Chiefs to pursue research and strategic planning.
1220	

	A	B	C	D	E	F	G	H
1221	1220	5/22/2017	1. Lack of a budget with known funding levels prevents us from making long term plans or to enter into longer term agreements that would mean lower costs for the Agency. We could see better rates on contracts if we could enter into 2, 3 or 4 year agreeements. 2. Processing of procurement actions is unbelievable lengthy and complicated requiring 6 - 9 months for simple procurements of hardware or software and years for services. Our OAM has added so many levels and requirements, making it nearly impossible to accomplish our mission in a timely fashion. Need to streamline all procurements. If on GSA schedule, allow for direct purchase without the need for a recompete. Do not require a CO in program offices for every piece of hardware or software. 2. HR processing is another very very difficult area. We are unable to fill vacancies for critical positions; unable to provide opportunities for advancement to talented staff, and unable to get HR paperwork processed in a reasonable	Provide more muscle for the states and tribes to fight polluters across state/ tribal borders. Provide more federal resources from the enforcement and legal community to assist with investigations, research and litigation.	Provide more information to the public and press about those companies and members of the regulated communities that are abiding by the rules and provide a positive influence on the environment. User the bully pulpit of EPA to advertise those bad actors who pollute, break and evade environmental regulations in an effort to "make a buck" over life and well being of people. It is critical that this Agency level the playing field for those that abide by the law and not let those who break it, or who value money over human life, get the upper hand.	I think we have seen where the American public can be a force for positive change if we can provide them with the honest facts. Empower the public to report on environmental problems, empower them by providing honest information on who is doing what, where, and how. Provide them information on the impact on air and water from their local industries and companies. Streamline the reporting on environmental issues.	Our internal systems are horrendously out of date and inefficient. Our HR system, our purchasing systems, our travel systems are all out of date and inefficient. Think Amazon or Expedia styles systems for efficiency, ease of use and portability. Allow staff to be utilized across location. If a talent staff member is physically in Region 1 and his or her skills would fill a vacancy in HQ or another Region --- let that happen, and in fact encourage it -- HQ and the other Region would benefit but from his/her skill but also from his/her different perspective.	
1222	1221	5/22/2017	We might have is too much internal reporting. There is value of this reporting, as it helps to keep headquarters informed and ensure essential tasks are not overlooked. That said, it takes up time we could otherwise be using to get our work done. We are already severely understaffed, so any saved time would be helpful.	I believe we already do a very good job at working with state, tribes, and local communities, but we are always open to ways in which we can improve.	I believe we do a very good job at working with state, tribes, and local communities, and they often reach out to us when they have difficult problems. It would be nice to have enough staff for outreach to the private sector, but we don't even have enough staff to carry out all of the tasks assigned to us by Congress, and additional staff is not in the cards for the foreseeable future. EPA has been overhauling its website, so if they can make it easier for the private sector to find the information they need, that would be helpful.	I would suggest that we hire a firm to overhaul our computer systems. We have so much data, but it tends to be in program-specific files and systems. I think there is a lot of potential if it was possible to have all of that information easily accessible to all programs. Ideally, such a system would be designed with the idea of simultaneously sharing non-confidential information with the public, which would improve the value we bring, and would likely reduce the number of FOIA requests. The largest problem with this idea is that it is a "spend money in order to save money" solution - I don't expect Congress would be interested in giving us more money, even if it was for a good project like that, and	See my answer to Q4.	Honestly, I think we really do a good job of that already.

	I
1221	
1222	This is tough. I came from the private sector, and I had a lot of ideas when I came over. The fact that the laws we implement are all media-specific, and function in different (and sometimes very different) ways, makes that a tougher problem than first appears. I think there is a lot of efficiency that could be gained by reforming our contracting systems, but those rules are not in our control. One area where we tried to improve efficiency, and I believe failed, is when we developed shared service centers. For example, tasks related to Human Resources were all centralized in Las Vegas. In theory, that certainly

	A	B	C	D	E	F	G	H
1223	1222	5/22/2017	People Plus timesheets: Currently we are required to submit our completed timesheet before the end of the pay period. If you don't submit by mid-day on Thursday the time keeper starts sending emails to the employee and the supervisor. We used to submit timecards on the Monday following the pay period end. Submitting the timesheets early results in significant double handling for corrections. For employees that have site travel and have to account for their time to site specific accounts codes, work requirements can change quickly and Thursday and Friday may not then be accurate. Not to mention sudden sick leave of other reasons that leave is needed at the last minute. The corrections can be frequent, and this causes many folks to have to re-handle the timecard approval. Going back to a Monday submittal would alleviate this inefficiency.					
1224	1223	5/22/2017	Should employees be effectively trained, and duties outlines. Telework could be an option to cut cuz on transit subsidies.	Continue to develop partnerships between both state, tribes, local and private sector.		Institute Telework options with mandatory in office days after 90 days.	Ensuring we have the most updated and full versions of software/programs to eliminate man hours and repeating task or creating more steps to accomplishing task that could be done quickly.	I agree, realigning and restructuring would be effective in cost savings.

	I
1223	New Superfund contracts: The New Superfund contracts will required much more labor and contract expertise from the remedial project managers. Since each work assignment will need to be competed from the pre-qualified pool, there will need to be selection boards and selection board leads that can write up the advantages and disadvantages with significant skill and expertise to avoid contract protest. The new process will be similar to the USACE process. From my experience with this, EPA will need additional contract officers, additional contract officer representatives and additional contract specialists. Also this will add to the already large work
1224	NA

	A	B	C	D	E	F	G	H
1225	1224	5/22/2017						
1226	1225	5/22/2017	That our IT security is so frail that we are not allowed to do any EPA work on home computers is hurting productivity. "Loaner" laptops are ineffective for occasional work at home. Apparently, emailing spreadsheets or documents to my EPA address from my personal address is more risky than receiving spreadsheets and documents emailed from collaborators. As a professional, I have never "charged" the government for time I spend working outside of business hours. Prohibiting the use of personal computers means I no longer work on weekends at home. This policy seemingly is incompatible with telework but no one can explain how it is not - even though we have had telework training.	Effective partnerships need time (literally, years) to develop and become productive. This conflicts with two tenets of the ORD business model. First, ORD is suppose to address issues of national concern. Research in a particular locale or with a particular partner is just a means to a national end. This devalues the partnership. Partners want help with their specific problems - not hopefully/someday benefit from a national solution. Second, the typical research cycle is too long to support regulatory needs but too short to support many issues of state and tribal partners. A solution is to identify the beneficiaries of research outputs - admitting that they may be less than national in scope - and committing resources for the duration of that research effort.	Be at their table and stay at their table. ORD needs to prove that we are a committed partner and serious about sticking around for as long as needed.			

	I
1225	I know this sounds obvious, but a person should live in (around) the city where the majority of their job takes place. We should not be paying for regular travel for someone to go to another state or part of the country, simply because they do not want to relocate from their original location. Senior Agency/AA-ship leaders should not have to use Agency travel resources (i.e., money) to go to the DC office. In the regions, travel money should not be used for senior managers to travel to the regional office. In ORD, which is geographically spread out, Lab/Center senior managers should all work out of the same location (e.g., DC, RTP, Cincinnati). A Lab Director shouldn't tap into travel money to spend
1226	Successful organizations are agile. EPA is not. Successful organizations replenish talent pools with new hires or training. EPA does not. Successful organizations invest in technology (both maintaining work-horse instruments and buying innovative new equipment). EPA does not.

	A	B	C	D	E	F	G	H
1227	1226	5/22/2017		EPA should have more internal resources. States and local communities often look to EPA staff for support in implementing programs, even authorized states. The more EPA has staff available to assist States, the better, quicker, and more efficiently State work can be completed.	EPA should have more resources, both in FTEs and money. The more people that are available to help states, communities, the private sector, and the public the better they will be served by EPA. Also, travel money to actually have EPA staff visit those areas is very important. The regulated community and public are always appreciative of meeting the regulator face to face. The more that communication can take place face to face, and not just through letters, the better the reaction from the communities.		Many computer programs could be updated.	Need more people and time to be available to the states. The states often operate under workshares with EPA, but if EPA cannot hold up its end because there are not enough EPA staff members, then the work does not get done.
1228	1227	5/22/2017					I have responded to the survey already but wanted to add this thought: If you implement any system or process change on Agency staff in the name of efficiency or better management, please be willing to use or participate in the process yourself. Too many times, I have seen the latest "flavor du jour" (such as TQM, project management, etc.) trotted out with a lot of expensive training. Managers then do not have an idea what to do with this newly-found knowledge or technology, and then everything gets forgotten. Please be willing to live your lives the way you want ours to be lived.	

	I
1227	
1228	

	A	B	C	D	E	F	G	H
1229	1228	5/22/2017		Having a robust environmental justice and civil rights program at EPA. The new saying at EPA is that we should get "back to the basics," but not at the expense of abdicating our responsibility as a federal agency to address environmental justice concerns. Executive Order 12898 is clear that federal agencies have a responsibility to identify and address disproportionately high environmental pollution impacts on minority and low-income communities. Also, the U.S. Commission on Civil Rights has levied very harsh criticisms of EPA's EJ and External Civil Rights programs. More resources need to be channeled to work with environmental justice communities and states to address environmental justice concerns.				
1230	1229	5/22/2017	My unit is streamline and effective. Thank you	We are successful.	Keep the great people in place who are doing a very effective job and do not keep threatening to undermine their efforts.	Electronic signatures	n/a	We do a great job of enforcing the law Congress has enacted. It results in other agencies being viewed with the same standards as is the public.

	I
1229	
1230	stop spreading us so thin....

	A	B	C	D	E	F	G	H
1231	1230	5/22/2017	No comments to add.	No comments to add.	No comments to add.	It might be beneficial to take a close look at what appears to be duplication of services within the Agency. For example, is there a need for individual offices to have their own fleet of government vehicles? Another possible area, is that of Human Resources, a close look at program offices (not including OHR) across EPA reveal at least one rather large Human Resources Division. However, it could be that the current approach evolved because it's more efficient & effective, but none the less, may present an opportunity for cost savings.	No comment.	No comment.
1232	1231	5/22/2017	"Details" and "acting" positions negatively impacts efficiency, effectiveness, and cooperation in the Office of Superfund Remediation and Technology Innovation. In the 1.5 years I've been in my position, I have been under the management of two different division directors and four different branch chiefs. Additionally, nearly every other branch and division director position has had an "acting" manager in this time period. "Acting" managers know less than their staff, but yet the acting managers make the final decision about their staff's work. "Acting" managers have been hesitant to make decisions because they know their management term is limited. Since so many managers are "acting," we have an entire office of unstable transitions: people unable to finish projects, unable to cooperate and work together, and continually unfamiliar with the purpose of the work. The prevalence of "acting" managers is due to the inability to fill open positions. Right now my branch has an acting branch chief that will leave	For contaminated site cleanup, relationships/partnerships should be emphasized and the EPA member of those cleanup teams need to be an empowered member of that team. Combining EPA remediation with stakeholder reuse/revitalization efforts has shown to be incredibly successful (example, Milltown Reservoir Superfund site- https://semspub.epa.gov/work/08/1570716.pdf). Headquarters and regional staff understand EPA's role is ensuring health risks are reduced at sites, but also recognize the benefits (cost reduction, faster cleanups, community satisfaction, ecosystem services, job creation) of incorporating reuse/revitalization plans with partners. These staff must be empowered in their partnerships, and given the latest tools, training, and expertise to be effective, cooperative partners.	EPA needs the capacity to update technology and websites in order to provide better customer service. EPA has outdated software, laptops, and other basic technical equipment which slows down communications.	Green and sustainable remediation is an untapped opportunity to reduce costs and inefficiencies. Stakeholders embrace this concept (States: http://www.itrcweb.org/Team/Public?teamID=7, industry: https://www.astm.org/Standards/E2893.htm, private sector: http://www.sustainableremediation.org/). Habitat restoration is an untapped opportunity to reduce costs. There is data to support that native vegetation costs less in the long term than turf grass, along with many other benefits (http://www.wildlifehc.org/knowledge-resource/remediation-project-guidance/). These efforts need to be encouraged at the highest	Soil amendments and native plant revegetation are underutilized, cost-effective approaches to site cleanup, especially mining site cleanup. (Example site: https://clu-in.org/download/issues/ecotools/CaliforniaGulch-CaseStudy.pdf). There is opportunity to reuse waste materials (e.g. compost, biosolids) and support agricultural community by boosting native plant seed market. Additionally, DASEES is an underutilized, free software tool which can document stakeholder/community input in real-time, transparent method and keep EPA cleanups accountable (https://cfpub.epa.gov/si/si_public_record_report.cfm?dirEntryId=238232).	Ecosystem services approach is a scientific, social, economic, human-focused method to manage the environment. The approach realigns activities of shared responsibility between EPA Offices, other federal agencies, and states (https://nespguidebook.com/). Despite reports and guidance (https://yosemite.epa.gov/sab%5Csabproduct.nsf/F3DB1F5C6EF90EE1852575C500589157/$File/EPA-SAB-09-012-unsigned.pdf), its use has not become widespread. In the Superfund program, ecosystem services approaches can help align efforts that the

	I
1231	No comment.
1232	All personnel should work from home or take their compressed/maxi flex days on Monday and Friday. The Potomac Yard South building is practically empty on Mondays Fridays- it could be closed completely (turn off lights, no heating- save money!!). I am **[REDACTED B6]** in the Potomac Yard South office for eight hours every day, and I have experienced many Mondays and Fridays where I am the only human on my floor, and very few employees are in the entire building. How silly that this building is kept open for so few people, who come into the office only to call/email their teleworking coworkers! Additionally, "hoteling" policies could be implemented for a subset of personnel.

	A	B	C	D	E	F	G	H
1233	1232	5/22/2017	All administrative requirements, management procedures, organizational processes are mission critical in order to do my job effectively. My job is to protect human health and the environment and I am currently efficient, effective and accountable in this work.	Ideas for achieving better environmental results from partnering with States include stronger EPA led enforcement of mobile source provisions of the Clean Air Act. Authority for enforcement of Title II of the Clean Air Act is not delegated to the states, tribes, or local communities.	Ideas for providing better customer service to states, tribes, local communities, the regulated community, and the public at large include allowing EPA press releases highlighting the positive results EPA work delivers to the American states, tribes, local communities, the regulated community, and the public at large. EPA's work protects the water we drink and the air we breath in many ways which are not easily appreciated by the entities that benefit unless there is clear communication of the benefits of our work.	One opportunity to make changes at EPA that would reduce costs and inefficiencies, while maintaining environmental protection for all Americans is to save the staff time used for responding to surveys which are not mission critical including surveys with topics such as "Suggestions for Creating a More Efficient, Effective and Accountable EPA".	Consider eliminating the use of the Lotus Notes application by migrating tools that are currently only accessible on Lotus Notes to other applications.	We cannot accomplish more by realigning activities in areas of shared responsibility and mutual interest with other federal agencies or states, because we already work effectively with federal partners on areas where jurisdictional or stake holder interests may overlap and within the concept of cooperative federalism with states.
1234	1233	5/22/2017	We have a lot of peer review and this is good. However, this would be more efficient and less time consuming if the peer reviews were only conducted on the actual numbers, tables and figures and the descriptive verbiage added after the numbers were finalized. Arguing over numbers from studies or models is just part of the process and this is invaluable. However, too often, the final numbers are settled on during the review process and so pages of text, as well as charts and graphs, need to be changed to accommodate the revised number(s), resulting in time expended and sometimes, errors.	If more biological monitoring were done by these partners, along with causality investigations, this would help to focus resources and relieve some of the up-front pressure. In other words, it would make a better safety net so that the real causes of harm to human and environmental health could be dealt with.		Focus more on non-animal test results for toxicity endpoints and on gleaning information from the metadata we already have. There is such a vast amount of toxicity data that could be examined for trends. For example, for a particular mode of action (MOA) or adverse-outcome-pathway (AOP) of a toxicant (or chemical class, depending on the data set), one could define the range at which a particular taxonomic group is affected and apply that range to similar MOAs or AOPs without the need to do as much testing. More metadata gleaning might need to be done first and the AOP process supported.	Developing quantitative AOPs (adverse-outcome pathways), in lieu of routine toxicological testing. The result would be much more broadly useable and in the long run, save many resources.	EPA could work with NIH to develop AOPs (adverse-outcome pathways) for ecological endpoints.
1235	1234	5/22/2017	Improve the process for submitting journal articles and make it simple to handle invoices for page charges. Provide guidelines to avoid any unauthorized commitments by the scientific staff in the process. Approval of an article for submission in STICS should automatically include approval by the EPA for all page charges so unauthorized commitments would be automatically avoided.	standardize methods used to create emission inventories so the same method is used across the states. If a state does not provide sufficient documentation to understand their emission estimates in the NEI, EPA should reserve the right to ignore it.	better web interfaces that are fast and efficient; more dynamic web content	encourage more telework	use electronic lab notebooks	If the states used consistent methods to estimate the NEI, the EPA would not have to do things over again.

	I
1233	No, I am not aware of best practices in the private sector we should consider adopting across the agency to improve our efficiency, increase accountability, or reduce costs. We are public servants dedicated to the mission and are already accountable to the American people to protect human health and the environment.
1234	
1235	use of telework; use of electronic lab notebooks

	A	B	C	D	E	F	G	H
1236	1235	5/22/2017	IT security procedures should be streamlined so we can keep our computers safe without unnecessary slowdowns in our work. For example, permission to install the software required for specialized work should require only one or two levels of approval. OEI should make access to the "cloud" easier and more readily available. OEI needs to prepare for the processing, storage & IO needed for large-scale data analytics that will allow us to better quantify the impact of our work. The contracting process-- especially the approval of work assignments under existing contracts, needs to be more efficient.		I work on the MOVES model which is used by state and local governments to estimate air pollution emissions from cars and trucks. We need resources to make the model run more quickly and to improve the interface so it is easier for others to use.		Every EPA conference room should be equipped for easy teleconferences and for large-screen display of information. We spend too much time searching the building for projectors and getting them set up.	
1237	1236	5/22/2017	Staff who are contracting officer representatives (meaning we manage individual task orders because we have substantive knowledge about the topic, but we do not work full-time on contracting) have to take at least 12 hours??? worth of contracts training mandated by OMB that is delivered through a Dept. of Defense system. Easily 75% of this training is irrelevant to our work and a waste of our time. Some of this is because we don???t manage the overall contracts, but some is because the training is specific to DOD policies that don???t apply to us. OMB needs to recognize that there is a difference between contracting officers and contracting officer representatives and not require the same one-size-fits-all training for both. Moreover, OMB or EPA should allow some tailoring for different offices. For instance, I will never be purchasing products or equipment through a contract, so it???s a waste of my time to take an entire course about that topic.	Working with partners, we can help prevent pollution instead of cleaning it up by using voluntary approaches, but this would require political appointees and the Administration to recognize that just because something isn???t mandated by legislation doesn???t mean that it isn???t appropriate for EPA to do. Many of our voluntary programs get environmental and health benefits at less cost (to the government and the regulated entity) than using regulatory approaches, and they can bring cobenefits like jobs, entrepreneurial opportunities, and safer and more attractive neighborhoods. We create and refine these programs by working with states, tribes, local governments, private-sector entities, and nonprofits so that we can ensure that we are meeting their needs while still meeting statutory requirements	We best serve everyone by providing accurate science and unbiased information on our website, as we have done for many years, rather than removing this information based on the industry-driven agenda of new leadership. Removing information about an initiative from the previous administration is an expected and justifiable action by a new administration; removing scientific data and plain-language explanations of that data is not. Removing climate change data and information from our website sends a message that the new administration doesn???t care about objective facts or the public???s right to see information that public money has paid for. EPA???s mission is to protect human health and the environment, and climate change is the preeminent threat to both. We cannot work toward our mission without addressing climate change. Pretending it doesn???t exist doesn???t make it go away, and it	It seems like an untapped opportunity for the new leadership to trust that career staff are professionals who do good work based on objective scientific analysis, and to study the examples of previous Republican administrators who have respected the staff and the extensive processes that we use to create policy and regulation.	Sharepoint is a ridiculously clunky interface and completely unintuitive to use. Unless I'm using a direct link, it takes at least several minutes to figure out how to find what I need or to get the item I need in a legible form. There has to be a better system for sharing files and other information internally and externally. We are told that we can't use any other service (such as Dropbox) to share files externally, but it is a major hassle for external people to access a file on Sharepoint.	Working with other agencies that fund infrastructure, such as DOT, helps us get the most out of infrastructure investments by aligning water, transportation, energy, and other infrastructure to get the most impact from it and make sure these investments are reinforcing each other. It can also help states and localities get the most out of these investments by making sure they???re aligned with economic development, environmental protection, and other community goals. Coordinating infrastructure investments also makes it easier for communities

	I
1236	"Agile" software programming is a best practice in the private sector. We need more support from our contracting staff to incorporate agile practices into our software development contracts.
1237	One best practice that EPA and other federal agencies used to employ but that has apparently been eliminated by the new administration is planning for how climate change is affecting and will affect our operations and investments, as well as the American people. Hundreds of major companies, including multinational energy companies, are planning for climate change impacts; it???s simply good business practice and a wise use of limited resources. It???s governmental malpractice to ignore the fact that climate change is happening now and will continue to happen. If we aren???t planning for it, we are sentencing our government to waste taxpayer money???for example, by continuing to

	A	B	C	D	E	F	G	H
1238	1237	5/22/2017	The capacity of the Agency to administer its Federal Technology Transfer Act responsibilities is extremely fragmented, under resourced and made overly complicated by internal administrative procedures. This could stand improvement if the new leadership thinks that the Agency should follow the mandates around technology transfer.	Over the last few years, the Agency has been working with a coalition of communities across the country that have seen the value in better organizing their assets in water to solve local and regional water issues and create jobs at the same time. These community led coalitions are called water technology innovation clusters. (https://www.epa.gov/clusters-program) The development of these innovation centers is based on deep working relationships among a number of players including research, small and large businesses, water utilities, federal, state, local programs and other groups such as investors. Each is unique, fits the community and work on the water problems relevant to their geographic area. In Cincinnati EPA, we have been working with the community led "Confluence" organization with great success in	We need to listen, listen, listen and fully understand the dynamics of the situation on a long-term on-going basis. We need to know the people personally, what makes them tick. We have to turn our attention to helping the communities address their issues. Very problem solving oriented. These should be approached from a coordinated government response. EPA can't do it alone and should not try to. Many of the problems are economic in nature. We can't assure safe water for example in communities where the public is under the poverty level. We can't run these programs from DC or even at the regional level. We need to be in the communities we are charged with helping and look for new and creative approaches. Need some really smart people with the right skills to work with the community leadership.	We need to invest in the capacity of state personnel, their knowledge and education help EPA make progress on meeting its goals. With the reduction in state budgets and reduction in salaries, probable high turnover rates, and fear of being jailed for technical errors, the qualifications of these personnel are probably the worse they have been in decades. As a result, they rely on EPA to guide them. We could encourage specific workforce development in this area and find ways to prioritize them in state workforce development initiatives. This is an issue for water plant operators as well. Recently, there have been papers written that highlight that operators with a college degree are more	There are many new water technologies that are emerging on the landscape, drones, sensors, etc. These should make more information available in real-time however, we don't have a group in the Agency that is the focal point for getting these "approved" for use. We need to be much more strategic in this to make sure that these new technologies make it to the market and where appropriate have the confidence and EPA ok for use. This is a complex topic requiring dialogue and action within the Agency. Additionally, there are some basic issues that should be addressed such as metering and measurement of water. For example, water meters are not even required in parts of Chicago and parts of	We need to value those activities in the Agency, and the specific people within it, that are connectors with a broader set of stakeholders in the federal family and beyond. These are uniquely qualified individuals but their work goes largely unnoticed and is certainly not characterized as valuable work. This ability to look at how to connect is key to leveraging the vast number of programs across the federal government. Put it in expectations and standards for the SES corps and you will see progress or at least some talk of it. It's somewhat of a cultural change
1239	1238	5/22/2017	Lift the hiring freeze		Hire more staff			
1240	1239	5/22/2017	Weekly activity reports. No one seems to read them they just seem to be a way for management to assure themselves that their staff is doing something. Kind of dysfunctional if you ask me.	We need to be working with the agricultural community to show them and bring to them the many benefits that can come from using unmanned aerial vehicles (UAVs). Farmers can greatly reduce their application of pesticides, fertilizers, and water by use of UAV data. Farmers save money and improve the environment at the same time.	Regulations grow and change over the years so that for any regulated entity the regs become more complicated and harder to understand, because they have been piecemealed together over the years. Wholesale rewriting the regs that govern large sectors may be needed so they become streamlined and easier to understand/comply with.	We dual regulate stormwater from construction projects over 1 acre in certain geographic areas. We require a constructor to get a state-wide construction stormwater permit, and at the same time we require larger cities to regulate the same construction sites (often through a permitting program). We could/should do away with the state-wide permit in those cities which are required to regulate their construction projects with a greater degree of scrutiny.	For keeping track of employee's work hours (time-keeping) we have to use three different software systems to input time and request leave. And we always have to input time 2 to 3 days before the pay period is through which means there are constantly corrections that have to go back and be made after the pay period is over.	Like with the agricultural idea given above on Q.2. we could be work with USDA and state Departments of Ag to model cutting-edge technologies that improve the bottom line for farmers and the environment.

	I
1238	I think we should look at the qualities of best work places. Look we are not Apple, but we have an important and critical mission to the people of this great country. It makes for a tremendous draw for talent that would otherwise go elsewhere. However, we've been terrible at the way we treat people personally and professionally for many years, horrid examples of workplace bias, sexual harassment, good-old-boy/girl networks, lack of respect or understanding of the value of diversity, managers that don't even hold meetings with staff, meetings without agenda's, come on. First rule: engage, respect and support your people and they will do amazing things.
1239	
1240	We spent years trying to develop some new stormwater regulations (that were wrong-headed in my opinion) and the whole effort finally crashed and burned at the end. There needs to be some kind or rigorous evaluation process at the beginning of a regulation change effort to evaluate the merits of an idea before we spend untold hours and dollars on an idea that is questionable from the start.

	A	B	C	D	E	F	G	H
1241	1240	5/22/2017	RESPONSE 1: I suggest administrative audits or Lean projects for each AA-ship and program office to see if there are processes still requiring signature that are done via papers & folders. Are folders being passed around for signature? If yes, could a workflow with a digital signature or approval process be created to replace the need for paper/folders/ink signatures? I would start with OARM since the work of the OARM offices often impact employees directly any improvements to workflows and process in OARM will have a wider benefit. Digitizing signature process should speed-up approval process and eliminate the time needed to track and transport paper folders/documents. RESPONSE 2: Standardize the Agency intranet on one platform such as Drupal. Finding information on our agency intranet is very difficult and wastes the administrative time of our employees. The amount of time staff members invest trying to find information internal to the agency is known as a ???clutter		What are the incentives to provide good customer service? If you look at the private sector model in areas like customer service, the companies who do it well all have incentive programs built-in to their work culture. To me, good customer service reflects on a positive, supportive, well incentivized organizational culture. Respect from manager to employee is a foundational element in creating such a culture. While the government might have less flexibility in terms of incentives, Any manager could hold things like monthly coffees or coffee & donuts or birthday celebrations. In addition, time-off awards can be used as an incentive more regularly. There are lots of ways to create incentives, but managers must start with the desire to do so.	RESPONSE 1: Per the above suggestion, digitizing current paper-based processes will both modernize the process and reduce the costs needed for paper and the associated employees??? time to walk around these documents for signature. Internal resources could be used to create such a digital workflow such as PDFs and SharePoint. RESPONSE 2: Roughly 80% of companies now run on open source software to manage their intranets to save money. However, EPA???s current methods for managing its intranet is extremely costly and not conducive to advancing the EPAs work or saving the organizing money. The agency allows every region and program office to manage multiple servers and	RESPONSE: Implementing the Office of Internal Communications and Office of Environmental Information proposal to adopt a standard intranet strategy and platform across the agency would greatly increase our efficiency. It would improve information sharing and also reduce costs. A platform like Drupal, best known as the open-source platform behind public websites like Whitehouse.gov and our own EPA.gov, is also a good option to manage our intranet since we already invest in it. However, EPA currently allows regions and program offices to use multiple different platforms to manage their internal websites. There is no standard, so the agency is spending a lot of money at all	
1242	1241	5/22/2017	We have inefficient and outdated technology without adequate software solutions for internal tracking, correspondence, docket management and information management. OEI needs a cultural overhaul and change it's role in supporting the agency's mission. Also, staff participating in decisionmaking meetings would result in more informed and better outcomes.	More transparency. EPA already meets and collaborates a LOT with states tribes local communities and industry - let us do what we already do well.	None - EPA already does a great job of this and to say that we do otherwise is ill-informed.	Stop making everything political and support our scientists more. Let them do their jobs.	EPA needs better docket management software for litigation. Also it needs professional ediscovery support so that litigation doesn't drive our agenda under any administration.	This is the third time you asked this question.

	I
1241	1. RESPONSE 1: Have you looked at the Peace Corps model of employment? At the Peace Corps all employees are limited to 5 year terms with up to 2 year???s extension for a total of 7 years. As such, new people, energy and ideas are a regular, normal thing; people do not feel threatened by them. Also, it fosters a culture of learning as people are not overly tied to any work processes or offices or desks or software. The term limits model changes everyone from top management to the lowest entry level employee. EPA seems to be bogged down in insularity???too many people who have worked in the same manner, together for 10 years or more. While these people may have
1242	No.

	A	B	C	D	E	F	G	H
1243	1242	5/22/2017	Lotus Notes entry plus people plus is redundant. Having to seek approval for speaking engagements and press interviews is time consuming and adds to multiple levels of approval. Direct management approval should be sufficient - most of us know how to do our jobs and represent the agency and the communities we work for. Getting material printed in color undergoes the most ridiculous process - once a brochure or newsletter is designed - it takes no less than A MONTH to get it out the door after multiple forms, approvals and sending it out to a printer. Colored printing costs are now inline with black and white and we should update our process to allow our contractor to do colored printing for our products.	Working closely with our local communities has proven time and time again a successful enterprise. We should bring in more Community Involvement Coordinators to work across project teams to make sure networks and communications are maintained. Maintaining those close working relationships with those entities achieves better environmental results because we already have a good working relationship and work together on designing and implementing cleanup projects on the front end vs only including these entities once we have a proposed cleanup plan. This process allows EPA to achieve cleanup faster.	Working in many communities, I have found that maintaining local relationships through frequent calls and meetings is essential to getting good working relationships. We can do this best if we practice "quality over quantity" and divide projects more efficiently - fewer projects with more staff - so that we can effectively facilitate these discussions across projects. Every community deserves to have the undivided attention of the project team that is working to cleanup up their environment.	Stop having us jump through hoops to get colored printing. The time is what costs, not the product.	We need to have more local control of social media accounts. Regions as well as project teams should be able to communicate directly and get feedback through these mechanisms since this is how most people provide input and feedback these days as well as stay informed. Fewer projects will allow project teams to provide better and more efficient services to their communities.	continuing to focus on the idea of "One EPA" - people expect us to know programs/projects outside of our prospective program "silos" and we should have a more holistic and sustainable approach to communities that provides all these services - Superfund, Air, Water, RCRA etc. We should look at things regionally and assign teams to regions so they can best look at and have awareness of all these projects and programs at once.
1244	1243	5/22/2017	There should be improved time and attendance accounting, including linking absence requests to the actual time reporting. I also suggest prioritizing updates of information technology systems, including electronic pesticide labeling.			Develop faster, more efficient ways to deal with employees with performance problems.		
1245	1244	5/22/2017	As a first line supervisor, I feel overburdened that the number of administrative responsibilities we are required to undertake. I also observe that these requirements become more cubersome when the Agency changes to a new and improved IT system. I would appreciate support for items such as timecard reconciliations, travel review, etc.	In my opinion, EPA has a very thorough process for engaging our stakeholders in the decision-making process. Where possible, I support finding opportunities to engage our state partners in deliberative decision-making discussions, particularly when they are a true co-regulator or implementer of EPA rules.				

	I
1243	Opening local offices within regions has been very effective. This is ideal when wanting to work closely with communities and projects. It also diversifies the governmental work force by taping into local economies and expertise that projects across the region can benefit from. We also do community engagement really well - so much that local and state teams have asked us for our help to train their staff on how to be more effective communicators about complex projects. State and local teams greatly appreciate our support since it is applied inconsistently across many local and state governments. EPA allows for a holistic view and shares ideas with teams
1244	
1245	

	A	B	C	D	E	F	G	H
1246	1245	5/22/2017	The management procedures and organizational processes in my current organization, a Staff group performing program management operations for a Program Office, are too rigid, especially as applied to highly experienced professionals like myself. I have been at EPA for **[REDACTED B6]**) It is wasteful of time and resources for respected and experienced senior employees like myself to be required to adhere to a rigid process that requires two levels of review by the Staff Deputy Director and Director (who are Program Management Analysts) for every draft work product and even certain email correspondence that goes to our Divisions, to the Office Director and, often, to another office within the AAship. Essentially no substantive changes have ever been made to my draft or final work products under this review process and it is required even for projects where I am the designated Lead for the Program Office. In addition, either the Deputy Director or the Director of this Staff group accompanies me to every meeting	EPA should proactively inform states, tribes, and local communities of the environmental results that are achieved by these partnerships (e.g., improvements in the health of coastal estuaries, better visibility in national parks and wilderness areas that are enjoyed by Americans, less harmful smog that aggravates asthma and other pulmonary conditions). EPA should present quantitative data and graphical displays to these partners to document the program being made in our joint mission for improving public health and the environment and preserving our nation's natural resources.	See suggestion above.	The suggestion under Q1 if applied at EPA Headquarters would reduce costs and inefficiencies without adversely impacting environmental protection for all Americans. EPA should also make a priority of revamping the Office of Acquisition Management (OAM) so that contracting officers do not leave EPA for better opportunities/promotion potential at other federal agencies. OAM is severely short-staffed and can barely support the acquisition and contracts management needs of the program offices. The "best" EPA contracting officers should be recognized in the same way as EPA's program leads are for outstanding work on developing and	No suggestions at this time, but I'm confident some exist.	EPA could not maintain the CASTNET environmental monitoring network described under Q.7 below, which is essential for accountability and assessing program progress in achieving environmental results without the collaborative support of the National Park Service. In addition, EPA works with the USGS and cooperators in states that contribute to the operation of the LTM surface water quality monitoring network described under Q.7 below.
1247	1246	5/22/2017			Improve the EPA website. It is difficult to find what you're looking for. (I usually do a Google search to find what I'm looking for.) Also, make sure the hyperlinks in the EPA website work.			
1248	1247	5/22/2017	During the transition, EPA employees have been stalled from getting information out to our states and the public without thorough evaluation from our acting regional administrators and external affairs. I hope soon employees will be able to be more open with our states and public, as we were in the past.	We need more communication.	We need to be able to communicate more openly, without so many restrictions.	Yes, we need more open communication, without so many restrictions. I understand some things needing to be properly reviewed, but not every single thing.	We could fund and utilize GIS more.	I don't know how we can. We need each other for checks and balances. We currently work closely with our state counterparts.
1249	1248	5/22/2017	Our contracts team is severely understaffed, delaying extensively myriad contract management functions such as releasing RFQs, awarding contracts, and supporting day to day contract operations. Improving this situation would improve productivity and enable us to serve our constitutions even better.	Voluntary programs have a long history of delivering results in a cost effective manner and can be easily leveraged by state, local, and tribal governments.		Initiate improvements to hiring and promotions; initiate a merit based reward system. Our approach to hiring is antiquated, slow, time consuming, and doesn't always result in the ideal selections for the Agency. Promotions based on merit would be highly motivational.	Our internal systems admin systems can be time consuming and counterintuitive: EAS, Concur, FAITAS, PeoplePlus. Adopting higher performing systems would benefit to the Agency's productivity.	

	I
1246	Mechanisms for evaluating the effectiveness of program implementation and measuring progress in achieving its statutory environmental goals were in put in place at the beginning of EPA's Acid Rain Program. These include: Clean Air Status and Trends Network (CASTNET) for monitoring dry acid deposition, ambient SO2 and NOx, and ozone in non-urban areas, including national parks and acid-sensitive regions,and the Long-Term Monitoring (LTM) program for measuring surface water quality and ecosystem response in acid-sensitive regions of the U.S. These environmental monitoring networks are also being used to assess the effectiveness of the Cross-
1247	
1248	I'm not aware of any.
1249	

	A	B	C	D	E	F	G	H
1250	1249	5/22/2017	Decreased staffing overall, lack of administrative support (secretaries, HR & Contract professionals, etc.) and lack of clarity in the new administration's goals and direction has severely hindered my ability to do my job well.	Maintain or increase our ability to offer funding and technical (staff) assistance to work with stakeholders to support their ideas for how to accomplish cleaner environments locally.	Support Programs like the Urban Waters Federal Partnership that integrate services from multiple federal agencies and provide recognition for their good work.	Yes, allowing offices more freedom of communication directly with stakeholders.		Urban Waters Federal Partnership!
1251	1250	5/22/2017	Reviews from other divisions such ORC does delay getting orders out in a timely fashion.		provide responses and comments in a timely fashion but unnecessary reviews by other divisions delays responses to submittals in a timely fashion.			
1252	1251	5/22/2017				I believe that the RCRA import/export program currently housed under OFA/ICAD belongs in OLEM. The RCRA import/export program is a function of the larger RCRA program and it is better suited to reside in OLEM. The WIETS database system utilized by the RCRA import/export program will be transferred to OLEM shortly and the rest of the program should follow. This will reduce the current set-up in which both OECA and OLEM management are involved in the function, increasing efficiencies and reducing cost. In addition, the RCRA import/export program is a permitting program without any compliance or enforcement components and does not belong in OECA.		

	I
1250	Take a cross office/cross Federal look at who is working where and align services and requirements within those places.
1251	
1252	

	A	B	C	D	E	F	G	H
1253	1252	5/22/2017	Getting bogged down with non-registrant issues that could be more efficiently handles at the regional level.			Let the EPA Regions process EPA Company Number changes (name & address etc.) for those companies that are "Non-Registrant" companies. In other words, these companies have only obtained an EPA Company number in order to become a Producing Establishment or a Distributor. Only when/if they become a Product Registrant should EPA Headquarters get involved with maintaining their company changes.	Modify the Office of Pesticide Programs Information Network (OPPIN) to add a column to the database that distinguishes between a Registrant "R" and a Non -Registrant "N". Then, let the Section Seven Tracking System (SSTS) database (that is already used by the EPA Regions) have "ownership" of this "Non-Registrant" company information. This would also involve giving the EPA Regions special administrative access to the Company Maintenance Module within OPPIN.	
1254	1253	5/22/2017			Don't skimp on community involvement staff, funding, and equipment particularly in Superfund. They work tirelessly with our state partners to engage citizens/tribes in our work to ensure they have as much involvement as they want. Citizens often tell us we are the only people who listen to them.		A "new technology" that could make us more efficient would be to give staff working regularly in the field (in addition to OSCs and press team members) smart phones. About six years ago, some of us were issued flip phones after standing our ground saying we were not willing to use our personal cell phones for work (for a variety of reasons). We still have those same phones with no upgrades coming in the near future. For example, if community involvement staff working in Superfund emergency response communities had smart phones, they could take photos of a cleanup in progress, send them to our web team who can get they approved for posting, and then post them. All of this could happen in a day or so.	

	I
1253	
1254	See number 5.

	A	B	C	D	E	F	G	H
1255	1254	5/22/2017						
1256	1255	5/22/2017	The outsourcing of basic accounting procedures that can be handled by each individual region. For example, the accountability of posting incoming collections from site recovery costs. To keep the amount of errors and misinterpretation of fees down to a minimum, these tasks should be handled in the same office the cost recovery packages are created.	Continuing to have open communication capabilities between the different entities. Providing feedback and survey opportunity to stay informed on their current needs.	Continuing to have open communication capabilities between the different entities. Providing feedback and survey opportunity to stay informed on their current needs.	Holding each position accountable for up to date training on evolving positions.	Yes, an updated financial management system that will align with the cost recovery reporting procedures. More efficient way to process and post payments that would be user friendly.	

	I
1255	I think we should reconsider EPA's telecommuting or "work from home" policy. It should either be eliminated or people should only be allowed to work from home 8 hours once per week. People say they work from home 12 hours per day multiple days per week, which is not realistic. If people were required to come to the office more often, it may lead to additional retirements, and would certainly increase accountability. People should be allowed to work at home on an "as needed" basis, it should not be a part of everyone's regular weekly schedule.
1256	

	A	B	C	D	E	F	G	H
1257	1256	5/22/2017	In general, to level of management review/approval for even basic decisions is overly cumbersome. Staff and first line managers should have greater ability to make programmatic decisions. The Travel Request System is burdensome, particularly if adjustments are needed to travel arrangements after a TA has been approved. It would be much more efficient if staff could manage their own travel. Also, the admin/funding process for obtaining computer resources (e.g., replacement batteries for lap tops and software to view maps/manipulate data) is overly burdensome.	The ability to meet with partners face-to-face is key to building trust and fostering open communication, which leads to staff being able to work through issues before they become contentious. Being able to go 'on-site' with partners and understand first hand the resource under review is equally important to understanding local context.	See answer to #2 above.			
1258	1257	5/22/2017	When taking leave bank leave, YOU need to change the restriction that staff can't work on EPA work. Some sick leave bank staff are able/willing to work some days for example when they are not sick themselves, but take leave bank leave to look after sick family members. A big loss of productivity, especially for small branches.	Keep rotating State people into EPA and vice versa swaps which work well to increase understanding and working relationships.	For regulated community, let them know whether 100% of PRIA money really goes into salaries as registrants keep asking where do these fee monies really go (eg general fund?).	1. Hire the best, pay them well, and get rid of the worst, but managers are weak and will never do this. 2. YOU need to rebirth the annual efficiency/productivity award contest some divisions had prior that boosted both. Awards included time-off/cash awards and other incentives. Need to really recognize these people too and communicate their productivity/efficiency boosts. 3. Stop giving big cash awards to management who rarely boost productivity.	OCSPP really needs better/more modern IT systems and PRIA fee money is supposed to pay for some of it but improvements have been very very slow coming.	TOSCA and FIFRA have many of the exact same chemistry, environmental and toxicity data requirements. Why not have same TOSCA/FIFRA staff or contractors review these studies and allow companies to borrow/compensate TOSCA studies to satisfy FIFRA study requirements and vice-versa?

	I
1257	
1258	Hire the best qualified, not the best connected or favorites. This is a constant problem. It really lowers morale.

	A	B	C	D	E	F	G	H
1259	1258	5/22/2017	1) The process of responding to FOIAs should be improved. As it stands now, it is a fragmented, inefficient and time wasting process without SOPs. If senior leaders desire that the Agency respond to the public in a timely manner, a home office should be assigned to FOIA tasks and SOPs should be developed. 2) Approximately one year ago, I received a temporary promotion in my office. The human resource office accidentally put in paperwork to make my grade increase one grade higher than it should have been, resulting in an overpayment to my paycheck. I spent days trying to figure out what happened. I was made to feel like a criminal from the HR office. I petitioned to have the problem reviewed and one and half years later have not received a response from EPA. HR, payroll, awards issues need to be addressed promptly and accurately. Instead of receiving the pay raise I deserved, I was penalized for getting the promotion. This kind of mistreatment of employees is not			Last year, Congress passed and President Obama signed the updated Toxic Substances Control Act which revamped the powers and processes EPA has to develop risk assessments and regulations for new and existing chemicals. Scott Pruitt publically announced his support of the law at his confirmation hearing. Currently, the Risk Assessment Division of OPPT is struggling to meet the deadlines of this new law for both new and existing chemical programs. A program manager needs to be put into place for both new and existing chemical programs to improve efficiencies, put in SOPs, communication procedures, develop templates, find ways consolidate work, etc. If more employees cannot		
1260	1259	5/22/2017			1) Better Regulation Writing: We need to write better regulations that are easier to understand for states, tribes and the regulated community. Suggestions to improve regulations and make them more understandable include: limit or eliminate cross references, write out the due dates in the rule (rather than 180 days from x), write in plain language, include detailed definitions. 2) Provide More Training on New Rules: For every new rule or substantial amendment, we should provide webinar trainings Webinar trainings are easy for us to provide and easy for states, tribes and the regulated community to attend. We should also provide a plain language overview of all rules that explain the requirements in detail.	Allow employees to take leave without pay which could include some bounds (e.g. limit the number of days per pay period and total days in a year). This would save costs while maintaining environmental protection.		
1261	1260	5/22/2017	There are none	EPA are already doing a great job and will continue.	All EPA offices are already doing a great job and will continue.	No	EPA is a great!	By keeping all of our EPA Offices open

	I
1259	
1260	
1261	EPA is doing a Great Job

	A	B	C	D	E	F	G	H
1262	1261	5/22/2017	- Having a strong knowledge management policy and procedure would help retain knowledge - Having just 1 person in each department order supplies. He/she can keep an inventory of supplies and check the list before ordering anything we may already have. -	- Inviting these external stakeholders to engage with EPA regularly and often - meetings, in person, on the phone, webinars, etc. - Creating job opportunities/internships/rotations for states, tribes and local communities to work at EPA - Co-creating a	- First identifying where best practices of customer service to external stakeholders occur and showcasing them - Requiring engagement with external stakeholders as part of our employee evaluations - Incentivizing staff to have engagement and better cu	- Since engaging external stakeholders is a strength, increasing staff capacity for areas in EPA that do that would be an opportunity - Have each department create a SWOT analysis for their department's work and have a facilitator guide them on leveragin	- Having access to programs (and requiring training for them) so we don't have to contract out - Having access to project management software - Creating an interactive directory (like LinkedIn) that allows staff within EPA to connect and know what each	- Work is done in a silo since we may not know who out there is also working on a similar effort. Creating an interactive directory (like Linkedin) to identify contacts in each agency and state that align with our areas of shared responsibility and mutual
1263	1262	5/22/2017	I have spent 8 years of my career working with industry and as a consultant and 15+ years with EPA - experience which gives me perspective that most people at the agency do not have. At EPA, there are many more bureaucratic processes that consume time and resources than is necessary and it has only gotten worse. For example: our contract travel agency does not give us the best rates; we have two separate credit cards (one for transit and one for travel) which is duplicative and seems unnecessary; an extraordinary number of approvals is required to travel; computer equipment is old and the process for distributing new equipment is first come first served rather than need based; office assistants (analysts) look down on doing traditional secretarial work (copying, etc.) and therefore higher-paid staff has to do it themselves which wastes time. In addition, generally EPA is only allowed to backfill a position by hiring someone from within EPA or the broader federal government which results in a limited	When I work on projects that are co-regulated by EPA, Federal land management agencies, and the State we form a team that works on the project where we each have our role according the regulations. Undergoing NEPA and permitting requires project management, scientific and technical skills that not every agency has. So the agencies agree, up front, on which agency will provide a certain skill (for example EPA might supply the water quality modeler, the State might supply the geologist, the USFS would supply the biologist) then this multi-agency team concurrently moves through the NEPA and permitting process. This reduces duplication that would otherwise occur. Requiring this type of coordination, hiring individuals that are effective at coordination and project management could improve environmental results in a more	(1) EPA needs to be able to travel to participate in-person in key project-specific meetings and also at conferences that states, tribes, and the regulated community conducts. When EPA is in-person it is easier to build trust, understand others perspectives, and demonstrate that we are achieving our mission. Unfortunately EPA has cut its travel budget to save salary dollars. However, additional travel money is needed to get EPA out to these events and better connected with the public and regulated community.; (2) A common theme in my comments is that EPA needs more people that have real world experience as opposed to being life long government employees. It is often those people that have private sector experience that can better connect and communicate with the public, tribes, etc.	(1) Better personnel management. See response to questions 1 and 7. One way to reduce cost and inefficiency would be to timely discipline the poor performers instead of just waiting for them to retire. Another is to not rely on internal or even within federal government hiring to backfill positions. New people are needed at EPA with outside world experience - at all levels. One highly effective person can do more than four poor performers. (2) In addition, EPA needs to be more schedule-driven. That will enable us to complete work in a more timely manner so that we can get more done in the same time frame. (3) Remove the field offices. Some regions have field offices that are costly to		See response to Q2.

	I
1262	- Best practices from OPM: https://www.opm.gov/policy-data-oversight/workforce-restructuring/reshaping/ - 360 degree evaluations annually so staff can evaluate their colleagues/supervisor/team lead - Requiring staff who become supervisors/teams leads t
1263	Having worked in the private as well as the public sector, I see several things that EPA needs to do: (1) Personnel management - Managers need to have the flexibility to discipline (including firing) workers that are consistently underperforming - currently these employees are ignored or repeatedly moved to other offices. This has gotten worse over the years since the union has been more active (it used to be that poor performers were fired - sometimes they still are but the process takes years). At the same time managers need to be able to provide bonuses or quickly promote outstanding employees; (2) Managers need more training on how to manage effectively; (3) Lack of

	A	B	C	D	E	F	G	H
1264	1263	5/22/2017	Since the change of administrations, all outside coordination with state partners needs to be cleared with our senior communications staff. This can result in an unnecessary delays. EPA staff need to freely coordinate with their counterparts in state agencies.	The shift from paper reporting toward electronic reporting is easier, more efficient, and costs less for the facility and for regulatory agencies. Electronic systems are used in the modern era for almost every kind of transaction. For the user, these systems offer speed, convenience, expanded information choices and filing capabilities. For government, they offer the ability to increase transparency and an opportunity to improve the ability to spot pollution and compliance issues and respond quickly to emerging problems. In particular, Congress and the public expect environmental program managers at every level of government ??? local, state, tribal, territorial, and federal ??? to design and implement programs that deliver environmental and public health	EPA needs nationally consistent data to make program evaluation and subsequent planning transparent and replicable. The basis for EPA???s planning and conclusions about the status of program implementation needs to be readily available to those affected, including the regulated community, the general public, Congress, federal, state, tribal, and territorial agencies. For example, the data that EPA needs to evaluate the performance of an authorized program should be readily available to EPA (and readily available from EPA to the state, tribe, or territory) and the state, tribe, or territory should be able to easily duplicate EPA???s analyses.	The shift from paper reporting toward electronic reporting is easier, more efficient, and costs less for the facility and for regulatory agencies. Electronic systems are used in the modern era for almost every kind of transaction. For the user, these systems offer speed, convenience, expanded information choices and filing capabilities. For government, they offer the ability to increase transparency and an opportunity to improve the ability to spot pollution and compliance issues and respond quickly to emerging problems.	The shift from paper reporting toward electronic reporting is easier, more efficient, and costs less for the facility and for regulatory agencies. Electronic systems are used in the modern era for almost every kind of transaction. For the user, these systems offer speed, convenience, expanded information choices and filing capabilities. For government, they offer the ability to increase transparency and an opportunity to improve the ability to spot pollution and compliance issues and respond quickly to emerging problems.	EPA must be able to work closely with states to ensure that it has more accurate, timely, and complete information about Federal environmental program. Resources should be made available to support electronic reporting and data sharing between regulated entities, authorized programs, and EPA.
1265	1264	5/22/2017	There are so many administrative requirements that are unnecessary I don't know where to even start. I should not be required to take a training on domestic abuse or defensive driving. This has nothing to do with my employment. Domestic abuse it addressed through other regulatory Agencies/Divisions, and the RMV requires that you are sufficiently competent to drive a vehicle with a valid license. There are so many mandatory trainings that take up our limited time to focus on the what we were hired to do. I have worked so many overtime hours without pay to accommodate everyone; for so many decades. Reducing staff and budget by such an extreme and expecting us to still have time to comply with so many ridiculous requirements - without regard to who we are trying to protect - is what gives the Federal government (and "Civil Servants") a bad name. This Agency has become an embarrassment, thanks to the power's that be. There is no focus on setting reasonable standards for contaminants	Number one, making reasonable decisions with the private sector. EPA cannot seem to focus on the standards that we set for industry - it changes constantly, based on so may stakeholders. It is so frustrating for them to make sense of what they should or should not be doing. If there are no reasonable cleanup standards for hexavalent chromium, I,4-dioxane, or PFAS, how are they to rationally figure out the magnitude of their future expenditures at the Site. There are unregulated contaminants (with no toxicity factors) we are asking them to sample and track without any knowledge of what is protective or not! This Agency needs to be a cabinet position if they are to be taken seriously. The environment and people's health cannot be indiscriminately cut to balance the "budget". This is clean air, water, and basic human rights. The economy	The people that are responsible for providing customer service are nearly breaking their backs to do so, in as reasonable manner as possible. Sadly, most staff have nothing to do with the public and do not see any urgency for anything (i.e. Contracts). Focus on the people that DO have contact with the public and provide them with the support necessary. Penny wise - pound foolish once again.	REDUCE RIDICULOUS TRAINING REQUIRMENTS. If there is a course that is mandatory, than there should be a common sense reason why; and not just because some Workgroup in DC has made that decision (for lack of anything else more important to waste taxpayer's dollars on....interesting how much more they are paid to the overworked Regional staff actually struggling to make sense of their decision is the field in multiple States....). Our Regional Coordinators have no clue and are a glitch to progress. STOP overpaying them for slowing down necessary remediation.	On the technical front, there are many. The focus should be on optimizing any treatment system which is currently in place and ineffective. Provide the Regions with more solid tools to have reasonably discussions with industry regarding system efficiency and optimization before it gets to the point of them throwing up their hands and giving up. As for administrative technology, revert back to what was efficient and less time consuming. We do not need any additional electronic "improvements" to waste our time. At the base of it, the goals are more simple and streamlined and it is tiresome to have multiple new and improved computer programs that are supposed to make everyone's job more	The States are not equipped, either professionally or financially, to take on the burdens that EPA has been attempting to address. Diversification to the States sounds great on paper, but they currently cannot provide any remote form of assistance that EPA is operating under. They don't want the work and it is all too easy for a State to defer to the Federal Government when things don't go well. Without funding and infrastructure, they cannot take on this work. I've seen them bail, because they know EPA will take the fall. Honestly, in my job, if I don't do it, no one will.

	I
1264	The shift from paper reporting toward electronic reporting is easier, more efficient, and costs less for the facility and for regulatory agencies. Electronic systems are used in the modern era for almost every kind of transaction. For the user, these systems offer speed, convenience, expanded information choices and filing capabilities. For government, they offer the ability to increase transparency and an opportunity to improve the ability to spot pollution and compliance issues and respond quickly to emerging problems.
1265	Yes. EPA's regional labs are not up to snuff and cannot do the job that a private lab can. They are not entirely accountable and the cost to operate them are high. We need to rely on outside labs for any efficiency. They don't work on Saturdays, so you cannot collect samples and ship them out on a Friday. There are so many other restrictions like that....they will analyze from Cr3 but not CR6.....they claim they can take all the samples planned to be taken until the week that we are in the field and they claim that some other project bumped you, so you are left with samples with holding times that have no where to be shipped (enormous waste of money). The EPA project manager cannot

	A	B	C	D	E	F	G	H
1266	1265	5/22/2017	I submitted my suggestions a few weeks ago regarding the implementation of CEOExpress.com into every area of federal government as a way to improve efficiency and effectiveness in every branch and aspect of running the Fedaral Government, much as it has for CEO's of all major corporations around the world-in particular since this a FREE compendium of links to all the most current research, best business practices, best business tools available for any user to incorporate into their management activities, procedures, etc., etc and all for FREE. Hopefully this will filter to Mr Trump's desk for his serious consideration to improve the functioning of government at every level-with all of the latest thinking and technologies, tools and links used by all of the most successful CEO's from around the world continuously being updated-(and again for FREE) **[REDACTED, B6]**	I submitted my suggestions a few weeks ago regarding the implementation of CEOExpress.com into every area of federal government as a way to improve efficiency and effectiveness in every branch and aspect of running the Fedaral Government, much as it has for CEO's of all major corporations around the world-in particular since this a FREE compendium of links to all the most current research, best business practices, best business tools available for any user to incorporate into their management activities, procedures, etc., etc and all for FREE. Hopefully this will filter to Mr Trump's desk for his serious consideration to improve the functioning of government at every level-with all of the latest thinking and technologies, tools and links used by all of the most successful CEO's from around the world continuously being	I submitted my suggestions a few weeks ago regarding the implementation of CEOExpress.com into every area of federal government as a way to improve efficiency and effectiveness in every branch and aspect of running the Fedaral Government, much as it has for CEO's of all major corporations around the world-in particular since this a FREE compendium of links to all the most current research, best business practices, best business tools available for any user to incorporate into their management activities, procedures, etc., etc and all for FREE. Hopefully this will filter to Mr Trump's desk for his serious consideration to improve the functioning of government at every level-with all of the latest thinking and technologies, tools and links used by all of the most successful CEO's from around the world continuously being updated-(and again for FREE) **[REDACTED B6]**	I submitted my suggestions a few weeks ago regarding the implementation of CEOExpress.com into every area of federal government as a way to improve efficiency and effectiveness in every branch and aspect of running the Fedaral Government, much as it has for CEO's of all major corporations around the world-in particular since this a FREE compendium of links to all the most current research, best business practices, best business tools available for any user to incorporate into their management activities, procedures, etc., etc and all for FREE. Hopefully this will filter to Mr Trump's desk for his serious consideration to improve the functioning of government at every level-with all of the latest thinking	I submitted my suggestions a few weeks ago regarding the implementation of CEOExpress.com into every area of federal government as a way to improve efficiency and effectiveness in every branch and aspect of running the Fedaral Government, much as it has for CEO's of all major corporations around the world-in particular since this a FREE compendium of links to all the most current research, best business practices, best business tools available for any user to incorporate into their management activities, procedures, etc., etc and all for FREE. Hopefully this will filter to Mr Trump's desk for his serious consideration to improve the functioning of government at every level-with all of the latest thinking	I submitted my suggestions a few weeks ago regarding the implementation of CEOExpress.com into every area of federal government as a way to improve efficiency and effectiveness in every branch and aspect of running the Fedaral Government, much as it has for CEO's of all major corporations around the world-in particular since this a FREE compendium of links to all the most current research, best business practices, best business tools available for any user to incorporate into their management activities, procedures, etc., etc and all for FREE. Hopefully this will filter to Mr Trump's desk for his
1267	1266	5/22/2017	Currently, the approval process for grant actions is left to each individual office. Some offices only have one manager approve, while others require up to five managers to approve. I have worked in both types of offices and from my viewpoint, the offices with several managers signing documents typically process these actions slower (as the Project Officer is sometimes waiting on several managers to sign which could take weeks!). Most of the time, the managers are only assigned as approvers so they are aware that the award is at the signature phase. It would improve efficiency if guidance from HQ were to come out with standardized guidance that states the required number of approvers for things the funding recommendations and commitment notices (maybe just 1-2). This way the offices who pile on the approvers would think about other ways to accomplish notifying the approvers who merely need to be "notified" of the action are not included as official approvers. As it stands now, with each	Decentralizing regional offices and "housing" EPA employees within or nearer state, tribal, and local offices would tremendously improve communication and collaboration and help employees better achieve environmental results. With most regional and HQ offices in metropolitan areas, it is often cost prohibitive for our partners to come to us and visa versa. I see the Forest Service as a Federal Agency who does this well. With their District offices, they are positioned right within or outside the Forest in which they work and within the communities that most benefit from the work they do. I grew up in such a place and went to school with their kids, had a better understanding of the role of the Forest Service (they often came to our school) because they were more visible in my community. Place-basing employees throughout the country would not improve our	EPA is not known as an agency to be very "outgoing" in nature. There are scientists and engineers that tend to be introverted by nature, but who still need to work with the public and partners. I see three issues here: 1) We're not hiring across the spectrum for talent. It may help if EPA does some hiring specifically for applicants with good people skills, 2) we need to follow our own human capital strategy and put the right people in the right positions to make sure we are working well with the public at large, and 3) we need to provide on the job mentoring and training for those who are naturally introverted and emphasize the training as relevant job skills necessary to perform our work here at EPA.			Currently, many of my colleagues feel that they must be careful about what is shared outside of the Agency. It is well known that there are legal constrictions on some information but for other information, people are just afraid to share and collaborate because they don't want to "get in trouble" for sharing something a manager didn't want them to. I believe more thought needs to go into how the Agency treats our internal processes and decision making and consider which areas we can open more to our outside partners. This could be done through workgroups or via the SharePoint environment.

	I
1266	I submitted my suggestions a few weeks ago regarding the implementation of CEOExpress.com into every area of federal government as a way to improve efficiency and effectiveness in every branch and aspect of running the Fedaral Government, much as it has for CEO's of all major corporations around the world-in particular since this a FREE compendium of links to all the most current research, best business practices, best business tools available for any user to incorporate into their management activities, procedures, etc., etc and all for FREE. Hopefully this will filter to Mr Trump's desk for his serious consideration to improve the functioning of government at every level-
1267	

	A	B	C	D	E	F	G	H
1268	1267	5/22/2017				Provide Supervisors with some type of incentive to "loan" individuals on their staff to other programs. Staff with important capabilities (e.g. contract management) should be shared throughout EPA. Right now, supervisors have no incentive to share their employees to assist other offices who need the expertise.		
1269	1268	5/22/2017	During registration review for pesticides, we have to publish an FR Notice during multiple stages to announce public comment periods. It would be simpler (and cheaper) to post these announcements to our website. For some submissions to the Agency, the states and registrants still submit paper copies. It takes time to get these submissions through the mail and then processed. Moving more fully to electronic submissions could make things more efficient.	With Agency budget cuts, some meetings that occurred with partners occurred in person. This allowed the EPA and states, tribes, etc. to develop good working relationships, improve communication, and understanding of issues. Resuming some of these in-person interactions would help the Agency and partners achieve better results.				

	I
1268	I was a supervisor in the Department of Labor. All DOL supervisors were required to take a 3-day supervisory training on the nuts and bolts/basic supervisory policies (e.g. time/attendance, leave, performance measurement, managing poor performance, position classification and hiring, etc). EPA has a lot of "Leadership" training, but it doesn't have this basic management training. My understanding is Executives were required to take this training. Executives were also held accountable for ensuring ALL of the supervisors in their office completed this training. OARM use to have this training, but no longer. DOL also had additional specific training on
1269	

	A	B	C	D	E	F	G	H
1270	1269	5/22/2017	There are many administrative requirements, management procedures and other processes that can be improved. But the first step is to document these processes and then determine the best course of action - reduce duplication, optimize, remove the process etc. To have a meaningful impact instead of a dead-end bureaucratic exercise, however, there has to be executive willingness to take actions (i.e., eliminating duplicative processes, improving existing ones). Otherwise, the efforts to optimize will fail.	States have been granted authority to implement the CWA, SDWA and other statutes. Our role is oversight. We should facilitate implementation by assisting States with funding, technical support and other assistance. Some thoughts: facilitate more competent/technical staff at the State, provide a common platform to share data that is meaningful for States and EPA - too often EPA asks for too much data without much thinking on why they are asking for it from States; look for regulatory, policy and statutory changes to ease burden on States and the Private Sector while holding the excellent gains in environmental results in the United States since the 1960s and 1970s.	Ask them what their needs are and understand their issues better than we have in the past. Once their needs are known, provide the executive leadership to implement a strategy that promotes better customer service.	See answer to # 1. This is classic business process re-engineering. But what needs to be different is that there has to be executive will to take action once processes/opportunities have been identified. This is a large institution - opportunities exist in streamlining regulatory development processes, travel, human resource management, software (the previous CTO noted there are 13 different fleet management software). So the first step is identify all the processes (yes, there are processes that are not documented) - this should be undertaken at the Branch or Division level and rolled up right up to the Agency level. This will provide a detailed picture of organization operations,	See response to Question 1.	See response to Question 1.
1271	1270	5/22/2017	The largest single item in EPA's budget are the SRF programs which are berried in the organization. One of the administration's priorities is to fund our nation's infrastructure. The SRFs and related infrastructure financing groups within EPA should be consolidated into one office that reports directly to the Administrator. This would increase synergy between programs. The Administrator would have better direct control over this critical part of the agency, also he would get input from finance professionals instead of regulators.					

	I
1270	See response to Question 1.
1271	

	A	B	C	D	E	F	G	H
1272	1271	5/22/2017	I think it takes too much time to have funding approved and obligated onto contracts in general. I think that we could have our contracts support staff look at more efficient processes for reviewing and approving funding for contract work assignments or task orders. This would help speed up our work in general across the agency.	I think that we should have more programs that focus on providing technical assistance to local and regional partners, to assist them with meeting existing regulatory requirements. This technical assistance would help our partners better lead their environmental programs that they're in charge of implementing. I think we could provide additional ways for local and regional partners to communicate with EPA about how EPA could support their environmental results.	I think we should increase the number of ways that our customers may access the resources that the EPA has available, including our websites and contacting EPA staff for assistance. I think that providing clear and open channels of communication are important for providing better customer service. EPA staff should increase the amount of time they interact with customers, where our customers are based or where they have environmental concerns of importance.	I think that environmental permitting should be done more online. I think that environmental monitoring should be done more online; and with open access to our partners. I think that EPA should support the adoption and development of environmental technologies that clean the environment at lower costs. I think EPA should provide more technical capacity training opportunities, to train our local and regional stakeholders how to more efficiently run their environmental protection programs.	We should support advanced monitoring technologies, that allow for us to cheaply monitor the environmental quality of water, land, and air resources. Remote monitoring technologies could help with protecting environmental resources at a lower cost to our stakeholders.	We could work more with FEMA, US Army Corps of Engineers, NOAA, HUD, and the US Forest Service on making our urban infrastructure more resilient to change climate impacts. These agencies all play in a role in making our urban water infrastructure more resilient to changing climate impacts; supporting partnerships amongst these federal agencies would be helpful.
1273	1272	5/22/2017				SEE employees - the SEE contract includes travel money to conduct jobs that federal employees do not have travel money to conduct (like inspections) Fund the primary federal program adequately to accomplish the duties as assigned		
1274	1273	5/22/2017		publically funded political campaigns instead of privately funded.	tax carbon.	utilize video conferencing more in place of traveling.	replace paper records with digital records.	

	I
1272	We should continue to support telework. We should consider having shared worked spaces, where we can reduce our the size of our facility footprints, such as what GSA and the US Forest Service have done. We should better support staff that bike to work, by offering them monetary support to conduct routine bicycle maintenance (encourage people to adopt healthier lifestyles).
1273	
1274	implement a carbon tax.

	A	B	C	D	E	F	G	H
1275	1274	5/22/2017	Each year, new administrative requirements are added for ORD employees. While each one has a reasonable basis for being introduced, the haphazard way in which they are introduced results in much more administrative overhead than should exist. This is compounded by the fact that each requirement is usually coupled with a separate IT system intended to capture the required information. This means that information must be entered in multiple systems and different times rather than carried over from one data entry step to the next. To address these problems, clearance and approval processes should be reviewed for redundancy and overlap to determine if some forms could be eliminated and others merged into a single form. In all cases, only the key information needed should be required. If a document in excess of 100 pages is required for the user to fill out the needed information, the form probably needs to be simplified. Once the minimal set of information has been determined,			Currently, we ensure that no EPA employee breaks the public trust via a vast amount of documentation for every action an employee must take. This requires a large amount of time on the part of the employee, the employee's supervisory chain, and other employees who must oversee the process. In addition, because the process is so well defined, any employee who wishes to break it can do so without much effort as we've seen over the past decade with several public examples, which served as an embarrassment to the Agency. Instead I would propose that the administrative engine that driving this paperwork avalanche be redirected to a smaller unit that instead	Rebuild the current IT infrastructure from the ground up and abandon all legacy systems. If current tools can fit into a new integrated system, they can be retained, but if the information can't be shared and/or they would require multiple copies of a piece of information to be stored or not facilitate integration of the information contain in the system with other data, they must be retired. Whether to replace the system or remove the reporting could be determined by the process outlined in the answer to Q1.	Across the federal government we could benefit from more collaborative research. The Tox21 consortium is an example of the type of collaborative research that can be done across multiple federal agencies, and there are certainly opportunities for similar collaborations with state agencies.
1276	1275	5/22/2017	The unique EPA budget constraints are inhibiting the agency's ability to do our job. Severe travel restrictions force state and other feds to speak for the agency at meetings/events/site visits that EPA is frequently unable to attend. This causes much misunderstanding and confusion in EPA policies and practices. Increase EPA travel funding, and allow movement of funds across budget categories to allow more flexibility in doing our jobs. Use in-house expertise to develop management procedures instead of forcing big ideas from short term political appointees who are only looking to take salary and bonuses from the agency. They leave with their pockets full and leave behind professional career staff to suffer through bad decisions.	More communication through travel. EPA has a history of initiating great, innovative ideas, but not being able to follow up with partners due to limitations on travel.	Give EPA travel resources so we can actually meet with our partners and the affected/interested parties. There is no substitute for face-to-face communication. It gives us better understanding of customer needs, builds trust, and allows EPA to clearly explain actions and policies.	Find another system to manage travel. CONCUR is inefficient, extremely complicated, and costs lots of staff time in managing our limited travel. Lots of time is spent by scientists and engineers to fight through CONCUR. Hot shot, short term politically appointed managers have clerical staff to do everything for them, but have no idea of the staff struggles to get routine work done.	New computers and programs are one good idea. Updated and efficient programs would be good. Ideas for change/upgrade: LOTUS NOTES. Skillport training. CONCUR travel system. PEOPLE PLUS	This general assumption of "shared responsibilities" is not always accurate. While we are all trying to improve and protect the environment, EPA oversight is critical in overcoming state politics. States are driven by making legislators happy, are bound by state laws. EPA is responsible for nationally consistent programs. We are always challenged by meeting state needs while maintaining programs that are applies consistently across all states. Delegating much more responsibilities to states will fragment programs. It will take many years to patch up programs that

	I
1275	
1276	Expenditure of public money has unique responsibilities, and we need to use caution in making comparisons to the private sector. Losing/wasting corporate private funds is much different than doing that with funds entrusted to the government through taxation.

	A	B	C	D	E	F	G	H
1277	1276	5/22/2017	A complete overhaul of the EPAAG taking out unnecessary and burdensome policy/regulations that do not add any benefit to the agency, employees, or tax payers. Specifically, the purchase card program needs new management and a new team who are customer service/stakeholder oriented. If there is a problem with a purchase card it can take weeks to be rectified leading to lost time for the scientists to receive the items needed for their experiments. The current team also creates redundant work for the purchase card holders after they have submitted documentation into the official source, PNET. For example: ???It is the official source for our records I need to see keep a copy as I am only one person and can't continually each and every check the file especially when an IG audit/risk assessment request what we did to determine if a split purchase happened??Â Stop the mandate of PNET. Purchase card holders have to maintain paper		Being more physically involved in the communities. Sending representatives to the town halls and actually listening to what the local people want instead of allowing the people in HQ to make the decisions for them.	Mandated age of retirement. There are too many individuals who are retirement age eligible who refuse to retire. More intra/inter agency cross training. If the EPA cross training on TalentHub are mostly for HQ, then have the ability to train at other agencies in your locality (federal or state) Hire more GS-7-12s. The agency is management top heavy with approximately 70% GS 13-15. This leads to having too much management and not enough people to actually do the work required by the agency.	Electronic notebooks for scientists. Distance education training, with the advance of technology more trainings should be available online, for example Lean Six Sigma Green Belt and advanced project management.	Teaming up with NIEHS for laboratory supply procurement/warehous e storage on RTP campus.
1278	1277	5/22/2017	Preparatory question re. all of the following comments: PLEASE DEFINE WHAT YOU (EPA UPPER MANAGEMENT) BELIEVE TO BE EPA'S "CORE" ROLES. No useful or detailed conversation can occur about any of these questions unless and until you articulate this. Travel funds are chronically and woefully insufficient to carry out our planning, inspection, compliance assistance, and enforcement responsibilities. Similar for funding to present policy, technical, and scientific papers at relevant conferences and public education events. Also insufficient training funds. All policies that have the effect of blocking staff from taking advantage of various technical training opportunities, even if only due to budget insufficiencies, should be reviewed with an eye toward maintaining a technically competent staff.	EPA's role in overseeing and providing technical support to states and tribes etc. is CRITICAL. These entities not only need help to understand and meet basic federal standards, they must also be held accountable to those standards. While recognizing that nationally one size does not fit all, even basic standards concerning human health and protection of our common environment would suffer if states, tribes, etc., were not accountable nationally.	What do YOU mean by "better customer service"? Answering the phone more quickly? Then get us MORE staff, not fewer. And who is the "customer" YOU refer to? Healthy kids and a clean environment? Or letting states and tribes do whatever the heck they want to the public trust (air, land, water)? EPA can be responsive and empathetic while upholding (and where necessary enforcing) the basic environmental laws and standards that Congress has given us to administer. But someone will always be unhappy. Just who do you want us to cater to with this kind of question?	EPA has already, for years, tried to "work smarter" in virtually all of the things we do. Permit streamlining, administrative processes, etc. are in many ways improved already. Of course, more can be done but doing so requires diving into the details of and actually understanding not only the environmental laws and regulations themselves, but also other procedural requirements like FACA that affect HOW we do our work, independent of WHAT we do. Fundamentally, "internal" bureaucratic requirements (needing HQ approval for too many routine actions; organizational structures that could be flattened in order to not only empower technical staff but push better decisions out to the	To a remarkable extent, new "office" technologies are actually holding us back and costing the taxpayers much in lost productivity. For example, extra IT "security" for most staff (who do not work with confidential or classified info) is slowing everything down. People working from the field or remote offices are particularly hard-hit. The IT tools we have to work with today are simply not letting us get the job done efficiently. Next, our contracting offices are badly understaffed, creating bottlenecks that make getting projects started or grant dollars moved much slower than reasonable, let alone ideal. Finally, we more and more treat ANY information gathering as if it's	See "preparatory question" at the top: Just what do YOU think are EPA's "core responsibilities"? An example: EPA no longer owns/operates its own oceanographic vessel. So we must rely on contracting with other agencies or entities to use their vessels to carry out EPA's mandated ocean monitoring activities (such as at EPA-designated ocean disposal sites for dredged sediment, which are necessary to keep navigation-related commerce and trade moving without delays!). But that means the funding must come from contract pots, as opposed to being

	I
1277	Science equipment and reagents ordering mall like NIH uses (https://www.intramalls.com/nih/). There is no reason for scientists to waste time conducting market research against multiple vendors for every order if we can have one website to order supplies that has been vetted by OAM. Micro purchase limit at NIH is $7500
1278	Pool both resources and authorities across state and federal agencies where it makes sense to do so. Example: there is a state-federal agency group in San Francisco called the Dredged Material Management Office (DMMO) that oversees all dredging permit actions, to both speed up and streamline the permit process while actually achieving improved environmental outcomes. The idea is that each agency still retains its own authority, but each agency's requirements are addressed up front and all permit "clocks" start at the same time so the project proponents get their projects approved the quickest overall. "New" issues are addressed

	A	B	C	D	E	F	G	H
1279	1278	5/22/2017	Internal agency requirements and procedures for grants and contracts have become to burdensome and need to be streamlined. EPA should have a group of experienced staff simplify and speed up approval processes.	EPA staff and managers need to find ways to spend time with partners in states, tribes, local government and with the private sector -- to more fully understand their issues and priorities. This can be at conferences and workshops, or trips to visit state environmental programs.	EPA has a long history of customer service, including a generic Information Collection Request (ICR) that helps individual EPA projects collect feedback from customers that we work with. In the past, EPA has issued a customer service policy, convened training and helped EPA staff understand how to improve customer service.	citizen science is a way to involve the public in environmental protection including, for example, having the public contribute to environmental monitoring Citizen science can be a great tool to engage communities in understanding local environmental issues, and can help form the foundation for locally developed solutions.	Deployment of low-cost environmental sensors will allow EPA and its partners to better understand the spatial and temporal distribution of pollutants in air and water. EPA needs to work with States to help with the technology transition -- focusing on both science issues (performance of the new sensors) and policy issues (how to incorporate real time measurements in environmental programs).	EPA already has numerous cooperative projects with other Federal agencies and states. These could be accelerated and improved with additional EPA funding.
1280	1279	5/22/2017	Include and enhance more technical diversity in EPA workforce from industries we regulate (oil, coal, pharmaceuticals) This will eliminate one-sided view points in making environmental decisions better suited for common public good. Science used at EPA need not be one-sided. Better approaches to practical solutions will be crafted if diverse point of views are present within the Agency. Currently the time spent at the agency is rated very highly in decision making to encourage, reward, promote or retain work force. Rebalancing and retooling could be very beneficial.	Set up an exchange program between the similar environmental functions between the state and EPA. Invite, Provide and share skills and expertise available at state and local levels. Temporary dotted line reporting relationships and input to the performance reviews between EPA and State counterparts could be considered where appropriate.	Communication between non-managers between EPA and associated State Function is very limited. It will be very helpful if a list of counterparts and contacts is prepared for EPA and State Environmental Department and made available to all.	There are too many silos which cause redundancies and inefficiencies for seamless completion of tasks and projects. Responsibilities are narrowly compartmentalized. Supervisory level managers should delegate decision making to team members and/or provide clear guidance on tasks to shorten completion dates	Analytical technology has gone very far since methods used for Environmental Analysis were devised. Agency is not taking advantage of these technologies for the fear of being challenged. We should take bold step to adopt new methods of analysis as long as validity of these methods is verified.	Agency should set up an exchange programs for interested employees with other agencies like FDA, Department of Agriculture, Department of Commerce to learn, share and enhance technical know-how and expertise to enhance cost and time efficiencies. Each exchange program should result in one change idea for improvement which is measurable. measurable
1281	1280	5/22/2017	Organizational processes that prevent me from doing my job efficiently center around Administrator Pruitt's existence, and the presence of all of you Trump cronies at HQ.	Watching Pruitt and the rest of HQ Trump followers quit.	Putting democrats back in charge of EPA			
1282	1281	5/22/2017	The process to go from a well-defined project plan that needs contractor support to execute due to a lack of internal FTE to when the contractor is ready to start work on that project plan is entirely too long. This process typically takes months and results in delays and lack of productivity while technical staff are waiting for the contract to be in place. The approval process for any work that involves IT has added to the long delays and loss of staff time.					

	I
1279	Many innovative tools have been identified that can help improve the efficiency and effectiveness of environmental programs. These include: use of challenges and prizes, citizen science and crowdsourcing, deploying the new generation of low-cost environmental sensors.
1280	Eliminate paper based records and implement electronic signatures in all aspects of EPA's work. Currently all official records are perceived to be paper based due to legal requirements. This needs to be reconsidered and addressed.
1281	
1282	The efforts to implement Agile, Lean, and other continuous improvement approaches need to be continued and built upon. These approaches are critical to us serving the American People effectively and efficiently.

	A	B	C	D	E	F	G	H
1283	1282	5/22/2017	Paper grant files should no longer be needed.	Reducing the number of administrative conditions on grantees	Try and meet with our partners face to face when ever possible. Research fiscal, fte and political constraints at his or her agency level and how it affects them at their level. Become well informed on technical and organizational back story for project at hand.	Flatten out the organization.		
1284	1283	5/22/2017	"Top-Heavy". I work in OAR/ORIA/NCRFO, the National Center for Radiation Field Operations located in Las Vegas, NV. There are 22 federal employees on staff in my organization. Out of these 22, four are managers. There is our organization's Director, his Deputy Director, and two Center Directors. Six federal employees work directly for the organization Director, and six federal employees work for each Center Director. For example, only myself and five other employees report to my direct supervisor. I believe that this extremely high ratio of managers to staff is no longer necessary and is often an impediment to performing work efficiently as an organization. The high manager to staff ratio may be an artifact from days gone by when we were a much larger organization, but I believe that it is no longer a defensible use of taxpayer money. The members of both centers in my organization have the same mission as radiological emergency response team members and have analogous roles in preparedness and		"Empower Employees". The organization I work in is extremely "top-heavy" and, as a result, is extremely management-driven. In other EPA offices, such as OLEM and ORD, I am personally aware of the fact that employees are allowed and encouraged to reach out to customers or coordinate projects that will provide help to the community where it is needed. In my organization, management has repeatedly retaliated against and admonished staff for reaching out to potential customers. Staff are neither recognized nor appreciated for bringing work to our organization, but are instead opened up to being targeted for taking any initiative. The resulting atmosphere of fear of reprisal has, in my opinion, effectively curbed staff initiative to reach out to customers.			
1285	1284	5/22/2017	It should be a lot easier to submit time and attendance each week. In addition to filling the info in PeoplePlus, we must print a copy of the leave statement (for the two-week period) and submit this to our timekeeper. Also, the agency desperately needs to have a Talent Management System in place so we can have electronic records and procedures for submitting training requests, Individual Development Plans, and electronic PARS performance plans.	Several years ago, our agency invested in sponsoring collaboration training for our employees and key stakeholders. This should be considered. In addition, with so much of our work being done in teams and workgroups, we need to highlight how groups of individuals become (or evolve into) effective teams. We have leadership guides, including the EPA Team Leader Resource Guide, that should be used and widely-distributed.	About 15 years ago, over half of the managers and staff in the agency received customer service training. There were 10 key principles of customer training. These should be used and highlighted in our daily work.	Our first-line supervisors must become more knowledgeable and more effective when it comes to managing and leading people. Many are sound technical experts, however, they lack the interpersonal skills and competencies to effectively build coalitions, trust, and rapport with their employees....much less with each other. We need to mandate the training sessions currently being offered by LER.	Not sure.	Not sure.

	I
1283	
1284	A Commitment to Scientific Excellence". I believe that EPA has a deeply-ingrained culture of treating its scientific staff as second-class citizens. It has been my observation during my many years with the Agency that there is, in general, an elite "management" class and a scientific "worker bee" class. I do not believe that EPA will ever achieve a higher level of environmental results as long as the culture of non-scientific management persists. For example, leadership of heavily scientific units such as laboratories, or Office-level leadership of the Office of Water, Office of Air and Radiation, Office of Chemical Safety, etc. should be in the hands of well-credentialed scientists. It is
1285	Some of our LEAN work is getting at this. I believe this work should be continued and expanded.

	A	B	C	D	E	F	G	H
1286	1285	5/22/2017	1. EPA Travel System -- Concur: With the availability of Internet travel sites, there is no value in maintaining an agency specific travel system that employees are required to use; Travel can almost always be arranged cheaper via other sites.	The EPA collaboration tools, predominantly Microsoft Office 365 components such as Skype and SharePoint, are configured to facilitate collaboration with EPA employees, but they are configured to make collaboration with outside stakeholders (i.e. States, Tribes, Local agencies and the private sector) more difficult or impossible. Personnel and offices with external stakeholder responsibilities should be able to configure their tools for that purpose.	Right now there are many EPA departments that are critically understaffed to provide adequate customer service to the public, while at the same time there are other departments where there is an excess of staff (because of changed priorities). It is reported by my management chain that reassignment of staff requires upper level management signoff. Suggestion: Empower managers at each level to reassign staff based on actual need and to advertise openings that could be filled internally by other EPA staff.	Eliminate most of the OEI Office of Information Technology Operations (OITO). OITO is incapable of providing cost effective IT services to the EPA, and utilizes their policy making role to prevent other EPA offices from obtaining IT services from other cost-effective sources. Specific examples: (1) EPA laptops are "rented" under the EZ-Tech contract for more than $200/month, while those same laptops can be purchased for less than $700 (with the same hardware and software). (2) Storage cost at EPA National Computer Center: $25,000/terabyte/year. Open Market purchase price: $100 (one time cost). Note: The NCC configured storage has 1/2 the performance of correctly	1) Continue push for Lean government. It can reduce costs of operations significantly. 2) Require Lean principles to be applied to EPA security policy. OEI violates NIST recommendations by requiring the same security controls on low risk systems, that add no value, even though NIST 800.53 directs otherwise. 3) Allow Cloud based IT solutions to be implemented and deployed. OMB and GSA have documented the cost savings of this approach. However, OEI, by their policy making role, is ensuring that EPA cloud implementation has as its first priority the preservation of OEI's revenue stream; i.e. they are not allowed to be more cost effective.	Eliminate most of the OEI provided and managed IT infrastructure. FISMA and FEdRamp compliant resources are available through government wide acquisition vehicles much more cost effectively than EPA OEI will allow for internal vehicles.
1287	1286	5/22/2017	Hi. I can't say that there have been administrative requirements, management procedures or other processes that have prevented me from doing my job. I have worked for the EPA for about a year and a half now. I''ve made great strides in understanding the Agency, but the more I learn the more I understand how complex the issues are and how difficult it is to manage them effectively.	I work for the Superfund program, and can speak only from that perspective. From what I've seen so far, the Superfund program works very hard to coordinate with states, tribes, communities and the private sector. From what I see, it is extremely difficult to make all parties happy. The public may have unreasonable expectations, for example, that ALL contaminants be removed from groundwater, when that is not technically feasible. On the other side, "Responsible parties" will rarely, if ever, be happy with having to pay for mistakes made, especially when those mistakes were made many decades ago. This would be very difficult with the hiring freeze, and plans for massive layoffs, but hiring people with good human relations and negotiating skills would be helpful in minimizing conflicts among stakeholders. "Us vs. Them"	From what I've seen so far the Superfund program works very well with states, tribes, local communities and the public. The regulated community may be another story. I don't know how to make things easier for potentially responsible parties. I imagine it would be horrifying to be accused of poisoning a community. And that it would be natural to react defensively. Maybe more respect, and compassion for their positions, while maintaining firm enforcement of environmental regulations would help.	From what I've seen so far, there is probably a bit too much reliance on contractors. I understand contractors were originally brought in to save money, but I think the incentive to drag things out, and bill as much as possible, is too great.	I think the high throughput testing of chemicals is very important. It would allow us to evaluate toxicity rapidly, which would save the taxpayer and the regulated community a lot of time and money. Examples are the endocrine disruptor screening program and Tox21. These high throughput testing methods also reduce the amount of animal testing done, which could be a PR win for the administration.	At Superfund we coordinate with NIH through the NIEHS-Superfund Research program. This collaboration helps the Superfund program get answers to questions about human health and exposure to environmental contaminants. Greater understanding of problems means that we can reduce uncertainties around risk assessments, which would help protect human health more efficiently, save money, time etc. I'd suggest more such partnerships.

	I
1286	Recognize that no one fad within the IT community is a silver bullet that will solve all IT problems. Combine traditional IT technologies, such as CMMI (which focuses on process improvement) with LEAN (for eliminating waste) with Agile-like incremental approaches (which focuses on eliminating analysis paralysis).
1287	I think the practice of rotating employees around to different divisions and regions is an excellent one. I think it helps develop a greater understanding of what is going on with the agency, communities, states, and businesses, and prevents people from getting entrenched in a particular mindset.

	A	B	C	D	E	F	G	H
1288	1287	5/22/2017			We need to be more open and transparent about our work and the benefits it has on the public. We need to have better outreach with our communities so they understand the ways we are working for them.		More electronic concurrences rather than paper. We are currently not allowed to use doodle, however, it would be very helpful for scheduling meetings.	This is a leading question. To some extent, realigning activities can increase efficiency, however, there can be negative consequences. Having different agencies sharing responsibility on a particular subject area can be important in order to provide a more well-rounded viewpoint rather than a single agency's perspective.
1289	1288	5/22/2017				The radiation work of EPA is relatively small (regulatory rule implementation/enforcement, being ready for a radiation emergency), but it is extremely important. Right now, HQ advises each region to have a radiation person (health physicist) on staff. However, it is probably smarter to have all the radiation folks in one place and have them oversee the work of the country. A small cadre could be deployed during a radiation emergency to each of the effected offices. They could conduct all the inspections for the country. They could review and comment on all the reports with a radiation effect, etc. EPA should seriously consider an Center of Excellence model for this	Using tablets in field work that have been customized for the type of field work being done. We could have the GIS data from the location of the environmental sampling, conditions when sampling occurred. Smartphones for all supervisors, especially those who are often in the field, on travel. Using Slack (slack.com) or something similar to create a "channel for a project, a topic, a team or anything - everyone has a transparent view of all that's going on." This would help EPA stay up-to-date across the country for all work and best practices.	For radiation, we should consider what would happen if there were an emergency (such as a radioactive bomb). How would all the feds interact? What role would EPA play?

	I
1288	
1289	

	A	B	C	D	E	F	G	H
1290	1289	5/22/2017	The External Affairs offices are a waste of time and money. It adds a slow layer to the bureaucracy. Often, the XA employees are clueless about technical issues and get things wrong. If you are going to do press releases, you need to have people who understand technical issues. There is too much emphasis on public relations perceptions instead of science. There are too many contractors doing EPA jobs. They cost more than govt employees and provide less competent service.	We need honesty and science. We do not need to cave in to private sector (i.e., business & industry) interests. Why does someone's horrible coal mining job outweigh my right to a good quality of life with clean air and water? Why does Devon get to contaminate the planet? I don't have children so it won't be my problem for long.... do you have kids or grandkids?	I've been to dozens and dozens and dozens of public meetings. Some of our "customers" are just too stupid to understand the technical aspects of environmental issues. You can only dumb it down so much. We should not cave in to State's interests. We need consistent policy across the country. Some of our Regional managers are given too much leeway to set their own rules.	Substantially DECREASE the number of supervisors, managers, and SES employees. Slash the number of GS-14, 15, and SES. We have far too many bosses and bureaucrats. This is a scientific & technical agency, we should primarily have engineers and scientists. If you have to cut employees, keep all Regional offices because they are closest to our customers. Reduce the number of employees (especially 14, 15, SES) at EPA Headquarters in DC. Also, do we really need all these satellite offices and labs? Also, get rid of the dead wood managers! We have quite a few people who were kinda-sorta demoted	Increase number of telework days from a max of 2 days per week to potential for full time telework. The technology is there and many studies have shown that responsible people get more work done when they are happy and well-rested.	COOP. EPA R6 leases a very large office/storage building for COOP. It has warehouse space for Superfund but also a giant training center and several conference rooms. It's a ridiculous waste of taxpayer dollars. It's about 12 miles from the downtown Dallas office and nowhere near any public transportation. R6 pays people to have transit passes, but then holds mandatory training and stakeholder meetings at the COOP - everybody has to drive, so they can't use those taxpayer subsidized transit passes if they go to the COOP. Why not coordinate COOP with other Federal
1291	1290	5/22/2017	Like many governmental agencies, EPA's programs are siloed. Working solely within our silos makes us less responsive to communities and often creates more hurdles for communities to overcome to take advantage of our expertise and financial resources. In addition, we are far less effective in getting returns on our investments when they are made in an uninformed vacuum.	Over the last decade, EPA has made great strides in taking a community-driven approach to environmental protection. We now have experience of breaking down our traditional EPA program silos to deliver creative services and streamline existing resources to meet locally-identified goals. We must not waste this wealth of knowledge and experience. EPA should increase its commitment to community-driven work to become an even better partner with communities and further maximize the resources of the entire agency to advance local environmental goals.	The Administrator should launch an EPA Community-driven Environmental Solutions Initiative, which embraces cooperative federalism, supports local solutions, and improves efficiency and efficacy of EPA assistance to communities. The Office of Policy should lead this initiative, building upon the lessons learned from the previous Administration's community-based efforts.	An EPA community-driven approach to environmental protection will better use resources and expertise from across the Agency and a range of outside partners. We can work side-by-side with state and local partners to connect them to reources, information, and technical expertise. This approach also allows us to be extremely strategic and coordinated with our existing resources (grants, contracts, in-house expertise) in order to maximize our investments. We can also be very targeted with technical assistance to especially distressed communities to fill critical knowledge gaps, build capacity, inform policy, and catalyze projects.	A community-driven approach is a change in how government serves communities. It requires changes in both culture and day-to-day business practices. EPA has started the process of making this approach our modus operandi; however, pivoting to this new approach to serviing communities can only be fully realized through repetition and strong leadership. The tools and "infrastructure" are in place to more effectively work across our programs and make more strategic and informed decisions about how we invest Agency resources in communities. We now need the leadership to execute it more aggressively across the Agency.	In the more than 50 EPA "focus communities," we have a track record of aligning our resources to address locally-led needs and develop creative solutions. We have not placed the burden on communities to try to figure out how to match our rigid program requirements to their unique needs, which is how EPA traditionally operates. In many of these focus communities, we have collaborated with states and other federal agencies. For example, we sought to leverage significant investments already made by other agencies, such as DOT and HUD. Often, we were able to provide technical assistance to

	I
1290	All govt jobs should pay people appropriately. EPA is a technical agency and engineers & scientists should be paid comparable to the private sector (we are NOT). Stop with the ridiculous "diversity" hiring. In my 20+ years here, diversity is nothing more than quotas. STOP threatening to screw with our retirement benefits.
1291	Office of Policy has already led a 2+ year effort to strategically focus EPA resources in more than 50 communities. Case studies, lessons learned, and best practices exist from this work that illustrate a more effective and smarter use of EPA people and funding. In addition, OMB has a wealth of information on how federal agencies have effectively collaborated over the last decade to break down silos, and as a result, get a higher rate of return on federal investments.

	A	B	C	D	E	F	G	H
1292	1291	5/22/2017	The EPA acquisition system (EAS) and IGMS funding are cumbersome processes.	Identify what SLTT needs are by listening rather than Feds telling them what they need. Start with small goals/objectives that are manageable and show quick successes. SLTT want clean air and clean water for their areas and may have the Traditional Knowledge to accomplish better than remotely located Feds.	Approach SLTT as a coordinated Federal environmental entity (EPA, DOI, DHS-Coast Guard, NIEHS, ATSDR, etc.) rather each Agency putting individual demands on them... Regulated community - find middle ground - Businesses must be able to make a profit but not at the expense of environmental degradation for the next generation. Make it personal - Businesses are responsible for economic prosperity as well as conducting in an environmental sustainable manner - this is their legacy to their children and grandchildren, Public - create a "culture of responsibility" for environmental stewardship. Everyone is accountable for environmental protection.	Rethink integration and/or consolidation of Federal environmental Agencies and programs.... EPA, DOI, NOAA, US Coast Guard, Army Corps of Engineers, NIEHS, FEMA.. Administrator Reilly under the Bush Administration championed this idea, but I am unsure of the obstacles this proposition.		I favor the advancement of scientific principles for environmental protection and environmental response for the nation more than the politics and stove-piping of territorial silos. In the words of Albert Einstein, " We can't solve problems by using the same kind of thinking we used when we created them." EPA started in 1972 in response to pollution, smog, rivers on fire... There are many ways to streamline either through collaboration, integration or consolidation with other environmental Agencies. Administrator Reilly under the Bush Administration
1293	1292	5/22/2017	1. Grant submission and documentation requirements. I work with tribal GAP grants as a Project Officer . Our grant program requires the use of GAP Online for quarterly reporting from tribal GAP grantees. That system is challenging for many grantees to use and creates added work for us as Project Officers in that workplans and budgets have to be entered and approved in GAP Online often after they are already approved. It creates an additional step for grantees to enter the workplans (if they did not initially use the system for workplan creation) and for us to review and approve them in the system. Even though the system provides a mechanism to track progress and store deliverables it creates an administrative burdens for us, as I've mentioned in entering and accepting the workplans in the system but also in submission of quarterly progress reports in the system. We do not have time to click and approve every commitment's report for each quarter and thus have come to just viewing reports as a PDF because the	We are achieving significant environmental results with states, tribes and local governments. Use success stories written by states, tribes, local governments to demonstrate these results. Creating performance measures and then assessing metrics against performance measures is time consuming and doesn't necessarily show value unless a cost/benefit analysis done on a project funded through a contract or cooperative agreement and only if they are outlined in advance of the project and more importantly don't demonstrate value to the state/tribe/locals. This is where it would be best to leave it to the state/tribe/local to tell the story. And/or set aside time/staff allocations for each Region's Public Affairs team to work with state/tribal/local to tell the story. With those stories use social media, newsletters as well as outreach to the press to	Create efficiencies, reduce paperwork and redundancies, and hire more staff! Where we are limited, bring on more interns, SEE, contractors and Inter Agency loans. We are grossly understaffed given the workload we are tasked with completing. I have worked for the Agency since 2005. In the time that I've worked here I've seen a marked increase in administrative tasks, paperwork, justification of the work I do versus actually doing the work. Some of this is due to GPRA and negative reviews of my program with the IG. The way the HQ program responded to the negative finding from IG were incredibly inefficient and created that 3 items I highlighted in Question 1. Place higher value on the public health behavior changes and environmental improvements made as a result of technical assistance and highlight those efforts.	Spend time with staff that do the "boots on the ground work" to see the value in the work we are doing with the public and with state and local governments and place a higher value on that work vs. all the "administrivia". For example, the relationships we build with tribes in providing technical assistance is of high value in making changes in communities in public health and environment vs. negotiating a workplan and dotting all the i's and crossing the t's. (see above comments).	I think it would be helpful for staff doing any external communications work to have smartphones. In this region only very few have these. If purchased or contract with local telecommunications provider it would be easier for us to communicate when in the field and share information with public.	Have more time available and dedicated to collaborations and developing partnerships not just with the Agencies but at the individual staff level where those relationships are built.

	I
1292	Good to Great.... Be the best! Get back to the basics of Clean Air and Clean Water. Do these two responsibilities well, and we will have a much better environmental future.
1293	For Project Officers in Region 10 we've developed a template for creating Funding Recommendations and Commitment Notices in the IGMS system which has saved us an enormous amount of time. We also use a checklist when reviewing noncompetitive grant proposals that also includes current grant performance. This has also saved a significant amount of time.

	A	B	C	D	E	F	G	H
1294	1293	5/22/2017	Certain required trainings seem wasteful, i.e. active shooter avoidance training. Timesheet procedures related to requesting and accounting for credit hours are excessive (constant reconciliation between excel sheet and PeoplePlus) - I think the excel tracking sheet is redundant.	EPA usually provides 2 key roles: facilitator amongst these entities to focus on integrated watershed perspective, and by providing accurate technical recommendations. These roles directly translate into better environmental results. We need to increase our support of these roles by increasing staff capacity and technical training.	Increasing staff capacity by spreading out the workload will yield staff that can be more responsive, efficient, effective and accountable to the decisions they are making.	Upper management (past 1st and 2nd line managers) at EPA seems top-heavy and redundant. Too much political machinations at the top that prevent critical information from reaching the public.	DARTER needs more refinement and modules to be effective. PeoplePlus could use modernizing, especially so staff can see rapid and accurate leave accounting. The IT at EPA is woefully out of date as compared to private sector. For instance, we have no large electronic data storage capacity for either current or archived files; we deal with huge files. Our HR on-boarding process is slow and illogical - we loose good candidates to the private sector because it can take up to 6months to hire from advertising.	
1295	1294	5/22/2017	I have generally found that EPA's administrative requirements, procedures, and processes are designed to promote internal accountability, accommodate stakeholder input, and allow for more detail-oriented oversight of agency decisions and actions.	Presence is key to achieving better environmental results. In arenas where states and delegated authorities may not have the capacity, or may have other restrictions limiting ability to maintain a strong presence amongst the regulated community, EPA should be well equipped (with trained personal and allocable resources) to provide technical assistance to implementing agencies or to take on the burden of complicated national regulatory issues.	To provide high-level customer service to our stakeholders, EPA should make every effort to properly train staff who are liaisons with the public, our state/tribal/local partners, etc. This should include maximizing opportunities to interface with the public and our partners, including conferences, site visits to the regulated community, and travel budgets that accommodate face-to-face meetings with fellow implementing agencies. Oftentimes, EPA's stakeholders engage with us on issues that personally affect them - whether from a human health, economic, or community-oriented perspective. Having trained staff who are responsive and can respond personally makes a big difference in hearing the messages our stakeholders are sharing and providing accurate information in turn.	There is no doubt in my mind that EPA senior management is constantly looking into ways to reduce costs without impacting our ability to protect human health and the environment. But, considering that about half of all of the funds budgeted to EPA go straight out the door as grants or loans, there is definitely a risk that cutting costs will decrease oversight, or deprioritize issues that have the potential to cause real damage. As such, any "untapped opportunities," if they have not been previously explored, should probably be pursued with discretion and care.	Many of our state and local counterparts have experienced success by utilizing mobile technology, for example tablets or mobile phones, to be able to bring data systems into the field. This can help compliance assistance and technical experts engage with the regulated community more efficiently, while promoting accuracy of the data used to make decisions every day. Maintaining up-to-date data systems, and being able to access them remotely, could go a long way toward "modernizing" the agency.	In general, ensuring that EPA's activities are aligned with our statutory authorities promotes clearest delineation between EPA's roles and responsibilities, and those of our federal and state partners. For example, state laws may group certain environmental programs in a way that does not align with EPA. However, in order for EPA to work most effectively with all of our state, tribal, and local partners, it would be more prudent for EPA to base its activities and structure off of the responsibilities deemed by Congress, rather than trying to adapt to all states, etc. In addition,

	I
1294	IT and data management systems. Well-thought out succession planning - early retirement of highly critical, technical staff will handicap our programs.
1295	Some of our state counterparts have begun developing and deploying succession plans to be able to maintain institutional knowledge, provide exceptional customer service, and ensure that critical functions are able to be backfilled expeditiously. Having detailed strategies for succession planning can help reduce efficiency by jumping the learning curve for newer employees, while also promoting review of agency and stakeholder needs to identify key areas of knowledge or service and preemptively train staff to meet those needs. In addition, being able to higher younger, more experienced staff is one of the easiest ways to reduce costs, but the tradeoff of relying on that mechanism

	A	B	C	D	E	F	G	H
1296	1295	5/22/2017				IT contributes to a lot of inefficiencies. Systems are sometimes down, we have old equipment and programs. Remote access often has trouble connecting. Some additional investment in fixing some IT problems may help the rest of us increase our efficiency.	IT contributes to a lot of inefficiencies. Systems are sometimes down, we have old equipment and programs. Remote access often has trouble connecting. Some additional investment in fixing some IT problems may help the rest of us increase our efficiency.	
1297	1296	5/22/2017	we address these through regular meetings with my supervisor, who consistently requests such feedback	we can always improve, but we already work towards consistent improvement	ensure that we have sufficient resources and priority, including adequate time, to provide better customer service	we consistently strive to reduce costs and inefficiencies while maintaining environmental protection. untapped opportunities are largest where we have insufficient resources and misaligned priorities.	yes, we already consistently look for such opportunities in applying modern technologies such as infra-red or other "NextGen" processes. Cost and time to do these properly are obstacles.	continue to work towards improved communications; time and resources are obstacles currently.
1298	1297	5/22/2017	Many administrative approvals still require wet ink signatures (as opposed to digital signatures or other approval). One example is the form authorizing the use of a government car for home-to-work travel (when departing on field work very early, or returning very late). With increased use of telework (a good thing for employees and the agency), wet signatures are increasingly ineffective and unnecessary.	Increased usage of Interagency Personnel Agreements to place Federal Employees in state offices, so they can learn more about the realities and challenges of our counterparts, while also providing them with additional resources to accomplish our shared mission.	Increased travel funding at the Regional level, particularly in Regions with a large geographical footprint. Many of our interactions with our states and the regulated community require (or are greatly enhanced by) in-person, face-to-face interaction.	The agency is structured so that the career path with the highest ceiling lies in management. If the agency is truly a science-based organization, it should provide more opportunities for scientists to advance their career. This will help attract and retain more talent, thereby making the agency more effective in its core missions.	1) Digital signatures. Wet signatures still exist for some internal administrative approvals. This seems unnecessary and old fashioned. 2) Access to email via mobile devices, perhaps through fingerprint authentication. When in the field, it is unreasonable to expect an employee to remain accessible via email when accessing email requires finding an internet connection, booting up a laptop, and two-factor authentication onto a VPN.	I think we generally do a pretty good job of this already. The budget we are given requires it.

	I
1296	Transparency. Over the last couple years, our organization has really worked hard to improve its transparency, and it has had a tremendously positive effect on the workforce. Even if staff don't agree with decisions, they at least can understand how and why they were made. This has helped reduced anxiety and created a collaborative and open working environment. Hire and retain smart people. Incentivize high performers. work with lower performers to improve performance. perhaps better training for managers will help with this.
1297	agency-issued cell phones and field tablets could do all of that, but require an initial capital investment.
1298	

	A	B	C	D	E	F	G	H
1299	1298	5/22/2017				Combine all of the assets and resources that are applicable to homeland security and counter terrorism in one office. They are currently scattered throughout EPA in OAR, OLEM and ORD. Combine CMAD, ERT and RERT in one office. All work that touches any CBRNE mission should be placed in one office.		
1300	1299	5/22/2017						

	I
1299	
1300	1) Communicate priorities with staff. @EPAScottPruit: "Today I shared my vision for how EPA & the electric power industry should work together to achieve energy independence with industry CEOs." As a staff member, I would be very interested to hear these ideas, but they have not been shared with me. 2) Empower staff to make decisions by delegation of authority. It seems many decisions after the transition have been delayed due to decisions that are no longer made at the Regional level (or lower). This is even true of areas that have been identified as a priority, such as Superfund.

	A	B	C	D	E	F	G	H
1301	1300	5/22/2017	Remove requirements for grant project officers to maintain paper files, and allow them store related documents electronically. This would reduce cost, paper consumption/waste and staff time associated with grant project administration and oversight.	1) Provide sufficient funding and staff for EPA to support its state, tribal, local community, and private sector partners in our mutual pursuit of environmental and public health protection. Refrain from further threats of reduced EPA budgets and staffing so that our external partners have confidence and certainty regarding the capacity of EPA to support them in their work. 2) Cease making arbitrary, rigid determinations regarding EPA staff travel authorizations for meetings with external partners. Allow EPA offices to define ???local travel??Â based on the operational needs and realities of each office and its relevant, external partners.	1) Provide sufficient travel funding for EPA personnel to engage in-person with external partners as needed, and direct managers to encourage such activities by program staff. 2) Allow relevant program managers and staff to compose agency content for media/public consumption. Refrain from distorting/manipulating EPA???s public messaging to reflect a political agenda that places polluter profits ahead of environmental and public health protection.	No comment at this time.	Provide EPA staff access to agency email via personal mobile devices (i.e., iPhone and Android devices). To comply with federal record requirements, ensure that no agency communications are stored on personal devices, but rather, allow these devices to access and utilize agency email so as to increase staff productivity and functional capacity while mobile.	Seek to align vehicle technology research and development priorities and resources across relevant EPA, DOE, DOT and DOD offices to maximize the impact of federal contracts and funding assistance in accelerating the deployment low emission, high efficiency vehicle technologies nationwide. Emphasis should be placed on projects that support deployment of zero tailpipe emission technologies (i.e., plug-in hybrid, battery-electric and fuel cell electric vehicles) and related fueling infrastructure development (i.e., electric vehicle charging and hydrogen fueling).
1302	1301	5/22/2017		Expand our programs that promote and provide resource conservation. Programs like EnergyStar and WaterSense should be reenergized and expanded. Augment the principles behind these programs by partnering with labels such as GreenSeal and organizations such as LEED. Keep promoting the use of renewable energy sources and innovative solutions that will benefit infrastructure. We can promote the use of solar panels and talk with energy providers to use batteries to store excess energy produced. This solution is specially useful in remote locations were the installation and repair of infrastructure is costly. It will make more sense in places like Puerto Rico, Hawaii, the US Virgin Islands, Colorado, California, Florida, most of the south and center of US.	All of the necessary documents should be publicly available. Train people to change from the default "all documents are private unless a request is made for them" to "all documents are public unless the companies claim, and we grant, CBI protection".	We have need of personnel. Without these positions work is left undone creating an inefficient use of resources and increasing possible exposure to unsafe environmental issues to the public.	Broader use of open source software. Non regular users of GIS can have QGIS on their desktops. When installed, a custom script can be run to add agency resources to locate data. It will let users that just want to create a simple location map access to EPA GIS resources at a fraction of the cost. The same can be said about office productivity suits like LibreOffice or even Goggle suite of MS Office-like software. PDF software that enables merging of pdf documents created from multiple sources can be found on pdfforge.org. Instead of creating a custom solution for EPAtv, we can use the live feature of the current EPA YouTube page. Past events are already stored in the YouTube page. We lose CNN live streaming	EPA is a science agency. Research should be expanded in a cooperative agreement, with EPA as the lead, with those partnering agencies that can provide support. We can also bring some of those partners in kind of a yearlong internship so that they know the science, policy and regulations behind the collaboration. At the end of the internship, those individuals will be better able to perform and promote those shared functions.

	I
1301	No comment at this time.
1302	

	A	B	C	D	E	F	G	H
1303	1302	5/22/2017	N/A	Allowing more flexibility with the funds and partner with the States top priorities.	Establishing points of contact and accountability.	N/A	Each region cross regions with needs, such as microbiology or radioactive expertise.	Providing opportunities between similar contracts in the other regions to feed off of areas of expertise. As well as, help out other regions with projects that require a specific expertise or more hands.
1304	1303	5/22/2017				Yes. I think that many of the Superfund programs in OLEM could be consolidated to increase efficiency. Consolidating OEM, OSRTI, and FFRO under one Director in OLEM would help the Agency's streamlining efforts. Consolidation would reduce management layers; reduce administrative support; reduce redundancies in decision-making and support functions reduce internal reviews; and be more cost efficient by enabling the Agency to more easily move money to address major responses that suddenly arise. For example, almost 20 years ago, when the removal and remedial programs reported to one Director in what is now OLEM, a major health threat arose as a result of the		

	I
1303	Best Practice: The SESD Region 4 Laboratory draws its strength and best practices from the outstanding staff. The staff at this location make it a point to collaborate and deliver high quality work products.
1304	A best practice. I think EPA should encourage all states to develop Voluntary Cleanup Programs (VCPs) similar to the program in Texas. Willing and able private parties pay a fee to the state to cover application and oversight costs. Developers, good Samaritans, and potentially responsible parties can all participate in the program as long as they are able and willing to conduct a cleanup. VCPs maximize the number of sites that are cleaned up. The downside of VCPs is that they do increase the number of fund lead removal and remedial Superfund sites because only those sites where there are no viable PRPs, the PRPs are litigious, or the site is extremely complex are referred to

	A	B	C	D	E	F	G	H
1305	1304	5/22/2017	The current system for processing HR actions is quite difficult to use and is not nearly as up to date or user friendly as other automated tools the Agency uses to get the job done. Hours are wasted processing requests through the system often requiring input from multiple people. It is very inefficient to have so many systems to enter different information - maybe some integration of systems with one point of entry where most actions can take place even if they feed the other systems..	We could achieve better environmental results by further opening the lines of communication and trying to identify actions that will support each of these partners get the job done better. maybe a few more national forums if travel budgets allow where people can come together to share ideas and plan joint ventures.	One key idea would be to provide more interactive tools that can be used by these communities to make informed environmental decisions. Often, all the customers listed do not know we have certain tools or how to get to the ones we do have. There most be easier portals to get the information and examples provided of how to use the information and tools. I think more interactions are needed between the regulated community and the Agency on technologies to manage and measure pollutants to meet the mutual needs of both organizations would be very advantageous.	I think there should be a better way to bundle regulatory development and implementation actions so we can provide an industry a picture of what needs to be done and what may be required as we move forward. Next we should provide integrated tools that provide them with a picture of the environmental and economic impact of different response actions. The goal would be to move towards a partnership approach. Maybe the Agency could look at everything from a sector rather than media specific approach.	Clearly we need to modernize our administrative systems and make it easier to get information and enter information through a common portal. There has to be an openness to new ideas and the flexibility to try new technologies. We need to have a system that awards the high performers and puts those not performing on a path to perform more effectively. More management training would be helpful here.	I think it is more about cooperative ventures than realigning shared responsibilities. While some realignments could occur, it is more about sharing information and working together on the problems of greatest importance. Often the development of regulations drives the research agenda, Whereas more could be done on the back end to come up with cooperative ideas that will meet state goals while also enhancing our collaborations with our colleagues across the federal government. A focused group on cooperative ventures would be helpful.
1306	1305	5/22/2017	-People Plus is a hugely inefficient system that takes much more time than it needs and doesn't accomplish what it should be accomplishing. In theory, I should request leave PRIOR to taking it, but if I do that, the date/time purpose are set in stone, and	REWARD THE STATES WHOSE ENVIRONMENTAL INDICATORS ARE ACTUALLY SHOWING IMPROVEMENTS. Reward environmental achievement. DO NOT roll back environmental laws. That is just ass-backwards. It makes no sense. It's going to end up with us wasting our resources defending ourselves in court against patently indefensible acts. Example: don't mess with the WOTUS Rule. That was MANY years in the making. We received and addressed many public comments. We addressed them. Listen to the ideas that the states come up with, and SPECIFICALLY FOR STATES THAT HAVE EFFECTIVE PROGRAMS OR STANDARDS THAT ARE MORE PROTECTIVE THAN FEDERAL STANDARDS, give them opportunities to figure out the best ways to improve standards. Let's not waste time on meaningless initiatives that	-Fix the broken links in our websites. Improve our search mechanisms so that we don't end up pulling up three of the same document, only to find out that two of them are out of date. -REINSTATE ALL THE CLIMATE CHANGE, CIVIL RIGHTS, AND LGBTQ DATA AND PAG	YES. Please give the administrator a little science background. PLEASE. He's looking like an idiot to anyone with a modicum of education. Denying climate change is not intelligent, and it is not a good way to lead an organization of environmental professionals and environmental scientists. We really aren't that stupid. DON'T roll back the Clean Power Plan. That is one of the most intelligent attempts to address this very difficult problem. -Make more use of innovative programs. Use the Prizes and Challenges options. Partner with other fed and state agencies and even business partners. MAKE SURE THAT YOU SUPPORT INITIATIVES IN THE REGIONS -PROMOTE MORE SHARING	Better timekeeping systems. Less onerous travel systems. THey shouldn't take THAT much time for us to figure out. Also, I've been here a long time; I still don't understand why we keep changing the systems every 2-3 yrs. Then we are obligated to go through the trainings again, only to have to relearn them all over again (sometimes when we haven't even traveled in the interim). Consider more use of challenges & prizes to discover better technologies. Don't roll back environmental protections; businesses are expanding by building better monitoring devices, and there are some good wastewater treatment technologies out there that we should be promoting--and we should encourage/promote more	Consider database management programs and data that can be shared. Particularly for larger states that are effective in implementing their obligations. WE SHOULD ABSOLUTELY BE PARTNERING MORE WITH OTHER FEDERAL AGENCIES, some of which are doing the same things we are doing, or similar things. Some are collecting data that we could use, and vice versa. I honestly don't trust this administration to do this the right way (so far, they seem intent on simply removing protections, and that makes no sense). -We should share

	I
1305	We should focus more on placing large goals out there for Agency Offices to gather around and identify how they can contribute to meeting them. While we write strategic plans, we do not focus on the integrated implementation plans to make the goals a reality. I think other agencies use statements of need to drive research and policy actions - maybe this is an approach that could be used more at EPA. Finally, often we have too many cooks in the kitchen trying to work on the same thing. We could get more done much more efficiently if roles were clear and there was more accountability on getting the job done.
1306	YES. Encourage all federal employees to bike, walk, carpool, or take public transit. DON'T CUT BIKE LOCKS AT HQ. On Bike to Work Day and Bike to Work Week, no less! Really, please make it easier for us to take you seriously. EPA staff has functioned well in republican and democratic administrations. I don't even know what you can call this administration, other than anti-environmental bullies. If you don't like the bikes on the benches, BUILD SOME BIKE RACKS ALREADY!. Do something right, PLEASE. REMEMBER THAT ENVIRONMENTAL REGULATIONS LEVEL THE PLAYING FIELD FOR ALL. They are not a "burden" unless you are relaxing those standards in one

	A	B	C	D	E	F	G	H
1307	1306	5/22/2017	None	EPA should consider holding an annual conference and ongoing television program, that engages participation and attendance from the state, tribes, local communities and the regulated community to talk about program goals, environmental milestones , problems, next fiscal goals, and accentuate ideas on how to work together. In addition, the agency might consider posting a Report Card online the permit compliance status of all regulated facilities, per program.	Update EPA directories with key responsibilities for each employee to help the public decide who they need to contact about an environmental concern. Increase public awareness how to access this directory.		EPA should study and consider allowing employees to work from home 4 to 5 days a week using virtual reality technology; and reporting to the office once a month . Many professional/experienced EPA employees are over age 50 and eligible to retire, but continue working even with health challenges, because the economy is unpredictable. These employees may need special accessories such as wheel chair ramps, spacious workstations, restroom handlebars, etc., to accommodate them. EPA could save millions of dollars in reduced overhead for leasing office space and utilities; eliminating the purchase of special access doors and equipment;	
1308	1307	5/22/2017	Fix the trainings. They are so unclear. eg. current IGMS training (which says, of course, that' I've already finished it, but based on past years, I probably need to do this again anyway.) And it tells us to "log out of Lotus Notes." haha.	Give up on gutting EPA. Please. Please have the administration get some education on the use of confidential business information or controlled unclassified information. These data are necessary for us to have an accurate picture of what we're analyzing. If you don't like it, you can always have an internal, independent office review the data to make sure we're not trying to mess with the data -- and keep in mind, this has not really happened in the past. You can't dismiss data just because some business doesn't want their own data to reveal the truth, or because some industry rep wants to undermine the analysis. -Reinstate the Sciencd Advisory Board. Installing Industry Reps to pose as "independent" scientists in place of actual independent scientists is completely bogus. And it's not even subtle. ENSURE ACCURACY AND INDEPENDENCE.				

	I
1307	EPA6 successfully developed and launched the Municipal Separate Storm Sewer System (MS4) Self-Assessment, a tool used to collect detailed information from permitted MS4s (municipalities and facilities in urbanized areas) about how they have implemented their storm water management program (SWMP); and, that they comply with their MS4 permit. The Assessment may also include an inspection of the MS4s owned and operated, regulated facilities. Prior to initiating the Self-Assessment, A team of 4 to 5 persons from EPA6, traveled to the MS4 and conducted a 3 to 4 day audit of the MS4's SWMP. The team conducted at least three audits per year.
1308	

	A	B	C	D	E	F	G	H
1309	1308	5/22/2017	Concur works well when/if a traveler is actually allowed to use it to find flights and hotels (like in R4) but it terribly time consuming and frustrating to use when the traveler is only allowed to fill in a form and an admin person makes the reservations in Concur (R10). I am regularly unable to get the flight times I want which is normal. The problem is that I'm not allowed to see what Concur offers as a replacement. Instead the admin person either books the flight as the form had indicated but at a price far above the contract price OR on books different flights that are unacceptable (arriving at a hotel at 1am for example or with unacceptable transfers such as flying from Seattle to Washington DC via a several hour layover in Los Angeles). It can be incredibly time consuming and/or expensive as one must ask the admin to change the ticket, especially when the admin prefers to call the travel agent rather than using the cheaper online option. Concur was designed for the traveler to pick his/her own flights and hotel based on the choices it	Have relationship building and partnering for results be something that is evaluated in PARS. PARS mostly tracks tasks within EPA such as processing grants, reports, briefings, issuing policy, etc. PARS does not give "credit" for working with external partners to achieve environmental results. EPA can gain far more environmental benefits through working with external parties, we do not need to do it alone. The best systems seem to use incentives (carrots) to entice behavior change but have enforcement options (sticks) that hang out in the background for truly egregious actors.	Have this be evaluated in PARS, equal in weight to issuing reports and completing grant actions, etc. I have asked many times to have this added but have been told that we do not evaluate the time spent responding to the public, States, citizen groups, university students, etc. I have frequently been told to just send them to an EPA website if possible, and to spend as little time responding to these inquiries as possible since I am needed to do other tasks. Either do not put out names, email address, and phone numbers on EPA websites or provide a PARS element to capture this task for those of us who are sent questions and requests not les than weekly.	Stop changing software so rapidly and do not push new software until it works. For example, grants.gov portal still doesn't work correctly though it's been in use for more than one grant cycle. The IGMS cloud interface still doesn't work properly and changes made there do not all update appropriately in Lotus Notes. PeoplePlus didn't work for a while when it was pushed out, wasn't able to properly account for credit hours or TCTO for over a year. There are other examples but the key is that it isn't specific to individual software, it's that EPA pushes the software before it is finished, ready, or has been beta tested.	Let's focus on spending the few technology dollars we have on fixing the systems that still don't work and having computers replaced every five-six years. If there are still funds available then we can look into acquiring new technology.	Allow more time to work together and coordinate programs/resources. There are several areas such as infrastructure, agriculture, forestry, etc where multiple agencies have programs and resources but without sufficient time, it is practically impossible to coordinate them for improved effectiveness and efficiency. This is essentially improved customer service as was asked earlier. Incorporate this integration and improved customer service into a PARS element so that time is allowed to work on these tasks.
1310	1309	5/22/2017		Help disseminate technological improvements to these important constituencies. For example, if EPA researchers have developed or are aware of new technologies for treating arsenic in drinking water, help EPA program offices (including regional offices) disseminate that information to these constituencies. Often the program offices are unaware of the latest in research developments.	Track and provide deadlines (even internal ones) for all activities. Creating goals, timelines and deadlines are action producing. For example, when we set annual goals for compliance assistance and enforcement actions, those activities are much more likely to be achieved. Setting similar goals and timelines for all activities, especially on priority actions for these constituencies, would help ensure timely and effective customer service.	Refocus grant selection criteria and provide grants for direct public health and environmental protection. Grant funding can be spread out among many projects many of which do not directly improve public health or the environment. Giving activities that directly provide public health and environmental benefits (e.g. improve drinking water quality) more priority in grant funding can help increase the effectiveness of the grant dollars.	Connecting EPA's various data systems to allow for centralized searches would greatly improve efficiencies for FOIA and eDiscovery responses. Currently, records on EPA's Outlook email, OneDrive and SharePoint; Lotus Notes email and databases; EZ desktop and EZemail records repositories, Superfund Records management systems, and other shared drives (such as G:Drives) (let alone hard drives) must all be searched separately -- and with the exception of centralized Outlook email searches -- mostly by individual employees. Connecting and allowing for some centralized searches of these records repositories could streamline the search, collection, and review of records and help the agency	

	I
1309	There used to be an actual agriculture sector that would have monthly meetings in our region. These were highly effective because there were people from all the various media/offices as EPA as well as from other agencies (such as NRCS). This sector approach was very successful in agriculture and would work in other sectors as well, such as forestry and infrastructure.
1310	Too many meetings can be unproductive. Some major high tech companies schedule "no meeting" days, such as every Wednesday, to increase productivity. It may be worthwhile to pilot a weekly "no meeting" day for a few months to see if employees find it boosts productivity. Storing and managing electronic data is expensive. Helping employees become aware of the cost of their electronic record creation (emails, databases, reports, etc.) could help reduce the volume of these records and thus the storage and management costs. It could also reduce the burden on employees of searching and reviewing records for FOIAs and eDiscovery by reducing

	A	B	C	D	E	F	G	H
1311	1310	5/22/2017	Policies and decisions should be clearly and broadly conveyed in writing so that there is less confusion about what is Agency policy and whether the decision was made by someone with the proper delegated authority.	We work very closely with California on Clean Air Act mobile source enforcement and consistent maintenance of that positive working relationship achieves far better environmental results for a broad swath of states (many of which use the California standards) than abrupt shifts in course that undermine California???s leadership in that area. Maintain and request additional funding for EPA programs that support the development and expansion of local, tribal, and state capacity in enforcement and implementation of federal environmental laws. Maintain adequate funding for EPA oversight of programs delegated to the states, which facilitates better national consistency in implementation, permitting, and enforcement,	E filing that has checks and flags that tell the regulated entity what to fix and that allows basic checks so we can focus on hard to spot issues can be hugely helpful. Checklists are also useful for some areas. Transparency is key. We need credible processes and decisions. Remembering community outreach to the public is also critical in communicating EPA???s work to stakeholders. EPA should commit to transparency in decision-making and decision-making based on sound science, rule of law. Decisions should always key back to our central mission, protecting human health and the environment. EPA should be better at communicating the economic and public health benefits of our regulations, which have been proven by peer reviewed studies (i.e., https://www.epa.gov/clean-air-act-overview/benefits-and-costs-clean-air-act-1990-2020-second-prospective-study).	Credibility for change starts at the top and is undermined by an atmosphere, indicated by actions such as press statements with extraordinary statements issued immediately after the Administrator was sworn in, that makes efforts like this seem more aimed at undermining the work of the Agency instead of supporting it. Yes there are untapped opportunities but there are many who do not trust this process sufficiently to share in a full and frank way. One major untapped opportunity is to value the frontline EPA workforce and their expertise. It is inefficient to have constant threats of job loss.	Give all inspectors and those regularly in the field government phones so that they are not using their personal devices. IT resources and records management should be updated to make it easier for those on the front lines to implement. This would assist in FOIA response and community outreach, which would lead to greater accountability. Electronic reporting for the regulated community also needs to continue to be modernized, such as the E-Manifest push. However, electronic reporting also needs strong (and labor intensive) enforcement to ensure that the data being submitted via electronic methods is still accurate and reliable.	EPA also has areas of shared responsibility and mutual interest with Tribes. The IG has pointed out we need to be better at oversight of our state partners. We accomplish more by being respectful of our partners at all levels while not abdicating our responsibilities. I???ve had a school maintenance supervisor tell me, in settlement negotiations over AHERA violations, that the willingness of an EPA inspector to go to the remote rural school location to conduct an inspection was an example he was already using to get his people to take ALL of the health and safety requirements as real and needed and
1312	1311	5/22/2017	It has become quite clear that job efficiency is being hindered due to the hiring freeze and overall lack of personnel.	With full funding, "better environmental results" could be attained via outreach. When both sides are more informed of the entire process (not just their own) there can be better agreement on which is the best path forward to achieve environmental health for the people of the United State - not for the private sector. The local communities deserve better partnering (via better communication) at every level when it comes to environmental policies, processes, etc.	The EPA can best serve communities when it is FULLY FUNDED so it can properly/effectively/efficiently carry out the mandated activities associated with keeping the people and the environment healthy. Without a FULLY FUNDED agency, the employees will be working inefficiently to plug holes or to work at the whim of the political POV of the day. It is a disservice to the people of the agency and to the American people to not fully fund the EPA.	Please fully fund the agency.	If the hiring freeze was lifted, I'm sure you could hire someone/a group of people to figure that out.	Increased emphasis on communicating between the agencies (especially federal ones). Pitting agencies against each other (or the regulated community against regulators) is childish. It hurts everyone involved. It mostly hurts those who aren't involved (the American public).

	I
1311	As agency lawyers, in my organization we adhere to the scientific integrity policy and also do our best to educate ourselves on the science and work as a team with the scientists and specialists at EPA. The international process for evaluating and vetting the science of climate change is a best practice and advocating for an understanding of how scientists do science and why that consensus process is credible, if perhaps a bit conservative in its predictions, is a best practice of every credible environmental protection agency worldwide.
1312	Fully funding the EPA is a great practice.

	A	B	C	D	E	F	G	H
1313	1312	5/22/2017	When a current EPA employee changes jobs or gets a grade level promotion within EPA, we should not pay a contractor to run a security background check. This process is unnecessary, time consuming and costly. Each new EPA employee has to pass a security background check when they start. EPA should not pay for two layers of security guards when we occupy private buildings that are not federal buildings. It???s wasteful to pay Federal Protective Services for their contractor security guards and pay the building management for their security guards. The Federal Protective Service contractors don???t provide meaningful services. They operate a metal detector and x-ray machine. They patrol office floors by looking at the ground instead monitoring the environment. Furthermore, private security guards have no authority to protect EPA staff. If someone has threatened an EPA employee, private security guards will not take any action until that EPA	The federal government needs to provide more federal funding to states, tribes and local governments for environmental programs including inspections, program implementation, grants, state revolving funds, technical support, capacity building, and research. States, tribes and local governments don???t have the staff, resources or funding to fulfill their obligations and improve their work. EPA programs and grants provide billions of dollars for high paying American jobs at the local level. The federal government needs to fully fund EPA regulatory programs that protect human health and the environment. States, tribes, local government and the private sector do not have the money, experience, staff or resources to implement all of EPA???s statutory requirements that are required by law and	The federal government needs to provide funding and hiring authority for more EPA staff that provide crucial services like community outreach and technical assistance. For example, we need more toxicologists and risk assessors to explain human health risks to communities concerned about air quality, water quality and/or specific contaminants. Another example is that EPA needs more experienced public affairs and outreach staff to share and explain EPA???s work to elected officials, media, and the general public. Likewise, we need more community involvement coordinators in the Superfund program.	When a current EPA employee changes jobs or gets a grade level promotion within EPA, we should not pay a contractor to run a security background check. This process is unnecessary, time consuming and costly. Each new EPA employee has to pass a security background check when they start. EPA should not pay for two layers of security guards when we occupy private buildings that are not federal buildings. It???s wasteful to pay Federal Protective Services for their contractor security guards and pay the building management for their security guards. The Federal Protective Service contractors don???t provide meaningful services. They operate a metal detector	Computer software updates and changes should happen in the evening when people are not working on their computers instead of happening during the work day. We need to replace printers that don't process data and print documents correctly. We need higher quality pens and highlighters for our work. We also need markers and poster paper for meetings.	EPA already collaborates with other federal agencies. For example, we work with 11 federal agencies on the Urban Waters Program to improve urban watersheds, wetlands and communities. Another example is working with the Department of Energy on EnergySense and other energy efficiency programs.
1314	1313	5/23/2017	I know there are many inefficiencies. I don't know how to address them; but, I do know what to do to identify and implement improvements - Lean Six Sigma.	Background: While we give grants to universities and local governments, EPA fails to tap into the capacity of the thousands of universities (public and private) located within the states across the country to help their local communities address environmental challenges in ways that build the economy and advance the health of residents. Universities and local governments are already partnering together to have students and professors address their community priority challenges. One model, scaled for impact, that has proven to be replicable and adaptable is called Educational Partnerships for Innovation in Communities (EPIC). It systematically matches real world interests/needs with university capacity in ways that benefit all parties, work within	See response to Q2 above.	EPA should make better use of it's convening ability. One example is provided in Q2 above.		It enhances our impact when we align with federal partners on placed based initiatives/

	I
1313	We need more funding for existing training programs at EPA. EPA currently offers Lean Six Sigma, Habits of Highly Effective People, professional development classes, and technical training classes. These classes would improve the agency???s best management practices and adaptive learning. Unfortunately, EPA lacks funding to provide leadership, professional development and technical classes to a majority of people that want to take them. For example, EPA???s leadership development program is offered every 3-5 years to a limited number of staff and managers, which means only a tiny percentage of people are selected.
1314	Arizona DEQ has used LEAN Six Sigma to greatly improve the efficiency and effectiveness of their organization. EPA has begun to work with LEAN Six Sigma. We should enhance this effort across the agency and use it not only to enhance processes at work, but to enhance efficiency and effectiveness in in how we protect public health and the environment while building our economy.

	A	B	C	D	E	F	G	H
1315	1314	5/23/2017	Explore improvements in Agency handling of Freedom of Information Act requests. Most of the FOIA requests I work on have been given an automatic fee waiver. FOIA requests are treated as a priority in the office where I work so limited staff time and resources are diverted from working on existing priorities to responding to FOIA requests. I recommend: 1) initiating a LEAN project on EPA's FOIA response process; 2) explore the feasibility of operating a self-sustaining FOIA response process with the goal of minimizing diversion of appropriated resources to maximum extent possible while meeting Agency responsibilities under the FOIA statute.					
1316	1315	5/23/2017	Open up better channels for scientist to scientist communication within agency.		making it a requirement that employees be more involved with local schools to educate, as well as teaching citizen responsibility, having a presence in local farmers market...	Employee skills		As a scientist, who has more computational background, always hoping to have EPA/ORD better aligned with NIH resources especially access to their : Scientific Applications on NIH HPC Systems
1317	1316	5/23/2017	staff have to take care of their own timekeeping and their own travel arrangements. these are just some of the administrative tasks that have been shifted onto the professional staff away from the secretarial staff. also during the time I have been at EPA (25 yrs) I have spent more and more time on reporting	I work in the Food Recovery Challenge and we have to spend more time using a database to measure our results than we are able to use doing the actual environmental work. it is probably 2:1, and if you include all the other reporting that has become necessary over the years, I am sure it is 4:1. I understand somebody thinks we need to be accountable but that has resulted in staff spending 75% of our time reporting and documenting our work.	if we were less encumbered by reporting requirements that would help us to engage more authentically and helpfully. in the partnership programs we also place a reporting burden on partners, and this is also not helpful for them.	I think if we were less beholden to industry and worked in a matter that was more protective of the environment, this would benefit the states, localities, and all Americans.	don't know	states do not resent our assistance, they need it. we need a bigger budget and more staff, fewer reporting obligations. measure the actual pollutants in the soil, air and water, rather than the number of reports we generate and partners we attract. that would be faster, easier, and more meaningful.

	I
1315	
1316	Academic model of competing for funds/grants within the organization to do research.
1317	I think it's a best practice for the EPA to protect the environment. however, we, like other government agencies, are captive to the interests of industry. do what you can to remove that influence and we'll be far more effective. deleting EPA so that industry can reign free - you will regret it.

	A	B	C	D	E	F	G	H
1318	1317	5/23/2017	Too much of the time politics intrudes on our implementation of laws. For example, political donors get special consideration and high access while common citizens dealing with environmental issues do not.	States do not have the technical resources to take difficult investigations or complex environmental issues. Furthermore, some states are restricted by politics from enforcing against the big polluters as they race towards the bottom of citizen protection from environmental issues.	For local communities, it is important that the EPA protect human health and the environment across state lines so that no one group of citizens is exposed to illegal pollution because of the politics of state legislatures.			
1319	1318	5/23/2017	It currently takes close to a year for some acquisition requests to get through the Contracting office. In addition, even simple requests to add funds to existing contracts, to purchase low dollar subscriptions, and to receive answers can take an inordinately lengthy amount of time. This means that often, even if there is money left in a budget, we are unable to spend it before it expires. It has been shared that the reason is most often due to lack of staff in the Office of Acquisitions Management. We need to be sure that we have adequate staff to do the work required.	EPA has always partnered with States, tribes, and local governments and the public at large - more so than many other federal agencies. To imply that EPA doesn't or hasn't done this is disingenuous. The current budget reductions being discussed will certainly not help EPA continue our proven work/commitment to states, tribes, local governments and the public. Frankly, with the potential 2018 budget cuts, staff reductions, more responsibility will have to go to the states - who are not equipped financially to take on increased environmental responsibilities. Federal oversight is key to ensuring that states don't risk the health and welfare of their citizens - poor states will likely suffer the most as they did in the 70s when EPA was created to help equalize the burden of environmental issues.	Don't cut staff and programs	By the way, the environment is global. Air and water pollution don't stop at the borders. We need to ensure we are working internationally and locally, supporting sustainable energy sources that will shift job creation from dirty industries to cleaner ones. Government needs to support those currently working in dead-end industries (coal, for instance) to support their transition to more economically and environmentally responsible options. The changes needing to be made are at the highest levels - getting industry out of the government - putting our health and the environment before profit.	It would help if progress didn't stop each time new management comes in. Government is renowned for following the whims of those in charge. Until that changes, I have no hope for truly efficient processes, which must take a long term view instead of a 4-year cyclical view.	On the surface, it seems like a good idea to go with a proven system or service being offered by another agency partner. In practice, the systems aren't really that good and we should look to partner with commercial innovators who can build the unique systems we need, not try to fit us into a system that only sort of fits.

	I
1318	
1319	I am not comfortable sharing processes that work well since I don't trust what would be done with that information.

	A	B	C	D	E	F	G	H
1320	1319	5/23/2017	Too many layers of bureaucracy to get things done quickly and efficiently. Some regional programs believe everything has to be run through program counterparts at HQ. HQ seems to believe everything has to be run through OGC. All of this makes even the most routine actions take an inordinate amount of time. This leads to inefficiency. Solution 1: We have bright, well-paid staff throughout the agency. They need to be empowered to make decisions and be held accountable for those decisions. Solution 2: OGC needs to be more advisory than having veto power. Program staff know the technical aspects/needs of program implementation. OGC just needs to see the program staff stay within the legal bounds program and not try to establish policy or craft a actions in a manner that represents OGC's "wants".	We all hear that EPA and States are: 1. Partners; and 2. Co-regulators. Some programs don't demonstrate that and need to quit promoting a Parent -> Child relationship with the states. Some programs believe they tell the states to jump, and the state should has ask "how high". We need to look for actions that are complimentary of one another. We need to identify where states have shortcomings and bolster those with assistance while leaving the better performing programs alone outside of periodic audits to verify those well-performing programs remain at a high level.	Look for true partnerships with those groups. Listen. Figure out where we have common needs and wants and plot a course for addressing those problems.	Eliminate OECA, reduce enforcement staff, and put select enforcement staff back in to the program areas. With OECA free standing, they have goals to meet through the National Program Managers guidance. That typically means more enforcement for the sake of enforcement. When integrated with the programs, enforcement just becomes one of many "tools" the programs can use to improve public health and the environment.	Having come from outside of the federal government - I think EPAs technology is strong. I don't see and any major improvements needed.	Again, it is in identifying strengths and weaknesses of each organization then playing to the strengths of each organization. For some programs, this is the way they currently perform, thus no problem with the concept. For others at EPA, it will be hard because they believe by virtue of being the EPA they are automatically in a superior position.
1321	1320	5/23/2017	My team lead is a bully and now has gotten the branch chief to aid her in her bullying tactics. She pretends to be nice on the surface and tells me good job when I run effective meetings or shine in public but makes sure that I do not have any necessary information to do my job. Additionally, she makes false allegations behind my back to my supervisor/ branch chief such that he now has a false impression of me. At the beginning of April, he said that I'm doing a great job, a few days later it turned into "we put too much on your plate" and then by beginning on May, it became "you're ineffective and you don't do any work". Her instable mental health causes her to see the world negative lenses and she sabotages me at every instance. Her false smile hides her naked aggression. I have gone to my branch chief for help but it turns out that he is her biggest fan and has now turned on me. He's been bullying me for the last 2 months and it is excessively difficult to deal with 2 bullies who have power over me.	Firstly, each of us needs to clear our intentions and remove seeing labels. It is not Us and Them. We are all One with the common goal. When we come from the right intentions, people can feel that in our interactions and respond in like.	In order to serve others and do a fantastic job, one must be healthy from the inside. I think the agency should implement efforts such as yoga and meditation opportunities for staff on a regular basis (3 or so times a week). When a person is mentally healthy, they are able to do their jobs better and serve their customers better. We have weekly meditation at WJC-E 2379 on Thursday afternoons at lunch time. If we as an agency can provide daily yoga and meditation, which will encourage all of our employees, they may be able to come once or twice a week and improve their physical and mental well being.	As a former management consultant and new employee, I can see that the human capital needs are paramount in addressing. There are so many resources who are underutilized, perhaps due to lack of motivation, in wrong roles, managers do not know how to manage employees, unqualified individuals run teams ineffectively.	Yes, EPA needs first and foremost process improvements and then new technologies.	As a new employee, I don't know all the ins and outs of the agency and I would need to do a through assessment to make any suggestion but every organization could use improvement at any given time. My exposure to the agency is limited to that of my team and branch and I have duly noted all the process improvements and shared with my branch chief, who was initially thrilled at my suggestions.

	I
1320	There are programs that work closely with state partners and have Parent -> Parent relationships. Those programs should be looked at as models for other programs that do not enjoy the same relationships. I think the management at my office know of the higher performing programs they could hold up as models.
1321	200+ Employees have been hired in 2017. Hiring great people is only the first step in building a committed, successful workforce. An organization's approach to onboarding is critical to employee performance, an employee's level of engagement, and whether an employee chooses to stay. Onboarding is pivotal for both the employee and the organization. Consider that 90 percent of employees decide whether or not to stay with an organization within the first six months1. Consider further that the cost of losing an employee in the first year is often at least three times their salary2. Onboarding is a process of?Â welcoming, educating,

	A	B	C	D	E	F	G	H
1322	1321	5/23/2017	Branch management has no interest in the Superfund Removal Program, and the branch chief is out of the office at least twice a week either on S/L or AWL. There is no guidance or assistance from Management!!!	Partnering sounds nice but in reality it is pointless. We spend too much time educating our partners to no valuable end. EPA ends up doing the work anyway, so we might as well just skip the partner part and go right to the solution of the problem.	Cut out all the PC crap and give the field personnel the tools and money they need to accomplish the mission!!!!	Yes, fire most of the management personnel, do desk audits on all GS 11 - GS14 OSCs and reduce the workforce. We have 30 OSCs in my office and only 4 active removal sites are on-going. What are those other 26 OSCs doing!?!?!?!?!	Efficiency is not a function of technology, it's the result of good planning and proper execution of good plans. Keep your technology, we don't need it in the field!!!	Get rid of the SPCC program. Most states have tougher regs and better trained personnel who do SPCC work as their primary job function. In Region II OSCs manage the SPCC program and it's not our primary specialty! Delegate the programs to the States and provide a modest grant and some oversight!
1323	1322	5/23/2017		See Q4.		The establishment of our organization by media area has stove piped the Agency versus realizing efficiencies that could be gained from like programs being offices or divisions instead. For example, method development. Our Agency is very behind in transforming existing methods to benefit from extraordinary growth in technology. Emerging areas are gaining awareness at a rate that new methods for measuring and monitoring them to protect human and health and the environment have not kept up. We do not have an office or system to establish one-stop shopping for our external partners - states, tribes, local communities, the regulated community, the public, and even private sectors to know our priority		See Q4.

	I
1322	Yes, hold employees accountable for their performance and streamline the policies and procedures that make it easier to discipline and fire employees who do not perform well!
1323	

	A	B	C	D	E	F	G	H
1324	1323	5/23/2017				EPA Region III employs a decentralized approach to quality management. Each Division or Office is responsible for determining the specific environmental programs and activities to which the quality system will apply. The Region is comprised of five Divisions and six Offices. That means each division has to have QA staffs to manage its QA requirements. Given that all Division are under the same set of QA regulations there seems to some duplication of effort. One such effort is the role of the Division QA staff is to tracks the number of projects in progress within his/her Division or Program Office; the number of projects involving environmental data operations; and the title, preparer and date of QAPPs		
1325	1324	5/23/2017				The functions of the Office of Federal Activity (OFA) should be absorbed into different offices in OECA or other parts of EPA such as OITA and OLEM, in order to reduce number of staff in management and administrative positions at the Agency. OFA currently has a total of 26 employees, including 6 managers and 2 administrative staff, including one secretary and one budget analyst. By merging the Divisions of OFA into other Offices OECA could reduce overhead costs.		

	I
1324	
1325	

	A	B	C	D	E	F	G	H
1326	1325	5/23/2017	In developing rulemaking packages it seems like the rules are always changing as to what needs to be in a rule package. But given that we won't be doing regulations to help protect the environment, this is probably moot now.	Being here to actually interact with them. Getting rid of staff will prevent us from partnering.	Getting a commitment from upper management to actually protect public health and the environment, which it does not seem is there.	Being able to conduct technical reviews without having to scrub documents to try to make it more palatable given the favoritism being shown to the oil and gas and other extractive industries.	Make remote access technology more reliable. It is frustrating when teleworking and you can't access the network.	We do that now.
1327	1326	5/23/2017	It takes quite a lot of time for staff and administrative personnel to file any type of cost, including travel. The systems are unclear and inefficient. The Concur system is not user-friendly nor intuitive. It has a confusing lay-out and series of steps.	More funding for local programs and more enforcement on guidelines for data practices, including collecting, recording, and reporting.	More personnel to handle increased communication needs	Bureaucracies are inefficient by design.	Cloud computing and big data platforms. Open-source software for scientific study. Encourage peer-reviewed publication.	Encourage standardized best data practices across agencies and states as well as shared data platforms for efficient and cost-effective information sharing.

	I
1326	
1327	Scientific Advisory Boards should be composed of independent scientists who are the best in their class and field, and free of financial conflicts of interest. EPA scientists should use data that is best in class for the question under study, such as human health information, which may be confidential and not available for public distribution but is the best information available and fit for purpose. Execution of the mission of the agency, to protect human health and the environment, cannot be efficiently done in a cost effective manner if the best scientific data is not available to EPA scientists.

	A	B	C	D	E	F	G	H
1328	1327	5/23/2017	Currently, at least in my current section, management only allows for 1 day/week Regular AWL. Most sections allow for 2 days of regular AWL. Since its a proven fact that my work is portable and we have access to all EPA systems, working 2 days of regular AWL will allow me to be more efficient ad less stressful with horrific commuting time in NYC. The 2 days of regular AWL allows me to recovery mentally and physically from the daily commute into & leaving NYC. As a support staff, I am constantly assisting other EPA colleagues with getting their projects initiated and moving forward to completion. A majority of the people that my section help are allowed 2 days of regular AWL and often coordinate with us from their remote AWLs.	I think that EPA's public outreach staff who attend various community/public meetings are usually part of meetings to inform or provide updates to the public. I don't think there should be more working meetings between key EPA staff and communities in order to help the public with completing paperwork/grant applications/understanding the process/steps designed to help them. While the public outreach staff are an excellent resource for communicating with the public, they are not involved with the daily management of projects or might not understand the complexities of the work process.	More connection between the public and key EPA staff personnel involved with state/local projects. While we have upper management and other key personnel involved with the public, the public concerns and frustration may not be clearly conveyed to staff level personnel. If there's a disconnection, how can we truly serve the public?	I am not sure about untapped opportunities in EPA. However, I would emphasize the need for management to hold everyone equally accountable for getting work completed. At times, it seems like responsible/effective employees are handed more work to complete because of the lack of effort demonstrated by others who are not held accountable. While this common practice is unfair, its an easy way for managers to mitigate problems and project delays. It almost seems like these poor performers know that they protected by the Agency/labor laws and will seek ways to accuse management of unfair treatment.	As long as we continue to have portable and effective lab tops with the relevant software to do our jobs, we can stay effective and efficient.	Not sure. However, there should be some clear MOUs between agencies and states that we can adopt and understand in order to complete mutual activities. However, this needs to be clearly shared with staff, not just management. Maybe annual or semi annual work meetings between key staff personnel from all agencies listed in the MOUs should be considered???
1329	1328	5/23/2017	It would be nice to have office-wide people who specialize in contracts, grants, travel, etc. which requires training. Right now, technical staff do everything.	We already partner with states, tribes and communities very well. My only comment is that they need to be funded! A lot of the work is done through grants that are slated to be cut. It is a very important partnership and a big bang for the buck!	Cleaning up contaminated properties where risks do not pose a threat to human health and the environment. I think cleanups can and should be more efficient, especially if EPA puts pressure on PRPs who are the main reason that cleanups are slow, but it is also important that the cleanup is done right. There are many horrific examples about what happens when people live and work on contaminated areas.	The EPA is already so streamlined, that it is difficult to imagine more efficiencies. Most staff work above 40 hours a week to keep up. The Federal Facilities Superfund program would be a lot more efficient if EO 12580 was removed which designate the Federal Facility as the "President". Cleanups are usually delayed because of the recalcitrant PRPs, including Federal Agencies. Giving EPA the lead authority at Superfund sites has proven to be less costly and more efficient (both private and Federal Facility).		Putting qualified people in positions of influence. Superfund is a highly technical and legal program that requires years of experience to understand. Also, i putting the attorneys and technical staff in the same office would be efficient, such as FFEO (Federal Facilities Enforcement Office) and FFRRO (Federal Facilities Restoration and Reuse Office). Also, consider joining parts Federal Agency and private Superfund (FFRRO and OSRTI).

	I
1328	No.
1329	

	A	B	C	D	E	F	G	H
1330	1329	5/23/2017		Propose State Management Plans to address pesticide water-related issues (monitoring vulnerable watersheds especially drinking water). Option was considered in 1990s; but targeted 5 herbicides. Risk management decisions often seem based on overly conservative estimates of predicted drinking water concentration.		Reconsider 99.9 percentile of regulation policy for pesticides-acute dietary risk assessments. Consider using independent external group (outside of OPP) to set toxicological parameters for pesticides.		
1331	1330	5/23/2017	Training. Should be able to login to our training site (Skillport) and see training descriptions, when they were posted, WHEN THEY ARE DUE, etc. Micropurchases are time consuming. Why does it autopopulate someone else's address (Cincinnati) when I login? Doesn't my computer know that I've logged in with my credentials and my shipping address and phone number?					
1332	1331	5/23/2017	Delegation used to be to the lowest level possible, and people performing the work took ownership of it and were empowered. The last ten years have seen that removed as all decisions have to go through multiple layers of upper management, and depending on the politics, certain issues like anything oil and gas related were required to be elevated to HQ for fear of releasing the wrong opinion. That is certainly not good science. It is policy control. Return delegation to the lowest level possible, and give staff the ability to answer questions and make conclusions without the frustration of good work being hidden from view if the answer is not convenient.	Clearly lay out what the requirements are and the end goal. Do not be driven by initiatives, but rather have regulatory barriers to meet, and make them clear. We have too many things we work on that do not have any governing regulations, like environmental justice, children's health, global warming, etc. Focus the work and it will be easier to partner for a clear result.	It would be painful, and organizations used to protecting their turf would have to be dissolved, but there used to be better coordination when all the enforcement functions of the regulations were integrated with the program and grant functions. If there was a RCRA permit violation reported, oversight of State grant monies, permit modifications which might be required, or enforcement activities that might be used were all coordinated under one Division manager who got a clear sense of the big picture. Now those activities are split among multiple branches, multiple divisions with completely different national reporting goals. Priorities are not the same, and the focus is on getting good counts on national goals rather than addressing problems.	Our office used to have one or at the most two people who handled external affairs. They dealt with the press, reporters, or public interest groups to relay scientific decisions. Now we have an entire Division for external affairs who seem to be composed of an amalgamation of special interest groups and special emphasis programs. All content must pass through them before going "public". This adds zero environmental protection while also adding additional time (costs) and is incredibly inefficient. Changes to scientific papers are made to conform to policy desires rather than reflecting scientific reality. Often changes made to letters by external affairs special interests make the	Sure, we could all have I-phones with access to our emails, be able to have control of our own computers so we could download programs or software useful to our current task. But then you would have security issues multiplied by the thousands, and enormous costs also. Nothing practical comes to mind.	If we have shared responsibility, Congress may need to change laws to designate who is the lead. Otherwise, understanding our regulatory responsibilities and how they align with what may be more stringent requirements in State programs will help. Most of our programs are designed to be delegated to the States, and we need to not overlay federal initiatives on top of what are the regulatory requirements. If the goal is meet a certain contaminant MCL in drinking water, we should not then also make the state give us a breakdown on which ethnic population is being protected. We

	I
1330	Most managers and staff have always worked hard to make improvements...can't think of anything.
1331	
1332	Reducing layers of management and delegating authority to lower levels would improve efficiency. Accountability requires people who are willing to make decisions, and we need to move away from having a one size fits all criteria for managers and return more to managers who actually understand the programs they are managing. Right now we might have a photographer or a technical writer managing a remedial design program because they have gone through "project management" classes. They are paralyzed in decision making because of lack of program knowledge, and can't defend any staff recommendations. As for costs, we need to acknowledge that

	A	B	C	D	E	F	G	H
1333	1332	5/23/2017	People plus suggestion - people plus should have the feature that allows employees to request compressed schedule change and following approval, make that change without having to ask time keeper to make the change. More authority should be given to the Division Director level in making decisions about the work. Years ago, Division Directors routinely made decisions on variety of issues, including money, public products, etc. In recent years, it seems like most decisions have to be raised to the OD level. Give all the OD has to do, this creates significant delays and affects morale since it is interpreted as a lack of trust. I think all managers should be required to achieve a certain amount of continuing education credits in leadership and management. We have the infrastructure in place with SkillPort and EPA University. What gets measured gets done, so we should have SESers be accountable for such	We should avoid unfunded mandates. If we want states, tribes and/or locals to be doing something, then we should figure out how we can support them with grants and/or cooperative agreements. I realize this suggestion would reduce EPA extramural funds but it would give more resources to others to allow them to decide how best to use them in support of mutually beneficial objectives. As for partnering with private sector, I think each major EPA program should have a standing FACA from which the programs could seek advice from representatives of these important groups. EPA should support major conferences on routine (yearly or even every other year) basis to physically get people together to learn from each other, create and	I believe my response to Q2 also applies to this question.	Give more authority to the Division Director level to make decisions and only rise the most important of decisions to the OD and AA levels. Would save a lot of time and have a positive affect on morale. I continue to think AAships and Offices are too stove-piped. I'd like to see more cross-AAship collaboration where it makes sense. A while back, we tried a "One EPA Approach" but , but this will only happen if the SESers are held accountable for doing so.	Haven't been too thrilled with Adobe Connect. I think we should go back to Go-To meeting. Continue to embrace Qlik Sense for visualization.	Great question! I think we should support organizations that bring federal agencies together that on mutually beneficial topics. For example, I think the Agency should do more to support the Federation of Earth Science Information Partners (ESIP) that brings together various federal agencies (e.g., USGS, NOAA, EPA) as well as academics and private sector to address topics of mutual interest. I'm sure there are other similar groups that deal with such as health. And if you want States, Tribes and Locals to be able to be involved in such groups, they would likely need scholarship support since they have
1334	1333	5/23/2017	Has anyone tried to use the property system software, Sunflower? Ridiculously convoluted.					
1335	1334	5/23/2017	having fax numbers	bring back Performance Track, a voluntary compliance program for cos.	Hire more bilinguals	Move from Manhattan office space $$$$ to 290 Broadway staff to Edison, NJ. campus.	Ipads	merge EPA into DHS

	I
1333	I actually liked the OMB driven effort a number of years ago called Program Assessment Rating Tools. All programs should be able to clearly explain what they are supposed to be doing, how they are measuring their progress, and how they are evaluating what they learn from their measurements to improve effectiveness and efficiency. Again, what gets measured, gets done. On related note, all EPA programs that collect information should embrace an information collection life cycle approach to ensure the information collected is beneficial and used towards its intended purpose.
1334	
1335	LDP and LEAN are good ideas

	A	B	C	D	E	F	G	H
1336	1335	5/23/2017	Personnel policies across the board are significantly burdensome and prevent effective management. Hiring processes for example. Non-expert HR staff review applications and provides the hiring manager only a few on the Cert. This immediately takes information and judgement away from the most knowledgeable person. The questions for applicants that accompany the hiring announcement are worthless.	Effective partnerships are based on a good understanding of the facts. We still lack a common understanding of the current state of the ambient environment, of discharges/emissions, and of the compliance status of facilities. We should partner to bring EPA, states, tribes and locals into the information age through better ambient monitoring, emissions monitoring and sharing data on those conditions with each other and the public.	Effective partnerships are based on a good understanding of the facts. We still lack a common understanding of the current state of the ambient environment, of discharges/emissions, and of the compliance status of facilities. We should partner to bring EPA, states, tribes and locals into the information age through better ambient monitoring, emissions monitoring and sharing data on those conditions with each other and the public.	If we had a good flow of information on ambient environmental conditions and real time information on emissions/discharges, regulations could be streamlined significantly and enforcement presence and costs could be reduced significantly.	1) monitoring technologies; 2) the information technology to replace existing paper-based facility monitoring and enforcement by state and federal regulators; and tools to make monitoring and compliance information available to the public	Effective partnerships are based on a good understanding of the facts. We still lack a common understanding of the current state of the ambient environment, of discharges/emissions, and of the compliance status of facilities. We should partner to bring EPA, states, tribes and locals into the information age through better ambient monitoring, emissions monitoring and sharing data on those conditions with each other and the public. By having good environmental data, EPA could step back from states where environmental outcomes are good and focus on helping states where
1337	1336	5/23/2017	Just like law enforcement everywhere, there are more environmental violations that occur than our (federal, state and local) resources allow us to pursue. At the highest level of management, there needs to be a review (such as a pareto analysis) that looks across all of our obligations and identifies which ones are the most important to pursue given our limited resources. The strategic plans that OECA management requires the regions to submit are not worth the electrons it takes to send them in. They don't even identify all of the statutory programs. How can one appropriately allocate resources without proper analysis (and it doesn't have to be a PhD level analysis to improve what we current do). Each sate and each region should identify they primary regulated universes, what human health and/or environmental problems exist (including those caused by noncompliance), look at the resources available, then prioritize the allocation of those resources taking into account whether the issue should be primarily addressed at the federal,	See the response to the above question.	Frequently, states are not finding significant violations that exist at facilities for a number of reasons. We need to work with the states to build their capacity to find and fix violations rather than compete with them for enforcement however states have to be willing partners to be part of a national program. We have limited (at best) ability to influence their resources, their pay to employees etc., but given the state of their existing programs, we need to do more to improve the quality of their program to find and fix noncompliance. Start with my response to the first question to identify the big issues, then work to address them. Provide better guidance to the states, provide consistent training for the states (we have training requirements for EPA inspectors, so maybe there should be a program where state inspectors can or should be expected to take federal inspector training or have a program that is at least equivalent).	We need to make more use of screening tools when conducting individual statutory program inspections (media inspections) to provide information for other programs such as when inspection chemical facilities, ask four to 6 questions about their TSCA program to get a basic feel for their knowledge of and compliance with the major portions of core TSCA requirements.	The RCRA Air regulations (Parts 261, 264 and 265 Subpart AA, BB and CC) need to be updated. While there is some overlap with the CAA regulations, there is not complete overlap (RCRA has the potential to regulate smaller facilities and smaller amounts of waste etc.). However, over time the CAA has ratcheted down on leak definitions and has allowed for newer technologies (such as the use of a FLIR camera) for leak monitoring and RCRA has not. Overall, the regulations could be simplified and made more clear.	

	I
1336	
1337	

	A	B	C	D	E	F	G	H
1338	1337	5/23/2017	The RCRA Import/Export program has historically been split between and OLEM's policy and program leadership and OECA's implementation of the notice and consent procedures. While staff has made the dispersed programmatic responsibilities work, it is inefficient and requires duplicate efforts and management oversight. The program could be executed in a more efficient manner if all staff and responsibilities were consolidated into OLEM.			Moving the staff and responsibilities for the RCRA import/export notice and consent process from OECA to OLEM would increase efficiency by reducing duplicative management oversight.		
1339	1338	5/23/2017	There are certain required trainings we are required to take each year that are a waste of time. I was hired recently and thought the time it took to get my phone, computer, ID badge (over a month), and lack of coherent resources for new employees was pathetic.	EPA should lead discussions with states on what problem areas to focus on, and how to bring all states up to a minimum standard, not just on paper, but in on-the-ground implementation. The foci should be on our prime statutory responsibilities.	We are...terrible at marketing the service we provide to the public at large, local communities, and even regulated entities. Our pollution prevention regulations even the playing field for the regulated community, so long as we don't provide little loop holes for them to jump through. We need to inform the public how much of what gets done is due to funding/resources that come from EPA.	I do. EPA needs to do a better job of ensuring historical knowledge and expertise is passed down to newer employees, and newer employees should also pass "up" skills related to new software such as GIS, IT, and environmental modeling. Building in two-way mentoring would help alleviate the issues EPA has with its older, heavy retirement-ready workforce retiring and the loss of significant programmatic expertise. EPA ALREADY HAS A PHASED RETIREMENT PROGRAM that addresses mentoring and succession planning. IT SHOULD USE IT and incentivize its use! Within the Office of Water, a whole reorganization could result in improved efficiencies and greater	Now that the windows are locked shut, the federal triangle complex sucks. it is a completely inefficient use of space. Multiple times every single day I am interrupted by colleagues talking about personal issues, or even work issues but at a volume that is distracting. We constantly run into issues with our small amount of conference rooms being booked. There is so much space that actually goes unused throughout the work week. I believe EPA could really benefit from a workplace reformation like the one GSA went through recently. GSA shrunk its physical footprint by promoting greater use of telework, and ditching assigned cubicles in favor of flexible workstations, collaborative spaces, and	

	I
1338	
1339	Please see my comment above about the recent transition GSA went through to change their physical footprint and implement a new, modern office space that maximizes employee telework, floating workspaces, collaborative workspaces, and conference rooms.

	A	B	C	D	E	F	G	H
1340	1339	5/23/2017	Submitting leave requests AND having to enter leave on the schedule in PeoplePlus. The two are redundant and often lead to inconsistencies which managers have to reconcile upon approval. A manager's approval of the timecard should be able to serve as approval of leave. Every system should have single sign-on thru LAN (e.g., Concur, which is still separate).				We need improved technology - the wifi addition in the last 2 years is fabulous. Now we need better conference room capabilities (speaking for HQ Potomac Yard) - better monitors rather than noisy projectors with burned out bulbs, wireless connections to monitors, better conference phones and ceiling mics, better VTC cameras (so fuzzy you can't recognize people). Not only does this make us more productive and better able to collaborate/communicate, but it boosts morale and confidence by making staff feel like the agency is investing in tools to perform better.	
1341	1340	5/23/2017	I am part of the Office of Research and Development (ORD). Scientific research background and expertise are crucial for successfully accomplishing the ORD mission. However, my management is critically deprived of advanced scientific expertise and therefore cannot provide proper judgment about the value of different initiatives and projects (even after consultations with established scientific experts). Therefore, important projects and initiatives are not given consideration, funding, and management support and cannot be developed or implemented. On the other hand, projects with little substance are supported and funded with unreasonable high amount of fund and resources. I want to suggest that all ORD managers are selected among the best qualified and accomplished scientist, with the highest degree of education and significant scientific achievements. This is in line with the presidential memorandum from 2010 on scientific integrity.					

	I
1340	
1341	At other research organization, as NIH, OPM rules about scientific research positions are enforced. OPM rules that scientific research positions at GS12 level and above can only be hold by scientist with Ph.D. This rule is not used at ORD, U.S. EPA, because scientific research positions at ORD are re-classified as non-research positions. In addition, managers are not considered to be scientific leaders and therefore their scientific accomplishments are not considered during the selection process. NIH also uses objective criteria for scientific accomplishments as impact level (citation level), such criteria are not used at ORD, U.S. EPA.

	A	B	C	D	E	F	G	H
1342	1341	5/23/2017	A few items for thought: 1. IT Systems are disparate systems that fail to interact to their fullest potential. Our finance system is based on a Momentum product, which is a shared service across the entire federal government. Other agencies are able to work solely within the single Momentum product and its modules for all aspects of contracts and financial management. However, at the EPA, we employee three different administrative systems; Momentum for Financial Systems, EAS (Oracle based product) for Contracts, and I believe a home-grown system for Grants. These disparate systems require interfaces amongst each other and in-efficiencies across the life-cycles of grants and contracts (award to payment). In some cases, members of OCFO have to receive pdfs from one system and then, manually enter the information into another system. In an ideal world, we would be maximizing our investment in IT, if there was a coordinated approach to have all three administrative systems within one	1. In many cases, the agency has historically given money to entities to incentive them into doing what is good for the environment. However, in many cases, small and local entities would love gifts, but also be fine with the government providing low to no interest loans to do things that benefit the environment. A good example is a farmer near my hometown of Harrisonburg, VA. David Hughes is a turkey farmer who wanted revolutionize the dead area on this farm, by inserting in a solar field to run his 4 turkey barns. Turkey farmers are immense drains to electricity because they have be constantly powered 24 hours a day. By investing in solar energy, David was thinking about the environment and reducing his overall electric footprint. The only problem was that the initial investment was massive. David went to state and federal		As indicated in question 2, the EPA should be in the forefront of providing incentives to the local business and communities to be stewards of the environment. The major contributing factor in not moving local business and communities to more sustainable practices is a lot of time the up-front capital needed to initiate projects. Many Americans who voted for Trump don't want government hand-outs, but want to be enabled to be sustainable. Low to no interest loans to promote brighter tomorrows.	1. In the agency, we are still based on the dated storage model of servers and warehousing, when modern technology has moved to cloud computing. Instead of buying more and more servers to house more and more data, cloud computing should be considered. 2. As discussed above, in the financial community, shared services need to be adopted as our agency is not unique in its practices (and if we have created uniqueness, then we need to investigate why). By leveraging centralized products across the federal government, the agency is able to capitalize on the streamlined functions.	
1343	1342	5/23/2017	Requiring staff to complete Ethics training and confidential financial disclosure report. It's a waste of time and should be done away with because higher level officials are not held to the same standards anyway.	It would be helpful to develop more programs like the technical assistance to communities under Superfund so that EPA staff can work with states, tribes, local communties and stakeholders to provide workshops that increase their capacity to understand the basics of rules, regulations and processes of the Agency as well as the environmental, technical and legal issues in their communities.	One way would be to give the technological tools such as smart phones and hot-spots for connectivity to the community involvement coordinators. Right now, whenever we're out in t he field we have little to no chance of staying connected and have to rely on public networks such as in hotels that are not secure. Connectivity and devices for when we're in the field would help in us having basic tools to provide great customer service especially when we're on travel in communities.	It would be helpful to have more funding for travel because the Agency misses out on building trust with states, tribes, local communities and the private sector by remaining absent for extended periods of time from cleanup sites or other environmental projects that matter locally. Having names and faces connected especially at the beginning of projects goes a long way in building trust and increasing the efficiency of ongoing communication and reduces costs by making it easier to forge ahead with projects instead of having to dwell on plans endlessly because of that lack of trust.	Smart phones and hot spot devices for staff who need to travel to sites.	Many states and local jurisdictions lack budgets and initiative. Their default setting is to rely on the US EPA to step up to address many environmental concerns. Unless there is enough budgetary support from all levels of government to address environmental challenges, it is impossible to accomplish more. Right now everyone is stretched beyond limits.

	I
1342	1. Telework - As an agency and with our mission, we should be at the forefront of teleworking to reduce our commuting and professional footprints. What I find is that other agencies are doing more with modernizing the idea of a "workspace" and reducing commuting than the EPA. For instance, GSA does not assign offices in some of their organizations. Instead, when an employee must come into the office, they hotel. This reduces overhead costs by not requiring individuals to occupy set space. US Patent and Trade mandate teleworking and encourage employees to telework on a full time basis. My point is that with our mission, the EPA should be out front in the discussion of
1343	Yes. Short meetings. Managers should be required to have regular short half-hour to one-hour meetings with their staff with a clear agenda and a discussion of goals and metrics to accomplish them--instead of just being long drawn-out information dumps. The Franklin-Covey training for managers is a top-of-the-line learning experience and a tool that all managers should be required to take to become more effective, efficient, and accountable.

	A	B	C	D	E	F	G	H
1344	1343	5/23/2017	The priorities of the new Administration have prevented us from doing our jobs efficiently and effectively. And you know it.	Well, first of all, don't cut the grant amounts we give to the States. We saw this happening in the past to a smaller extent under Bush and it quashed a lot of the States' abilities. You have also put the kibosh on us presenting anything to communities or the outside on climate change, environmental justice, an enforcement. We are not job killers. You are environment and community killers.	Let us do our jobs with the resources we need to do them. Do not eliminate the important programs that the public also agrees are important (e.g., climate change, environmental justice, toxics). Do not slash our budget. Do not reduce the workforce.	Inefficiencies result when a program is in operation and then an administration change obstructs it.	EPA has been slow in the past to adopt new technologies but it has improved greatly in the last few years. Keep it going.	The States don't have the resources (time, people, money) to work with us if their grant money is cut or if their State funding is reduced. Don't make it worse. We need to have a mandate for States to submit hazardous air pollutant (HAP) emission inventory information. Currently, only criteria pollutant information is required. This creates an inefficient and error-prone loop. We are required by the Clean Air Act Amendments to do assessments of the toxics (HAP) programs but we have no mandate to collect HAP inventory information. We have worked with the States for many years to develop this capability
1345	1344	5/23/2017	The reorganization of the **[REDACTED B6]** totally changed how we carry out our job and it is extremely inefficient. I no longer do work for **[REDACTED B6]**	I have been honored to work in the **[REDACTED B6]** I have seen amazing environmental accomplishments completed in the State of **[REDACTED B6]**. Our Office Director **[REDACTED B6]** was a strong leader and advocate for the environment. After **[REDACTED B6]** there was a new office director who was a disaster, although she was supported by the **[REDACTED B6].** The RA and DRA covered for her for years. As a result, those two decided to "reorganize" the **[REDACTED B6]** We no longer serve the State of **[REDACTED B6]**, who no longer have a local voice for their environmental programs. This is all done at the **[REDACTED B6]** level. The reorganization is a disaster, and I believe it was done because we documented waste, fraud and abuse of the office director. No one has been held accountable.	Local Field Offices - we are the people who are face to face with the states, tribes, local communities, public, regulated community, everyone. When the public calls about an environmental questions, they call us. They don't want to talk to some bureaucrat in another state. The **[REDACTED B6]** Field Office has proven it's usefulness for many years, and still does. You cannot manage superfund sites, tribal work, etc. from a Regional office 800 miles away. It has been proven in the Region 10 Evaluation of Field Offices how effective and cost-efficient field offices are. You can also eliminate many positions in Regional Offices. There are too many layers of supervisors, approvals, management, etc. in Regional Offices. Employees and managers need to be empowered. Too many levels of nonsense.	Evaluate management positions; there are too many managers who do not understand their positions and the basics of how the agency operates. They are obstacles in getting real work done. There still needs to be administrative positions who know how to process travel, timekeeping, purchases, training forms, etc., so higher graded technical and professional staff do not need to worry about it. There are so many different programs that we have (EAS, Compass, IGMS, etc.) that professionals are expected to know and that is impossible with their workloads. Have administrative staff help with that. The **[REDACTED B6]** was so efficient because of our Admin Staff who assisted all positions. I	See Q 4 - there are so many computer systems that it makes more sense to have administrative people know and really understand these systems, rather than expecting all professionals to understand them. These systems change continually and there is always training required for these systems. Have administrative people spend their time (at a lower wage) and be more efficient and save time and costs with the professional/technical staff.	In the **[REDACTED B6]** Office our staff work very closely with other federal and state agencies. The only issues are when the higher level managers get involved and they don't understand what is going on. We need to listen to the technical folks who know what's going on. Since we have to go through so many layers of managers, e.g., RPM, to Unit Manager, to Program Manager, to Deputy ARA, to ARA, to Deputy DRA to RA, you lose everything in translation. Empower the right folks who know what is going on. Make decisions based on what is the right thing to do. NOT ON WHAT IS THE POLITICAL RIGHT THING

	I
1344	Yes. Don't hate your employees and the work they are committed to doing. Don't threaten them with elimination of their programs or their jobs. Don't insult them. That is so obvious that it wouldn't even appear on a list of things you should never do if you want to lead and improve an organization. The best organizations value their employees, support them, and find ways for them to flourish at their jobs.
1345	The **[REDACTED B6]**Office is a model of efficiency and cost-effectiveness. At least it was before we were reorganized and dismantled. This is the worst action I have ever seen with the federal government in my long federal career.

	A	B	C	D	E	F	G	H
1346	1345	5/23/2017		In my opinion the states can do most of the work that we do with regard to environmental issues involving their state. All they would need is more resources. Most of the programs are delegated to them and they are responsible for implementing them with oversight by the EPA. Some states are not as strong environmentally, but here in region II our states are strong and well equipped.	Customer service? Most of the public mixes us up with the our state counterpart, so if either does good both look good and if either does bad both look bad. Because our programs overlap so much nobody knows which agency is responsible. There need to be clear defined roles for each agency. The states can handle the burden of most of the environmental programs without federal interference. The only exceptions are emergency response when the resources needed exceed state capabilities and sites that cross the state or country boundary and have a larger regional effect. The regulated community would be happy to only have to deal with one agency and the state role is more appropriate.	Personally we are WAY overstaffed. It appears that we took on more roles in environmental issues that go far beyond our core mission to justify all of the people we hired. The amount of sites we receive are much lower and the states and local communities have gotten more efficient and up to speed on environmental issues. This wasn't the case when the agency first started. Now that the other agencies can handle more there is a severe overstaffing of our agency. Trump has it right when he says we can be gutted. The oversight of the state programs is BS. Let them handle it and provide them more resources. Most of the regulated community knows what their requirements are and they comply. The learning curve is	I am not specifically familiar with new technologies, but I'm sure they exist. I am in support of maximizing our use of them and we will become more efficient and effective if we do. I know it costs the government at least twice as much and takes us a lot longer to clean up a site then it does in private industry, so there is something definitely wrong!	Many programs (air, water, RCRA) can be handled completely by the states with little oversight of the federal government. Most of the regulatory community knows what they need to do. The superfund program can be more delegated to the state as well. Some of the emergency response program needs still need to exist on a federal level due to the NCP requirements, but other than that EPA's role can be severely diminished.
1347	1346	5/23/2017	A. The Office of Research & Development currently operates under a "matrix" system of management, where many line employees are answerable to two different sets of managers: (1) Traditional lab/division/branch management, and (2) national program directors and their staffs. This system generates extra confusion, extra e-mails, extra conference calls, and pushes administrative burdens onto portions of the staff that did not previously have to content with administrative responsibilities. In return, I'm not sure that there is actually more or better research being produced. B. Credit card "micro" purchases. We are currently allowed to make small (<= $3,500) laboratory supply purchases directly, on a government credit card, without going through the formal contracts/purchasing process. This saves huge amounts of time and effort. However, the maximum purchase ceiling has not kept pace with inflation.					

	I
1346	
1347	

	A	B	C	D	E	F	G	H
1348	1347	5/23/2017		???The partnerships with the states need to be re-established. ???Work to assist states, not just oversee them. Oversight is critical however, framing the relationship as a true partnership would lead to better results.	???Ask for, and actually listen to the feedback from our state partners.	???Major organizational and staffing changes need to be pursued. ???Simply cutting FTE at the Agency will not lead to long-term changes. ???Too many FTE are concentrated in Headquarters offices. ???Regional FTE are better positioned to work with the states. ???Consolidation of offices and programs needs to be pursued. ???For example: The CWSRF and DWSRF programs at HQ need to be combined. The current setup is inefficient and leads to coordination problems.		
1349	1348	5/23/2017	The proposed budget cuts for EPA are detrimental to the work that needs to be done. It causes low morale.	Partnering with states, tribes, local communities is fine. However pollution does not acknowledge borders. Air and water pollution are the responsibility of the EPA.	EPA employees need to be trained in order to improve their communication skills. Perhaps a course could be developed?	Environmental protection should be a required course in schools. This training should start at a very young age, and increasing the level of complexity for older ages. Increased knowledge and awareness among the general population about Environmental Protection may save costs for EPA.	We need new ways of thinking about the effect of environmental pollution on human health. Generally acceptance of new methods is slow or meets resistance.	I don't know how to respond to this question.

	I
1348	
1349	I don't know how to respond to this question.

	A	B	C	D	E	F	G	H
1350	1349	5/23/2017		Increased funding for federal EPA programs to enable more opportunities for EPA HQ staff to travel to the regions and the states and more funding for the regions and the states so that they can travel more locally to provide assistance to and address the needs of the states and communities.	See response above. In addition, we need to continue to support our Hotline services to regulated facilities so that they can always call and get immediate assistance in order to comply with EPA statutes and regulations efficiently and effectively.	We need to figure out a way to bring work back into EPA that has been farmed out to contractors. Contractors are very expensive and a good deal of what contractors do for us could be done in house. Also, there are too many staff and managers doing mundane administrative tasks that could and should be done by support staff. For example, in order to create Purchase Requests (PRs), individual staff (including higher paid professionals) spend hours learning to use the EAS system (that is not very user-friendly, by the way) when that task should be completed by a designated individual who is trained to use the system for the rest of the staff. Much more time and cost efficient that		
1351	1350	5/23/2017				Current rules prevent the EPA from paying for membership to a scientific organization for conference attendees, even if it will reduce the cost of attending a conference more so than the membership fee. I have seen the EPA spend hundreds to thousands more, per person, when paying for conference registration fees for non-members.	Tableau is a great, user-friendly data visualization program that could benefit the agency by improving translation of information to the public.	
1352	1351	5/23/2017	Having someone like Pruitt makes doing my job efficiently and effectively impossible. I cannot believe such a person is the head of an Agency like EPA. I am embarrassed for us.	1) listening to them; 2) allowing EPA to truly focus on our mission to protect human health and the environment; 3) having a principled Administrator that career staff can believe in, and that truly wants to uphold the Agency mission.	1) Listen to them and take their feedback seriously; 2) have an Administrator that truly cares about protecting the environment.	Promote telework.	Stop having such lengthy review processes that make it nearly impossible to do anything. Empower career employees. We are so demoralized right now.	Appoint an Administrator who actually believes in protecting the environment.

	I
1350	
1351	
1352	Appoint an Administrator who actually believes in the Agency mission and our career staff. This Administration is a joke.

	A	B	C	D	E	F	G	H
1353	1352	5/23/2017	This will be a Superfund or site cleanup comment. The Superfund retroactive liability law obligates EPA employees and serving contractors to invest a lot of time and effort in researching property ownership and corporate changes. There is sometimes not careful attention to understanding the manufacturing activities that went on, especially at older sites, where original releases of pollutants may be a century or more ago. There is a case to be made that this inattention to industrial history is not important practically, if site examination is thorough. I suspect that more attention to technological history can sometimes be fruitful. I have encountered a couple of instances where I have found considerable differences between the assumptions and beliefs of ATSDR and either State or EPA versus the actual manufacturing technologies that were once present at a site. This can translate into unjustified expectations about the	Proposals to add a site to the NPL are presumably released for broad public comment. If issued from the USEPA, the Administrator could specifically invite review comments about EPAs understanding of historical industries at the proposed NPL site from a relevant industry association or from a historical society within the pertinent State. Comments could then be given weight within EPA's internal review process. I doubt historical societies would do this, unless specifically invited to weigh in. Environmental issues can be hotly contested, with strong feelings. Accordingly left to its own devices, a historical society might tend to leave technological history alone within the context of a hazardous waste site as needlessly provocative. Likewise of course, States could each consider doing something similar for contaminated sites that				
1354	1353	5/23/2017	I have only been at EPA for short time, but have been a civil servant for 20+ years. It was a complete culture shock to me that managers within EPA do nothing to stop the bullying and sabotaging of subordinates by, sometimes, groups of EPA non-manager employees (similar to high school cliques). I have been told that the only way to get things done within EPA is to "make friends." It was shocking to me that co-workers won't help unless you are "like." I have also been told that I haven't been at EPA long enough to have "friends." This attitude slows down productivity, especially when an employee has to be more concerned with the addition of the liquid form of ex-lax into food or drinks. Managers need to acknowledge the behavior and put a stop to it. This type of behavior is should not be acceptable on any level because it affects the overall ability to be responsive to state, tribes, local communities and really focus on a safe and healthy environment.	EPA should reach out more for input, ideas, problems, and even success stories from these groups. I think it would be eye opening to offer an "anonymous" survey to these groups as well. It all starts from the top and there must be a senior leader focus and priority put on partnering.	We need a better process and program for tracking request (letters) and responses to incoming correspondence. As it is, letters can float around and bounce from office to office until it reaches the office that can actually prepare the response. The Army (although slightly larger than EPA) has a entire office solely dedicated to tracking incoming and outgoing correspondence.		I'm not sure what new technologies are out there, but the Correspondence Management System needs to be modernized. It is incredibly slow and time consuming to use. I wish I had a suggestion for a technology that can replace CMS, but I don't. I am sure there are off-the-shelf programs that could be of better use than the existing system.	The committees structure is out of control. A centralized point within the agency for tracking meetings with external partners would be a helpful thing. Honestly, I believe there a many that overlap in content and could be combined.

	I
1353	
1354	

	A	B	C	D	E	F	G	H
1355	1354	5/23/2017	A majority of the procurement, open government regulatory and statutory requirements create an alphabet soup of process that is often conflicting, work at cross purposes and by definition prevents efficiency and effectiveness. Classic example is the mandate to pay contractors quickly and efficiently usually within 15 days (which is better than private sector payments). Yet I have had incomplete or unfinished products. Not only do they get paid, I have to pay them to fix it. Internal directives to spend the money (burn rates) are a higher priority than content and substance, what message does that send? Not a very accountable process. In my previous work with states and in the private sector, if the job wasn't done right, I didn't pay until it was. Not in this system. OPM and OMB mandated guidance further adds more layers of inefficiencies and delays. Assess what is your expected outcome and then you can tackle which requirements that need to be fixed. If you are just feeding the beltway bandits, job done. However if	Voluntary programs with private sector were virtually eliminated over the past decade except the SMM work. There were some excellent sector based technical assistance programs done before that. Some were more successful than others so reassessments of what previously worked combined with targeted data based driven results with best practices and sharing information could help everyone. Must focus on the hot spots of environmental and economic concerns where the biggest opportunities are. Partnering implies both parties have a shared responsibility. After a decade of already reducing the federal share of programs through ASTSWMO and other program associations (over 20% cut already) it behooves OMB and budget cutters to stop nickel and diming with huge regional and state program cuts while military spending and entitlements go	Customer service begins with how one treats others. The golden rule. It all starts at the top. Attacking fundamental science; muzzling experts; insulting the intelligence of technical staff; not filling the 79 political appointees to the agency; making huge budget cuts at the national, regional, state and local level; attacking the benefits of public servants that are held to higher standards and generally not allowed to do other jobs does more harm than good. Asking for feedback is an important start. Actually sharing the appropriate responses and incorporating them into genuine, effective policy and customer service is another. What doesn't work? Management put a mandatory customer service requirement into PARS last year. No genuine guidance, training or support to implement was provided.	Hire more staff and less contractors. Agency still has too many layers of bureaucracy vertically and horizontally for a small agency of 15,000 despite agency streamlining done under both Bush and Obama. Some states experimented with one stop shop (multi-media) regulatory approaches that worked for a while however once the vested interests and the politicians got what they wanted many disappeared, Some dissolved because there was no program focus or ability to manage such a variety of different technical and subject matter disciplines. Ironically (considering it is on the chopping block) the	Do what IBM did, buy Apple computer products. Saves tons of money, reduces the IT staff size and huge service contract dollars (which can be redeployed to more staff and contract dollars towards the actual mission of EPA). Also dramatically improves worker productivity; enhances security; makes conferences, video teleconferencing, travel, teleworking and office scheduling easier while helps reduce environmental and actual office space footprint with a better integrated platform for work, research and internet based work, especially with iPhones being the primary mobile communication device. Numerous articles on this, just one can be found here: http://www.computerworld.com/article/2998315/apple-	Department of Commerce (DOC) has a legislative mandate in RCRA that they have ignored for decades to work with EPA and others on recycling market development. Need to resurrect this interagency effort along with the great opportunities to beneficially use, recycle and market large commercial and industrial wastes into new products. Re-establish the interagency group with Department of Transportation, National Highway Administration, numerous research groups and DOC business centers of excellence, NIST and EPA industrial commodities,
1356	1355	5/23/2017	Employees (I have counted at least 24 that I am aware of, there are probably many more, in our office alone that are trying to initiate Requisitions in EAS without adequate training or instructions. They have no idea how their inputs influence the outputs that EAS is required to provide up the approval chain and to reporting documents. This results in approval personnel, and contracting receiving PRs that are too vague, too technical, or with old market research attached, or recycled from old PRs with incorrect model and serial numbers that have to be verified by the contracting staff. I have addressed my ideas for solving this problem in Q. 5.		Keep communication open and transparent as possible.	Develop and maintain the Category Management initiative. This may drastically reduce cost and time required to procure goods and services that are redundant.	I have been tasked by my Manager to be the lead on an Acquisition Planning Initiative. So far, I have met with many Stakeholders. Some initiate Procurement Requisitions in the EAS system, Finance, and others in the acquisition approval chain to determine what unique issues and bottleneck/pinch points there may be in the process of getting a Requisition from discussion to Award. Many initiators only perform this activity sporadically (1-3X/year), many do not have appropriate training, most available training is cumbersome to access, time consuming to do, and for most of these Stakeholders, PRs are not their primary responsibility, so buy-in to participate in self-paced online training is not	

	I
1355	There have been numerous waves of process changes over time with a majority taking 18-24 months to train and implement and a life cycle of another 24 months before they fade or exchanged for the next fad. Need to assess how successful they have been and if they fit the nature of the agency. The best practice is to treat people fairly and appropriately. Accountability means less high paid contractors, more streamlined management and actions tied to outcomes.
1356	Yes, **[REDACTED B6]** has developed some solutions that address issues he has experienced over the years. He has some significant improvements with his Human Capital Plan and other Plans he has codified. You should review them. They are brilliant. He is also very keen on Category Management and has encouraged us to take initiative to work in this direction with such things as IT service and maintenance agreements. **[REDACTED B6]** is also a good lead on this.

	A	B	C	D	E	F	G	H
1357	1356	5/23/2017	Grant process can be streamlined and improved.	While I think it is necessary to streamline and improve grant processes, maintaining accountability is absolutely necessary. This should be accomplished by regular and systematic oversight by project officers, managers and technical staff. These interactions should not just be to ensure that work is being completed and timely, but to provide technical support or ideas for improvement.	- Maintaining current and relevant information on websites that has contact information so people have someone live to talk to if they have questions. - Maintain customer service standards, i.e. require response within a certain time frame and follow u	Consider streamlining organizations that are involved with grants.		
1358	1357	5/23/2017		Provide sufficient funding and staffing to the agency so that we have the time and resources to coordinate with stakeholders.	Again, this is largely related to funding. If we are under-funded, I have to tell people that I can't perform work at sites because we don't have adequate budget. Our customers do not want to hear that we can't protect human health and the environment because we don't have funding.	I think that the per diem travel stipend is ridiculous. People always end up making money off of work travel. You should be allowed to spend up to the per diem rate and be fully reimbursed. If you don't spend the full per diem, you should not get to pocket the difference between what you spent and what the rate is. Cutting off this expense has no impact on environmental protection at all.	Yes - there are multiple computer/IT upgrades that would make us more efficient and relevant in the science and engineering field. We often have to contract functions out because we don't have the budget to purchase software, printers, plotters, etc. to produce our own work products. Paying contractors fees greatly increases the cost of doing our jobs.	

	I
1357	Yes. Developing work plan templates for grantees to follow depending on the grant programs. Many of the air grant programs that I work with have developed work plan and reporting templates. These have resulted in more complete work plans and reports.
1358	

	A	B	C	D	E	F	G	H
1359	1358	5/23/2017	1. Administrative work should be done by administrative staff, not the scientists/engineers/economists/etc that work for EPA. In my experience the Admin Assistants could be doing much more to support the managers and their staff... generally the admin assistant responsibilities are limited and very inconsistent from one branch/division to another. it really depends on the individual. for example, some admin assistants will actively manage the branch chief's calendar, answer their phone if they aren't in the office, etc. but that is very inconsistent and most managers don't ask their assistants to do this. Some of the older admins were traditional secretaries and took on many responsibilities you would expect (managing calendars, printing/copying, filing, etc.) the current role is more like a coordination role than providing actual administrative support. 2. Travel - most employees have to submit their own travel requests and vouchers - it is extremely time	I think we already do very well partnering with states and provide a high level of service considering our limited budget and small staff. We could be even better if our staff were trained on & had access to the latest softwares (project management software, graph design and report writing, publication softwares, etc.), had tablets for portable work, and had less administrative responsibilities slowing us down.			Managers should be trained in Project management and use the software, gantt charts etc to manage the work of their units. Staff should have agency-issued phones and tablets for meetings and other portable work.	We already do this quite well.
1360	1359	5/23/2017		Working collaboratively with other federal agencies and our state and local partners on the solutions they are seeking, through technical assistance that responds to their needs.	Encourage (and facilitate as requested/necessary) collaboration among the groups listed.		Community engagement techniques-- not necessarily "technology"-- will be critical as many environmental challenges require meaningful engagement with community members.	We can reach more communities, help communities, states, tribes, and other groups achieve their environmental and public health goals, when we work with other federal agencies to ensure that we are delivering critical services to these groups that help address their unique environmental challenges and assets. While we have shared goals and responsibility, EPA plays a key role, as do other agencies, in the federal family. We can all accomplish more if we continue to work with our federal partners.

	I
1359	
1360	

	A	B	C	D	E	F	G	H
1361	1360	5/23/2017	Knowing that the Administrator's Office will support the scientifically sound assessments and recommendations of its Offices.	Don't cut the programs that are doing great work in coordinating cooperation among the states and providing massive service to the people of this country and their environment. One example is the Chesapeake Bay Program.	Let the scientists in the Program offices do their jobs and trust that their knowledge and expertise is being used to develop the proposals and recommendations that will be best for human health and the environment.			
1362	1361	5/23/2017	The contracts process is inefficient. This is because the Contracts Office personnel often don't operate with a culture of customer service to the program offices. They delay in performing their duties and often require redundant work tasks. To address these I would institute processes that make personnel more accountability to the program offices they support.	Provide as much technical information and materials that states, locals, and tribes can use to conduct their environmental activities. Don't censor which kind of information they receive. For example, taking down the climate change website hinders many of EPA's partners from working toward their goals of reducing greenhouse gases. By doing this, EPA prevents itself from fulfilling its "back to basics" mission of protecting human health and the environment.	Provide as much technical information and materials that states, locals, and tribes can use to conduct their environmental activities. Don't censor which kind of information they receive. For example, taking down the climate change website hinders many of EPA's partners (particularly state and local governments) from working toward their goals of reducing greenhouse gases. By doing this, EPA prevents itself from fulfilling its "back to basics" mission of protecting human health and the environment.	Provide training to managers of administrative and support departments (contracts, grants, facilities) around accountability to their mission. These departments have a mission to support the program offices, and when they don't act with accountability to this mission it causes the waste of Agency resources.	I'm not a technology expert so don't have anything to contribute here.	The Supreme Court has ruled that greenhouse gases constitute an endangerment to human health and the environment. This makes it a legal requirement for EPA to reduce these pollutants. The voluntary programs that the Agency has established over the years related to climate change are a cost-effective way to do this. They don't require enforcement or extensive reporting/tracking processes. And most importantly, because reducing greenhouse gases is a shared responsibility and mutual interest between EPA and the 50 states, the technical and informational support

	I
1361	
1362	NASA is known for being one of the best federal agencies to work at, and also the most effective at fulfilling its core mission. I'm not familiar with the details, but in terms of it being a great place to work at, I think that goes a long way toward improving the efficiency, increasing accountability, and reducing costs of any federal agency. High morale and job satisfaction among employees is key to any agency's success.

	A	B	C	D	E	F	G	H
1363	1362	5/23/2017		More focus on community based programs that work is a way to achieve better environmental results. This may be bolstered by proving more grant opportunities in these communities related to the Agency priority areas.		I think that children's environmental health and environmental justice should be a component in all program areas. Currently, the Office of Children's Health Protection and the Office of Environmental Justice is tasked with ensuring that all of our program offices consider children/disadvantaged communities and their distinct vulnerabilities in the way they work. I believe that what would be a better option is to have a small staff located in each program office dedicated to coordinating that work for each respective program area. It doesn't seem useful to have two entire fully staffed offices, with limited capabilities perform such work.	Our computer technologies across the Agency are archaic. We should all be scanning and faxing documents directly from our work stations. This would cut down on the need for extra scanners and fax machines. Updated technology is a must-have in this world of changing priorities and highly visible activities.	
1364	1363	5/23/2017				I think we'd save a ton of money if we no longer used contracts for purchasing and maintaining the laptops used by most employees. I realize the cost includes support, but employees provided that support before and they can do it again.		
1365	1364	5/23/2017	There are no administrative requirements, management procedures, or other organizational processes that prevent me from doing my job efficiently and effectively. The ones in place are necessary!	Pushing the job of environmental regulation to the states, tribes, local communities, or the private sector will be futile. They don't have the resources to carry out environmental protection as effectively as the US EPA.	See my answer to Q. 2	I do not think that cutting the EPA budget by 30% will maintain environmental protection for all Americans.	Updating and/or eliminating redundant databases, e.g Oil Database and/or ICIS.	

	I
1363	
1364	Honestly, I think EPA is doing a great job. I'm proud to be among the ranks of those who fight environmental crime and I have seen our offices stay aligned with proven best practices that impact productivity and streamline work practices.
1365	

	A	B	C	D	E	F	G	H
1366	1365	5/23/2017	I have presented to the local process improvement staff requirements, and procedures, for analysis and recommendation of a work flow that will improve and assure the work product is current at all times (i.e., delegations). The final product is being conveyed to POCs for continuity of a standard process for use at all times, whether the end product is new or being revised. I also presented a POC subject matter directory for review and determination of a better format and easier to use as a reference -- once again assuring it is up to date at the moment, rather than 3 or more moths out of date and it will be readily available in an automated format by use by all employees/staff.	It begins with communication and sharing with all our customers on a continual basis. Once a year would not be considered "partnering." Develop a timely schedule for partnering.	Once again, communication leads the way.	I have been sharing -- from an administrative viewpoint -- where I believe time will be saved for those putting products together and also by those utilizing the resource. Process Improvement Workgroups -- team work toward getting more done faster.	I have presented my suggestions for process improvement; the IT folks, as a part of the team, will analyze what direction to go in obtaining IT efficiencies, effectiveness and accountability.	We offer opportunity for outside agencies to use our conference room space, when there is availability. Positive comments on accommodations have been received.
1367	1366	5/23/2017	A great impediment agency-wide for supervisors and employees is our agency using different systems (that are not directly compatible) for generating timecards/Pay. OCFO retained the outdated PeoplePlus system, rather than join in the IBC system which has a timekeeping component (and would seamlessly interface with HR actions). The agency made a mistake in not having OCFO come on board with a modern HR/pay system that was inclusive of timecards when the current HR system was implemented in July, 2015. Often, the HR offices/SSCs are improperly blamed or believed to be the cause for "pay" issues, when in fact there are issues with interface and the PeoplePlus system is outdated/does not have current codes needed to effect certain leave/pay entitlements -- for example, Wounded Warrior Leave -- OCFO has a "workaround" to charge admin. leave because PPL does not have the correct codes for this benefit. I would recommend that the highest	From my perspective, the agency is missing out on perpetuating and increasing these results due to no longer having an agency established succession planning program for positions/professionals engaged in this activity. Region 10 and 9 have the highest levels of tribal activity -- recommend that a former hiring/succession planning program (the former Environmental Internal Program) be revitalized within the agency under the newer hiring authorities of Pathways Intern (without NTE) and/or Recent Grads appointing authorities, as well as Sched. A, Veteran's. For any positions being considered under VERA/VSIP or restructuring, designate funding and positions at entry level to enable new positions/workforce groomed under the experienced, sage professionals of our agency -- perhaps even in combination with	Well managed town hall meetings -- also see #2 response.	Restructure and reduce number of Regions to Centers of Excellence on various Environmental programs that the agency determines -- rather than Regional coverage by state assignments. Prevent another FLINT -- too many programs for oversight within a region may open door for lack of attention -- recommend that EPA establish a Center of Excellence Region for Water (also leverages simplified partnership/interaction with national program office, Office of Water in DC); create a Center of Excellence Region for Air programs, Center of Excellence Region for OPPTS, etc. Reduce the agency footprint in highest cost/highest retention rate locations to agency for space, for example, salary	A comprehensive HR/Pay System that is used by both OCFO and HR, employees/supervisors in agency for payroll/timekeeping (rather than two separate, incompatible systems we now have in PeoplePlus (OCFO) and IBC system (OARM) Ensure the systems are also compatible for electronic signatures. Also, implement an automated performance management system, employee accomplishments, supervisor comments, performance ratings to be done electronically (such as previously implemented by Dept. of Energy) which also interfaces with eOPF -- eliminate the PAPER in every way possible -- we are the EPA, afterall.	See Q. 4

	I
1366	A vanpool transportation/ reimbursement program contributes to "saving the environment." EMS program encourages "recycling". Our office building is classified as meeting top-notch environmental standards (inside and outside grounds).
1367	Yes, OHR/OPM implemented remote assessments of the SSCs -- it is commendable and cost effective. No travel needs for agency or OPM. Recommend that any other programs in the agency that can be assessed or audited be done in "green" way. Again, encourage the re-establishment of an agency-wide succession planning program, Environmental Intern Program. Our agency is moving towards expanded HR standardized packages for recruitment/staffing tools, which is a positive investment (PDs are already classified, vacancy announcement, rating plan complete).Recommend that we also expand standardized packages to

	A	B	C	D	E	F	G	H
1368	1367	5/23/2017	There are so many things that get in the way of the job. In my Region, many groups are broken down with too many layers of management. In my own group, a Branch of 25 people, there are two team leaders that have 5 and 6 federal employees on their respective teams. There is also a Section chief, that has 5 members in her section. There is a Branch Chief, and above him, a Division Director. Any missives to the staff from the Division Director go to the Branch chiefs, then to Section and Team leaders. On a good week these things pass down in a few days, on a bad week ? The staff gets the news 2 - 3 weeks later. Some teams in this region have more members than my Branch, some divisions have less employees than some branches in other divisions. Back in 2013, the Region advertised the availability of 50-60 VERA/VSIP offers, I think between 27 and 30 were taken advantage of. 12 satellite positions were eliminated, but all but 3 of these personnel were retained. The Region promised delayering and restructuring.	I am a proponent of old fashioned meeting face to face with these groups. Having a face for the agency or region, working with the group to see what we can do to help them goes a long way with having them provide us with data or referrals. Most people don't want to do this step and claim they are too busy. They are not too busy to send out a strongly worded letter to try and compel cooperation.	Again, it has to be face to face meeting with people. One on one in the offices, public meetings, after hours get togethers on their turf to get to know the community is the best way. Unfortunately, the beaurocracy and paperwork have overtaken us at the offices. No one had time to reach out, we are too busy filing our papers and covering our butts.	There are probably countless ways to improve EPA. As unpopular as my first suggestion would be, I would recommend overhauling the personnel practices that are in place. In my region, we have many senior employees that are over 70 years old. One or two might be spry or articulate enough to justify this, but there are many of them. Some cannot use their email effectively, some are not able to move with the ever changing computer and business training we are required to take. While they might be nice people, I question the health of their attitudes. Some of our older employees have made this "job" their second home. They have friends, coffee pots, and muddle through their day. I understand	I am sure there are computer and other technologies that would make our business lives more efficient, and would have the added benefit of accountability. I do not know of any specific things to suggest. I know there are things already in house that people just don't use. It takes me 2 weeks to get a form letter sent because I have to put it through two layers of concurrence and it needs to get passed around physically. There is edit software we have that could do this through email, and I could just print it out at the end and mail it. Still my office wants three paper copies for secretaries to file. Some of my letters come from a function in a database through our headquarters office. These letters are	The data in your question answers it, yes, but realigning activities of shared responsibility or agencies and states, more would get done. See my other questions for this, particularly question 4. I do believe that pulling similar or same responsibilities from within agencies and across agencies is a good idea. The problem with the current mood or climate is that the goal is to get it done yesterday. These agencies evolved over decades and decades. Tearing them down in a year is not going to work. The result will be chaos. Stretch the timeframe a bit, and get a real handle
1369	1368	5/23/2017		See answer to Q. 4.	See answer to Q. 4.	Yes. Over the past 30 years, agency data on regulated facilities have been highly fragmented and incomplete. EPA and each state environmental agency???as well as each program office (such as air, water, and waste) within those agencies???separately collect, record, and maintain both the specific data needed for each set of regulations and the core information to identify each facility by name, address, geographic location, owner, etc. As a result, regulated facilities have to report and update the same basic identification data to multiple agency programs, at multiple levels of government, and at multiple times over and over again	See answer to Q. 4.	See answer to Q. 4.

	I
1368	No, I don't. I have been with the agency 25 years, and when I joined, I lost 20 years in technology in one day. I went from using 486 desktop docking stations to a desk from World War II and a huge desktop computer that hummed loudly and vibrated the desk. We had files in the office space from the early 1970s. There were fights over what could be archived and it took more than ten years to get smaller, better computers. We used floppy disks and the "new" smaller hard ones. Over the last few years scanning and thumb drives were put into play, and telecommuting improved our remote capabilities, but I believe EPA is still behind the times with computers and
1369	See answer to Q. 4.

	A	B	C	D	E	F	G	H
1370	1369	5/23/2017	I am a Fellow with the EPA. My mentor, a federal employee with the EPA, is a scientist and major project lead for the EPA. A few years ago, the EPA had budget cuts that got rid of the administrative assistants for the project leads and head scientists. This meant that the project leads and head scientists were forced to be in charge of their own HR if they have Fellows. My mentor is a scientist, not an HR professional, however, he/she is now required to conduct all of the administrative responsibilities for myself and the other Fellows under his/her guidance. This is a huge waste of his/her time, talents, and skills as a scientist. He/she has to spend too much time on administrative work and loses valuable hours that could be better spent accomplishing what the EPA is supposed to accomplish: science research that protects human health.					
1371	1370	5/23/2017	This applies to internal rules that hamper our ability to produce certain communication pieces at low- to- no cost. In the past, program offices wanting to produce a cellphone video -- to show a brief interview with an expert, or include a video with a blog post -- have been prevented from doing so by internal requirements. Instead, the offices have been required to use a contractor to or use the Office of Public Affairs multimedia team (which the program offices have to then pay). That policy feels extremely out of date given the tools available to us today. True, there are certain times, when communicating Administration priorities demands a higher-quality video production with all of the capabilities a studio brings. But there are other times, when lower-cost materials (like a cellphone video) would be fine. And depending on the audience, the lower-cost materials might be preferable. Why are we making it harder to use modern tools? I would address that with a tiered policy that allows certain types of		I'd love to see all incoming employees have to take some training on customer service. Some of my favorite days are the days when I get a call from a citizen who has actually been misdirected, and I can help that person find the answers they are seeking -- even if it means calling another agency to put them in contact with the appropriate person. I do this in part because of a background in retail, but also because these are the people we are working for. We should help them. So many EPA dedicated EPA employees are indeed helping our citizens through the public health protections that results from our work. But I'd love to see more people take more time trying to help individuals who are trying to navigate a large, unfamiliar bureaucracy.		Allow use of additional data platforms, which may give us additional analysis tools to identify areas that may need attention.	

	I
1370	
1371	

	A	B	C	D	E	F	G	H
1372	1371	5/23/2017	Admin requirements: Not being able to change travel arrangements. E.g., a trip being able to be cut short that is tied to a plane ticket cannot easily be changed, even if it means saving money on hotel stays. Management: Excessive sign-off procedures. They usually just end up being grammar focused rather than content focused. Organizational: Too many middle managers. Branch Chiefs seem unnecessary. Section chiefs do most of the work and get less pay.	State programs are far too lenient with cleanups and establishing cleanup goals and standards.	More outreach to communities, including information sessions and career days at schools and universities.	Rather than spending money YOY on contractors for items like environmental modeling, EPA can spend that money once and train up it's staff to be able to do it themselves. The old generation is not always able to adapt, but the young generation is willing and able.	Cloud computing, changing rules and regulations regarding letterhead to cut back on printing and mailing correspondence.	States should have something similar to "call before you dig" rules with things like institutional controls at contaminated and formerly contaminated sites. As land gets sold, paper trails can get lost and irresponsible land use can lead to exposure if environmental covenants and institutional controls don't have uniform enforcement mechanisms outside of federal and state EPA agencies.
1373	1372	5/23/2017						

	I
1372	Formally encourage licensing, such as professional engineer, professional geologist. It is encourage informally, but there is no established benefit provided by the agency to those who obtain licensure.
1373	It would be difficult to identify an organization that has improved efficiency and reduced costs more than EPA has in the last 25+ years. From 1990 to 2012, we saw a significant population increase in our country. We saw a power demand increase and power usage increase in our country of some 30 percent. We saw our real GDP more than double at the same time that we reduced our criteria pollutants in air quality by over 60 percent. The agency???s spending under the previous Administration was cut between 10 and 20 percent below the budgets of the previous three administrations, when adjusted for inflation. The agency???s budget averaged about $8.8 billion

	A	B	C	D	E	F	G	H
1374	1373	5/23/2017						Have intern programs (ORISE, Pathways) ALL have a path to federal employment (or ALL no path). Many interns have long tenure in one program (indicating commitment), but no path while some short-term (e.g., a single summer term) interns do.
1375	1374	5/23/2017	There are very few administrative requirements, management procedures, or organizational processes that prevent me from doing my job efficiently and effectively. Some are annoying, such as the numerous trainings we have to take each year, but those take minimal time and don't really impact my work much (not any more than participating in this survey, at any rate). it would be nice to have administrative assistants to assist with mailing, filing, etc. (and trained consistently), but after about 2 decades without, it's just a part of the job.	This is a broad and far reaching question that differs from program to program, and from project to project. However, I have found that, for most projects, to engage with states/tribes and stakeholders early on in the process yields the best results. When all parties are educated on what the issues are, for everyone, and have a say in the outcome, it saves time and prevents misunderstandings. This is not always possible due to lack of adequate staff resources, travel resources, and time.	It is important to engage with all parties to learn what all the issues are and to agree on an outcome - face-to-face, with presentations and plenty of time for questions and discussion. Again, this requires adequate staffing and travel budgets.	"Untapped opportunities"? To reduce costs and inefficiencies? I'm pretty sure we already operate on a very tight budget. I know that I have enough work for 5 people and I struggle to make deadlines because of the number of projects I have. I see my colleagues doing the same. I suppose, however, if I were to try to reduce costs and inefficiencies, I'd reduce the number of management positions (especially middle management - that level seems to be redundant and yet noisy - keep the Director and immediate Supervisory positions), and increase staff and administrative assistants.	There may be new technologies that could be adopted or existing processes that could be modernized to make us more efficient and effective (as far as I know, we're very accountable!!), but I'm so busy working I haven't had the opportunity to see what else is out there. It would be nice if EPA could afford to hire cutting edge IT people - we do often seem to have issues with our computer technology. Other than that, I'm fairly comfortable with the technological resources available to me at EPA.	This is an interesting question that has many different answers from each EPA office and Region, I'm sure. In my experience, however, it would be a good idea to have a close look at BLM and ACOE and how their activities impact EPAs activities (and vice versa). The States in our Region generally work closely with us and rely on EPA for technical guidance and support for their work.
1376	1375	5/23/2017	The current administrator wants to cuts 25% or more of us why are you even asking us this?	Fund the agency at a level needed to do our full jobs	Provides us the technical and electronic and equipment needs to do our jobs properly	Yes. Cut government funded golf vacations to Florida for all employees and require that where available administration and spouses stay in free government housing (White House and use free government facilities for meeting - Camp David)	Provide employees with up to date computers, monitors, cell phones, and technology.	

	I
1374	
1375	I believe that EPA is fairly adept at reducing waste, thus cost, and is fairly accountable already (though I've heard a few stories, they are only a few and I would wager that of all the Agencies, EPA stands out as efficient, effective, and accountable). We can always do more, however. The use of "virtual technology" should be more available and updated. Virtual meetings help minimize travel expenses. Personal contact should not be completely eliminated, but could be reduced more at EPA.
1376	

	A	B	C	D	E	F	G	H
1377	1376	5/23/2017	Funding grants through IGMS can be awkward. Improve the system so the workflow is more obvious and also allow for alternates. In the event, a key person in the funding process is absent, allow for a backup person to be delegated the responsibilities.	Better environmental results can be achieved by hearing what communities need to protect environment and public health. The Community Action for Renewed Environment (CARE) Community Resource Guide is helpful for communities. Communities help each other, and EPA in the regions can guide this empowerment. https://www.epa.gov/sites/production/files/2015-04/documents/care_resource_guide.pdf Review evidence gathered by EPA on chlorpyrifos and reconsider decision to protect children; neurotoxin like lead.	Regional offices can and do provide names of people who can answer questions in various areas of concern. EPA can have connections with the states, tribes, local communities, who meet on regular basis and work toward common goals.	Allow more telework and "hoteling" or shared workspace. The commute continues to be challenging in DC and other locations. It is possible to be more productive when 4+ hours of commuting/day is avoided.	Link training and educational courses to employee's record, and have some system that acknowledges or credits continuing education with professional development and achievements.	The Centers for Disease Control and Prevention (https://www.cdc.gov/) is often on the scene for environmental public health issues like lead in drinking water in Flint, Michigan. Information for the public should be coming from one source so the public does not need to go to multiple locations. In the past, OEI has had a cooperative agreement with EPA that involves the sharing of information. from EPA website some good information for communities also https://www.epa.gov/communityhealth
1378	1377	5/23/2017	There are regulations on electronic reporting associated with the Cromerr rules that prevent us from receiving lab reports via email. This is outdated, as in today's world, correspondence, including official reports, are generally sent via email, and should be accepted the same way as faxes and paper mail. Many offices are currently ignoring this regulations, and it conflicts with the Paper Reduction Act.	Constant dialogue and communication, absolute transparency, emphasis on our common goals, and data sharing. Data sharing, especially in drinking water, needs to be modernized and streamlined. Currently, the way data is shared from States to Fed in SDWIS in inefficient and occupies human resources to navigate the process. Also, Tribal data is still being entered manually in many cases, due to lack of electronic reporting availability, use or easy access.	We need to be accessible, available, transparent and prepared with facts and data. We must be able to explain complex concepts and regulations to the public, and be willing to take the time to do so.	Reduce paperwork and associated filing. Most documents can be saved electronically, which also saves time from physically managing and organizing paper files. Hire younger staff with technical backgrounds, so that new ideas infiltrate the agency, while the experienced generation passes on invaluable knowledge prior to retiring. It is essential to have employees at EPA with science and engineering backgrounds, and this also minimizes the need for management positions. More age diversity at the agency would be beneficial for creativity and also reduce payroll costs.	Firewall security requirements at EPA prevent outside parties from accessing drinking water data. Since we contract out significant functions, these contractors require access to our databases. The States are able to do this, and so should we, as it adds to the transparency and data sharing of our agency.	Cooperative or Inter-agency Agreements are great for partnerships. Again, make sure we are communicating regularly and sharing data. Collaborating on local studies or research would also be valuable.

	I
1377	https://www.cdc.gov/nceh/tracking/ National Environmental Public Health Tracking Program at CDC, uses EPA data like air monitoring to link environment and health data.
1378	There are many innovative technologies and methods for each program, and they often lead back to data sharing. I believe open, accessible data is an important tool for decision-making, rule implementation and efficiency. Some examples of best practices that are standardized inspection report templates, inspector credential guidelines, electronic reporting to SDWIS.

	A	B	C	D	E	F	G	H
1379	1378	5/23/2017	Further delegations of authority would help staff do their respective jobs more efficiently & effectively. While there were a number of delegations over a decade ago in Region 2, the amount of time it takes to finalize certain documents is, at times, a source of frustration for staff. At least in my program, there are far too many staff and management that currently need to review certain documents just because upper management needs to be the signatory of the document under the current regional delegations. Our delegations should be reviewed and the authority to sign-off on certain documents should be delegated further down the chain. For example, in our region, Superfund (CERCLA) 104(e) Information request letters should be re-delegated to the site attorneys; other regions have done so and as these requests do not bind the region to anything, there is no reason they could not be delegated down to site attorneys in all regions. Routine oversight bills, Notice/Demand letters, etc. are other	I think we have made great strides in the superfund program with that. However, better integration and dovetailing of the Superfund Redevelopment Initiatives and similar brownfield/redevelopment initiatives with the Superfund cleanup program would be helpful. Staff needs to be better educated on how the programs can work together and what tools (Reuse assessment funds, MOAs, BFPP agreements, grants, etc.) are available to staff and outside parties to achieve a proper cleanup and to allow the sites to be put back into reuse as soon as possible (given site conditions). We work very hard to get certain properties cleaned up and for everyone???s sake, especially the state and local governments, we want to see those sites put back into productive use.	FOIA response and Litigation Support is desperately needed. A well-trained, tech-savvy and properly managed staff of paralegals or other professionals to assist staff in preparing FOIA responses and preparing for litigation would be of great help. In preparing a FOIA response or preparing for litigation, EPA staff often has to find, organize, review and scan 1000???s of pages of documents. And then there is the herculean task of managing the electronic files. Both FOIA requests and e-Discovery (in particular), are a huge drain on resources. FOIA requests could be processed more quickly and discovery efforts could proceed at a more advantageous pace for everyone if we had more resources to assist staff on those fronts. Note: The somewhat recent addition of the online FOIA system has been a tremendous help. Streamlining certain documents / LEAN Process Various settlement, information	All Regions should implement a ???Maxiflex??? schedule The flexible schedules, alternative work locations and the 4/10 schedules have done a lot to increase productivity within the agency over the past decade. However, we should implement a Maxiflex schedule option in all regions which would better accommodate the schedules staff works, improve morale and save the agency money. The Maxiflex schedule essentially allows an employee to work his/her 80 hour pay period with a considerable degree of flexibility. This flexibility will help EPA be more agile and efficient and probably reduce the need for overtime (at times, although given the issues EPA	R2 should implement an Electronic Concurrence System Documents are 'lost' for periods of time in concurrence. If everyone can view where the hold-up is, that would be very helpful in getting documents out the door in a timely manner. I believe some regions and/or divisions within certain regions have already done this. R2 could also use more high-speed scanning capabilities. The more documents we can scan and store electronically, the less storage space we need in physical offices. RCRA Electronic manifest system should be implemented. There was a bipartisan push to get this system implemented and plenty of back-up information on how much	See above re: the RCRA Electronic manifest system. I???m sure this would greatly benefit the states and EPA. Closing regional offices and essentially cutting off the in-person meetings and dialogue between EPA and its state counterparts will only hurt our ability to work with our governmental counterparts and achieve our shared goals.
1380	1379	5/23/2017	I'm mostly able to do my job, but "efficiencies" like centralizing much of HR in places like Cincinnati (hundreds of miles and a time zone away) has made my job harder. I suggest looking at the GAO's 2017 annual report. Rather than targeting the Agency with a 30+% resource reduction, follow the GAO's recommendations. Having said that, our country's disinvestments in infrastructure in recent decades have contributed to situations like Flint and sink holes in places like Mar a Lago. we need to be able to strengthen our already-pretty good relationships with other agencies like Army Corps, local water authorities to minimize/prevent Flints, sink holes whose issues are largely due to our ever-weakening infrastructure	Cutting personnel, travel, grant and contract dollars will not help in this area, in fact, quite the opposite. We've had the greatest success when we can interact face-to-face (requires travel dollars), when we can offer requests for proposals from our partners to advance environmental results (requires grant dollars), when we can help support their environmental programs with monetary and technical assistance (requires robust STAG and contract dollars), especially important when state budgets are shrinking to nonsustainable levels	The cuts to our workforce and funds over the past 15 years or more have taxed our ability to provide effective customer service (see also response to Q2 above). More and more we are becoming the "environmental clean-up agency." We seem to be supporting emergency clean-up at the expense of "protection," i.e., working to prevent the clean-ups from ever happening i.e., saving millions of dollars. And yet, with every Flint, the prevention programs, already stretched thin, need to provide support to the clean-up programs. Sustainable resources are needed for compliance and technical assistance. Meanwhile, state and federal environmental protection budgets are being cut to unsustainable levels. We also need to be able to reassure states, tribes, local communities and the public at large that they will have the same access to EPA senior management -- thus ensuring clean water, land, and air -- that the regulated community	Follow the recommendations for EPA in the GAO's annual report. Over the past 7 years, the annual reports have resulted in $75 billions worth in savings (per Sen. Ron Johnson, R-WI). EPA has followed 16 of 17 recommendations since 2011, the report's first year. Meanwhile, DOD has only followed 61 out of 95. Maybe start with DOD with this exercise, since EPA has been doing pretty well. Having said that, what EPA needs to do better is succession planning and institutional memory retention. It does us no good with our diminishing resources to have to reinvent and rediscover policies and practices that went out the door with our valued retired colleagues. It	EPA has always made a good effort to stay state-of-the-art, but has always lagged behind those agencies with more robust and sustainable budgets (e.g., DOD). Cutting EPA's budget by a third, on top of budget cuts in recent years, will not allow us to be trained on and adopt new technologies, both of which are not free.	If states continue to cut their environmental programs and the Federal government continues to cut the EPA, especially with respect to STAG funds, it's hard to answer that question. We have good working relationships with our states who rely on us for grants, technical assistance, problem-solving, being the "gorilla in the closet," providing national consistency, etc. The current challenge for EPA is not being in a situation in which we're asked to actually perform the functions of authorized states because they no longer have the resources to perform them themselves.

	I
1379	An end to Micro-Management ??? ???Perfection is the enemy of the good??Â At times, the intense oversight of all of our work, even the mundane stuff, leads to more than just a morale issue. It is demeaning to the very skilled, accomplished and largely senior staff we have in our offices. Hire qualified staff, delegate down, let them do their job. Managers and appointees (and Headquarters) often need to do a better job of ???leading, following or getting out of the way.???
1380	see the 2017 GAO annual report

	A	B	C	D	E	F	G	H
1381	1380	5/23/2017	Our administrative systems and support is sorely lacking- HR, personnel, travel management etc. These systems are often subpar and it is time consuming to take care of these basic support functions. THe PARS system is inefficient as well and makes it difficult to hold employees accountable. A Pass Fail system would be better, albeit imperfect as well.l	We need face to face meetings. If the travel budget doesn't allow for this for relationship building, we need to invest in state of the art communication and videoconferencing systems.l				
1382	1381	5/23/2017	1.Reporting on Strategic Plan Measures significantly prevents me from doing my job effectively. While I understand the importance of measuring progress (or identifying a lack there of), many of the measures that my program reports on do not provide an accurate picture of the work being done by EPA or the states. These measures require us to provide annual targets, which we often have no control over, and then we are expected to explain at the end of the year why the results are not what we predicted 12-18 months prior. In addition, many numbers are aggregated at the regional level, so achievements or deficiencies at the state level are not shown and acted on appropriately. These measures develop into a real problem when states and regions become more focused on getting measure credit ("counting the bean") than achieving real results. Time that could be spent solving problems is spent figuring out how to game the system because these measures are tied to the budget, bonuses and PARS ratings.	2.In order to achieve better results with our partners, we need to be communicating and collaborating on every level. EPA staff and management in the regions have to cultivate relationships with our partners in order to build the trust that will support collaboration. Our state agencies share our goal and mission. Communities share our goal and mission. Even the private sector supports our goal and mission, when we can help show support to their bottom line. To achieve results, we have to be strategic, focused and together. One of the barriers to this is the culture of a regulation agency (???I???m your regulator, not your friend!??Â); however, it is to our benefit to work together with those we regulate to find the best solution. For example, it isn???t enough to just ask states to devise plans to reduce nutrient pollution in streams and then	President Obama had great ideas about transparency in government. We can provide better customer service by presenting our decisions to our partners and the public in plain language, for their review and consideration. We can provide better service by sticking to what we do best -- science. Our mission is to protect human health and the environment. Not grow business. Not provide jobs. The American people want us to protect water and air. They want us to combat the VERY REAL effects of climate change. We can provide better customer service by giving the people what they want.		Of course there are lots of new technologies out there, but with 80% of employees over 40, staff will be slow to pick up new processes and will need training. Training will cost a lot of money because we'll need to bring in an outside contractor to put together materials or come to the regions. The Regions are all understaffed and busy, so no one will have time to come to the training. Three years after deployment, the technology will be updated or maybe even outdated. The staff never learned how to use version 1.0, so they can't catch on to 2.0. IDEA: Allow the regions to hire more people. New younger staff will bring their technology skills from college, older staff from their previous jobs. The	Collaborative partnerships that focus efforts together already do this on a micro scale without formal realignment. In order to do this on a macro scale, consideration needs to be given to the regulations that agencies work under and their requirements. Some realignment may be done through changes to regulation, but this doesn't mean we should start pulling back regulations and requirements - just considering them differently based on the knowledge gained since they were enacted. Pulling EPA funds, especially for geographically based initiatives, does NOT

	I
1381	
1382	

	A	B	C	D	E	F	G	H
1383	1382	5/23/2017	There???s not enough expert staff dedicated to managing grants to states and localities. My education, training, and experiences are as a scientist, engineer, and researcher ??? not the effective management of funds allocated to states, localities, academics, etc. Having grant specialists do the work of that profession ensures the most cost-effective use of public money. Related to this, there should be no need in this day and age to maintain paper records for cooperative agreements and grants.	EPA needs to take on more authority to quickly and effectively intervene where there???s negligence on the part of state and local public institutions in addressing gross violations of environmental laws and regulations. The public and businesses should not have to suffer the consequences of mismanagement and under-funding of state and local environmental protection programs.	EPA needs to better fund state and local programs that protect human health and the full food web ??? and the many businesses that rely on clean water, air and land. EPA needs to staff up with expertise in managing funds to states, tribes and local communities to ensure funds are spent in more cost-effective manners = greater protections to environments at lower costs.	Greater scrutiny of how federal money is spent by states, tribes, local communities, etc. EPA needs more oversight to ensure federal funds are targeted to where there???s going to be the best bang for the buck. EPA needs to take over state and local programs where federal money is allocated ??? that are not meeting expectations. In some cases, state and local programs are simply dysfunctional because state and local contributions and cost-share have been gutted and/or are being mismanaged. EPA needs to staff up to provide technical and financial support to businesses and the public to fully restore degraded ecosystems and reduce	Cloud computing throughout the agency for scientific investigations, environmental modeling, risk assessments, etc.	USDA should better fund nonpoint source programs since costs of remediation in the agriculture sector are typically not shared among a large base of rate payers for electricity, water and wastewater, etc. The economic and health benefits of pollution controls in the agriculture sector are immense and should be quantified.
1384	1383	5/23/2017				Start hiring senior enlisted and at least company grade officer veterans. EPA is second to last across the board on veterans AND it becomes obvious the "service to a greater good" attitude appears less than it should be for such an influential and needed Agency. These are two directly related cause and effect issues. And put a VETERAN in the Agency's Veteran Coordinator. https://www.fedshirevets.gov/hire/hrp/reports/EmploymentOfVets-FY15.pdf		

	I
1383	The private sector weighs cost with benefits. For example, what???s the cost of advertising your product versus the benefits of increased sales. Along with assessments of the costs of environmental regulations, there needs to be accompanying assessments of the economic BENEFITS of clean air, water, land. These benefits should include, for example, substantial reductions in health care costs, profitability of businesses that rely on clean air and water ??? tourism, hunting, managed fisheries, real estate. What is the value of human life? Costs are always relative to benefits ??? in both the private and public sectors.
1384	

	A	B	C	D	E	F	G	H
1385	1384	5/23/2017		See response to question 5.	See response to question 5.	See response to question 5.	Many of the Agency's basic test procedures, including those used to identify hazardous wastes, asbestos or measure pollutant concentrations in permitted discharges, are outdated and dire need of revision consistent with new technology. For example, the procedures required to determine whether a waste is ignitable were developed in 1978,1979 and 1980. Likewise, the asbestos test method required for Clean Air Act cases was developed in 1982. And, Clean Water Act Methods 200.7 and 200.8 were last revised in 1994 and need to be updated for use with current laboratory instruments. The need for these, and other, updates is exacerbated by the fact that state. tribal and local governments rely on EPA to	
1386	1385	5/23/2017				The Administration should consider revising Executive Order 12372--Intergovernmental review of Federal programs and OMB???s Common Rule (which implements the Order) to foster a more cost-effective means of providing elected state and local officials with opportunities to consult with EPA and other agencies on Federal financial assistance programs. EPA???s regulations adopting the common rule are at 40 CFR Part 29. The burdens imposed on the public by these regulations could be substantially reduced by eliminating unnecessary requirements and authorizing the use of modern technology. One of the key components		

	I
1385	
1386	Remove the EEO and IG offices from EPA. These offices are in place to act impartially, however regional EEO Officers for example, report to the same superiors that EPA staff in the same region report to. This structure creates a system of distrust between EPA staff and EEO offices as EPA employees cannot expect that an EEO complaint or issue will not be discussed with management behind closed doors since the EEO Officers report to and are accountable to literally the same management that employees complaints/issues would be the focus of. Removing the IG from EPA would enable a neutral third party to 'police EPA,'

	A	B	C	D	E	F	G	H
1387	1386	5/23/2017	The timecard process could be more efficient. We currently have to complete our timecards before the end of the pay period; therefore, one has to go back and amend one's timecard if a change of schedule (i.e., travel is delayed, get sick, etc.) occurs after one submits their timecard. This could be addressed by having employees complete their timecard after the pay period ends. Meetings could be more efficient. The standard meeting time is one hour, but most meetings could be accomplished in 30 or 45 minutes.	Local municipalities and community organizations know their communities best. We could support better results by providing more grant opportunities to local municipalities and community organizations.	Some staff and managers are better at providing good customer service than others. Providing customer service guidance or training to all Agency employees could address this. In addition, employees should consider their colleagues as customers as well and provide prompt responses to questions from external associates as well as internal associates.	The EPA could develop partnerships with foundations that have resources and the desire to address environmental health issues in U.S. communities.	The database used for grants application processing and grants management could be modernized.	
1388	1387	5/23/2017						
1389	1388	5/23/2017	No response for this question.	Many environmental conversations led by EPA in the past are biased, one-sided or non-constructive (e.g. Bristol Bay ~2014-2016, mountaintop mining ~2012-2014, Clean Water Rule ~2013-ongoing). We should acknowledge this and foster mechanisms (online forum?) for creating constructive conversations across party lines, among all stakeholders, integrated with analytics and scenario planning tools (avoiding Facebook-type mechanisms, as they're not designed for this).	See response to Q 2.	Make other countries pull their weight for environmental research and regulations. International consortiums can be better leveraged to save resources. For example, some member countries of the OECD use the OECD essentially to do similar functions as EPA???s ORD. We could do more of that and save money. Also, EPA should be doing more to influence or coerce other countries to improve their environmental policies; pollution and profitable businesses do not respect national borders.	Much of EPA???s portfolio and budget are associated with information technology (this is true for environmental science across all sectors). However, EPA???s portfolio is not often documented like that because staff and managers describe their portfolio in terms of their expertise (often environmental science vocabulary) and because EPA staff are not normally advanced IT people (they're at Google). EPA???s IT products are generally lacking. We should confront this problem, which could save lots of money. Also see report "EPA Scientific Knowledge Management Assessment and Needs": https://cfpub.epa.gov/si/si_public_record_report.cfm?dirEntryId=332630	The US is fairly advanced in terms of the environment. One of the biggest differences we could make for the environment is by influencing the international community to be better. Also see response to Q 4.

	I
1387	
1388	
1389	While the US is one of the most environmentally advanced countries, we should be constantly reviewing how other countries advance economic and environmental interests simultaneously, and then mimic them in those areas.

	A	B	C	D	E	F	G	H
1390	1389	5/23/2017	We have so many national and local unions with different agreements and rules. I appreciate the purpose of the union but it is difficult to make positive change with so many who have to be consulted and provide agreement.	Suggest looking at different ways to deliver funding to States. Do we need grant competitions? Can funds be allocated instead via formula based on need to meet the acceptable health or environmental standard or goal/objective? Could a pool of funding be set aside to distribute for general environmental projects to meet those needs? (Note: SF would probably need to be excluded because sites are prioritized and do not necessarily have a responsible party to fund.) Would this reduce administrative costs for EPA and our partners?			Reduce the number of interfaces needed between multiple administrative systems in order to make a payment. Consider placing major systems for grants, contracts, payroll, property, HR and associated policies in the same AAship as the financial system/policies.	E-Enterprise has great potential in this area.
1391	1390	5/23/2017	Over the decades the agency made hundreds of improvements that enable us to do a great job for the public and for the environment.	EPA worked and continues to work very hard and the employees are very respectful and diligent to our partners. As a result, the working relationship with have with states, communities, tribals and the private sector has enhanced our ability to be an outstanding agency.	I think we do it and do it extremely well.	Not at this time.	Not my field of expertise.	Actually, I think that aligning the EPA with Public Heath Agencies would be beneficial for the public. However, that would cause us to increase our work and workforce.

	I
1390	
1391	NO.

	A	B	C	D	E	F	G	H
1392	1391	5/23/2017	1. Government Purchase cards. As a purchase card holder I regularly experience extreme frustration at the redundancy and ridiculous amount of steps needed to complete a simple purchase. As a scientist it's these administrative things greatly reduce the time that I can spend on research. To improve the problem I would suggest creating ONE system where we could record purchases, get approval and document purchases (receipts). The unified system would have to be faster (eliminate the 30 second lag between every execution) and allow users to record purchases from different vendors at one time. Having to keep electronic and paper records is a massive waste. Since I keep electronic records, at the end of the year I have to PRINT out all these electronic records to another person to review. The Authorizing Official already does this electronically in addition to have a third party person sign the receipts. Since we are required to scan and upload our receipts and then AMEND those files to	Many thing prevent us from working hand in hand with the states and tribes. Getting permission and completing the forms is a slow process but not as daunting as formulating a project that all partners share in equally. Often, it is EPA scientist that are often at a more technical level (PhDs) often do the data analysis. The issue is how can we assure that states and tribes collected data correctly and according to EPA protocols? If there is a problem with the data who is responsible (recall the ongoing crisis with lead contamination in drinking water in Flint Michigan??) In THEORY working with states and tribes is great BUT the FRAMEWORK that facilitates us doing that is not there. Unless EPA management is willing to forgo some of our QA requirements (e.g. field collection and sample tracking protocols) and other restrictive policies (e.g.	If the push is going to be to provide better customer service to the public then we will no longer be a research agency. Period. Without the resources (funding or staff) to do research, I don't know exactly what 'service' we are going to provide. With reduced budgets it is just not possible to add more administrative duties on researchers. Nothing will get done, unless a entire new center or office is created to provide customer services. I feel we are very strong in this area already, all a member of the public has to do is Google 'EPA' and they will be inundated with websites, links etc., etc. The reports, publications, blogs, YouTube videos, scientific tools and regulations EPA provides to keep our air and water clean are the customer SERVICES that we provide.	Government Performance and Results Act (GPRA), ORD maintains a set of annual performance measures to track and report research progress. End-of-year results and data trends for GPRA measures are reported in the President's Budget and Annual Performance Report. I don't think that this is necessary. VIVO "is ORD's expertise location tool, which integrates information about ORD federal researchers and cooperators from authoritative sources as well as direct user input." Is this necessary? Aren't our profiles and CV's on our site websites? This is a great example of government redundancy.	Contracting within EPA, in general, has many frustrating challenges and seems totally understaffed and over burdened. Some ideas for improvements are: 1) creating one central database for Contracting (with separate pages for each type of contracts, 2) improving/updating the grants tracking and approval software 'IGMS'. It is very slow and confusing to use, 3) hire more contracting officers so that contract initiation, amendments etc. occur in a timely fashion. The Office of Acquisition Management/ Procurement Operations Divisions (RTD and Superfund sites are the ones that I work with) are very slow and seem completely bogged down. Their staff turnover is ridiculous, clearly there are	The U.S. Fish and Wildlife's LCC's (Landscape Conservation Cooperatives) align well with some of our research at EPA and I can see many places where we could work with them. They "use a collaborative approach to identify landscape-scale conservation solutions. LCCs work across jurisdictional and political boundaries to work with partners to: meet unfilled conservation needs, develop decision support tools, share data and knowledge and facilitate and foster partnerships. As part of a shared science strategy, LCCs coordinate closely with the National Climate
1393	1392	5/23/2017	Employees are bombarded with communications from various sources, many of which contain ???requirements??Â. Required actions should come through one channel ??? a line management channel, not multiple channels (usually email). Email is not management. Processes should be consolidated similar to how the required training was consolidated using the e-learning site (improvement is still needed). Facility-based information should be communicated in a consolidated way, not through multiple emails from different people in the same office. Communications product approvals need to have more prominence in the Agency and a better system needs to be developed and FOLLOWED. The system should include the technical expert, the appropriate manager, and the appropriate communications staff ??? not just comms staff. Currently, much is done through email			Invest in organizational development. The high scoring agencies on the annual FEVS survey (NASA, NRC) have internal organizational development consultants and metrics/leadership that encourage them to be called upon by the top agency leadership as well as at the grass roots for small interventions. Develop sound performance metrics. Managers should be rated for management and leadership, not just for delivering the products developed by their staffs. Relate the individual performance metrics to the organizational performance metrics. Clear roles and responsibilities between	Employee data, including position descriptions, performance reviews, awards, training history, and records of disciplinary actions, should be in an automated system that is available to supervisors (i.e., a dashboard for each employee). Position descriptions should be standard not customized for every person that comes on board.	Policies should be consistent across government agencies. Develop a system of consistent position descriptions across government for jobs not unique to a specific agency. This would help ensure consistency of grades across the government.

	I
1392	
1393	Develop a solid orientation program for all new EPA employees. Orient employees to not only safety and logistical issues, but also provide information about the Agency organizational structure, what offices do; explain the policies and what they mean; explain what it means to be in bargaining/non-bargaining unit positions; implications of being in a career ladder or not; accretion of duties, merit principles, the grievance process. Use a combination of an IT system and in person. Also, provide a buddy/mentor for the first year. Develop clear rules for leave without pay ??? after a certain limit, establish a process toward removal.

	A	B	C	D	E	F	G	H
1394	1393	5/23/2017	Organizational - review process for regulatory packages has completely gotten out of hand. 30 people checking for commas is a waste of time and government funds, particularly when the reviews aren't even consistent. There should be one person who reviews these packages FOR CONTENT in the division and one person who reviews FOR EDITORIAL EDITS. This would eliminate the inconsistencies in the regulatory packages as well as shorten the review time.				electronic reporting systems for data for use in regulatory reviews and enforcement reviews. electronic document management and reviews for use in regulatory reviews - management still refuses to do document review electronically	
1395	1394	5/23/2017		Centralizing where these stakeholders conduct business with EPA will help reduce burden and improve data quality. I believe we are not marketing e-Portal services enough so that its becomes common practice to navigate to site to conduct all EPA business there. All EPA programs that collect data from external sources should be 'required" to link from the e-Portal site. In addition, many of the external stakeholder will also need Federal assistance to build the infrastructure needed to automated business practices with EPA.	I strongly encourage all e-reporting programs to conduct surveys to collect feedback on any e-reporting programs/applications that interact with our stakeholders. The results of surveys should be published on the Web. Programs will negative feedback should be reprimanded in feedback is negative or deficient.	There are a number of e-reporting programs that could be consolidated. Regulatory changes should be looked at to make from reporting more homogeneous and consistent. In addition, shared services should be "mandated" by some e-electronic reporting systems to reduce cost and simplify operations.	SMS ID verification technologies should be more widely used at EPA to verify identity of users conducting business with EPA.	
1396	1395	5/23/2017	I joined EPA about a year and a half ago. In the area of employee benefits, it seems there are different offices in different geographic locations that handle various topics, and it can be hard to track information and contacts for various topics. Would suggest improving access such as be having a single portal that includes access to contact persons.	For the various subject matter areas across the agency, the agency benefits from agency officials maintaining a good working relationships with their state counterparts.	For the various subject matter areas across the agency, the agency benefits from agency officials maintaining a good working relationships with their state counterparts.	For the various subject matter areas across the agency, the agency benefits from agency officials maintaining a good working relationships with their state counterparts.		For the various subject matter areas across the agency, the agency benefits from agency officials maintaining a good working relationships with their state counterparts.

	I
1394	
1395	I believe customer service and marketing seminars would be helpful to improve the quality of our services. We very often do not do a good job at "selling" our services to our stakeholders nor are we customer-oriented in the services we provide to our users or client-base.
1396	For the various subject matter areas across the agency, the agency benefits from agency officials maintaining a good working relationships with their state counterparts.

	A	B	C	D	E	F	G	H
1397	1396	5/23/2017	1 - The system for requesting leave and the system for reporting time are both in PeoplePlus but they are not integrated. When an approved leave request or a holiday appear in my view monthly calendar they do not appear in my time card for reporting time. These should automatically be entered when I press the apply my schedule button. This would be an efficiency across the entire agency. 2 - The system for requesting leave does not allow one to use multiple types of leave in a single request. For example some categories of time off are in relatively small increments and expire after 1 year (like TCTO and time off awards) so there is a need to use them in relatively small increments. A leave requests only can have 1 type of leave so using small time increments can generate multiple requests. Propose allowing combination of some leave types (obviously not all types should be combined) to create a more efficient leave request system. This would be an					
1398	1397	5/23/2017	Consolidate internal reporting requirements where possible. In some cases, information, such as upcoming action items, goes into 2 or more separate reporting/tracking systems. A base tracing system that could generate different reports for different audiences, but only requires input once, would be more efficient.		1) Create an online repository for final permits and supporting documents that is easily accessible by the public. Be sure it is easy to upload documents to that site. 2) Make web pages more intuitive and user friendly.	1. change Public Notice regulations that require publication of notices in Newspapers - allow alternative electronic means to increase access and reduce costs. 2. Find way to delay timecard entry/approvals until AFTER the end of the pay period to avoid the on-going administrative burden of making and reviewing amendments for corrections to actual hours worked or credit hours earned for the last 2-3 days of the pay period.		

	I
1397	
1398	

	A	B	C	D	E	F	G	H
1399	1398	5/23/2017	I work in a division that prefers work plans, schedules and process oriented standard operating procedures be followed prior to initiating any work on national policy related issues. Quite often in the early stages of scoping issues and options for resolution, there is not enough information to properly inform the work plan for resolution. However, a great deal of employee???s time is spent on these process oriented documents because they may provide a metric or goal post for management. I think managers need training on how and when these tools when used properly create a more efficient and effective EPA. In my division (AQPD), we have about 5 assistant directors who manage or lead projects on the behalf of the director. In addition, professional staff have group leaders who are first line supervisors. I believe because of the substantive number of projects, my immediate supervisor (i.e., first line) has assigned certain staff as ???policy leads??Â to	2.I believe the EPA needs to learn how to better communicate with its stakeholders using plain English. These stakeholders include businesses, environmental groups, states and local governments and the public (ages ranging from youth to adult). Also, I believe that EPA needs to better market the need and requirements for particular regulations, CWA, CAA, pollution and other important environmental matters. Generally, the public is unaware of the local, state and federal governmental process to address environmental issues. The way the world communicates or shares information is ever-changing. The use of social media is more important now. Websites like regulations.gov and our public website are losing public visibility. EPA needs to be on the forefront of the changing	Certain programs and topics are led by EPA headquarters offices. EPA Regional offices are always first to provide customer service to states, tribes, local communities, the regulated community, and the public. For programs and topics are led by EPA headquarters offices, sometimes the regional offices do not have the program expertise, current EPA message or latest information affecting a topic and may provide customer service that can be viewed as inaccurate or slow because they have to consult with headquarters on the topic or program. I believe when EPA headquarters is the best office to provide customer service on a program or topic we should provide that avenue to states, tribes, local communities, the regulated community, and the public to reduce response time, inaccuracies of shared information from EPA and provide customer service that directly connects best office to	There are a number of opportunities to make changes at EPA that would reduce cost. One change is to reduce or eliminate the costs associated with publication in the Federal Register and its printing. Changes to the Federal Register process reduce paper costs and does not impact environmental protections.		
1400	1399	5/23/2017	P-Net is a superfluous entity, created because the Agency's management was unwilling to discipline intentional improper use of the Government purchase card. ELIMINATE P-Net.	In the Florida Panhandle the population is unable to tell the difference between the federal EPA, the state DEP [Department of Environmental Protection], and the county health board. I am remotely removed from "cooperative agreements" between the EPA and state/county/private but it seems to me that the state/county/private entities have to jump through many hoops in order to get any co-operation.	Create a commission to look at the "rules" created by the Agency to 'obstruct' customer service; particularly between ORD [a research entity] and local colleges/universities.	Allow co-operative agreements that would allow local university students to spend one or two semesters at an ORD facility to get experience and credit hours.	Yes but they cost money and the ORD work-force [I mean the Principal Investigators] are set in using the 'comfortable' OLD methods.	An outside commission needs to look at "research overlap".

	I
1399	
1400	

	A	B	C	D	E	F	G	H
1401	1400	5/23/2017	We need additional support from LER and OGC for disciplinary matters. The process takes way too long and we are not getting the support we need. HR needs a complete overhaul. We are not given adequate support to hire and on-board staff. We get different answers depending on the staff working on HR issues and it takes too long to get the assistance we need for hiring. (While we all recognize we're downsizing, we will still need to replace critical staff when they leave.) We need better technology tools to do our jobs. Computers don't work; data systems are outdated and too expensive to upgrade and/or fix; even speaker phones are not good enough to have meaningful engagement with parties outside the building (either regions, states, and/or employees on flexiplace). The funding process for the Regions is broken. HQs provides funding by program area, but there is no transparent accounting for how those funds are actually spent or FTE utilized. All regions should not have the same resources--it should be driven in large	Let states do their jobs, but hold them accountable. Many state programs were authorized quickly with known deficiencies so states are not always even capable of doing their jobs. Each state program should be reviewed for completeness and updated as necessary. They should actually have to prove they have the resources to run the programs (which is often required but they haven't been reviewed in the decades since the original program authorization).	Need better data. Need better transparency.	Take a long, hard look at the regional structures--they are all organized differently which makes communication and coordination overly burdensome and inefficient. Combine a few regions to conserve resources.	We need better data but we get so much push back from industry. It's not overly burdensome to get data in electronic format. More data should be transparent so communities, states, and program offices know what's going on and can address problems before they become too large. We need better data systems to facilitate data analysis so we can prevent problems and/or address them before they get too large.	Again, look at the labs and see if there isn't a way to consolidate and/or specialize. Look at the regions and combine some of them.
1402	1401	5/23/2017	Relatively few resources are devoted to the institutional integration aspects of change management. The focus is normally on project completion and that is often too narrowly defined. Implementation and integration timeframes compete with management tenure. Projects and other change initiatives that are not implemented waste development resources. Improved coordination would help ensure smoother transitions.	The Agency needs to become nimbler. Improvements in internal governance are needed in order to maximize the value the services provided by the Agency. Our world is becoming increasingly dynamic, especially in terms of economics and the environment. Therefore, additional resources are needed to address the mechanics of how to steer a large organization more effectively to meet these inevitable and often diverse and unpredictable challenges. Improvements made from meeting our internal customer needs more effectively can also be applied to external customer engagement as well.	While technology solutions are a key aspect managing work and tracking progress, gains in efficiency also depend on good governance and having an effective skill mix to ensure that management???s priorities are able to be effectively implemented. Generally, the Agency would benefit from earlier consideration of implementation requirements and LOE estimates.	While authoritative leadership and expectations are well defined, collaborative leadership is not well defined or utilized. In order to retain, train and recruit such leadership, we need to understand these roles, the associated skill sets, and establish career tracks outside of the traditional management track. Do frameworks for the establishment collaborative charges exist? What are the characteristics of suitable collaborative projects?	It is through good governance that sound technological decisions are based. While there are efficiencies to be gained through the use of project and portfolio management software, improved integration relies on staff with sufficient experience to develop and manage effective communication plans.	Most of the management and governance challenges faced by the Agency are common across government. Since we are facing many of the same challenges, especially in the areas of change management and IT, collaborative forums to discuss these issues would be very helpful. The traditional route of going up and over to get information from parallel programs like FDA, one tends to get the good news. Establishing staff-to-staff contact would also encourage sharing of what did not work and why.

	I
1401	
1402	One approach to addressing our knowledge retention crisis could be to define collaborative leadership skill sets, roles and positions. The establishment of 13-14 career tracks focused on implementation across projects and initiatives could improve the allocation of resources and speed the time to implementation. There should also be promotion potential for staff committing themselves for long enough to see things through. The position for portfolio manager could be defined and could also be a stepping stone to CIO positions.

	A	B	C	D	E	F	G	H
1403	1402	5/23/2017	In general terms, layers of oversight by Headquarters personnel prevent us from doing our job efficiently and effectively. I work within the Criminal Enforcement Program, specifically, the EPA Criminal Investigation Division (EPA-CID). Despite years of attrition, and/or budget cuts, the EPA-CID [with the support of the National Enforcement Investigations Center (NEIC)] continues to produce; working in the field (not at the desk) with our federal, state and local counterparts. Its oversight components, OECA and OCEFT, seem to be operating such that they (OECA and OCEFT) believe EPA CID (and the NEIC) exist to support them when in fact it should be the reverse. OECA and OCEFT do not seem to try and obtain resources or follow through on requests for support in a timely or effective fashion; they seem to task CID and then take credit when significant outcomes occur. If EPA-CID and the NEIC reported directly via a separate AA-ship, or directly to the administrator, the taxpayer would benefit by a more	Form more Task Forces as are routinely used within the EPA-CID.	Hire a PIO specifically trained to message the EPA Criminal Enforcement Program, its work to protect Victims and deter criminal conduct, and its connection to the progressive engagement scheme employed by the agency (i.e., compliance assistance should be the first level of engagement, validation inspections next (assurance), administrative/civil enforcement mechanisms, criminal enforcement reserved for criminal conduct, etc..	I want to suggest an organizational change that I believe will lead to a more Efficient, Effective, and Accountable EPA, specifically regarding its Law Enforcement Functions [I am not commenting on the Independent function of the Office of the Inspector General, rather on the EPA Criminal Investigation Division and linked Divisions). Currently, your highly trained Criminal Investigators report though the OECA Assistant Administrator and within that context, do not ultimately answer to a Seasoned Law Enforcement Member of the Senior Executive Service; rather they ultimately report to a political appointee with a different cultural view of the organization (in my opinion).		See Q2 above
1404	1403	5/23/2017	It is hard to get resources these days, we are great at purchasing high end highly sensitive instrumentation through the capital equipment budget. However we do nothing to devote resources to maintain said instrumentation. In short I can't do my job if my instruments are down needing repair.	At my level I am not involved in these decisions.	At my level I am not involved in these decisions.	I see very little opportunity, because management does not pay attention to subject matter experts, i.e. the bench scientist.	Yes, the new technologies are many, probably to many to list here. But in short in the field of chromatography there are newer and improve columns that give better resolutions, than their old counterparts while reducing the amount of solvents used to run an analysis, hence lowering the cost of waste disposal.	At my level I am not involved in these decisions.

	I
1403	
1404	no

	A	B	C	D	E	F	G	H
1405	1404	5/23/2017	Make changes to People Plus reporting system to be more flexible with editing and modifying leave requests. The previous system, webforms, made it easy to reduce the number or hours of leave requested if less hours are needed. Right, now employees and supervisors do not have an easy way to make and approve the modifications, and several hours are wasted with audits, and trying to elevate changes needed in the system to match up with actuals. Also, credit hours employees have to submit a separate schedule, and report their schedule in a addition to reporting in people plus. The system should be updated to allow one place for scheduling and reporting, so that employees don't spend more time duplicating their information.	Continue and expand the existing grants and programs that provide funding and partnership opportunities to states, tribes, and local communities to educate and prevent violations in the first place. Work with the private sector more closely to educate and inform them about how to best comply with environmental rules and what the impacts of their activities may be to the public health and environment. More funding and more employees at EPA are needed to effectively outreach to private sector to prevent issues, which will reduce the need for enforcement later on.	Set up more local satellite offices, and allow employees to travel more and work remotely from areas where their projects are to interact with the communities they serve. There is too much emphasis on coming into the office to do our work, when much of our work should be with the community, states, or regulated community.	Allowing and providing the resources for a substantial more number of employees to telework or work from communities or areas where there is a large number of environmental issues, and reduce the footprint of our office buildings. Also, continue to employ and emphasize the standards developed by the International environmental management system, ISO 14001 which should guide all of our activities at a fundamental levels. https://www.iso.org/files/live/sites/isoorg/files/standards/docs/en/iso_14001_key_benefits.pdf	Provide more resources and support for the (former) Superfund Innovative Technology Evaluation Program (SITE). The Superfund Program used to be involved in providing funding and assistance to technology companies interested in testing and proving their cleanup methods. Its my understanding that the SITE program was discontinued, and it should be re-started to allow opportunities for businesses to develop their innovative cleanup technologies.	Provide a focal point for organizing the agency based on the communities we serve and the industry we regulate instead of organized by all the various laws and regulations (remove the "stovepiping") Train employees to be experts with the industry or community, and have them rely on specialists in the office familiar with the various laws, instead of have each law have it's own staff dealing with the same communities or industry as staff dealing with all the other laws. Instead of having so many experts in each law or division working directly with the communities, other agencies, and
1406	1405	5/23/2017	The FPPS system is slow and needlessly complex. Replacing FPPS with a more up-date and user friendly system would save a lot of supervisory time.	Bring back the Performance Track program. Performance Track provided an excellent forum for private businesses and EPA to collaborate on innovative and economical environmental strategies. It also provided opportunities to showcase private industry's pollution prevention and other environmental initiatives. The program was terminated 8 years ago.				

	I
1405	The Superfund Program has a very robust community involvement and outreach program and if this method and best practices for the work they do could be used for all of the various EPA offices, and also organize all of the offices around the goals and the makeup of the community, this would results in less effort and duplication of effort across the agency overall. In other words, expand this program and it's methods to be the focus of how EPA manages their work as opposed to a support function in the office of Superfund.
1406	

	A	B	C	D	E	F	G	H
1407	1406	5/23/2017	Blanket Purchase Agreements (BPA) are used to purchase reoccurring items that are routinely needed for laboratories etc. Cost for the items are negotiated and depending on the number of Items purchased the cheaper the price. The rules for these purchases are guided by the FAR now EPPAR. When items are purchased and received the approver (Call Officer) is required to complete the 1900-63 form per the EPPAR , provide that form to Finance. The vendor send an invoice to the Finance department where it is processed, funds are provided by the programs to pay for the purchases. Each step of the process in hand on. The ordering process in usually done by filling out a request, sending it to the Call Officer (CO) for approval, CO ordering the items, receiving with tracking the items, item receipt verification . etc. Once Finance receives the invoice , they place it in a system , provide standard assessment of the item, reject it if there is a problem and send it back to the vendor or approve it, in which case a 1900 63 form		I think partnering with each entity, first question there needs and understanding their issues, then providing setting for government , university and the people to receive information, and let them determine as a collective whats needed.		Increase computing power for all administrative functions used in running big organization that would add value , reduce redundancy in purchasing, tracking , add accountability and increase productivity in all business operations that work and for those that don't work , rework them. All could be done with computing, but first the current users that use the system daily should be consulted. I say this because ultimately its the worker with the computer that gets the job done, not the computer with code that is written by a programmer that how to code but does not know how to do and what's needed and simple.	
1408	1407	5/23/2017	A FIXED, RIGID 8-HR SCHEDULE BLOCKS PRODUCTIVE, CREATIVE RESULT, SHRINKING LOCUS OF ACTIVITY INTO BLOCK ROUTINES; MORE OPEN CHANNELS FOR CREATIVE SUCCESS GENERATE POSITIVE ENERGY FOR FRESH IDEAS AND POSITIVE SUCCESS.	BY WORKING IN PARTNERSHIP AGREEMENTS THROUGH EPA MANAGEMENT - TO IDENTIFY PRIORITIES FOR IMPROVEMENTS & ORGANIZATIONAL ENGAGEMENT IN EVERYCOMMUNITY--(OVERLAPPING) LOCAL, STATE & NATIONAL ENVIRONMENTAL NEEDS W/ EJ PRIORITY; PROVIDE 3-DIMENSIONAL MODELING, MAPPING FOR EXPANSION AND EXPANDING PRIORITIES WITHIN BUDGET DESIGNS. MOVE FORWARD 1 OR 2 PROJECTS AT A TIME - WITH A HOLISTIC FUTURE VIEW IN FOCUS.	CALL CENTER PROVIDING OUTREACH & OVERVIEW TO THE ENTITIES MENTIONED ABOVE- FOR THE PUBLIC AT LARGE; BY USING BIGGER PICTURE INSIGHTS FROM THE M-F CALL CENTER INFORMATION, IT CAN BE RE-FOCUSED FOR OUTSIDE ENTITIES', INTEGRATING & ELEVATING USEFUL EVERYDAY EPA INFORMATION.	ANY COMPLEX ORGANIZATION RESTS UPON RELIABLE INDIVIDUAL, AND - STRATIFIED -GROUP EFFORTS. HOLISTIC REVIEW AND INTERPRETATIONS OF ABOVE RESULTS ARE SOPHISTICATED, COMPLEX PROCESSES TO DERIVE MORE AND GREATER INFORMATION. INFORMATION PRESENTATION IN SENSIBLE AND LITERATE WAYS-CAN MAXIMIZE HUMAN INVOLVEMENT TOWARD SUCCESSFUL, SIMPLIFIED RESULTS OF CLEAN AIR AND CLEAN WATER. STOPPING INDUSTRIAL POLLUTION IS DEPENDENT UPON A COMPLEX WEB OF SOCIAL INTERACTION: MAKING THE GOOD THINGS EASY; AND BAD THINGS DIFFICULT - IS ONE PARADIGM - STATE OF	ALL THE TIME. AND MANY NEED TO BE BROUGHT ON BOARD, MADE CURRENT: CIRCULATING THEM FOR EXPOSURE TO THE TEST OF TIME HELPS GENERATE MORE IDEAS WITH GREATER PRODUCTIVY.	COMPLEX INFORMATION DISTILLED FROM SIMPLE ANSWERS & COMPLEX ORGANIZATIONAL EFFORTS CAN TAKE US IN A MULTITUDE OF DIRECTIONAL CHANGES, OPTIMAL - (AND OTHERWISE)! WITH VERBAL, SPEAKING & LISTENING SKILLS AS BUILDING BLOCKS, ORGANIZATIONAL CHANGE INTEGRATION & RESULTS ARE MORE LIKELY POSSIBLE AND EFFECTIVE. SCIENTIFIC ENTERPRISE REORGANIZATION IS A MORE REFINED & CHALLENGING PROCESS, TAKING MORE TIME FOR EFFECTIVE RESULTS.

	I
1407	
1408	I'M VERY BIASED TOWARD OUR EPA TOASTMASTERS CLUB; IT HAS MUCH TO OFFER THE HUMAN CONDITION IN APPLIED COMMUNICATION SKILLS WITHIN THE WORKPLACE,AND OUT. FREE FOR EPA EMPLOYEES, MEMBERS, AND ATTRACTS GOOD OUTSIDE TALENT & PROGRAM PARTICIPATION - BRINGING PEOPLE CONFIDENCE TO COMMUNICATE TOGETHER TO LEARN, AND BETWEEN EACH OTHER THROUGH BUSINESS IN THE WORKPLACE.

	A	B	C	D	E	F	G	H
1409	1408	5/23/2017	Excessive annual training requirements.		Larger web presence with rich data banks allowing states/tribes/communities/public to find data independently at the point of need instead of needing to submit FOIA requests or become frustrated on our internet site.	Allowing more electronic reporting of emissions data and possibly automating the collation of that data.	Drop the overt courting of coal mines. Even the Coal Museum in Kentucky is now run by solar power because it's more affordable. Investing in and researching better "new" renewable technologies will help America stay at the forefront of innovation instead of stuck in the industrial age. I'd much rather the rest of the world license/purchase American technology to improve the environment in their countries instead of America having to license/purchase other countries' technology.	A former EPA Administrator said that he found when Reagan rolled back EPA regulations, business owners actually asked him to keep implementing them because customers didn't trust their products when they saw them as deregulated. Form partnerships with business organizations that show how environmental regulations promote trust in business products and industries which grows business more than deregulation and a clean environment creates a better market for their products (people who live longer will buy more things).
1410	1409	5/23/2017				Space consolidation. If cloud computing capabilities are expanded, the agency might be well served to change floor plans in such a way that allows more employees to occupy the same amount of space, as workstations won't need to be big enough to accommodate old record keeping habits. Too many employees are reliant on keeping mountains of paperwork dating back years to even decades, despite electronic record keeping capabilities. The younger generations seem more flexible in this regard, and if EPA and other federal agencies are going to make strides into 2017, older methods need to be phased out. This will save money on rent, and foster a more collaborative environment.		

	I
1409	HPOD contracting is severely understaffed making their employees unresponsive to internal and external customers. Better staffing levels and benchmarking response times like in customer service industries would alleviate long-term frustration for EPA staff as well as the companies that we contract with.
1410	

	A	B	C	D	E	F	G	H
1411	1410	5/23/2017	2 things regarding Federal Register notices. First, we should be able to submit packages for publication in the federal register completely electronically (i.e. no need for paper or CD copies). Second, the FR notices themselves should be re-formatted to optimize electronic reading. Currently they are published in 3 columns, meaning that when you read on a screen you scroll down and then up again multiple times per page, while trying to ignore the other two columns. Re: time and attendance system (PeoplePlus). You should be able to submit multiple leave slips for the same day as long as they are for different hours. Currently, once you have put in a leave slip for one hour of the day (e.g. a morning doctor's appointment) you cannot put in a second leave slip for another time of the day (e.g. early child pick-up).				eDiscovery and other database management lags significantly behind the private sector, making us work significantly harder than necessary to search and analyze the information we already have. For example, our ability to search our email system to respond to FOIA or other information requests is severely limited.	
1412	1411	5/23/2017	Finding information on the agency???s intranet can be a huge investment for both staff and managers. The more time employees spend trying to filter through the sea of outdated and unmanaged content to locate current administrative, policy and program information, the more it costs the agency and the employees in wasted time and productivity. Senior leader support is needed for the Office of Internal Communications and Office of Environmental Information to tackle a transformation of the agency intranet to make it a standardized primary internal communications tool. A more intuitive design and interface is needed to improve access to the tools and technologies employees need to advance the agency???s mission. A plan for regions and program offices to review and clean-up outdated content on the intranet is also needed.			Roughly 80 percent of companies now run on open source software to manage their intranets to save money. However, our current methods for managing the intranet is extremely costly and not conducive to advancing work or saving the agency money. Under the current system, each regional and program office manages multiple servers and intranet accounts called TSSMS accounts. These multiple accounts and servers cost the agency thousands of dollars each year. By adopting Drupal ??? which is the system EPA uses for its public website -- as the intranet standard for the entire agency, EPA could save a significant amount of money, while also improving	Adopting a standard intranet strategy and platform across the agency would greatly increase our efficiency. It would improve information sharing and also reduce costs. A platform like Drupal, best known as the open-source platform behind public websites like Whitehouse.gov and our own EPA.gov, is also a good option to manage our intranet. As previously mentioned, the agency has already made the investment in Drupal for the public site. However, regions and program offices are allowed to use multiple platforms to manage their internal websites. Because there is no standard, the agency is spending a significant amount of money to support multiple platforms. These platforms are not well	

	I
1411	
1412	ORD has reduced the amount of contract dollars it spends annually on public website support as a result of its Drupal migration. ORD also reduced costs by eliminating unnecessary servers and TSSMS accounts after transitioning its intranet to Drupal (like the agency did for the public website). However, EPA has not adopted this strategy agency-wide. The Office of Internal Communications and Office of Environmental Information should use ORD as a good case study to adopt Drupal as a standard intranet tool to manage all agency internal websites. Again, this is the platform that is already used for the public website (EPA.gov), so it makes good business sense to eliminate the cost

	A	B	C	D	E	F	G	H
1413	1412	5/23/2017	Within OARM, Office of Administration, there is the Security Management Division (SMD). That division creates redundancies and has significant overlap with other offices. The Personnel Security Branch should be a part of the Office of Human Resources since there is a signification connection in the work that they do and would create efficiencies that save time, money, and help get new employees onboard faster. The National Security Information team (within the Personnel Security Branch) should be a part of the Office of Homeland Security and not within that branch at all. The Physical Security and Preparedness Branch should be a part of the Facilities Management and Services Division. Both are related to the physical security of office buildings, and having them in the same office would create efficiencies and ensure there are no gaps in our security. Dissolving SMD into other offices would decrease needless bureaucracy. Additionally, the management within SMD is potentially harming the security of this agency				For a while EPA was offering Personal Audio Conferencing Services to HQ employees that allowed up to 6 lines to call into a conference line at no cost. However, the service has since filled up and they are not accepting new requests. This means that for small conference calls, offices often have to use a normal conference line for meetings, which results in increased costs for the agency. (http://intranet.epa.gov/otopintr/phoneservices/phoneservices.html#conf) EPA should also look into services such as Good for Enterprise that would allow employees to access email on their personal phones. This would allow employees better access to email on busy days, but would not	
1414	1413	5/23/2017	It is difficult completing some tasks on time due to other coworkers being compressed or teleworking. Typically per a work week, you have Tuesday-Thursday to really meet with coworkers and get things done.	I believe better environment results can be achieved by sharing results from other countries and demonstrating how they have interacted to achieve their countries environmental goals.	In order to provide better service to the public, I believe that the federal work schedule should coincide with the typical Monday-Friday business work schedule. Compressed days hinder the success of achieving environmental results at the state and federal level.	In order to reduce costs, EPA must consolidate its office buildings. I suggest moving the Potomac yard building to the Federal Triangle complex as the lease is outrageously expensive.	In order to be more accountable, I suggest having more outlets for the public to comment or make suggestions on routine EPA processes. Maybe having a direct message source if projects are posted online.	We can accomplish more by sharing interests and expertise with the states.

	I
1413	
1414	Our computer databases and programs are outdated and slow and require unnecessary steps to carry out daily tasks. These programs are not top of the line and hinder success. On the bright side, OPP does an excellent job with meeting its deadlines (99% rate!) and I believe this is due to its excellent organization and communication structure. OPP has frequent check in meetings and opportunities to report on projects that prevent a person from falling behind in a task. Its great. Look upon OPP for success!

	A	B	C	D	E	F	G	H
1415	1414	5/23/2017	In the Office of Public Affairs, we have a senior advisor who regularly (daily) operates outside of her job description, duplicating or overriding the work of OPA staff and managers. This is inefficient, demoralizing to staff, and does not result in the best work products. As the senior advisor position falls outside of the career management chain, it has not been possible to resolve this problem through career management. Finding information on the agency???s intranet can be a huge investment for both staff and managers. The more time employees spend trying to filter through the sea of outdated and unmanaged content to locate current administrative, policy and program information, the more it costs the agency and the employees in wasted time and productivity. Senior leader support is needed for the Office of Internal Communications and Office of Environmental Information to tackle a transformation of the agency intranet to			Roughly 80 percent of companies now run on open source software to manage their intranets to save money. However, our current methods for managing the intranet is extremely costly and not conducive to advancing work or saving the agency money. Under the current system, each regional and program office manages multiple servers and intranet accounts called TSSMS accounts. These multiple accounts and servers cost the agency thousands of dollars each year. By adopting Drupal ??? which is the system EPA uses for its public website -- as the intranet standard for the entire agency, EPA could save a significant amount of money, while also improving	Adopting a standard intranet strategy and platform across the agency would greatly increase our efficiency. It would improve information sharing and also reduce costs. A platform like Drupal, best known as the open-source platform behind public websites like Whitehouse.gov and our own EPA.gov, is also a good option to manage our intranet. As previously mentioned, the agency has already made the investment in Drupal for the public site. However, regions and program offices are allowed to use multiple platforms to manage their internal websites. Because there is no standard, the agency is spending a significant amount of money to support multiple platforms. These platforms are not well	
1416	1415	5/23/2017	There should not be so many funds wasted on new office equipment/supplies. There should be more mandatory actual discourse between colleagues, too many EPA employees may become complacent or slow/lazy in their work without this level of accountability.	Making in-person connections with external partners would be beneficial, and it would also be useful to have a more direct process as well as a more well known procedure for states to get in touch with researchers directly (not just EPA Region points of contacts) to ask their questions, share their environmental observations, etc.	Ensure that the EPA employee or contractor who communicates with states is a friendly and responsive individual as well as have high standards for who that point person is.	Yes, since the majority of EPA employees "work remotely" or "tele-work" there is a large cost waste associated with getting the lights on in areas of the building where few if any employees are working. In addition, since few employees are in the office frequently/regularly, there is no need for such a large janitorial staff presence in the EPA buildings. Rather than custodians coming to each cubicle/office daily, biweekly cleaning would suffice. Also, there is not a need for so many printers and office supplies in general. EPA has a surplus of these items.	Yes, EPA should stop printing the majority of their materials. Not only is this a waste of natural resources, but printing documents, fact sheets, annual yearbooks and reports is excessively expense, and in my time working here, I have seen so many documents untouched in filing cabinets, collecting dust. Many contracts/funds for printing should be cut.	EPA should look to innovative office/internal processes to make our Agency more efficient. Many of the work habits that EPA employees have are out-dated. A sense of pressure and urgency is lacking in the observable work practices in my office.

	I
1415	ORD has reduced the amount of contract dollars it spends annually on public website support as a result of its Drupal migration. ORD also reduced costs by eliminating unnecessary servers and TSSMS accounts after transitioning its intranet to Drupal (like the agency did for the public website). However, EPA has not adopted this strategy agency-wide. The Office of Internal Communications and Office of Environmental Information should use ORD as a good case study to adopt Drupal as a standard intranet tool to manage all agency internal websites. Again, this is the platform that is already used for the public website (EPA.gov), so it makes good business sense to eliminate the cost
1416	Yes, if employees telework - have them "rent their cubicle/office" space for days when employees are in the office, staggering their cubicle use to reduce costs for supplies, electricity, resources, etc. Eliminate printing expenses, as this also aligns to EPA's purpose to conserve natural resources.

	A	B	C	D	E	F	G	H
1417	1416	5/23/2017		Renewing and upgrading water (i.e. potable water, wastewater, resource water, and stormwater) infrastructure (e.g., pipes, pumps, storage, treatment, green & gray infrastructure) is a top-four priority for EPA. It is too expensive to renew all water infrastructure. Therefore, improvements are needed in capability to cost-effectively assess condition of installed pipes. So, investigate ways in which EPA ORD, OW (e.g., State Revolving Funds, WIFIA), utilities, service providers, technology developers, academia, engineering firms, states, and other Federal agencies can work together to develop better technologies, procedures, and life-cycle and failure data to enable better decisions on when, where, and how to renew water infrastructure. This can save substantial funds, for example, by (a) keeping good pipe in the				
1418	1417	5/23/2017	There are several instances where other divisions essentially have dumped work that they don't want to take on to other divisions; however, staff are not able to have a say since the higher managers have already agreed to it. As people either retire or leave, positions are not being filled as the workload increases. These are two instances that have impacts on each other and are two separate problems.		Don't start work groups on customer service. Use that money to fund existing programs that would greatly benefit these entities. More crop tours, site visits, and allowing staff to attend conferences would help staff connect what they do at work with what is going on on the ground in states, tribes, local communicates, the regulated community, and the public at large. They can then provide better customer service since they can then access that experience/background knowledge.	Stop rolling back on regulations and reforming regulations that are already in place. They are costing EPA a fortune and a lot of wasted time. They are in place for a reason.	Make IGMS more user friendly. Allow people to save their work in the system with ease. Use more GIS in data collection and/or information display. Visualization goes a long way. Allow EPA platform to accommodate GIS story maps.	Identify where resources are similar among other federal agencies and collaborate instead of recreating materials/resources.
1419	1418	5/23/2017				I have seen no such opportunities in all my time at EPA. We are already deprived of the financial resources needed to fulfill our statutory obligations to protect clean air and water.	I imagine it would save a lot of money if EPA bought its own computers instead of leasing them monthly from EZTech.	

	I
1417	
1418	
1419	Some organizations consider it a "best practice" to have leadership that shares the values, motivations, and moral compass of their employees.

	A	B	C	D	E	F	G	H
1420	1419	5/23/2017		Good, solid Supplemental Environmental Projects (SEPs) allow a respondent to perform needed environmental work associated with their violations, in lieu of payment of a full cash penalty. These can provide tremendous environmental benefit for local communities which would otherwise not be possible. Additionally, in my experience, it allows a respondent to become more aware of environmental issues in his/her community. We should readily offer this opportunity in most enforcement actions where it is appropriate.	EPA should be in a position to be able to oversee state authorized programs so that when disagreements arise or things don't go as they should (i.e., Flint, MI) EPA can assist with mediation and compliance assistance.			
1421	1420	5/23/2017	(1) Interference from industry and political interference in science. Repetitive requests for delay in science to consider "new" or "soon to be released" data that delay decisions. There will never be "perfect" information. Decisions need to be made based on the the information available at a given time. (2) Allowing non-experts to provide equal sway in policy or science decisions is inappropriate and ineffective.	(1) Increased engagement with ECOS and ERIS. (2) Restart the sectors program in a thoughtful and meaningful way.	(1) Increased engagement with ECOS and ERIS. (2) Restart the sectors program in a thoughtful and meaningful way.	Encourage cross-media office approaches to environmental protection. Reward collaboration. Increase hiring flexibility to allow for a more agile workforce that can respond to the changing needs of our nation.	EPA's IT infrastructure and hardware is embarrassing and makes it impossible to do our job well.	Reward collaboration in meaningful ways. Encourage communication across offices, governments, etc.

	I
1420	
1421	Take advantage of all hiring authorities, such as Title 42 and other flexible hiring authorities. Getting the best and the brightest is the best way to improve efficiency.

	A	B	C	D	E	F	G	H
1422	1421	5/23/2017	Managers (both GS 14 and 15) are very rigid with time and attendance procedures of their employees, however, I have experienced (on numerous occasions) where managers seem to take advantage of their positions by taking advantage of the rules and regulations. Managers need to be held accountable in all areas and set the standard by their actions. GS 14 and 15 levels supervisors need to be watched for abuse of power. Regional Division Directors and Deputies need to assure compliance and fairness within their organizations on a regular basis.	EPA needs to be able to continue providing grant monies to state and local governments for voluntary partnerships. More grant monies and very specific grant conditions could help in achieving better environmental results. It will definitely work against achieving results if EPA stops providing grants dollars for voluntary partnerships such as Pollution Prevention, energy efficiency, lead programs, etc.	EPA needs to provide added value for states, tribes, and local communities so that they want to work with us. In the past we have had joint events, and have brought $$$ to the table and $$ (it works!). Additionally, joint press about positive events like the Safer Choice Program National Partners of the year, or Energy Stars' National Anniversary needs to be told, but this year HQ communications was not allowed to do press...they were told not to issue this positive effort to the press ...there were great stories to be told ...let them be told to the press!!!	Yes, as a former position classifier, I know of GS 15 supervisor that are only supervising 8 employees and is reporting to another 15 over them...this is poor position management! All of the regional organizational charts need to be reviewed immediately to begin making 15's tow their load of work for the salary that they are being paid or downgrade the position immediately. Additionally, EPA has allocated enough funds for 1 percent of spending on GS salaries to go toward performance awards...EPA should not issue ANY performance awards this year!!!! You can save 1%!!!	Unknown..... FYI...I am a 30+ year non supervisory GS-13 federal employee (with 1/2 my years in EPA). I have seen supervisors and managers come and go...that is why I am so targeted in my suggestions to you. Please look at the management and supervisory structures ...They need to scrutinized more fully and reviewed regularly for grade justification.	Outreach and Voluntary programs (if they survive the realignment and FY18 budget) should be reorganized to be part of the Administrators Communications staff and Regional Administrators staff in order to make inroads with the public. Positive education and awareness are critical in positive relations with states.Recognition of partnership efforts is critical for better collaboration and communications with other federal agencies, state and local government.
1423	1422	5/23/2017		Certain states and local communities, as well as certain private sector stakeholders, have deployed clean energy technologies like renewables and energy efficiency that both have achieved better environmental results and lowered these stakeholders' costs. The EPA could support additional states, tribes, local communities, and private sector entities in achieving these improved environmental results and cost reductions by sharing the many existing clean energy success stories and helping others implement similar types of solutions, including by helping specific states, localities, tribes, and companies identify which clean energy options may generate the best environmental and economic outcomes for them.	EPA's website has housed a tremendous amount of information, including tools and guides, that can be of use to the public at large and other stakeholder communities. Maintaining these resources and improving their searchability on the Agency website would improve our customer service to these groups by making the information and resources easier to find.	I would guess the Agency could reduce the cost and emissions of its building footprint by modifying our own heating and cooling processes to incorporate a bit more seasonality (i.e., setting temperatures a degree or two cooler in the winter and a degree or two warmer in the summer). These efficiencies could also yield an interesting story to share with other institutions (businesses, schools, state & local governments, etc.) that also might derive benefits from this type of change.		

	I
1422	Each state office that received Pollution Prevention Grant monies and have manufacturing best practices that were adopted in conjunction with EPA grant monies to state universities. Local collaborations have already been made with Department of Commerce NIST MEP Centers. EPA monies helped state Manufacturing Technology Centers and local manufacturing technical specialists... best practices are on their websites. If funding is cut, we will not be involved with/or knowledgeable about these critical efficiencies done at the local level...the connection will be severed.
1423	

	A	B	C	D	E	F	G	H
1424	1423	5/23/2017	Micromanagement either from branch chief or director's office	Conducting joint review of pesticides and risk analysis with state and tribes	Reduce redundancy in terms of reviewing same chemicals by multiple scientific committees.	delegate some review or risk assessment processes to states or tribes. Relocate office buildings from city center to suburbs which will reduce renting cost of the building. Consolidate/Combine similar branches to 1 . Reduce the salary of managers since they do not conduct any primary review or substantial ground work.	I do not have any opinion about this	I think we can delegate some risk assessment work of pesticide exposure to states .
1425	1424	5/23/2017	Eliminate the State Review Framework and develop a more collaborative process for working with our states to implement compliance monitoring and enforcement programs. Eliminate OECA's Nationally Significant Issues policy and allow the Regions to work with the states within their Region to determine the appropriate resolution of an enforcement matter. Eliminate the one size fits all designation of National Enforcement Initiatives. These are frequently not the biggest issues facing our states. Increase the utilization of CAA blanket waivers to allow for the Regions to address noncompliance in a more timely manner without requiring OECA and DOJ involvement.	I believe that EPA needs to spend more time listening to the regulated community in order to better understand the unique compliance challenges that they are facing. Many EPA rules are poorly written and industry would benefit from increased compliance assistance outreach related to EPA's interpretation of specific regulations.	We should ask them how EPA can provide them with better service?			Work with our States to understand the specific environmental and public health challenges that they are facing and align our efforts to ensure that they we are all focused on addressing these issues. Establish formal partnership with OSHA on issues involving work safety and chemical accident prevention.

	I
1424	Eliminate multiple reviews of the same or similar assessment of pesticides .
1425	We desperately need to eliminate paper reporting systems and the redundancy of reports being sent to both the states and Regions. This would be a huge cost savings for industry. Everyday thousands of documents are sent to EPA via FedEx or other certified mail at a great cost to industry. Establish an electronic records management system to reduce the administrative burden and significant costs associated with maintaining paper files. The State of Louisiana maintains an Electronic Document Management System that is a great example of an electronic records system that provides electronic access to records and

	A	B	C	D	E	F	G	H
1426	1425	5/23/2017	Paper files are still the official records for all our business. This creates inefficiencies of duplication (we must make paper copies of all files while we really work with electronic ones for actual business), takes time for storage preparation, requires drawer space. It is 2017, we can do better	1) Regulations are based on scientific evidence. But what the evidence means is often settled in court, which costs more for government and industry. We could set up this process ahead of the regulation becoming issued. What I think of is the creation of a third party, funded in equal parts from government and relevant industry groups, to review and evaluate the evidence (perhaps during the pubic notice period). The model for this is the Health Effects Institute, a current partnership of ORD,OAR and the automobile industry. The credibility of their review is so much greater because of the multiplicity of inputs. This can be expanded to other sectors. 2) FDA has an interesting process for food products developed for market. While the manufacturer still has responsibility to ensure food is safe, they can voluntarily consult with FDA through a	ORD research is usually targeted to support EPA program offices. Many opportunities exist for doing research that could reduce emissions for industry. It's one thing to say you shall keep levels at this level; it's another to be able to offer "and here are some suggestions you can further develop" from EPA's own research		Electronic records. An agency-wide tool for project management would increase efficiency and offer enormous transparency.	NIEHS and EPA ORD have strong affinity, for example. At a minimum, leadership coordination would help.
1427	1426	5/23/2017	1)Purchase Card Program is an area with organizational processes that are inefficient and ineffective a.Moratorium on new purchase card accounts. There has been a moratorium in place since March 18, 2014 on issuing new purchase card and convenience check accounts. This moratorium negatively impacts the ability for offices to obtain new purchase card accounts when cardholders transfer or retire. The fact that this moratorium has been in place for over three years is a sign of inefficiency. There needs to be a process established and in place for offices to obtain new purchase cards instead of this blanket moratorium. In addition, that process should empower individuals at the lowest level possible to obtain approval rather than creating additional bureaucratic procedures to obtain approval at a high level. Empowering individuals and holding them accountable should be the ideal and not the exception. b.Transaction processing and record		Emphasize the importance of cost impact of rules and regulations One idea for providing better service would be to emphasize the importance of cost and the impact that this has on states, tribes, and regulated community. A recent regulation in my unit had a 30 percent cost increase from the previous regulatory cycle. This type of increase does have an impact. Unfortunately, during preparation of the rule as well as the review process for this action, there was no emphasis on the cost impact. In my view, employees, managers and senior leaders need to emphasize the importance of the cost implications of our regulatory actions on states, tribes, and the regulated community.			Review current programs within EPA for areas of duplication and overlap. There is clear duplication of activities within program offices and efforts need to be made to reorganize. For example, there is a National Homeland Security Research Center in ORD and a Water Security Division within the Office of Water. How many separate offices does EPA require to work on ???security???Â Recommend programmatic reviews to eliminate these areas of duplication and obtain cost savings through consolidation. A further programmatic review is required to ensure that these areas are focused

	I
1426	
1427	

	A	B	C	D	E	F	G	H
1428	1427	5/23/2017	The time management system is too cumbersome and time consuming. In the Superfund Program we have too many categories and managing them all becomes too cumbersome. We need to find ways to simply using project codes in People Plus. Another major inefficiency in People Plus is we are required to enter time and attest on Thursdays a day prior to end of pay period. Since we haven't yet worked on Friday we cannot record time for projects. We end up amending our timecards every pay period which takes additional time for the employee and timekeeper. What if are give time to enter our time sheet until Friday afternoon of the pay period. This will eliminate amending the time sheet every two weeks and also save time for the timekeeper to verify it.	Currently we have good working partnership with the States and private sector.	I believe EPA has good working relationship with the states. We could have more community engagement although EPA has been advocating this for a few years now and we are doing more community outreach.			
1429	1428	5/23/2017	We do not do enough succession planning. I have been with EPA for close to 20 years and no matter how much it has been expressed that succession planning is needed it goes by the waste side for administration task and budgetary task. Technology is always looked at first above all. It is the admin and budget that assist with the technology getting completed. People have retired or moved on only for their work to passed on to another person who does not have a clue or is doing the same type of job with a full load and then give more. The pressure and stress it great and people who looked loved and cared about their job are now overworked and filling it. This has and is making people deciding to leave and/or retire. Just did not have to be this way. Sigh!! Space is an issue. Program offices used to manage their own space, but now it is being managed by a division that does not always know the needs of the office.	More communication and more opportunities to meet and understand how we can leverage or learn more from all communities we support as an agency.	Same as above for Q2, but listen to the need of the community and try and implement solutions or practices to assist the communities we serve. sometimes we as an agency put things and technology in place, but may not have a full understanding of the community we serve or even the customers inside the EPA we service. Example: Space is need to move contractors on EPA's campus due to the TIC, but space is at a premium. The decision was made for the TIC as a security measure, but did we communicate this effectively with the people who have to find the space to house a number of contractors. Working together would make for a better environment and community of service.	I feel the LEAN program is not fully being utilized and could assist in streamlining processes and creating a better community of service.	Not sure, but sure there are some areas that need attention.	May be better efficiency, lessons learned. We used to have Liaisons to work with the program offices, but was very effective was working with OARM, Security, etc. to build relationships and community of contacts to go to when something is needed. This has assisted both sides in many projects that I have been involved in over the years. If we would stop territorial and work together we could accomplish more, more effectively. We do a great job, but it could be better.

	I
1428	EPA needs an electronic file sharing system that is accessible to external partners similar to SharePoint that is used for internal EPA employees. When we large documents to share, currently the only way for us to share is send it on CD. We also don't have the ability to receive large documents unless the external partner provides a link to download. If EPA can create a file sharing system where we are able to send large documents and at the same time allow external parties to upload to the EPA system we can improve efficiencies and save mailing costs.
1429	Not sure of other agencies, but Wake Med North Hospital has a very good check in process, followup and management. Don't know what they do, but it is impressive.

	A	B	C	D	E	F	G	H
1430	1429	5/23/2017	Leave has to be requested in different systems, dependent on the type, due to PeoplePlus limitations;annual leave, comp time, travel comp time are requested in PeoplePlus but Credit hours (CH) leave are requested in Lotus Notes & request take a long time to process from telework locations. In 2018 People Plus will start to track CH and we'll be able to request CH leave in PeoplePlus, but the system will not track our actual minutes worked daily for accumulating 1/4 hour increments for the week but will truncate to nearest 1/4 hour daily, so we'll be supplementing the government with free minutes each day. Tracking in one system should be expedited for efficiency and actual minutes tracking needs to be programmed into PeoplePlus to not violate the law which prohibits supplementing by federal employees.	Tribal partners seem to be held to a lower standard than states when it comes to performance and that should not be allowed, especially given limited funds. Tribes are also given a higher status than states, which creates inflated expectations of immediate or near immediate response and undue stress on staff which can lead to inefficiencies and ineffectiveness as staff are expected to jump into action at the drop of a hat and drop other critical work due to management pressures. I have heard that grouping of funds and performance into PPGs adds to watered down accountability so those should be checked. Better accountability should yield improved environmental results with limited funds.	Small and rural communities often need a bit more hand holding than larger communities with numerous staff. Additional staff emphasis and travel funds should be allowed for reaching these communities. Also, small and rural communities along with Tribes tend to lose staff more often (for different reasons) than normal size communities, so the additional staff emphasis and travel would also help with that. Challenges and solutions that work for other communities simply aren't practical or applicable to these communities and we need to craft special tools with help of staff experienced with these customers.	I have heard that some building space leases are so expensive in some regions, so those need to be revisited and renegotiated, or changes made. Also, I have heard that some offices have so much empty space due to so many people teleworking, that perhaps smaller office space leases would be merited. If people telework so many days, like 3-5 days on a regular basis, then perhaps they should share a space with someone else, or only have touch down spaces which are minimal; we should not be paying for office space that is not being utilized. Lower total space needs should result in lower lease costs and lower heating/cooling expenses. Another untapped opportunity is providing administrative support to	I can't thing of anything right now on such short notice.	This is such a loaded question with so many opportunities that I can't even begin to do this question justice. I suggest that you look at currently coordinated work and groups and ask those folks for ideas directly, plus repeat the process that was used to create those successful partnerships for other areas identified and other agency groupings.
1431	1430	5/23/2017	We do not use Docu-sign or other secure signing tools. Not only does this waste resources as far as printing and pushing paper, but it hurts our ability to properly track documents (records management). Additionally, we are wasting resources and opportunities to collaborate by having many databases rather than storing information in a centralized database.	Rather than pesticide approval letters, provide stakeholders with a 'fact sheet' outlining changes made to the pesticide product. This will help improve stewardship and communication with states, applicators, and growers.	Stronger risk communication strategies. Our stakeholder groups are forced to interpret our communication strategies in regulations.gov rather than having information come accurately and in an easy-to-understand format for our stakeholders. I think the public at large would benefit from better 21st century communication methods.	Pesticides program has a portal for chemical company applicants to submit submission packages for review. Unfortunately, staff is unable to get this information in a user-friendly way, so we are often asking companies to resubmit information by email.	Docu-sign Mandating electronic reporting, recordkeeping, and data collection. Using CRM tools, commonly used in the private sector, to track work progress	Invest in technology but ensure EPA staff are involved

	I
1430	Again, this is such a loaded question with so many opportunities that I think you should focus on this separately as with the above. So many best practices in so many areas.
1431	The Worker Protection Standard and Certification and Training Rule did an amazing job at involving stakeholders in all aspects of decision-making. They are a great model to use for effective state-federal partnership

	A	B	C	D	E	F	G	H
1432	1431	5/23/2017	Currently, the ordering process is too complicated due to conflicting requirements. This causes the ordering process, for even simple items such as pens, to be confusing and to take far too much time. Often, it???s difficult to know which requirements take priority when there are conflicting requirements. The various requirements should be clearly elucidated and should not compete or overlap.		Think more like team members than regulators.	I rarely see OPP management excited about supporting the EO for EMS. Most of our ESC management review meetings are not attended by top-level OPP management and that sends a clear message of disinterest. So far, the Trump administration has not eliminated the EO for EMS requirement. Of course that could change, but unless it does, shouldn???t there be a little more enthusiasm for this EO? As a result, other intraoffice environmental groups and efforts have been created that seem to overlap with the efforts being made at the EMS level and there isn???t a lot of cross communication.		
1433	1432	5/23/2017	That your supervisor has to return a leave slip to you before you can fix it. We used to be able to ???take back??Â a leave slip to make fixes, and it???s just crazy to make overworked supervisors have to take the first step before staff can correct a leave slip. This is especially a problem with sick leave slips for doctor???s appointments, when you can???t predict very well in advance the time you will be on leave. What possible business reason could there be to not trust staff with this responsibility? I can think of none. The Agency-level awards process is antiquated. Managers write nominations for staff at the division or office level, and the nominations advance through a system that has so many levels that it takes a whole year before there is an awards ceremony. Actually, the last several years, there hasn???t even been an actual awards ceremony.	Hire some Assistant Administrators, because they are your lieutenants who can interact with EPA staff to advance your priorities. Hiring a set of special assistants or senior counselors (either way, recent law school graduates with little environmental law or regulatory experience) is no substitute for a set of experienced, senior managers. You need people you can trust, who also have the respect of staff to make sure you are getting sound information. Hire people who have experience in environmental programs at the state level, if you are really serious about federalism. If you don???t hire qualified AAs, and rely on acting career senior officials, how long do you think any changes you do manage to make at EPA will really last? No Administrator has ever met every staff person, but this is the	See my answer to #5. Also, make it easier for the public to see on the web exactly what is going on in their neighborhood in terms of environmental quality (e.g., what was the original expiration date on a facility???s permit?).	There are too many people who have been ???promoted??Â to ???front office??Â jobs in AO and AAships, where they are farther removed from programs that protect the environment. In theory, they are there to provide oversight and aid senior officials, but people who sign up for those jobs tend to be more out of touch than the average staff person, and senior officials like having minions at their beck and call (whether that helps with environmental protection or not). And the more out-of-touch are staff with our stakeholders, the less effectively they can provide oversight. Whatever it takes to do so, move as many of those staff to program offices, divisions and branches. To some, it	Make more use of electronic reporting and continuous monitoring as well as rules that would require environmental information to be gathered and publicly reported without concomitant requirements to control pollution (let that follow based on the level of interest from the public), and other similar tools from the field of behavioral economics. Recent attempts at EPA to encourage electronic reporting have been watered down. Focus EPA resources on building tools that states could use for electronic reporting. If we seek their input in the tools we build and ask them how advancing electronic reporting tools could help them do their jobs, and realize that we???ll never get consensus from all 50 states,	See also my response to #4.

	I
1432	
1433	I can???t think of particular best practices. But I do think that much of the burden for sharing best practices rests with staff in the administrative support offices. They could do a much better job in terms of communicating with staff on policies and procedures, but not just telling us the rules to be followed, but also helping us understand better ways to do the aspects of our jobs that are their bailiwick.

	A	B	C	D	E	F	G	H
1434	1433	5/23/2017	One thing that is a hindrance is allowing the fossil fuel industry to dictate to the EPA because of the worthless lawyer appointed by trump.	How about keeping the politics of the far right wing out of environmental decisions and start listening to science.		A cost reducing change could be to cut Scott Pruitt's government salary and just let the fossil fuel industry pay him openly or have him earn a PhD in Environmental Engineering so that he can have a clue about the agency he is highly underqualified to run.		
1435	1434	5/23/2017	Contracts! Our contracts system is broken. The Agency lacks an adequate supply of staff to accomplish the work needed to put new contracts in place, in particular. My group developed a contracts request for proposals two years ago that was only released a few months ago. I have experienced stop work periods that have put projects to a standstill because there were not enough contracts staff to ensure a smooth transition from one option period to another on an existing contract. We could use clear step-by-step and standard guidance for managing contracts. And, at the staff/Work assignment manager level, there should be actual in-person training/renewal classes to take periodically rather than just on-line trainings because the education received is less informative. The requirement that only EZ Tech can download programs to our computers - including EPA programs - can be incredibly inefficient, particularly for	I have been working closely with states and local governments on achieving better environmental results for over 20 years at EPA. The voluntarily program I work on provides free (to the state, local and tribal government officials) tools and resources to help them make more informed decisions based on the things THEY care about while ensuring they can meet their environmental goals. For example, if they want to lower their greenhouse gas emissions or criteria air pollutants but also have a big priority to advance economic development and promote renewable energy, we work with them to help them understand the economic as well as energy and environmental implications of their choices so that they can select the best options for their needs. With a single investment plus modest support over time, EPA is able develop and maintain credible,	I think the regulatory programs could learn a lot from the approaches taken by the voluntary programs at EPA. Voluntary programs have to be very focused on the needs of our customers and tailor our approaches accordingly so that we can convince them of the value of our program to them.	Ensure that the lessons learned from any grants issued by the EPA to states and locals are easily available to others (e.g. on a website, in reports, shared at conferences, etc) so that the lessons aren't lost only on the recipient. It will make the value of our valuable tax-payer dollars go much farther.		It would be helpful to identify areas where one federal agency or department's actions could help another achieve their goals. For example, EPA relies upon DOE and EIA data and tools for our analyses but, in some cases, there are deficiencies in the data that could otherwise help EPA produce a better baseline. We frequently meet at the staff levels across agencies to identify these types of opportunities but it would be much more effective if the direction came from the to look for ways to support each other's efforts.

	I
1434	
1435	Our voluntary programs, particularly those that work with state and local governments, have been working internally with our regulatory colleagues over the last several years to ensure that state and local priorities, experiences and circumstances (e.g. energy regulatory structures) are understood and considered during the rule-making process. The voluntary program experience has taught us the significant value of outreach, listening and engagement with our state and local partners; bringing that approach to regulations, has made a world of difference. The Clean Power Plan was an incredible success in terms of the way it was developed in close partnership between EPA HQ, EPA

	A	B	C	D	E	F	G	H
1436	1435	5/23/2017	For EPA data systems, web applications, information services - a huge obstacle to modernizing how we develop and maintain them is an apparent need for long-term strategies before any work can be done. For example, I recently heard a presentation about EPA OEI's plan to develop a strategy to provide digital services... A plan to develop a strategy - this happens a lot in EPA IT, can make the strategy obsolete before it's ever final, and is opposed to agile and "DevOps" methodologies that are successful in the private sector.	For data exchange, E-Enterprise for the Environment (https://www.epa.gov/e-enterprise) and the related Exchange Network should be made an Agency priority with associated resources and qualified FTE. *Quality, complete* data will make environmental protection so much more efficient and allow us to focus resources appropriately.	For EPA web applications and data systems, a free two-way communication tool like Trello might provide more real-time, user-friendly interaction and understanding of stakeholder priorities.	EPA OEI seems to be out of touch with program offices. It needs to be supporting the data systems, web applications, information services, and reusable services that the program offices, EPA regions, and their state/local/tribal partners need - rather than creating strategies and directives in a vacuum. Having occasional webinars to tell us what they're doing isn't enough - there needs to be regular two-way communication and support for the products/services most necessary to the Agency to support its mission.	The Facility Registry Service, managed by OEI, is way under-staffed, yet it could make data exchange so much more efficient for the regulated community and state/local/tribal partners by centrally managing information that is common to multiple systems and programs across the Agency. This would make data exchange more efficient, freeing up time for other activity, and give us better information to do our jobs. Additionally, OEI's System of Registries is a mess; services are repetitive/overlapping and difficult to search and use. Some of these registries have the potential to make us more efficient, but I don't think they've received the resources and qualified FTE that they need.	Appropriate numbers of FTE should be assigned to activities of mutual interest to EPA and other agencies/states, particularly in the realm of data collection and exchange; typically one person is assigned and is expected to build, manage, and communicate an activity almost on his/her own. As already noted, E-Enterprise for the Environment (https://www.epa.gov/e-enterprise) and the related Exchange Network should be made an Agency priority with associated resources and qualified FTE (these FTE should not just be in OEI but also from the program offices). Unfortunately, we may
1437	1436	5/23/2017	Despite a lot of improvements, we still do a lot of work on paper. Even when we are working with digital copies of documents, there is often not an IT infrastructure to easily transfer and track these documents between the divisions that need to work on them. This can cause inefficiencies and bottlenecks in our workflow. Additionally, our digital files are saved in many unconnected databases. Thus to do our daily work you may have to access many different databases to find information on one product registration. An overarching IT infrastructure that allows for a truly paperless office, that also allows for the transfer, tracking, and storage of digital information would greatly increase our efficiency. It would also make accessing information on previous work much simpler, and help to ensure consistent decisions are made across chemicals and registrations.		A more comprehensive IT infrastructure would make it easier to share our information with our government partners. This would make it easier for them to access certain information, reducing their need to duplicate our work, or their need submit questions to us. It would also help to make our work more transparent. A public facing side of this system would allow anyone to search across products to answer questions about what products they can use, and about all registrations in general. An electronic product registration system (which is in the work, but still needs to be completed) would be a large part of such an infrastructure. This would allow for better communication with the registrant, help us to improve the quality of labels, fill data gaps on label, and would decrease our need to make assumptions about label language. Once this system is fully functional, it will decrease the time needed for	The improvements to IT infrastructure discussed above would reduce costs and inefficiencies, and allow us to fulfill our mission more easily.	Use of open source code and adaptable technologies (such as APIs) would allow us to continually update our databases and how we access them. Currently, we are limited by the capabilities offered by our service providers. When a system becomes outdated or we decide to switch service providers we have to figure out how to migrate all our data to a new system. The use of open source code and adaptable technologies would allow us to constantly update our IT as our needs and technologies change.	

	I
1436	Support true agile development - don't just tell us we should be doing it - provide training, resources, and server environment (NCC) that supports it. And we need an easy-to-access, secure Cloud environment; OEI has been unable to provide us with that. Thanks for the opportunity to provide ideas.
1437	IT should be customer driven. More in house IT programing and development support would allow us to develop or prototype more programs in house. This would create a body of expertise that is unique to the needs of the organization. This would not only save money and improve the quality of products, it would also save time by freeing us from the administrative restrictions needed to work with contractors on initial development of programs.

	A	B	C	D	E	F	G	H
1438	1437	5/23/2017	Paper concurrences for enforcement actions: This may be effective, but it is not efficient. We should be able to concur on documents electronically. This would facilitate easier review, eliminate paper waste generated when changes are made, allow parties to know the location of the document while it is being reviewed, and lead to more timely enforcement actions. Allow for (or require) electronic submission from Respondents: This eliminates bulky paper submissions and would bring us a step closer towards electronic record keeping.		Share/advertise tools and online resources on EPA's website that are already publicly available but may not widely used outside of the agency (this may be specific to the Region / states within the Region). Highlight on EPA's website links to the Regional EPA webpages that share information specific to the states in that Region.			
1439	1438	5/23/2017	OGC review of Regional SIP actions for consistency-- not all issues are equal.	Region 7 Air program works collaboratively and cooperatively with our states, tribes and local communities to be pragmatic and follow the rule of law. I believe that there are unrealistic expectations from HQ related to making sure all state actions are consistent in the approach, which neglects the concept of state and local air agencies developing solutions for their unique problems. NPMs should clarify the environmental principles in which all actions must have.	Streamline the review process of state air program actions by reasserting the delegation to the regions to take action. When HQ and OGC are involved, 2-3 month issues turn into 2 -3 year issues. We spent too much time trying to create a "perfect" solution that everyone can live with and the environmental measures become secondary in decision making.	Create centers of excellence... why does every region need their own expertise related to modeling, emissions inventory.	develop common technical specifications/catalog of approved information management options and technology. Make records management and retention common sense. Why should the EPA not have an approved/certified plan for electronic signature across all Agency programs and actions.	Air quality modeling, work to build access to data centers across firewalls to collaborate on the development of attainment demonstrations. Why should both EPA and the states have to create data, systems, separately?
1440	1439	5/23/2017				Some program offices have insufficient (non-administrative) staff to efficiently execute statutory requirements. Staffing should be increased for those offices, such as in the applicable divisions within OAQPS. Increased output will pay for itself beyond the additional costs of staffing.		

	I
1438	
1439	develop model rules, templates which outline the legal requirements in place for certain programs.
1440	

	A	B	C	D	E	F	G	H
1441	1440	5/23/2017	Design internal EPA information systems - People Plus, Travel, Employee Schedules, Transit Subsidy tracking -- so that all systems "talk" to each other. This would free up first line supervisors to manage rather than spend way too much time on these administrative tasks - - much of which is redundant and could be streamlined. Our internal procedures need to be consistent and legal.	Regulate the entire environmental footprint of facilities -- look at all impacts rather than prescriptive and narrow regulation. Take a multi-media holistic approach to environmental regulation. Seriously consider and take to heart the environmental protection paradigm outlined by Daniel J. Fiorino in his 2006 book, the new environmental regulation. Many of EPA's statutes need to be modernized to address current environmental issues like climate change. Many of our statutes are out of date.	Be consistent.	Adopt an integrated multi-media approach to environmental protection.		
1442	1441	5/23/2017	Travel Comp Time Approvals are currently done on paper and later reflected in People Plus. This process needs to be updated because it is archaic and a complete waste of time. You end up wasting 30 min of senior management time in order to get credit for spending 30 min in a car. Please connect travel comp time--and regular comp time--directly with People Plus, the way that annual leave and sick leave are requested and approved.	Expand the community-driven work in the Regions that was successful through the Making a Visible Difference in Communities Efforts. When we have Regional staff serving as partners and liaisons with states, tribes, communities it is clear how little value-added many HQ staff/programs actually are.	Give communities/regional areas one liaison who will work with them in a cross-programmatic capacity. Each focus community currently has an EPA lead that is a regional staff person, we can expand this approach to other communities, and because we cannot cover each city individually we can also have staff people who cover larger jurisdictions like counties. Hire more interdisciplinary, policy folks. The regions are full of engineers that do not have the skills to provide good customer service.	YES. #1 STOP PARTICIPATION IN CFC. EPA staff are PAID to organize events to collect donations. This is unacceptable. We can reduce the amount regional staff that work on OARM/OEI related efforts, for example the training officers, HR reps, finance officers. There are many people in those regional divisions that are unnecessary. They create work for others rather than benefiting the organization. Many are walking around collecting mail and passing around paper forms, all tasks could be automated. We also do not need an Environmental Justice Working Group.	YES. Reporting our time, sharing our schedules, and working with people who are at an AWL could all be made easier by modernizing our current processes. SF52 process should also be updated. Too many people are involved in process, could be streamlined.	Take a community-driven approach. Do not let environmental engineers dictate the policies by which we run our agency.

	I
1441	Mandatory 360 degree performance evaluation of managers and supervisors at all levels in the Agency.
1442	The best practices identified though OP's Making a Visible Difference in Communities. Also, allowing staff to utilize a maxi-flex schedule, so we can participate in meetings with communities/private sector that happen outside of our strict 8 hour schedules.

	A	B	C	D	E	F	G	H
1443	1442	5/23/2017	The lack of consistency in budgets from year to year have made it difficult to plan ahead in order to address training needs and do simple things like meet face-to-face with federal, state, and local stakeholders throughout the region (this has been a trend through multiple administrations). The uncertainty surrounding the proposed FY18 budget is exacerbating these conditions in addition to creating fear in the workplace that inevitably leads to distraction. I would suggest that addressing questions such as the ones in this survey prior to establishing or proposing drastic cuts to EPA programs and staff would be optimal. My experience in a decade of working in this agency is that a majority of the employees here already strive to meet the Administrator???s goal of protecting the environment while being pro-economy. The continuing restrictions placed on the EPA workforce has actually limited our stakeholder interactions, and I don???t see that ending as a result of the proposed	My answer to question 1 actually addresses this issue. Physical presence and availability of staff are essential to these partnerships. Cutting programs and employees before properly addressing the answer to these questions will inevitably set the agency up for failure.	My answer to question 1 actually addresses this issue. Physical presence and availability of staff are essential to providing the level of customer service that the public and stakeholders deserve. Cutting programs and employees before properly addressing the answer to these questions will inevitably set the agency up for failure.			
1444	1443	5/23/2017	****my apologies for typos in these answers as I do not have time to review these before sending them***** Too many layers of bureaucracy to go through. We need a flatter, more streamlined organization. During the Clinton-Gore reinventing-government initiative, many EPA office eliminated a layer of management on paper, but in practice the layer remained. OGC is an excellent example of this, but other offices did the same thing. They simply called the eliminated layer "team leaders" or "practice group leaders" rather than supervisors. Same function with the exception that they did not provide ratings. No improvement in efficiency. Most management best practices in the private sector find that flatter organizations are higher performing organizations. Eliminating middle management and focusing some of those savings on more people to do that work and the rest of the savings at	The agency's processing of requests made by Tribes takes far too long. In response to an old IG report, the agency put together a "strategy" document that was to speed up processing of "treatment as a state" applications under federal statutes. That speed up largely has not occurred, however. We need to set clear deadlines for processing of these applications. It is good for Tribes and States as it provides quicker resolution of outstanding issues, promotes regulatory certainty for business to determine what is the regulatory agency the need to interact with, and ensures that, if litigation does occur, it occurs more quickly and can be resolved sooner.	See question #2 answer, above. It directly applies here as well. In addition, We need to write our regulations so that they are easier to understand. Even complex issues can be written more clearly. I'm an attorney, and when I read our regulations, half the time I do not know what they mean. I can only image the average small businessman or farmer who needs to understand what his or her obligations are under the law, and simply cannot because of our incomprehensible and excessively cross-referenced regulations. A small farmer or small businessman should not need to hire a $400+ per hour lawyer just to understand what they need to do to comply with the nation's environmental laws.	The EPA Office of General Counsel is very top-heavy in the management ranks. The office is staffed largely by GS-15 employees, who, as a class of employees, are supposed to require minimal supervision to get their work done. Despite this, OGC has increased the number of both SES and GS-15 managers in recent years, thus reducing efficiency and increasing budget demands. For example, all OGC law offices recently brought on board a Deputy Associate General Counsel. This is a GS-15 manager to assist the SES manager. For OGC's larger law office like the General Law Office or the Air and Radiation Law Office, it may make sense to have an additional layer. But for the smaller office like the Solid	Our computer technology here sucks. Additionally, the IT contractor that provides tech support is awful. Frequently problems are not fixed in a timely manner or the user is blamed. The contract for IT services lacks important performance measures. For the performance measures that it does have, frequently the contractor is not held accountable. There is a view that we cannot fire an underperforming IT contractor because that would be overly disruptive to the agency. But that thinking fails to recognize that an inability to get the work done due to terrible IT services is disruptive, just over a longer period. But when you add up that longterm disruption,	

	I
1443	
1444	In the IT sector, I work with a company called Rackspace that provides certain IT services. Their customer service is best in class. We could look to them to see how they provide such excellent service and perhaps adopt some of their best practices. Finally, the US Army has an excellent officer evaluation system that we could learn from. Our Performance and Review System (PARS) here is terrible. Employees do not feel it's fair and it kills morale. Low morale produces low performing employees and is not a management best practice. We could immediately adopt from the Army the system of a minimum of two rating officials and a prohibition on senior

	A	B	C	D	E	F	G	H
1445	1444	5/23/2017	No comment	One pragmatic way for achieving better environmental results from partnering with states, tribes, local communities or the private sector would be by identifying communities with greatest environmental needs for help, linking those needs to EPA's core philosophies. We would then develop or enhance existing collaborations with our partners under key priority areas.	Attentively listening, thoughtfully and timely responding in our regular contacts with our stakeholders. Frequently we are perceived as bureaucratic and insincere.	The regions are in the front line where a lot of the environmental work is being done. This implies to me that the regions are best positioned to identify vulnerable areas locally with greatest need for greatest beneficial impact to address most urgent pollution related issues. Perhaps a bottom up approach connecting problem areas with appropriated funding might work more efficiently in addressing environmental problems sooner - this would be in contrast to, as I see it, working from different pots of funds from different parts of the agency to do what one can do in very limited ways.	A lot of new technology is now getting in the hands of communities. We need to do better in common sense transparency helping bridge communication gaps with our citizens when informing about the science effect of our work on the ground in lay-terms fashion.	We are very compartmentalized and this is frequently challenging for outsiders of EPA. From a stakeholder point of view wanting to work best with agencies at every level of government, it is like a maze. This is probably one reason why it is frequently viewed that regulatory agencies' doors seem wide open to the industries they regulate. Larger regulated entities use professionals that know how to navigate the system. Smaller businesses and the public sector in communities and the like are not as fortunate. Clear navigational centralized access for
1446	1445	5/23/2017	Documents currently routed for review and approval using paper copies could instead be routed electronically using OneDrive/SharePoint.	Avoid supporting the false narrative (put forth by industry) that EPA is to blame where such partnerships have become adversarial or less than collaborative.	Based on my experience working at EPA and in the private sector, EPA already goes to great lengths to serve and accommodate states and locals. To better serve the regulated community and the public, more staff/time/resources should be devoted to drafting clear and thorough rulemaking and policy documents.	Better utilization of electronic communication.	Documents currently routed for review and approval using paper copies could instead be routed electronically using OneDrive/SharePoint.	

	I
1445	In addition to the regulatory work we do in the region, following compliance monitoring strategies, etc., some regions may be more adept in also looking at impact of the work we do, when formulating approaches to problem solving, particularly when addressing urgent environmental issues in overburdened communities overwhelmed with environmental injustice. The existing regulatory framework in general is very effective in protecting public health and the environment; however, important challenges remain where there is a gap and this framework does not go far enough. There should be clear incentives that appeal to stakeholders on both sides of the
1446	

	A	B	C	D	E	F	G	H
1447	1446	5/23/2017	The many systems for managing personnel components... For example, if I'd like to telework episodically and take a few hours of leave on the same day, I have to: 1. submit a telework request form (which is electronic, but has several steps in itself...), 2. submit an absence request 3. enter the hours of leave I will be taking on the telework request form 4. enter telework hours on electronic worksheet 5. enter leave hours on electronic worksheet. If something changes and I need to adjust any of this information, I must ask my supervisor to "return" my electronic request forms, and begin from step 1.... I also log my own hours because I know that I cannot trust the timekeeping systems (which are not only delayed in updating calculations but sometimes make mistakes). Seems like with the technology we have, there is no reason to have these outdated personnel systems! Have a single system that will be automated and smart for managing time, leave, payroll, etc.	Elevate environmental protection's importance in national and state politics? Currently, many states view environmental protection as an adversary! In the absence of increase in funding, the EPA's leadership must stand behind their staff in requesting that states and tribes provide clear workplans that include ENVIRONMENTAL outcomes that will result from federal dollars spent. States should oblige EPA's requests for additional information and/or improvements on those plans and environmental outcomes. The relationship between states and EPA is theoretically supposed to be cooperative, but in many cases the states do not cooperate with EPA's staff. Often, issues that could be resolved at the staff level quickly get elevated by the states' management, past EPA's staff, directly to EPA's	Have EPA provide good and clear (and timely/relevant) regulation and guidance!!! That's the agency's purpose.	EPA is already pretty bare-bones... You'll need to make some investments to reduce inefficiencies.	I personally feel pretty well supported in terms of technologies and the freedom to seek out new processes. Others who do not have updated computers and software would certainly benefit from that. The only thing that could make me better at my job would be "more time" - or additional colleagues to take over part of my workload so I can devote full attention to only a few projects.	Aren't we already doing that? EPA is so bare-bones that everyone is pretty good about not duplicating work...
1448	1447	5/23/2017	We are currently getting no communication from Administrator's office through our AA-ship and down to our other Headquarters offices. It is difficult to know what to communicate about current actions pending or other activities to state agencies.	Programs with proven track records that can be replicated are the Clean Diesel Program (Diesel Emissions Reduction Act-DERA) and the Advance Program. These voluntary efforts have produced real environmental results over their lifetimes and should be continued and built upon.	Reduce Headquarters oversight on permit actions and communications with our state agencies. This causes delays in the overall permitting process.	CONCUR travel system and contracts should be renegotiated to reduce the fees charged for travel authorizations, travel vouchers and other associated fees (hotel bookings, flight changes, etc.)	There are too many changes being initiated with the EPA webpages. Large amounts of useful and historical information is being deleted or archived so that it is difficult for EPA staff or the public to find it and access it.	Everything EPA does cannot be delegated to the state or local agencies. States have resource and budget issues that are affecting their ability to complete their essential work already. Delegating more activities that they may not want does not help them or the environmental program.

	I
1447	EPA provides the option for a credit hour schedule - this allows employees to work "overtime" to get time-off without the agency having to pay additional salary... This really is a win-win for both. Employees get more work done and the agency saves money. This also helps with the work-life balance which results in better employee morale, thus better productivity.
1448	EPA has completed a large number of LEAN projects and efficiency efforts over the last several years. These need to be relayed across the Agency so we do not reinvent the wheel on something that has already been completed or evaluated.

	A	B	C	D	E	F	G	H
1449	1448	5/23/2017	Finding the information that is spread across our agency's internal resources is very difficult and wastes countless hours of our employees. Every organization has it's own intranet and SharePoint has grown exponentially that it's nearly impossible to find content that lives at the agency level. Centralizing agency content in to a single intranet platform, where content is reusable and relatable would ensure that users only access content that is accurate and current. While the implementation of SharePoint created a way for users to quickly share documents internally and externally, it has grown so much that it's impossible to find anything. Significant features of SharePoint don't work (search!) and there's no way to collaborate across sites. Each organizational site collection creates it's own silo. Let's ensure that SharePoint is used as our governance intends - a collaboration tool and not a dumping ground for files.			In mid-2016, the Federal Source Code policy was released, requiring agencies to release the code for anything custom-developed by the federal government in an effort to promote re-use across government agencies. Using open source technology not only makes meeting this policy easier, it is already the practice in open source. By focusing on open source technology first, we would increase our innovation and efficiency. Adopting open source forces the adoption of the tools and technologies of modern software development.	The adoption of a standard intranet strategy and platform across the agency is necessary if the agency wants it's internal information resources to be current, accurate, and trust-worthy. The agency currently allows regions and program offices to use a multitude of platforms to manage their internal websites. With no standard platform, the agency wastes considerable time and resources. Different platforms also limits agency employees from learning from one another, sharing and re-using solutions, and developing a community that supports innovation and growth. Drupal is a proven content management system. It has	
1450	1449	5/23/2017	One of the biggest hurdles I now face in conducting my job efficiently and effectively are the new contract requirements that are being leveraged on us by the contracting officers. We had an original system, ATGS, the was easy to use, streamlined and EFFECTIVE. We have now been told that this system is not good and that we have to use the EAS system. However, I can not track the work orders using EAS, only the Contracting Officer can do that. I also now have to submit an IGCE every time I increase the budget by >$2500. It does not make sense to me that it is okay to assign work to the same contractor, using the same contractor for years without doing this, then a new CO comes in and interprets the FAR differently and makes us do this additional work. I used to be able to assign work to our contractor in a matter of minutes, NOW it takes my hours to prepare the paperwork and then wait for 2-5 days (sometimes longer) for CO approval. This is ridiculous! In our Region (10) we are working on a	I believe I have wonderful partnerships with the states and tribes that I work with. I think the key to that is good communications.	I think that the funding decisions for grants and cooperative agreements, should be made at the regional level, not at Headquarters. All of the Regions should be allotted a certain amount of funding and then be allowed to decide, without interference, how that funding is spent. We are the closest to the recipients, we should be allowed to allocate the funding as we see fit.	Please see my answer to Q1 above. In addition, we continue to add new requirements on grants and cooperative agreements as programs grow. Personally, I don't see a lot of value added for some of these. For example, the "light refreshments" requirement. We now have to complete a special form for that. These light refreshments usually only cost ~$200. The only reason we have to do this is because somebody got some bad press for hosting a reception a few years ago, when their government overseer was not paying attention. So now we all have to suffer...	I don't think we need new technologies, but I think the ones that we currently have need to work better. For example, "SharePoint". We also need training on how to use these technologies, which we don't seem to have funding for.	I believe the programs I work on are already well aligned with the appropriate state agencies.

	I
1449	Adopting an "open source by default" policy would severely limit the amount of technical debt the agency would take on with each tool that it develops. Standardization of a single platform would reduce costs and improve user experience. Enforcing the governance that supports these efforts is imperative. EPA is the only agency I've worked at where governance and policies are rarely enforced. Policies are put in place to improve efficient and save money. If these policies are not enforced, we will continue to waste tax payer dollars by investing in multiple technologies and creating mounds of technical debt we will not be able to manage.
1450	Common sense?

	A	B	C	D	E	F	G	H
1451	1450	5/23/2017		I transferred to EPA Region 10 from another EPA Region and firmly believe that the EPA Region 10 model of having staff in operations offices close to the State Environmental regulators helps develop a wonderful and cooperative relationship - not that this can't be developed from a distance but when you meet directly at least once per month this really helps and does not cost travel money if the employee is already nearby.	EPA employees are very dedicated to doing the best work they can to protect human health and the environment. Employees can be more effective if they are given the time and travel dollars to meet directly with the stakeholders.	I think all agencies need to communicate better with each other to leverage federal dollars effectively. There used to be an initiative called Strong Cities, Strong Communities (SC2) that helped facilitate federal collaboration effectively.		Regular meetings at the staff level could help. Not all employees at all agencies realize what the others are doing and if they are able to understand this better collaboration and leveraging of resources can occur.
1452	1451	5/23/2017	Since the change in administration, oversight from Washington has increased tremendously, but there has been no justification for it. This effectively slows down our ability to effective, efficient public servants.	EPA has been successful partnering with states, tribes, local communities and the private sector. These entities do not have the capacity to assume many of the programs we oversee and help them implement. More resources (e.g., staffing and funds) will help us achieve better environmental results.	We can provide better customer service by providing information based on sound science. For example, making false statements that question climate change just diminishes our credibility and prevents us from ensuring clean air and clean water.	I believe your question is premature. I honestly don't think the Trump Administration understands the roles and responsibilities of EPA. I don't believe the administration understands the mandate of EPA to protect the environment and public health and safety. I don't believe the administration understands that economic prosperity and environmental protection go hand-in-hand. I don't this administration knows what it wants. So, how can you ask about changes at EPA when the administration doesn't understand our core mission?	We just hired young energetic graduates with an understanding of state of the art new technologies. It is part of succession planning. This makes us more efficient and effective....RIFing them makes no sense.	

	I
1451	
1452	The messaging coming from the new administration has been insulting and degrading to EPA public servants that have devoted their careers to uphold the mission of environmental protection and public health and safety. It comes from an administration that doesn't understand the statutes under which we operate. I believe the new administration should adopt the best practices from other agencies and the private sector that respect the work and accomplishments of their employees.

	A	B	C	D	E	F	G	H
1453	1452	5/23/2017	There is micromanagement over regular reports and the regulatory processes utilized in EPA, along with a constant focus on enforcement, rather than on technical assistance to ensure regulatory requirements are met. I would address this by eliminating OECA, and downsizing the enforcement organization, including attorneys. EPA attorneys also do not take enforcement actions - they are referred to the DOJ to pursue, which appears duplicative.	The states and private sector are much more knowledgeable, innovative, and creative on ways to obtain environmental results. They should be allowed to take the lead in protecting the environment, and EPA should stand back, listen, and learn. EPA should only ensure core regulatory requirements are being met, and let the states run environmental programs, even on tribal reservations located in those states.	EPA's overall focus should be on environmental problem-solving. EPA should decrease enforcement, and do more technical assistance where needed. There is too much effort from enforcement and management to score "brownie points" by doing enforcement actions and collecting fines, and calling it "protecting public health" rather than fixing problems. Being supportive to the regulated community and public would go much further in protecting the environment.	1) EPA is top heavy with management and attorneys - their numbers should be greatly decreased so there are more general staffers and subject matter experts to provide technical assistance to the regulated community, and work with states, communities, and other agencies to provide environmental protection. 2) Centralize all contracting, grant management, and financial services to one or two offices versus offices at HQ and in each region, much like human resources are centrally managed. 3) Many grant programs (such as tribal grants) spend thousands of dollars with no results and no accountability - they should be scrapped, or cut back as outlined in the FY18 proposed budget.	Electronic records management - there have been numerous EPA work groups to look at the issue, but additional cloud computing for records storage should be adopted. We also do not need complex numbering and organizational methods for record storage - it is causing too many duplicative records to be saved.	1) There are duplicative utility infrastructure support programs within EPA, USDA, and IHS - only one agency should administer utility infrastructure funding, not three or more. 2) Energy efficiency programs like vehicle fuel economy ratings and Energy Star for appliances should be administered by the Department of Energy, not EPA. 3) Too many times, EPA focuses only on public health issues and not the environment. A more holistic view of the world by partnering with the Department of the Interior and the Department of Agriculture on environmental issues
1454	1453	5/23/2017	Redelegation of TSCA program responsibilities from one organizational group to another has prevented implementation of the program in an efficient and effective manner. The original organizational group has implemented the program since its inception and has focused, experienced, and expert staff. Perhaps a minor shifting of FTE funding could have prevented the redelegation from a focused group of experts to a broad group of staff and managers lacking expertise in the program. Program expertise, consistency in implementation, faster site cleanups, and efficiency/effectiveness in working with the regulated community are factors in favor of returning the delegation to the original program.					

	I
1453	ALL EPA employees should learn project management, and run their programs like projects, with more finely defined goals and outcomes. This could cut back on EPA program scope creep, with EPA following narrowly delineated regulatory parameters, and not creating policies and regulations that are outside Congressional intent.
1454	

	A	B	C	D	E	F	G	H
1455	1454	5/23/2017	The HR Federal Personnel Processing System is a Legacy system that is slow and clunky. OMB needs to provide funds to the Department of Interior to develop a 21st century integrated system. We need to automate the telework application and recertification process. Many staff, managers and telework coordinators throughout the agency spend countless hours preparing telework agreements, copying the approved documents for the employee to keep, filing the managers copy, and then scanning the agreement for the telework coordinator to keep. A basic telework agreement and site safety checklist is 10 pages long. Each year, a participating employees has to go through the process of completing the annual re-certification paperwork. This is a problem throughout the Federal Government. Can't OPM with OMB's funding develop a basic system that can be modify by each agency to automate telework? This would save countless administrative hours. Employees should					
1456	1455	5/23/2017					Yes there are many technology or applications that should be developed to make us more efficient. However, the OMB doesn't provide adequate resources to either create and modernize IT systems. Automating administrative processes is always under-valued and inadequately funded. OMB hasn't really properly assessed the cost of not having Federal employees on staff to serve as internal business process IT Developers. We need these employees on the government's payroll to help create the systems to make us more efficient and effective such as creating an automated performance management and awards recognition system. Hiring Federal IT Specialists are far less expensive than hiring	

	I
1455	
1456	No best practices, but believe that many private sector employers recognize that you need to train your workforce. I would like OMB to recognize that Agency's need sufficient training dollars to train new employees and retain experienced employees by providing them professional development in their chosen profession whether that profession is budget, human resources, hydrogeology, science, etc.

	A	B	C	D	E	F	G	H
1457	1456	5/24/2017	We are audited to the point that we cannot function: As part of the Office and Research and Development???s SHEM Program, the XXXXXX is scheduled for an ORD-level SHEM Program Evaluation for fiscal year 2017. Your evaluation is being conducted ahead of your scheduled SSD Headquarter Safety, Health, and Environmental Management Audit in FY2018. STOP the audits to check up on audits of sites that have not had significant findings in many audit cycles, ORD adds too many layers of administration through the recent "administrative efficiency project" it did nothing but promote folks in DC to higher grades, reduced billets at L/C/O where in a lot of cases there was a justifiable need for a billet, and the project pushed a lot more work and surveys, and studies to the "boots on the ground" folks just trying to get the job done.					
1458	1457	5/24/2017				The practice of supervisors submitting timecards and supervisors approving timecards before the pay period is over ultimately results in supervisors and employees wasting a significant amount of time correcting their timecards in the future. This is because staff are expected to forecast their time, which is especially problematic in areas where flexible schedules are available. Because of this practice, staff and supervisors spend working hours trying to fix timecards every pay period. Recommend you conduct a study in R6 to really understand how problematic this is. A simple fix in asking staff to certify their timecards AFTER the time has been worked would eliminate this wasted time.		

	I
1457	
1458	

	A	B	C	D	E	F	G	H
1459	1458	5/24/2017			Define the value that EPA brings to the public (both current generation and future generations) and see if EPA's organizational structure is setup to provide that value.	Value stream map the entire organization. look for redundancies, duplications of effort, and also compare with what other agencies such as USDA and USGS and others involved with environmental protection are doing. Does the value stream support our definition of public value? What are optimal ratios of employees from different backgrounds (administrative vs scientist vs senior executives) are needed to achieve it?		

	I
1459	Lean process improvements - ensure that these are implemented and periodically reviewed for further process improvements There might be opportunities also to streamline some of the legal requirements EPA has to follow, so possibly an evaluation of how each legal requirement (grants competition rules for example) add value and enhance the ability of EPA to accomplish it's mission.

Message

From: Stalcup, Dana [Stalcup.Dana@epa.gov]
Sent: 3/16/2018 6:15:01 PM
To: Brown, Byron [brown.byron@epa.gov]; Woolford, James [Woolford.James@epa.gov]; Kelly, Albert [kelly.albert@epa.gov]; Falvo, Nicholas [falvo.nicholas@epa.gov]; Cook, Steven [cook.steven@epa.gov]; Breen, Barry [Breen.Barry@epa.gov]; Darwin, Veronica [darwin.veronica@epa.gov]
CC: Hilosky, Nick [Hilosky.Nick@epa.gov]; Brooks, Becky [Brooks.Becky@epa.gov]; Gartner, Lois [Gartner.Lois@epa.gov]; Jennings, Robert [Jennings.Robert@epa.gov]; Fitz-James, Schatzi [Fitz-James.Schatzi@epa.gov]; Sutton, Jennifer [sutton.jennifer@epa.gov]; Hippen, Randy [Hippen.Randy@epa.gov]; Johnson, Emily [Johnson.Emily@epa.gov]; Love, Chip [Love.Chip@epa.gov]
Subject: RE: Question about Superfund Site Numbers
Attachments: NPL site by area type.xlsx

Byron and all,

We have identified 727 NPL sites (Proposed/Final/Deleted) located in rural areas as defined by Census data that has been further refined by the Department of Education.

Census includes two categories: Urban and Non-Urban. The Department of Education further refines Non-Urban to Rural-Fringe, Rural-Distant, and Rural-Remote.

The table below shows the breakout and includes definitions for these refined areas.

The attached file contains the site-specific data used for this analysis. The file also includes other Census/ED area designations (e.g., town, city, suburban) in case we get other requests.

# NPL Sites by NPL Status and Census/Dept. Education Area Designation					
Census/ED Area Designation	Proposed	Final	Deleted	Total	Department Education Definition
Rural-Fringe	11	385	131	527	Rural - Fringe: defined rural territory that is less than or equal to 5 miles from an Urbanized Area, as well as rural territory that is less than or equal to 2.5 miles from an Urban Cluster.
Rural-Distant	2	115	30	147	Rural-Distant: defined rural territory that is more than 5 miles but less than or equal to 25 miles from an Urbanized Area, as well as rural territory that is more than 2.5 miles but less than or equal to 10 miles from an Urban Cluster.
Rural-Remote	3	42	8	53	Rural-Remote: defined rural territory that is more than 25 miles from an Urbanized Area and also more than 10 miles from an Urban Cluster.
Total Rural	16	542	169	727	Note: Total Rural = Census "Non-Urban" designation

Regarding the NPL location data, here are a few considerations/limitations:

- NPL site locations used for this analysis are primarily based on a single point coordinate determined at the time of proposal to the NPL. The analysis does not reflect any larger geographic areas used to describe site location (e.g., site boundaries).

- NPL point coordinates were used to determine inclusion in the following Department of Education (ED) geographic areas: rural-fringe; rural-distant; and rural remote. ED source data is available at: https://nces.ed.gov/programs/edge/geographicLocale.aspx. ED rural areas are refined breakouts of 2010 Census Non-Urban areas.

Please let us know if you have any additional questions. Thanks - Dana

Dana Stalcup
Deputy Director
OLEM/Office of Superfund Remediation and Technology Innovation (OSRTI)
Desk – 703-603-8702
Cell – 202-309-5473
Follow us on Twitter @EPALand

From: Stalcup, Dana
Sent: Wednesday, March 14, 2018 10:24 AM
To: Brown, Byron <brown.byron@epa.gov>; Woolford, James <Woolford.James@epa.gov>; Kelly, Albert <kelly.albert@epa.gov>; Falvo, Nicholas <falvo.nicholas@epa.gov>; Cook, Steven <cook.steven@epa.gov>; Breen, Barry <Breen.Barry@epa.gov>; Darwin, Veronica <darwin.veronica@epa.gov>
Cc: Hilosky, Nick <Hilosky.Nick@epa.gov>; Becky Brooks (Brooks.Becky@epa.gov) <Brooks.Becky@epa.gov>; Gartner, Lois <Gartner.Lois@epa.gov>; Robert Jennings (Jennings.Robert@epa.gov) <Jennings.Robert@epa.gov>; Fitz-James, Schatzi <Fitz-James.Schatzi@epa.gov>; Sutton, Jennifer <sutton.jennifer@epa.gov>
Subject: RE: Question about Superfund Site Numbers

Byron and all, sorry for delayed response.

After checking, we do not currently have all the requisite data to provide this information. However, we have discussed a methodology, and we think we can obtain the necessary data to complete such an analysis by the end of this week. Please let us know if you have any questions or further direction. We will plan on conducting this analysis unless we hear otherwise. Thanks - Dana

Dana Stalcup
Deputy Director
OLEM/Office of Superfund Remediation and Technology Innovation (OSRTI)
Desk – 703-603-8702
Cell – 202-309-5473
Follow us on Twitter @EPALand

From: Stalcup, Dana
Sent: Tuesday, March 13, 2018 3:48 PM
To: Brown, Byron <brown.byron@epa.gov>; Woolford, James <Woolford.James@epa.gov>; Kelly, Albert <kelly.albert@epa.gov>; Falvo, Nicholas <falvo.nicholas@epa.gov>; Cook, Steven <cook.steven@epa.gov>; Breen, Barry <Breen.Barry@epa.gov>; Darwin, Veronica <darwin.veronica@epa.gov>
Subject: RE: Question about Superfund Site Numbers

We are checking to see what we might be able to provide - Dana

Dana Stalcup
Deputy Director
OLEM/Office of Superfund Remediation and Technology Innovation (OSRTI)
Desk – 703-603-8702
Cell – 202-309-5473
Follow us on Twitter @EPALand

From: Brown, Byron
Sent: Tuesday, March 13, 2018 3:42 PM
To: Woolford, James <Woolford.James@epa.gov>; Stalcup, Dana <Stalcup.Dana@epa.gov>; Kelly, Albert <kelly.albert@epa.gov>; Falvo, Nicholas <falvo.nicholas@epa.gov>; Cook, Steven <cook.steven@epa.gov>; Breen, Barry <Breen.Barry@epa.gov>; Darwin, Veronica <darwin.veronica@epa.gov>
Subject: RE: Question about Superfund Site Numbers

Adding Veronica. FYI - This is a request from USDA Secretary Perdue's staff.

From: Brown, Byron
Sent: Tuesday, March 13, 2018 3:11 PM
To: Woolford, James <Woolford.James@epa.gov>; Stalcup, Dana <Stalcup.Dana@epa.gov>; Kelly, Albert <kelly.albert@epa.gov>; Falvo, Nicholas <falvo.nicholas@epa.gov>; Cook, Steven <cook.steven@epa.gov>; Breen, Barry <Breen.Barry@epa.gov>
Subject: Question about Superfund Site Numbers

Hi Jim and Dana – do you have any idea how many of the NPL sites are in "rural" areas? Do we track them by census tract or city population?

Byron R. Brown
Deputy Chief of Staff for Policy
Office of the Administrator
U.S. Environmental Protection Agency

# NPL Sites by NPL Status and Census/Dept. Education Area				
Census/ED Area Designation	Proposed	Final	Deleted	Total
Rural-Fringe	11	385	131	527
Rural-Distant	2	115	30	147
Rural-Remote	3	42	8	53
Total Rural	16	542	169	727
City-Large	4	68	30	102
City-Midsize	4	62	15	81
City-Small	8	89	18	115
Suburban-Large	15	361	105	481
Suburban-Midsize		61	14	75
Suburban-Small		41	9	50
Town - Fringe		24	8	32
Town-Distant	5	55	14	74
Town-Remote	3	39	16	58
Unknown *			1	1
Grand Total	55	1342	399	1796

* PCB Wastes located in Federated States of Micronesia

Designation
Department Education Definition
Rural - Fringe: defined rural territory that is less than or equal to 5 miles from an Urbanized Area, as well as rural territory that is less than or equal to 2.5 miles from an Urban Cluster.
Rural-Distant: defined rural territory that is more than 5 miles but less than or equal to 25 miles from an Urbanized Area, as well as rural territory that is more than 2.5 miles but less than or equal to 10 miles from an Urban Cluster.
Rural-Remote: defined rural territory that is more than 25 miles from an Urbanized Area and also more than 10 miles from an Urban Cluster.
Note: Total Rural = Census "Non-Urban" designation

Count of EPA_ID	Column Labels				
Row Labels	**D**	**F**	**P**	**(blank)**	**Grand Total**
City-Large	30	68	4		102
City-Midsize	15	62	4		81
City-Small	18	89	8		115
Rural-Distant	30	115	2		147
Rural-Fringe	131	385	11		527
Rural-Remote	8	42	3		53
Suburban-Large	105	361	15		481
Suburban-Midsize	14	61			75
Suburban-Small	9	41			50
Town - Fringe	8	24			32
Town-Distant	14	55	5		74
Town-Remote	16	39	3		58
Unknown	1				1
(blank)					
Grand Total	**399**	**1342**	**55**		**1796**

Inventory	Site_Categ	REG	SITE_ID	EPA_ID
Active Inventory	NPL	01	0100041	CTD001153923
Active Inventory	NPL	01	0100094	CTD001186618
Active Inventory	NPL	01	0100108	CTD001452093
Active Inventory	NPL	01	0100121	CTD004532610
Active Inventory	NPL	01	0100124	CTD009717604
Active Inventory	NPL	01	0100125	CTD009774969
Active Inventory	NPL	01	0100156	CTD051316313
Active Inventory	NPL	01	0100180	CTD072122062
Active Inventory	NPL	01	0100201	CTD108960972
Active Inventory	NPL	01	0100232	CTD980521165
Active Inventory	NPL	01	0100250	CTD980669261
Active Inventory	NPL	01	0100251	CTD980670806
Active Inventory	NPL	01	0100252	CTD980670814
Active Inventory	NPL	01	0100255	CTD980732333
Active Inventory	NPL	01	0100261	CTD980906515
Active Inventory	NPL	01	0100265	CTD981067317
Active Inventory	NPL	01	0100326	MAD000192393
Active Inventory	NPL	01	0100350	MAD001002252
Active Inventory	NPL	01	0100376	MAD001026319
Active Inventory	NPL	01	0100380	MAD001031574
Active Inventory	NPL	01	0100392	MAD001041987
Active Inventory	NPL	01	0100432	MAD001197755
Active Inventory	NPL	01	0100438	MAD001403104
Active Inventory	NPL	01	0100442	MAD001409408
Active Inventory	NPL	01	0100460	MAD002084093
Active Inventory	NPL	01	0100464	MAD003809266
Active Inventory	NPL	01	0100524	MAD051787323
Active Inventory	NPL	01	0100550	MAD062166335
Active Inventory	NPL	01	0100580	MAD076580950
Active Inventory	NPL	01	0100585	MAD079510780
Active Inventory	NPL	01	0100655	MAD980503973
Active Inventory	NPL	01	0100682	MAD980520621
Active Inventory	NPL	01	0100685	MAD980520670
Active Inventory	NPL	01	0100686	MAD980520696
Active Inventory	NPL	01	0100717	MAD980523336
Active Inventory	NPL	01	0100721	MAD980524169
Active Inventory	NPL	01	0100726	MAD980525232
Active Inventory	NPL	01	0100727	MAD980525240
Active Inventory	NPL	01	0100732	MAD980670566
Active Inventory	NPL	01	0100743	MAD980731335
Active Inventory	NPL	01	0100744	MAD980731343
Active Inventory	NPL	01	0100747	MAD980731483
Active Inventory	NPL	01	0100749	MAD980732168
Active Inventory	NPL	01	0100750	MAD980732317
Active Inventory	NPL	01	0100751	MAD980732341
Active Inventory	NPL	01	0100948	MAD990685422
Active Inventory	NPL	01	0100953	MA0213820939

NAME
LINEMASTER SWITCH CORP.
RAYMARK INDUSTRIES, INC.
DURHAM MEADOWS
REVERE TEXTILE PRINTS CORP.
SOLVENTS RECOVERY SERVICE OF NEW ENGLAND
YAWORSKI WASTE LAGOON
PRECISION PLATING CORP.
BEACON HEIGHTS LANDFILL
GALLUP'S QUARRY
LAUREL PARK, INC.
NUTMEG VALLEY ROAD
OLD SOUTHINGTON LANDFILL
KELLOGG-DEERING WELL FIELD
BARKHAMSTED-NEW HARTFORD LANDFILL
NEW LONDON SUBMARINE BASE
CHESHIRE GROUND WATER CONTAMINATION
SILRESIM CHEMICAL CORP.
W.R. GRACE & CO., INC. (ACTON PLANT)
ATLAS TACK CORP.
CREESE & COOK TANNERY (FORMER)
BAIRD & MCGUIRE
WALTON & LONSBURY INC.
OLIN CHEMICAL
MICROFAB INC (FORMER)
GE - HOUSATONIC RIVER
CHARLES GEORGE RECLAMATION TRUST LANDFILL
IRON HORSE PARK
NUCLEAR METALS, INC.
INDUSTRI-PLEX
CANNON ENGINEERING CORP. (CEC)
SHPACK LANDFILL
RE-SOLVE, INC.
FORT DEVENS-SUDBURY TRAINING ANNEX
SUTTON BROOK DISPOSAL AREA
HAVERHILL MUNICIPAL LANDFILL
ROSE DISPOSAL PIT
PLYMOUTH HARBOR/CANNON ENGINEERING CORP.
SALEM ACRES
NORWOOD PCBS
NEW BEDFORD
SULLIVAN'S LEDGE
PSC RESOURCES
WELLS G&H
GROVELAND WELLS
HOCOMONCO POND
NYANZA CHEMICAL WASTE DUMP
MATERIALS TECHNOLOGY LABORATORY (USARMY)

NPL_STATUS	NPL_STAT_1	Non-NPL
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
P	Proposed for NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	

NON_NPL__1

Street Address
29 PLAINE HILL ROAD
75 EAST MAIN STREET
124 MAIN ST
RAILROAD AVENUE
LAZY LANE
PACKER ROAD
1050 HARTFORD TURNPIKE ROAD
BLACKBERRY HILL ROAD
ROUTE 12
HUNTERS MTN RD
NUTMEG VALLEY ROAD
OLD TURNPIKE RD
NORWALK WATER DEPARTMENT
ROUTE 44
ROUTE 12 CRYSTAL LAKE RD
604 WEST JOHNSON AVENUE
86 TANNER ST
50 INDEPENDENCE RD
PLEASANT ST
55 CLINTON AVENUE
775 SOUTH ST
78 NORTH AVENUE
51 EAMES ST
106 HAVERHILL RD (RTE 110)
BETWEEN PITTSFIELD AND LENOX, MA
CORNER DUNSTABLE & CUMMINGS RD
HIGH ST
2229 MAIN STREET
COMMERCE & ATLANTIC
FIRST ST
UNION RD
N HIXVILLE RD
HUDSON RD
OFF OF SOUTH STREET
OLD GROVELAND RD
BALANCE ROCK RD
CORDAGE PARK
57 MARLBORO RD
NEAR RTE 1 & DEAN STREET
ACUSHNET ESTUARY
HATHAWAY RD
10 WATER ST
ABERJONA RIVER VALLEY
JOHNSON CREEK WATERSHED
FISHER ST
MEGUNKO RD
OFF OF US HWY 20/N BEACON ST

CITY	COUNTY
WOODSTOCK	WINDHAM
STRATFORD	FAIRFIELD
DURHAM	MIDDLESEX
STERLING	WINDHAM
SOUTHINGTON	HARTFORD
CANTERBURY	WINDHAM
VERNON	TOLLAND
BEACON FALLS	NEW HAVEN
PLAINFIELD	WINDHAM
NAUGATUCK BOROUGH	NEW HAVEN
WOLCOTT	NEW HAVEN
SOUTHINGTON	HARTFORD
NORWALK	FAIRFIELD
BARKHAMSTED	LITCHFIELD
NEW LONDON	NEW LONDON
CHESHIRE	NEW HAVEN
LOWELL	MIDDLESEX
ACTON	MIDDLESEX
FAIRHAVEN	BRISTOL
DANVERS	ESSEX
HOLBROOK	NORFOLK
ATTLEBORO	BRISTOL
WILMINGTON	MIDDLESEX
AMESBURY	ESSEX
PITTSFIELD	BERKSHIRE
TYNGSBOROUGH	MIDDLESEX
BILLERICA	MIDDLESEX
CONCORD	MIDDLESEX
WOBURN	MIDDLESEX
BRIDGEWATER	PLYMOUTH
NORTON/ATTLEBORO	BRISTOL
DARTMOUTH	BRISTOL
SUDBURY	MIDDLESEX
TEWKSBURY	MIDDLESEX
HAVERHILL	ESSEX
LANESBORO	BERKSHIRE
PLYMOUTH	PLYMOUTH
SALEM	ESSEX
NORWOOD	NORFOLK
NEW BEDFORD	BRISTOL
NEW BEDFORD	BRISTOL
PALMER	HAMPDEN
WOBURN	MIDDLESEX
GROVELAND	ESSEX
WESTBOROUGH	WORCESTER
ASHLAND	MIDDLESEX
WATERTOWN	MIDDLESEX

State	ZIP	REMEDIAL_A	Archive	Latitude	Longitude	NAI	NN
CT	06281	01-JAN-81	N	41.955	-71.976667	N	N
CT	06497	01-JAN-81	N	41.206944	-73.125000	N	N
CT	06422	01-JAN-81	N	41.481667	-72.680000	N	N
CT	06377	01-JAN-81	N	41.71	-71.830000	N	N
CT	06489	01-JUL-79	N	41.6	-72.875000	N	N
CT	06331	01-FEB-80	N	41.668889	-71.964722	N	N
CT	06066-4413	01-JAN-82	N	+41.849750	-72.447911	N	N
CT	06403	01-NOV-79	N	41.440278	-73.031944	N	N
CT	06374	10-OCT-85	N	41.678333	-71.925000	N	N
CT	06770	01-DEC-80	N	41.476944	-73.071667	N	N
CT	06716	01-JAN-81	N	41.575556	-72.998056	N	N
CT	06487	01-JAN-80	N	41.583333	-72.875000	N	N
CT	06856	01-MAY-80	N	41.125	-73.442222	N	N
CT	06063	01-JAN-81	N	41.916667	-72.988333	N	N
CT	06349	01-JUN-82	N	41.348333	-72.076667	N	N
CT	06410	08-JUL-85	N	41.5	-72.900000	N	N
MA	01853	01-JAN-78	N	42.628889	-71.315000	N	N
MA	01720	01-MAY-79	N	42.450556	-71.427778	N	N
MA	02719	01-NOV-80	N	41.636111	-70.873611	N	N
MA	01923	01-DEC-79	N	42.553111	-70.926722	Y	N
MA	02343	01-MAR-82	N	42.150556	-71.028611	N	N
MA	02703	01-JUN-81	N	+41.957778	-071.296944	N	N
MA	01887	01-JUN-80	N	+42.528056	-071.153889	N	N
MA	01913	01-NOV-80	N	42.842394	-70.959842	N	N
MA	01201	01-NOV-79	N	42.446667	-73.253333	Y	N
MA	01879	01-JAN-78	N	42.669444	-71.443333	N	N
MA	01862	01-SEP-84	N	42.581667	-71.262500	N	N
MA	01742-3897	01-MAR-80	N	42.441111	-71.420556	N	N
MA	01801	01-JUL-79	N	42.527778	-71.150000	N	N
MA	02324	01-MAY-80	N	42.011111	-71.025833	N	N
MA	02703	01-NOV-79	N	41.943331	-71.235000	N	N
MA	02747	01-NOV-80	N	41.688333	-71.032500	N	N
MA	01775	01-JUN-81	N	42.383333	-71.411667	N	N
MA	01876	01-JUN-79	N	42.591667	-71.183333	N	N
MA	01830	01-NOV-79	N	42.75	-71.041667	N	N
MA	01237	01-NOV-78	N	42.52	-73.230000	N	N
MA	02360	01-APR-82	N	42.011111	-71.025833	N	N
MA	01970	01-NOV-80	N	42.504444	-70.928056	N	N
MA	02062	01-JUN-83	N	42.193333	-71.200000	N	N
MA	02740	01-JUL-79	N	41.645833	-70.916667	Y	N
MA	02740	01-AUG-82	N	41.658333	-71.958333	N	N
MA	01069	01-NOV-80	N	42.05	-72.583333	N	N
MA	01801	01-DEC-79	N	42.481667	-71.150000	N	N
MA	01834	01-OCT-78	N	42.753333	-71.038889	N	N
MA	01581	01-SEP-82	N	42.272778	-71.650833	N	N
MA	01721	01-JAN-80	N	42.258611	-71.473611	N	N
MA	02172	01-JUN-81	N	42.376667	-71.156667	N	N

Tribe_Asso	On_Tribal	CNT_GEO	GEOGRAPHIC	Collection Date
		1.00000000000	47879.00000000000	
		1.00000000000	47939.00000000000	
		1.00000000000	47940.00000000000	
		1.00000000000	47941.00000000000	
		1.00000000000	47942.00000000000	
		1.00000000000	47943.00000000000	
		1.00000000000	47944.00000000000	
		1.00000000000	47945.00000000000	
		1.00000000000	47946.00000000000	
		1.00000000000	55623.00000000000	
		1.00000000000	47947.00000000000	
		1.00000000000	47948.00000000000	
		1.00000000000	47949.00000000000	
		1.00000000000	47936.00000000000	
		1.00000000000	48765.00000000000	
		1.00000000000	48766.00000000000	
		1.00000000000	55815.00000000000	
		1.00000000000	48767.00000000000	
		1.00000000000	48768.00000000000	
Y		1.00000000000	100662.00000000000	01-SEP-12
		1.00000000000	48769.00000000000	
		1.00000000000	101661.00000000000	12-SEP-12
		1.00000000000	61092.00000000000	01-JAN-05
		1.00000000000	29437.00000000000	15-JAN-01
		1.00000000000	48771.00000000000	
		1.00000000000	48772.00000000000	
		1.00000000000	55577.00000000000	
		1.00000000000	48773.00000000000	
		1.00000000000	48774.00000000000	
		1.00000000000	48775.00000000000	
		1.00000000000	48776.00000000000	06-JUL-17
		1.00000000000	48777.00000000000	
		1.00000000000	48778.00000000000	
		1.00000000000	53736.00000000000	
		1.00000000000	48779.00000000000	
		1.00000000000	48488.00000000000	
		1.00000000000	46380.00000000000	
		1.00000000000	46382.00000000000	
		1.00000000000	50047.00000000000	
Y		1.00000000000	46383.00000000000	
		1.00000000000	53742.00000000000	
		1.00000000000	46384.00000000000	
		1.00000000000	46385.00000000000	
		1.00000000000	46386.00000000000	
		1.00000000000	46387.00000000000	
		1.00000000000	46388.00000000000	
		1.00000000000	53744.00000000000	

Description

REFERENCE POINT IS THE WET SIDE OF THE WEST WAREHOUSE ONSITE.

CREATE_USE	CREATE_TS	GEO_COORD_	ACCURACY_U	PRIMARY_IN	ACCURACY_M
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
PLUDWIG	08-NOV-12		Y	Y	
REV EOQ	05-FEB-05		N	N	
NSMITH02	14-JAN-13		Y	N	
CERCLIS2 CNV	21-AUG-06		Y	N	
RHIPPEN	12-APR-17		N	Y	1
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
CSANDS	07-SEP-17		N	Y	0
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	

ACCURACY_1	NPL_COORDI	FK_SITE_ID	DW_CREATE_
5.00000000000	Y	0100041	17-NOV-17
5.00000000000	Y	0100094	17-NOV-17
5.00000000000	Y	0100108	17-NOV-17
5.00000000000	Y	0100121	17-NOV-17
5.00000000000	Y	0100124	26-APR-14
5.00000000000	Y	0100125	17-NOV-17
5.00000000000	Y	0100156	17-NOV-17
5.00000000000	Y	0100180	17-NOV-17
5.00000000000	Y	0100201	17-NOV-17
5.00000000000	Y	0100232	17-NOV-17
5.00000000000	Y	0100250	26-APR-14
5.00000000000	Y	0100251	17-NOV-17
5.00000000000	Y	0100252	26-APR-14
5.00000000000	Y	0100255	17-NOV-17
5.00000000000	Y	0100261	17-NOV-17
5.00000000000	Y	0100265	17-NOV-17
5.00000000000	Y	0100326	17-NOV-17
5.00000000000	Y	0100350	17-NOV-17
5.00000000000	Y	0100376	17-NOV-17
0.00000000000	Y	0100380	17-NOV-17
5.00000000000	Y	0100392	17-NOV-17
0.00000000000	Y	0100432	17-NOV-17
0.00000000000	Y	0100438	26-APR-14
0.00000000000	Y	0100442	17-NOV-17
5.00000000000	Y	0100460	17-NOV-17
5.00000000000	Y	0100464	17-NOV-17
5.00000000000	Y	0100524	17-NOV-17
5.00000000000	Y	0100550	17-NOV-17
5.00000000000	Y	0100580	17-NOV-17
5.00000000000	Y	0100585	26-APR-14
5.00000000000	Y	0100655	17-NOV-17
5.00000000000	Y	0100682	17-NOV-17
5.00000000000	Y	0100685	17-NOV-17
5.00000000000	Y	0100686	17-NOV-17
5.00000000000	Y	0100717	17-NOV-17
5.00000000000	Y	0100721	26-APR-14
5.00000000000	Y	0100726	26-APR-14
5.00000000000	Y	0100727	26-APR-14
5.00000000000	Y	0100732	17-NOV-17
5.00000000000	Y	0100743	17-NOV-17
5.00000000000	Y	0100744	17-NOV-17
5.00000000000	Y	0100747	17-NOV-17
5.00000000000	Y	0100749	17-NOV-17
5.00000000000	Y	0100750	17-NOV-17
5.00000000000	Y	0100751	17-NOV-17
5.00000000000	Y	0100948	17-NOV-17
5.00000000000	Y	0100953	17-NOV-17

HORIZ_COLL	VERIFICATI
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Unknown	
Interpolation-Digital Map Source (TIGER)	
Unknown	
GPS-Unspecified	
Unknown	Not Verified
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	

HORIZ_REFR	GEO_REFRNC	GEOMETRIC_
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
Unknown		Point
NAD83	Other	
Unknown	Unknown	Point
NAD83	Other	
Unknown	Unknown	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	

SRC_MAP_SC	HORIZ_ACRC	SOURCE_NAM	LATITUDE_D	LONGITUDE_
1:100,000			41.940561	-71.966939
1:100,000			41.201278	-73.117222
1:100,000			+41.481110	-72.681388
1:100,000			41.708331	-71.829169
1:100,000			+41.619600	-072.878000
1:100,000			+41.669450	-71.964161
1:100,000			+41.849750	-72.447911
1:100,000			+41.431950	-73.035281
1:100,000			41.665281	-71.924161
1:100,000			41.476939	-73.071661
1:100,000			+41.574800	-072.998600
1:100,000			41.579169	-72.881939
1:100,000			+41.130550	-073.431950
1:100,000			41.980556	-73.047222
1:100,000			41.400139	-72.087081
1:100,000			+41.557500	-72.910833
1:100,000			42.628889	-71.313889
1:100,000			+42.450550	-71.427781
1:100,000			41.635561	-070.894450
Unknown			42.553111	-70.926722
1:100,000			42.149719	-71.028611
Unknown			41.957583	-71.297139
Unknown		EPA Region 1	+42.528056	-071.153889
Unknown		EPA Region 1	42.842394	-70.959842
1:100,000			42.450278	-73.232222
1:100,000			+42.669450	-71.443339
1:100,000			42.583331	-71.265269
1:100,000			42.441667	-71.421944
1:100,000			42.516669	-71.141669
1:100,000			+41.972700	-071.025600
1:100,000			41.943331	-71.235000
1:100,000			41.688061	-71.033889
1:100,000			42.406944	-71.475278
1:100,000			42.598222	-71.183194
1:100,000			42.753889	-71.046669
1:100,000			+42.505500	-073.274800
1:100,000			+41.979600	-070.685400
1:100,000			+42.503000	-070.931300
1:100,000			42.180831	-071.192500
1:100,000			41.643171	-70.919887
1:100,000			41.654719	-70.957219
1:100,000			42.153331	-72.330281
1:100,000			42.494719	-71.130839
1:100,000			42.753331	-71.038889
1:100,000			42.272781	-71.650831
1:100,000			42.258611	-71.473611
1:100,000			42.360416	-71.166111

FOIA_IND	LATITUDE	LONGITUDE
Y	41.94056100000	-71.96693900000
Y	41.20127800000	-73.11722200000
Y	41.48111000000	-72.68138800000
Y	41.70833100000	-71.82916900000
Y	41.61960000000	-72.87800000000
Y	41.66945000000	-71.96416100000
Y	41.84975000000	-72.44791100000
Y	41.43195000000	-73.03528100000
Y	41.66528100000	-71.92416100000
Y	41.47693900000	-73.07166100000
Y	41.57480000000	-72.99860000000
Y	41.57916900000	-72.88193900000
Y	41.13055000000	-73.43195000000
Y	41.98055600000	-73.04722200000
Y	41.40013900000	-72.08708100000
Y	41.55750000000	-72.91083300000
Y	42.62888900000	-71.31388900000
Y	42.45055000000	-71.42778100000
Y	41.63556100000	-70.89445000000
Y	42.55311100000	-70.92672200000
Y	42.14971900000	-71.02861100000
Y	41.95758300000	-71.29713900000
Y	42.52805600000	-71.15388900000
Y	42.84239400000	-70.95984200000
Y	42.45027800000	-73.23222200000
Y	42.66945000000	-71.44333900000
Y	42.58333100000	-71.26526900000
Y	42.44166700000	-71.42194400000
Y	42.51666900000	-71.14166900000
Y	41.97270000000	-71.02560000000
Y	41.94333100000	-71.23500000000
Y	41.68806100000	-71.03388900000
Y	42.40694400000	-71.47527800000
Y	42.59822200000	-71.18319400000
Y	42.75388900000	-71.04666900000
Y	42.50550000000	-73.27480000000
Y	41.97960000000	-70.68540000000
Y	42.50300000000	-70.93130000000
Y	42.18083100000	-71.19250000000
Y	41.64317100000	-70.91988700000
Y	41.65471900000	-70.95721900000
Y	42.15333100000	-72.33028100000
Y	42.49471900000	-71.13083900000
Y	42.75333100000	-71.03888900000
Y	42.27278100000	-71.65083100000
Y	42.25861100000	-71.47361100000
Y	42.36041600000	-71.16611100000

Census Urban Name
Rural
Bridgeport--Stamford, CT--NY
New Haven, CT
Rural
Hartford, CT
Rural
Hartford, CT
Rural
Rural
Rural
Waterbury, CT
Hartford, CT
Bridgeport--Stamford, CT--NY
Rural
Norwich--New London, CT--RI
New Haven, CT
Boston, MA--NH--RI
Boston, MA--NH--RI
New Bedford, MA
Boston, MA--NH--RI
Boston, MA--NH--RI
Providence, RI--MA
Boston, MA--NH--RI
Boston, MA--NH--RI
Pittsfield, MA
Boston, MA--NH--RI
Boston, MA--NH--RI
Boston, MA--NH--RI
Boston, MA--NH--RI
Rural
Providence, RI--MA
Rural
Rural
Boston, MA--NH--RI
Boston, MA--NH--RI
Rural
Boston, MA--NH--RI
Boston, MA--NH--RI
Boston, MA--NH--RI
New Bedford, MA
New Bedford, MA
Springfield, MA--CT
Boston, MA--NH--RI
Boston, MA--NH--RI
Worcester, MA--CT
Boston, MA--NH--RI
Boston, MA--NH--RI

Census Urban Area Name (identifies Urbanized Area or Urban Cluster
Rural
Bridgeport--Stamford, CT--NY Urbanized Area
New Haven, CT Urbanized Area
Rural
Hartford, CT Urbanized Area
Rural
Hartford, CT Urbanized Area
Rural
Rural
Rural
Waterbury, CT Urbanized Area
Hartford, CT Urbanized Area
Bridgeport--Stamford, CT--NY Urbanized Area
Rural
Norwich--New London, CT--RI Urbanized Area
New Haven, CT Urbanized Area
Boston, MA--NH--RI Urbanized Area
Boston, MA--NH--RI Urbanized Area
New Bedford, MA Urbanized Area
Boston, MA--NH--RI Urbanized Area
Boston, MA--NH--RI Urbanized Area
Providence, RI--MA Urbanized Area
Boston, MA--NH--RI Urbanized Area
Boston, MA--NH--RI Urbanized Area
Pittsfield, MA Urbanized Area
Boston, MA--NH--RI Urbanized Area
Boston, MA--NH--RI Urbanized Area
Boston, MA--NH--RI Urbanized Area
Boston, MA--NH--RI Urbanized Area
Rural
Providence, RI--MA Urbanized Area
Rural
Rural
Boston, MA--NH--RI Urbanized Area
Boston, MA--NH--RI Urbanized Area
Rural
Boston, MA--NH--RI Urbanized Area
Boston, MA--NH--RI Urbanized Area
Boston, MA--NH--RI Urbanized Area
New Bedford, MA Urbanized Area
New Bedford, MA Urbanized Area
Springfield, MA--CT Urbanized Area
Boston, MA--NH--RI Urbanized Area
Boston, MA--NH--RI Urbanized Area
Worcester, MA--CT Urbanized Area
Boston, MA--NH--RI Urbanized Area
Boston, MA--NH--RI Urbanized Area

Department of Ed LOCALE	Dept. of Ed Description
41	Rural-Fringe
13	City-Small
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
22	Suburban-Midsize
21	Suburban-Large
13	City-Small
41	Rural-Fringe
22	Suburban-Midsize
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
22	Suburban-Midsize
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
13	City-Small
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
23	Suburban-Small
22	Suburban-Midsize
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large

Active Inventory	NPL	01	0100960	MA2570024487
Active Inventory	NPL	01	0100966	MA7210025154
Active Inventory	NPL	01	0100967	MA8570024424
Active Inventory	NPL	01	0100989	MED042143883
Active Inventory	NPL	01	0101010	MED980504393
Active Inventory	NPL	01	0101012	MED980504435
Active Inventory	NPL	01	0101014	MED980520241
Active Inventory	NPL	01	0101027	MED980524078
Active Inventory	NPL	01	0101028	MED980524128
Active Inventory	NPL	01	0101031	MED980731475
Active Inventory	NPL	01	0101036	MED980732291
Active Inventory	NPL	01	0101043	MED980915474
Active Inventory	NPL	01	0101054	MED981073711
Active Inventory	NPL	01	0101072	ME7170022019
Active Inventory	NPL	01	0101073	ME8170022018
Active Inventory	NPL	01	0101074	ME9570024522
Active Inventory	NPL	01	0101085	NHD001079649
Active Inventory	NPL	01	0101092	NHD001091453
Active Inventory	NPL	01	0101105	NHD062002001
Active Inventory	NPL	01	0101106	NHD062004569
Active Inventory	NPL	01	0101107	NHD064424153
Active Inventory	NPL	01	0101114	NHD092059112
Active Inventory	NPL	01	0101115	NHD099363541
Active Inventory	NPL	01	0101123	NHD980503361
Active Inventory	NPL	01	0101125	NHD980520191
Active Inventory	NPL	01	0101127	NHD980520217
Active Inventory	NPL	01	0101128	NHD980520225
Active Inventory	NPL	01	0101137	NHD980524086
Active Inventory	NPL	01	0101145	NHD980671002
Active Inventory	NPL	01	0101146	NHD980671069
Active Inventory	NPL	01	0101162	NHD981063860
Active Inventory	NPL	01	0101188	NHD981889629
Active Inventory	NPL	01	0101208	NHD989090469
Active Inventory	NPL	01	0101210	NHD990717647
Active Inventory	NPL	01	0101213	NH7570024847
Active Inventory	NPL	01	0101233	RID009764929
Active Inventory	NPL	01	0101247	RID055176283
Active Inventory	NPL	01	0101265	RID093212439
Active Inventory	NPL	01	0101277	RID980520183
Active Inventory	NPL	01	0101279	RID980521025
Active Inventory	NPL	01	0101283	RID980523070
Active Inventory	NPL	01	0101284	RID980579056
Active Inventory	NPL	01	0101291	RID980731442
Active Inventory	NPL	01	0101292	RID980731459
Active Inventory	NPL	01	0101322	RID981063993
Active Inventory	NPL	01	0101388	RID981203755
Active Inventory	NPL	01	0101430	RI6170022036
Active Inventory	NPL	01	0101431	RI6170085470

OTIS AIR NATIONAL GUARD BASE/CAMP EDWARDS
FORT DEVENS
HANSCOM FIELD/HANSCOM AIR FORCE BASE
UNION CHEMICAL CO., INC.
SACO MUNICIPAL LANDFILL
WINTHROP LANDFILL
SACO TANNERY WASTE PITS
MCKIN CO.
CALLAHAN MINING CORP
O'CONNOR CO.
PINETTE'S SALVAGE YARD
EASTLAND WOOLEN MILL
EASTERN SURPLUS
PORTSMOUTH NAVAL SHIPYARD
BRUNSWICK NAVAL AIR STATION
LORING AIR FORCE BASE
FLETCHER'S PAINT WORKS & STORAGE
NEW HAMPSHIRE PLATING CO.
KEARSARGE METALLURGICAL CORP.
TINKHAM GARAGE
COAKLEY LANDFILL
KEEFE ENVIRONMENTAL SERVICES (KES)
SYLVESTER
MOTTOLO PIG FARM
DOVER MUNICIPAL LANDFILL
TROY MILLS LANDFILL
SOMERSWORTH SANITARY LANDFILL
AUBURN ROAD LANDFILL
SAVAGE MUNICIPAL WATER SUPPLY
SOUTH MUNICIPAL WATER SUPPLY WELL
TOWN GARAGE/RADIO BEACON
MOHAWK TANNERY
TIBBETTS ROAD
OTTATI & GOSS/KINGSTON STEEL DRUM
PEASE AIR FORCE BASE
WESTERN SAND & GRAVEL
PETERSON/PURITAN, INC.
LANDFILL & RESOURCE RECOVERY, INC. (L&RR)
CENTRAL LANDFILL
ROSE HILL REGIONAL LANDFILL
DAVIS LIQUID WASTE
PICILLO FARM
STAMINA MILLS, INC.
DAVIS (GSR) LANDFILL
WEST KINGSTON TOWN DUMP/URI DISPOSAL AREA
CENTREDALE MANOR RESTORATION PROJECT
DAVISVILLE NAVAL CONSTRUCTION BATTALION CENTER
NEWPORT NAVAL EDUCATION & TRAINING CENTER

F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
P	Proposed for NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL

OTIS AFB HERBERT RD
BUENA VISTA ST
HARTWELL AVENUE
RTE 17
FOSS RD
ANNABESSACOOK RD
FLAG POND RD
MAYALL RD
HARBORSIDE
EASTERN AVE, RT 17
GARDNER CREEK RD
MAIN STREET
ROUTE 191
SEAVEY ISLAND
RTE 24 AND 123
42 CSG/CC
21 ELM ST.
WRIGHT AVE.
MILL ST-RTE 113
RTE 102
480 BREAKFAST HILL RD
EXETER RD
GILSON RD
BLUEBERRY HILL RD
TOLEND RD
OFF ROCKWOOD POND ROAD
BLACKWATER RD
AUBURN RD
NEAR RT 101
RT. 202
HOLTON CIRCLE
FAIRMONT STREET
TIBBETTS RD.
HAVERHILL RD RTE 125
509 CSG/CC
DOUGLAS PIKE
MARTIN ST
OXFORD RD
65 SHUN PIKE
ROSE HILL RD
TARKILN RD
PERRY HILL RD
MAIN ST
TARKILN RD.
PLAINS ROAD
2072 AND 2074 SMITH STREET (ROUTE 44)
OFF SANFORD RD.
DEFENSE HIGHWAY (BURMA RD.)

FALMOUTH	BARNSTABLE
FORT DEVENS	MIDDLESEX
BEDFORD	MIDDLESEX
SOUTH HOPE	KNOX
SACO	YORK
WINTHROP	KENNEBEC
SACO	YORK
GRAY	CUMBERLAND
BROOKSVILLE (CAPE ROSIER)	HANCOCK
AUGUSTA	KENNEBEC
WASHBURN	AROOSTOOK
CORINNA	PENOBSCOT
MEDDYBEMPS	WASHINGTON
KITTERY	YORK
BRUNSWICK	CUMBERLAND
LIMESTONE	AROOSTOOK
MILFORD	HILLSBOROUGH
MERRIMACK	HILLSBOROUGH
CONWAY	CARROLL
LONDONDERRY	ROCKINGHAM
NORTH HAMPTON	ROCKINGHAM
EPPING	ROCKINGHAM
NASHUA	HILLSBOROUGH
RAYMOND	ROCKINGHAM
DOVER	STRAFFORD
TROY	CHESHIRE
SOMERSWORTH	STRAFFORD
LONDONDERRY	ROCKINGHAM
MILFORD	HILLSBOROUGH
PETERBOROUGH	HILLSBOROUGH
LONDONDERRY	ROCKINGHAM
NASHUA	HILLSBOROUGH
BARRINGTON	STRAFFORD
KINGSTON	ROCKINGHAM
PORTSMOUTH/NEWINGTON	ROCKINGHAM
BURRILLVILLE	PROVIDENCE
LINCOLN/CUMBERLAND	PROVIDENCE
NORTH SMITHFIELD	PROVIDENCE
JOHNSTON	PROVIDENCE
SOUTH KINGSTOWN	WASHINGTON
SMITHFIELD	PROVIDENCE
COVENTRY	KENT
NORTH SMITHFIELD	PROVIDENCE
GLOCESTER	PROVIDENCE
SOUTH KINGSTOWN	WASHINGTON
NORTH PROVIDENCE	PROVIDENCE
NORTH KINGSTOWN	WASHINGTON
NEWPORT	NEWPORT

MA	02542	01-JUN-81	N	41.640556	-70.545833	Y	N
MA	01433	01-MAY-84	N	42.545	-71.610000	N	N
MA	01730	01-JUN-81	N	42.470667	-71.289556	N	N
ME	04862	01-NOV-79	N	44.215556	-69.295833	N	N
ME	04072	01-DEC-79	N	43.526111	-70.481111	N	N
ME	04364	01-JUN-80	N	44.275833	-69.988333	N	N
ME	04072	01-MAY-81	N	43.535556	-70.440000	N	N
ME	04039	01-JUL-79	N	43.883889	-70.295833	N	N
ME	04617	01-OCT-81	N	44.348056	-68.806111	N	N
ME	04330	01-MAR-80	N	44.301916	-69.736944	N	N
ME	04786	01-SEP-82	N	46.780556	-68.168056	N	N
ME	04928	01-JUL-84	N	44.921667	-69.261111	Y	N
ME	04657	21-OCT-85	N	45.036667	-67.351667	Y	N
ME	03904	01-JUN-81	N	43.082222	-70.739444	N	N
ME	04011	01-JUN-81	N	43.883833	-69.934500	N	N
ME	04751	01-JUN-81	N	46.941333	-67.939583	Y	N
NH	03055	25-JUN-85	N	42.835833	-71.655278	N	N
NH	03054	01-MAY-84	N	42.854167	-71.488056	N	N
NH	03818	01-NOV-82	N	43.972222	-71.129167	N	N
NH	03053	01-MAR-81	N	42.860833	-71.351111	N	N
NH	03840	01-MAY-83	N	43.031667	-70.816667	N	N
NH	03042	01-JUL-79	N	43.024167	-71.033333	N	N
NH	03062	01-JAN-79	N	42.719722	-71.523056	N	N
NH	03077	01-APR-79	N	42.989444	-71.173056	N	N
NH	03820	01-JUN-81	N	43.208333	-70.958333	N	N
NH	03465	01-JUN-81	N	42.802583	-72.186944	N	N
NH	03878	01-JUN-81	N	43.25	-70.883333	N	N
NH	03053	01-NOV-79	N	42.930278	-71.352778	N	N
NH	03055	01-MAY-83	N	42.841667	-71.688333	N	N
NH	03458	01-MAY-83	N	42.848900	-71.946800	N	N
NH	03053	01-JAN-85	N	42.861669	-71.393611	N	N
NH	03060	18-MAR-87	N	42.765028	-71.484528	N	N
NH	03825	01-MAR-84	N	43.18	-71.034722	N	N
NH	03848	01-OCT-79	N	42.897222	-71.080556	N	N
NH	03803	01-JUL-80	N	43.09	-70.816667	N	N
RI	02895	01-MAY-79	N	41.972222	-71.604167	N	N
RI	02864	01-JUL-81	N	41.929167	-71.426944	N	N
RI	02876	01-OCT-79	N	41.983333	-71.588889	N	N
RI	02919-4512	01-JUN-80	N	41.808333	-71.533333	N	N
RI	02880	01-JUN-81	N	41.463889	-71.534722	N	N
RI	02828	01-JUL-79	N	41.920833	-71.577778	N	N
RI	02816	01-JUL-79	N	41.675	-71.725000	N	N
RI	02824	01-OCT-79	N	41.983333	-71.550000	N	N
RI	02828	01-NOV-81	N	41.8875	-71.588889	N	N
RI	02881	01-FEB-85	N	41.496667	-71.535278	N	N
RI	02911	10-APR-86	N	41.857528	-71.486722	Y	N
RI	02818	01-MAY-81	N	41.622889	-71.417778	N	N
RI	02871	11-APR-85	N	41.544972	-71.310472	Y	N

Y		1.00000000000	46389.00000000000	
		1.00000000000	55138.00000000000	
		1.00000000000	46390.00000000000	
		1.00000000000	48125.00000000000	
		1.00000000000	48126.00000000000	
		1.00000000000	48128.00000000000	
		1.00000000000	53824.00000000000	
		1.00000000000	48130.00000000000	
		1.00000000000	48131.00000000000	
		1.00000000000	48132.00000000000	01-JAN-00
		1.00000000000	48133.00000000000	
Y		1.00000000000	48134.00000000000	
Y		1.00000000000	46532.00000000000	
		1.00000000000	53826.00000000000	
		1.00000000000	48563.00000000000	
Y	Y	1.00000000000	48564.00000000000	
		1.00000000000	48566.00000000000	
		1.00000000000	48567.00000000000	
		1.00000000000	48568.00000000000	
		1.00000000000	53830.00000000000	
		1.00000000000	48569.00000000000	
		1.00000000000	48570.00000000000	
		1.00000000000	48572.00000000000	
		1.00000000000	48783.00000000000	
		1.00000000000	48786.00000000000	
		1.00000000000	49113.00000000000	
		1.00000000000	55287.00000000000	
		1.00000000000	49114.00000000000	
		1.00000000000	49115.00000000000	
		1.00000000000	49116.00000000000	23-MAR-10
		1.00000000000	49117.00000000000	01-JAN-00
		1.00000000000	49118.00000000000	
		1.00000000000	49119.00000000000	
		1.00000000000	55288.00000000000	
		1.00000000000	49120.00000000000	
		1.00000000000	49121.00000000000	
		1.00000000000	48784.00000000000	
		1.00000000000	49178.00000000000	
		1.00000000000	49179.00000000000	
		1.00000000000	55289.00000000000	
		1.00000000000	49597.00000000000	
		1.00000000000	49180.00000000000	
		1.00000000000	49182.00000000000	
		1.00000000000	48148.00000000000	
		1.00000000000	48149.00000000000	
Y		1.00000000000	49598.00000000000	
		1.00000000000	48150.00000000000	
Y		1.00000000000	48151.00000000000	

NPL LAT/LONG ORIGINALLY ENTERED WAS INCORRECT- INFO CORRECTED ON 3/23/2010 (PL)

REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
CSANDS	24-NOV-14	N	Y	0
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	25
CSANDS	24-NOV-14	N	Y	0
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	

5.00000000000	Y	0100960	17-NOV-17
5.00000000000	Y	0100966	17-NOV-17
5.00000000000	Y	0100967	17-NOV-17
5.00000000000	Y	0100989	17-NOV-17
5.00000000000	Y	0101010	26-APR-14
5.00000000000	Y	0101012	17-NOV-17
5.00000000000	Y	0101014	17-NOV-17
5.00000000000	Y	0101027	26-APR-14
5.00000000000	Y	0101028	17-NOV-17
5.00000000000	Y	0101031	17-NOV-17
5.00000000000	Y	0101036	26-APR-14
5.00000000000	Y	0101043	17-NOV-17
5.00000000000	Y	0101054	17-NOV-17
5.00000000000	Y	0101072	17-NOV-17
5.00000000000	Y	0101073	17-NOV-17
5.00000000000	Y	0101074	17-NOV-17
5.00000000000	Y	0101085	26-APR-14
5.00000000000	Y	0101092	17-NOV-17
5.00000000000	Y	0101105	26-APR-14
5.00000000000	Y	0101106	17-NOV-17
5.00000000000	Y	0101107	17-NOV-17
5.00000000000	Y	0101114	17-NOV-17
5.00000000000	Y	0101115	17-NOV-17
5.00000000000	Y	0101123	17-NOV-17
5.00000000000	Y	0101125	26-APR-14
13.00000000000	Y	0101127	17-NOV-17
5.00000000000	Y	0101128	26-APR-14
5.00000000000	Y	0101137	26-APR-14
5.00000000000	Y	0101145	26-APR-14
5.00000000000	Y	0101146	17-NOV-17
5.00000000000	Y	0101162	17-NOV-17
5.00000000000	Y	0101188	17-NOV-17
5.00000000000	Y	0101208	26-APR-14
5.00000000000	Y	0101210	17-NOV-17
5.00000000000	Y	0101213	17-NOV-17
5.00000000000	Y	0101233	26-APR-14
5.00000000000	Y	0101247	17-NOV-17
5.00000000000	Y	0101265	26-APR-14
5.00000000000	Y	0101277	17-NOV-17
5.00000000000	Y	0101279	17-NOV-17
5.00000000000	Y	0101283	17-NOV-17
5.00000000000	Y	0101284	17-NOV-17
5.00000000000	Y	0101291	26-APR-14
5.00000000000	Y	0101292	17-NOV-17
5.00000000000	Y	0101322	17-NOV-17
5.00000000000	Y	0101388	17-NOV-17
5.00000000000	Y	0101430	26-APR-14
5.00000000000	Y	0101431	17-NOV-17

Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Map	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	

NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD27	Solid Waste Storage Area
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other

1:100,000	41.651666	-70.521388
1:100,000	42.536111	-71.596111
1:100,000	42.470666	-71.289444
1:100,000	+44.214440	-69.189027
1:100,000	+43.530200	-070.481500
1:100,000	44.275831	-69.988331
1:100,000	+43.560550	-70.426389
1:100,000	+43.884100	-070.294200
1:100,000	44.351639	-68.810139
1:100,000	44.301916	-69.736944
1:100,000	+46.778200	-068.170100
1:100,000	44.921667	-69.261111
1:100,000	45.038889	-67.358333
1:100,000	43.084167	-70.741666
1:100,000	+43.906340	-69.933986
1:100,000	46.944444	-67.883888
1:100,000	+42.835800	-071.655400
1:100,000	42.855833	-71.488888
1:100,000	+43.972100	-071.129300
1:100,000	42.860831	-71.351111
1:100,000	43.001111	-70.817219
1:100,000	43.024169	-71.033331
1:100,000	+42.719700	-71.523111
1:100,000	42.989581	-71.173189
1:100,000	+43.212500	-070.953000
1:25,000	42.802583	-72.186944
1:100,000	+43.248900	-070.884500
1:100,000	+42.930200	-071.352900
1:100,000	+42.841800	-071.688400
1:100,000	42.848900	-71.946800
1:100,000	42.861669	-71.393611
1:100,000	42.765569	-71.487778
1:100,000	+43.180000	-071.034700
1:100,000	42.897219	-71.080561
1:100,000	43.080169	-070.821250
1:100,000	+41.972700	-071.595000
1:100,000	41.929581	-071.426800
1:100,000	+41.979500	-071.589000
1:100,000	41.808331	-71.534719
1:100,000	41.470831	-71.491669
1:100,000	41.922219	-71.577769
1:100,000	41.671669	-71.709169
1:100,000	+41.996400	-071.564700
1:100,000	41.917469	-71.588111
1:100,000	41.496667	-71.535278
1:100,000	41.857667	-071.487250
1:100,000	+41.609500	-071.474220
1:100,000	+41.564450	-71.293469

Y	41.65166600000	-70.52138800000
Y	42.53611100000	-71.59611100000
Y	42.47066600000	-71.28944400000
Y	44.21444000000	-69.18902700000
Y	43.53020000000	-70.48150000000
Y	44.27583100000	-69.98833100000
Y	43.56055000000	-70.42638900000
Y	43.88410000000	-70.29420000000
Y	44.35163900000	-68.81013900000
Y	44.30191600000	-69.73694400000
Y	46.77820000000	-68.17010000000
Y	44.92166700000	-69.26111100000
Y	45.03888900000	-67.35833300000
Y	43.08416700000	-70.74166600000
Y	43.90634000000	-69.93398600000
Y	46.94444400000	-67.88388800000
Y	42.83580000000	-71.65540000000
Y	42.85583300000	-71.48888800000
Y	43.97210000000	-71.12930000000
Y	42.86083100000	-71.35111100000
Y	43.00111100000	-70.81721900000
Y	43.02416900000	-71.03333100000
Y	42.71970000000	-71.52311100000
Y	42.98958100000	-71.17318900000
Y	43.21250000000	-70.95300000000
Y	42.80258300000	-72.18694400000
Y	43.24890000000	-70.88450000000
Y	42.93020000000	-71.35290000000
Y	42.84180000000	-71.68840000000
Y	42.84890000000	-71.94680000000
Y	42.86166900000	-71.39361100000
Y	42.76556900000	-71.48777800000
Y	43.18000000000	-71.03470000000
Y	42.89721900000	-71.08056100000
Y	43.08016900000	-70.82125000000
Y	41.97270000000	-71.59500000000
Y	41.92958100000	-71.42680000000
Y	41.97950000000	-71.58900000000
Y	41.80833100000	-71.53471900000
Y	41.47083100000	-71.49166900000
Y	41.92221900000	-71.57776900000
Y	41.67166900000	-71.70916900000
Y	41.99640000000	-71.56470000000
Y	41.91746900000	-71.58811100000
Y	41.49666700000	-71.53527800000
Y	41.85766700000	-71.48725000000
Y	41.60950000000	-71.47422000000
Y	41.56445000000	-71.29346900000

Barnstable Town, MA
Rural
Boston, MA--NH--RI
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Portsmouth, NH--ME
Brunswick, ME
Rural
Nashua, NH--MA
Nashua, NH--MA
North Conway, NH
Nashua, NH--MA
Portsmouth, NH--ME
Rural
Nashua, NH--MA
Boston, MA--NH--RI
Dover--Rochester, NH--ME
Rural
Dover--Rochester, NH--ME
Rural
Nashua, NH--MA
Rural
Nashua, NH--MA
Nashua, NH--MA
Rural
Rural
Portsmouth, NH--ME
Rural
Providence, RI--MA
Rural
Providence, RI--MA
Rural
Rural
Rural
Providence, RI--MA
Rural
Providence, RI--MA
Providence, RI--MA
Providence, RI--MA
Providence, RI--MA

Barnstable Town, MA Urbanized Area
Rural
Boston, MA--NH--RI Urbanized Area
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Portsmouth, NH--ME Urbanized Area
Brunswick, ME Urban Cluster
Rural
Nashua, NH--MA Urbanized Area
Nashua, NH--MA Urbanized Area
North Conway, NH Urban Cluster
Nashua, NH--MA Urbanized Area
Portsmouth, NH--ME Urbanized Area
Rural
Nashua, NH--MA Urbanized Area
Boston, MA--NH--RI Urbanized Area
Dover--Rochester, NH--ME Urbanized Area
Rural
Dover--Rochester, NH--ME Urbanized Area
Rural
Nashua, NH--MA Urbanized Area
Rural
Nashua, NH--MA Urbanized Area
Nashua, NH--MA Urbanized Area
Rural
Rural
Portsmouth, NH--ME Urbanized Area
Rural
Providence, RI--MA Urbanized Area
Rural
Providence, RI--MA Urbanized Area
Rural
Rural
Rural
Providence, RI--MA Urbanized Area
Rural
Providence, RI--MA Urbanized Area
Providence, RI--MA Urbanized Area
Providence, RI--MA Urbanized Area
Providence, RI--MA Urbanized Area

22	Suburban-Midsize
41	Rural-Fringe
21	Suburban-Large
42	Rural-Distant
41	Rural-Fringe
42	Rural-Distant
41	Rural-Fringe
41	Rural-Fringe
42	Rural-Distant
41	Rural-Fringe
42	Rural-Distant
42	Rural-Distant
42	Rural-Distant
23	Suburban-Small
31	Town - Fringe
42	Rural-Distant
22	Suburban-Midsize
22	Suburban-Midsize
32	Town-Distant
22	Suburban-Midsize
23	Suburban-Small
41	Rural-Fringe
13	City-Small
21	Suburban-Large
23	Suburban-Small
42	Rural-Distant
23	Suburban-Small
41	Rural-Fringe
22	Suburban-Midsize
41	Rural-Fringe
22	Suburban-Midsize
13	City-Small
41	Rural-Fringe
41	Rural-Fringe
23	Suburban-Small
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large

Active Inventory	NPL	01	0101435	VTD000509174
Active Inventory	NPL	01	0101437	VTD000860239
Active Inventory	NPL	01	0101450	VTD003965415
Active Inventory	NPL	01	0101463	VTD069910354
Active Inventory	NPL	01	0101470	VTD098352545
Active Inventory	NPL	01	0101475	VTD980520092
Active Inventory	NPL	01	0101477	VTD980520118
Active Inventory	NPL	01	0101479	VTD980523062
Active Inventory	NPL	01	0101491	VTD981062441
Active Inventory	NPL	01	0101493	VTD981064223
Active Inventory	NPL	01	0101713	MAD982191363
Active Inventory	NPL	01	0101800	MED985466168
Active Inventory	NPL	01	0101826	MA2170022022
Active Inventory	NPL	01	0101831	MA1210020631
Active Inventory	NPL	01	0102032	MA6170023570
Active Inventory	NPL	01	0102065	VTD988366571
Active Inventory	NPL	01	0102071	VTD988366621
Active Inventory	NPL	01	0102121	VTD988366720
Active Inventory	NPL	01	0102282	VTD048141741
Active Inventory	NPL	01	0102723	NHD018958140
Active Inventory	NPL	01	0102724	MAD001060805
Active Inventory	NPL	01	0102950	CT0002055887
Active Inventory	NPL	01	0102953	CT0002265551
Active Inventory	NPL	01	0103313	NHN000103313
Active Inventory	NPL	01	0103584	MEN000103584
Active Inventory	NPL	01	0105928	NHN000105928
Active Inventory	NPL	01	0106078	MEN000106078
Active Inventory	NPL	01	0106144	MAN000106144
Active Inventory	NPL	02	0200022	NJD000565531
Active Inventory	NPL	02	0200034	NJD000606442
Active Inventory	NPL	02	0200037	NJD000607481
Active Inventory	NPL	02	0200078	NJD001502517
Active Inventory	NPL	02	0200101	NJD002005106
Active Inventory	NPL	02	0200109	NJD002141190
Active Inventory	NPL	02	0200114	NJD002144517
Active Inventory	NPL	02	0200136	NJD002168748
Active Inventory	NPL	02	0200144	NJD002173276
Active Inventory	NPL	02	0200146	NJD002175057
Active Inventory	NPL	02	0200188	NJD002349058
Active Inventory	NPL	02	0200202	NJD002362705
Active Inventory	NPL	02	0200203	NJD002365930
Active Inventory	NPL	02	0200209	NJD002385664
Active Inventory	NPL	02	0200232	NJD002493054
Active Inventory	NPL	02	0200234	NJD002517472
Active Inventory	NPL	02	0200273	NJD011717584
Active Inventory	NPL	02	0200278	NJD014623854
Active Inventory	NPL	02	0200280	NJD014743678
Active Inventory	NPL	02	0200290	NJD030253355

TANSITOR ELECTRONICS, INC.
OLD SPRINGFIELD LANDFILL
BURGESS BROTHERS LANDFILL
POWNAL TANNERY
COMMERCE STREET PLUME
BFI SANITARY LANDFILL (ROCKINGHAM)
DARLING HILL DUMP
PINE STREET CANAL
PARKER SANITARY LANDFILL
BENNINGTON MUNICIPAL SANITARY LANDFILL
BLACKBURN & UNION PRIVILEGES
WEST SITE/HOWS CORNERS
SOUTH WEYMOUTH NAVAL AIR STATION
NATICK LABORATORY ARMY RESEARCH, DEVELOPMENT, AND ENGINEERING CENTER
NAVAL WEAPONS INDUSTRIAL RESERVE PLANT
ELY COPPER MINE
ELIZABETH MINE
PIKE HILL COPPER MINE
JARD COMPANY, INC.
BEEDE WASTE OIL
HATHEWAY & PATTERSON
BROAD BROOK MILL
SCOVILL INDUSTRIAL LANDFILL
CHLOR-ALKALI FACILITY (FORMER)
LEEDS METAL
COLLINS & AIKMAN PLANT (FORMER)
KEDDY MILL
BJAT LLC
COSDEN CHEMICAL COATINGS CORP.
QUANTA RESOURCES
CHEMICAL CONTROL
CIBA-GEIGY CORP.
UNIVERSAL OIL PRODUCTS (CHEMICAL DIVISION)
CPS/MADISON INDUSTRIES
PIERSON'S CREEK
DAYCO CORP./L.E CARPENTER CO.
AMERICAN CYANAMID CO
STANDARD CHLORINE
HERCULES, INC. (GIBBSTOWN PLANT)
NASCOLITE CORP.
SHIELDALLOY CORP.
VINELAND CHEMICAL CO., INC.
KAUFFMAN & MINTEER, INC.
METALTEC/AEROSYSTEMS
CURCIO SCRAP METAL, INC.
MARTIN AARON, INC.
LIGHTMAN DRUM COMPANY
A. O. POLYMER

D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
P	Proposed for NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL

WEST RD
WILL DEAN RD
RTE 9
ROUTE 346
15 COMMERCE AVENUE
RTE 5
OFF RTE 114
PINE STREET
LILY POND RD.
OFF HOUGHTON LANE
SOUTH ST.
CAMBELL/SAWYER ROAD
1134 MAIN STREET
100 KANSAS STREET
165 HARTWELL ROAD
TOWN HIGHWAY 38
MINE ROAD
PIKE HILL ROAD
259 BOWEN ROAD
7 THROUGH 11 KELLEY ROAD
15 COUNTY ROAD
110,112 MAIN ST AND 1-21 BROOKSIDE DRIVE
STORE AVENUE
ADJACENT TO SAW MILL DAM
OFF OF BLUE ROCK ROAD
Off Route 11 between Paulson Road to the NW
7 DEPOT STREET
300 FISHER STREET
CHERRY STREET
ONE RIVER RD
23 SOUTH FRONT ST
RTE #37
E/S ROUTE 17
WATERWORKS ROAD
ONE AVENUE L
170 N MAIN STREET
EASTON TURNPIKE
1015-35 BELLEVILLE TURNPIKE
50 NORTH MARKET ST
DORIS AVE
WEST BLVD
1611 W WHEAT RD
MONMOUTH ROAD (ROUTE 537)
WILDCAT & MAPLE ROADS
416 LANZA AVE
1542 SOUTH BROADWAY
ROUTE 73
44 STATION ROAD

BENNINGTON	BENNINGTON
SPRINGFIELD	WINDSOR
WOODFORD	BENNINGTON
POWNAL	BENNINGTON
WILLISTON	CHITTENDEN
ROCKINGHAM	WINDHAM
LYNDON	CALEDONIA
BURLINGTON	CHITTENDEN
LYNDON	CALEDONIA
BENNINGTON	BENNINGTON
WALPOLE	NORFOLK
PLYMOUTH	PENOBSCOT
WEYMOUTH	NORFOLK
NATICK	MIDDLESEX
BEDFORD	MIDDLESEX
VERSHIRE	ORANGE
STRAFFORD	ORANGE
CORINTH	ORANGE
BENNINGTON	BENNINGTON
PLAISTOW	ROCKINGHAM
MANSFIELD	BRISTOL
EAST WINDSOR	HARTFORD
WATERBURY	NEW HAVEN
BERLIN	COOS
LEEDS	ANDROSCOGGIN
FARMINGTON	STRAFFORD
WINDHAM	CUMBERLAND
FRANKLIN	NORFOLK
BEVERLY	BURLINGTON
EDGEWATER	BERGEN
ELIZABETH	UNION
TOMS RIVER	OCEAN
EAST RUTHERFORD	BERGEN
OLD BRIDGE TOWNSHIP	MIDDLESEX
NEWARK	ESSEX
WHARTON BOROUGH	MORRIS
BRIDGEWATER	SOMERSET
KEARNY	HUDSON
GIBBSTOWN	GLOUCESTER
MILLVILLE	CUMBERLAND
NEWFIELD BOROUGH	GLOUCESTER
VINELAND	CUMBERLAND
SPRINGFIELD TWP(JOBSTOWN)	BURLINGTON
FRANKLIN BOROUGH	SUSSEX
SADDLE BROOK TWP	BERGEN
CAMDEN	CAMDEN
WINSLOW TOWNSHIP	CAMDEN
SPARTA TOWNSHIP	SUSSEX

VT	05404	01-JUN-81	N	42.88	-73.196667	N	N
VT	05156	01-JUL-81	N	43.275	-72.462500	N	N
VT	05201	01-JUN-81	N	42.88	-73.196667	N	N
VT	05261	14-MAR-86	N	42.797167	-73.265750	N	N
VT	05495	14-MAR-86	N	44.45	-74.116667	N	N
VT	05101	01-JUN-81	N	43.128333	-72.448333	N	N
VT	05851	01-JUN-81	N	44.535	-72.005000	N	N
VT	05401	01-JAN-81	N	44.458333	-73.208333	N	N
VT	05849	01-JAN-85	N	44.515	-72.011667	N	N
VT	05201	01-MAR-85	N	42.88	-73.196667	N	N
MA	02081	07-DEC-87	N	42.138749	-71.251667	N	N
ME	04969	02-AUG-88	N	44.740278	-69.182222	N	N
MA	02190	11-OCT-88	N	42.155277	-070.933470	N	N
MA	01760	28-OCT-88	N	42.288889	-71.363611	N	N
MA	01730	05-SEP-89	N	42.478889	-71.290277	N	N
VT	05079	06-MAR-90	N	43.927447	-72.285506	N	N
VT	05070	06-MAR-90	N	43.823889	-72.328889	Y	N
VT	05039	25-APR-90	N	44.057333	-72.306917	N	N
VT	05201	29-APR-91	N	+42.888861	-73.189111	N	N
NH	03865	10-DEC-93	N	42.855075	-71.105889	N	N
MA	02048	28-DEC-93	N	+42.038194	-71.222500	N	N
CT	06016	02-SEP-99	N	41.916667	-72.547222	N	N
CT	06705	09-JAN-98	N	41.550389	-73.010639	N	N
NH	03570	06-JAN-04	N	44.479194	-71.167194	N	N
ME	04263	05-MAY-09	N	+44.236946	-070.080003	N	N
NH	03835	01-JUL-09	N	43.372000	-71.058750	N	N
ME	04062	16-NOV-11	N	43.734953	-70.424514	N	N
MA	02038	07-FEB-13	N	+42.074417	-71.410806	N	N
NJ	08010	09-JUL-85	N	40.0584	-74.926200	N	N
NJ	07020	01-JUN-81	N	40.806944	-73.991889	N	N
NJ	07202	01-MAY-79	N	40.6433	-74.193100	N	N
NJ	08753	01-JAN-80	N	39.9869	-74.235900	N	N
NJ	07073	01-MAY-81	N	40.8301	-74.088500	N	N
NJ	08857	01-SEP-77	N	40.4346	-74.327400	N	N
NJ	07105	01-SEP-79	N	+40.716300	-74.145200	N	N
NJ	07885	01-JAN-80	N	40.9035	-74.577100	N	N
NJ	08805	01-OCT-79	N	40.5556	-74.559000	N	N
NJ	07032	01-JUL-80	N	+40.784866	-074.145269	N	N
NJ	08027	01-SEP-80	N	39.839	-75.277400	N	N
NJ	08332	17-FEB-83	N	39.4223	-75.032400	N	N
NJ	08344	01-NOV-79	N	39.5432	-75.021800	N	N
NJ	08360	01-DEC-66	N	39.5104	-75.056200	N	N
NJ	08041	10-APR-84	N	40.0364	-74.693600	N	N
NJ	07416	01-APR-80	N	41.1098	-74.599300	N	N
NJ	07662	01-APR-84	N	40.8908	-74.103100	N	N
NJ	08104	01-AUG-86	N	40.549278	-75.209500	N	N
NJ	08009	07-JAN-86	N	39.729722	-74.905917	N	N
NJ	07871	01-OCT-78	N	41.0481	-74.629600	N	N

	1.00000000000	55290.00000000000	
	1.00000000000	48152.00000000000	
	1.00000000000	49181.00000000000	
	1.00000000000	49599.00000000000	
	1.00000000000	49155.00000000000	
	1.00000000000	49156.00000000000	
	1.00000000000	49157.00000000000	
	1.00000000000	55286.00000000000	
	1.00000000000	49158.00000000000	
	1.00000000000	49600.00000000000	
	1.00000000000	49159.00000000000	
	1.00000000000	49160.00000000000	
	1.00000000000	49161.00000000000	
	1.00000000000	48859.00000000000	
	1.00000000000	49148.00000000000	
	1.00000000000	49601.00000000000	
Y	1.00000000000	55137.00000000000	
	1.00000000000	50041.00000000000	
	1.00000000000	6418958.00000000000	12-MAY-14
	1.00000000000	50044.00000000000	
	1.00000000000	50045.00000000000	01-DEC-17
	1.00000000000	50046.00000000000	
	1.00000000000	49602.00000000000	
	1.00000000000	50052.00000000000	
	1.00000000000	103321.00000000000	25-JAN-10
	1.00000000000	104486.00000000000	27-JUN-13
	1.00000000000	6418976.00000000000	12-DEC-13
	1.00000000000	6420302.00000000000	26-MAR-15
	1.00000000000	62218.00000000000	
	1.00000000000	62219.00000000000	
	1.00000000000	62220.00000000000	
	1.00000000000	62221.00000000000	
	1.00000000000	62222.00000000000	
	1.00000000000	59594.00000000000	
	1.00000000000	6418977.00000000000	12-DEC-13
	1.00000000000	62223.00000000000	
	1.00000000000	62224.00000000000	
	1.00000000000	62225.00000000000	
	1.00000000000	62226.00000000000	
	1.00000000000	62227.00000000000	
	1.00000000000	59595.00000000000	
	1.00000000000	62228.00000000000	
	1.00000000000	62229.00000000000	
	1.00000000000	62230.00000000000	
	1.00000000000	62231.00000000000	
	1.00000000000	60445.00000000000	
	1.00000000000	60446.00000000000	
	1.00000000000	59596.00000000000	

Record added by Randy Hippen

REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
SSHAKIR	09-DEC-14	3	N	Y	0.1
REV EOQ	05-FEB-05		N	N	
CSANDS	20-FEB-18		N	Y	0
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
SNAP	26-APR-05		N	N	
PLUDWIG	04-APR-13		Y	N	
PLUDWIG	27-JUN-13		Y	Y	
SSHAKIR	09-DEC-14	2	N	Y	0.1
RHIPPEN	30-SEP-15		Y	Y	10
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
SSHAKIR	09-DEC-14	2	N	Y	0.1
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	

5.00000000000	Y	0101435	17-NOV-17
5.00000000000	Y	0101437	17-NOV-17
5.00000000000	Y	0101450	17-NOV-17
5.00000000000	Y	0101463	17-NOV-17
12.00000000000	Y	0101470	17-NOV-17
5.00000000000	Y	0101475	17-NOV-17
5.00000000000	Y	0101477	26-APR-14
5.00000000000	Y	0101479	17-NOV-17
5.00000000000	Y	0101491	17-NOV-17
5.00000000000	Y	0101493	17-NOV-17
5.00000000000	Y	0101713	17-NOV-17
5.00000000000	Y	0101800	17-NOV-17
5.00000000000	Y	0101826	17-NOV-17
5.00000000000	Y	0101831	17-NOV-17
5.00000000000	Y	0102032	17-NOV-17
5.00000000000	Y	0102065	17-NOV-17
5.00000000000	Y	0102071	17-NOV-17
12.00000000000	Y	0102121	17-NOV-17
0.00000000000	Y	0102282	10-DEC-14
5.00000000000	Y	0102723	17-NOV-17
5.00000000000	Y	0102724	20-FEB-18
5.00000000000	Y	0102950	17-NOV-17
5.00000000000	Y	0102953	17-NOV-17
12.00000000000	Y	0103313	17-NOV-17
0.00000000000	Y	0103584	17-NOV-17
0.00000000000	Y	0105928	17-NOV-17
0.00000000000	Y	0106078	17-NOV-17
0.00000000000	Y	0106144	17-DEC-15
5.00000000000	Y	0200022	17-NOV-17
5.00000000000	Y	0200034	17-NOV-17
5.00000000000	Y	0200037	26-APR-14
5.00000000000	Y	0200078	26-APR-14
5.00000000000	Y	0200101	17-NOV-17
5.00000000000	Y	0200109	17-NOV-17
0.00000000000	Y	0200114	10-DEC-14
5.00000000000	Y	0200136	17-NOV-17
5.00000000000	Y	0200144	17-NOV-17
12.00000000000	Y	0200146	17-NOV-17
5.00000000000	Y	0200188	17-NOV-17
5.00000000000	Y	0200202	17-NOV-17
5.00000000000	Y	0200203	17-NOV-17
5.00000000000	Y	0200209	17-NOV-17
5.00000000000	Y	0200232	26-APR-14
5.00000000000	Y	0200234	17-NOV-17
5.00000000000	Y	0200273	26-APR-14
5.00000000000	Y	0200278	17-NOV-17
5.00000000000	Y	0200280	17-NOV-17
5.00000000000	Y	0200290	26-APR-14

Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Map	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Map	
Unknown	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Map	
Unknown	
Unknown	
Unknown	Verified, Unknown Method
Unknown	Not Verified
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Unknown	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Map	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	

NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD27	Facility Center/Centroid	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD27	Other	
Unknown	Unknown	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD27	Other	
NAD83		Point
Unknown		Point
Unknown	Unknown	
Unknown	Unknown	Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
Unknown	Unknown	
NAD83	Other	
NAD83	Other	
NAD27	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	

1:100,000			42.877781	-73.266669
1:100,000			43.272781	-72.466669
1:100,000			42.878061	-73.150139
1:100,000			42.797167	-073.265750
1:24,000			44.452583	-73.121389
1:100,000			43.226389	-72.439719
1:100,000			+44.554500	-071.984400
1:100,000			44.466669	-73.218061
1:100,000			44.518611	-71.989439
1:100,000			42.922219	-73.197781
1:100,000			42.138749	-71.251667
1:100,000			44.740278	-69.182222
1:100,000			42.155277	-070.933470
1:100,000			42.288889	-71.363611
1:100,000			42.478889	-71.290277
1:100,000			43.927447	-72.285506
1:100,000			43.823889	-72.328889
1:24,000			44.057333	-72.306917
None			+42.888861	-73.189111
1:100,000			42.855075	-71.105889
1:100,000			+42.038194	-71.222500
1:100,000			41.916667	-72.547222
1:100,000			41.550389	-73.010639
1:24,000			44.479194	-71.167194
Unknown		Contractor	44.237083	-70.080250
Unknown			43.372000	-71.058750
None			43.734953	-70.424514
Unknown	Meters	Unknown	+42.074417	-71.410806
1:100,000			40.058183	-74.925899
1:100,000			40.804306	-73.989167
1:100,000			+40.643200	-074.193500
1:100,000			+39.986700	-074.236300
1:100,000			+40.830000	-74.088889
1:100,000			40.434439	-74.327769
None			+40.716300	-74.145200
1:100,000			40.903331	-074.577500
1:100,000			40.555561	-074.559450
1:24,000			+40.750000	-74.097222
1:100,000			39.838889	-75.277781
1:100,000			39.422219	-75.032781
1:100,000			39.543061	-75.022219
1:100,000			39.510281	-75.056661
1:100,000			+40.036300	-074.694000
1:100,000			41.109719	-74.599719
1:100,000			+40.890700	-074.103500
1:100,000			39.926111	-75.119167
1:100,000			39.729722	-74.905917
1:100,000			+41.048050	-074.630000

Y	42.87778100000	-73.26666900000
Y	43.27278100000	-72.46666900000
Y	42.87806100000	-73.15013900000
Y	42.79716700000	-73.26575000000
Y	44.45258300000	-73.12138900000
Y	43.22638900000	-72.43971900000
Y	44.55450000000	-71.98440000000
Y	44.46666900000	-73.21806100000
Y	44.51861100000	-71.98943900000
Y	42.92221900000	-73.19778100000
Y	42.13874900000	-71.25166700000
Y	44.74027800000	-69.18222200000
Y	42.15527700000	-70.93347000000
Y	42.28888900000	-71.36361100000
Y	42.47888900000	-71.29027700000
Y	43.92744700000	-72.28550600000
Y	43.82388900000	-72.32888900000
Y	44.05733300000	-72.30691700000
Y	42.88886100000	-73.18911100000
Y	42.85507500000	-71.10588900000
Y	42.03819400000	-71.22250000000
Y	41.91666700000	-72.54722200000
Y	41.55038900000	-73.01063900000
Y	44.47919400000	-71.16719400000
Y	44.23708300000	-70.08025000000
Y	43.37200000000	-71.05875000000
Y	43.73495300000	-70.42451400000
Y	42.07441700000	-71.41080600000
Y	40.05818300000	-74.92589900000
Y	40.80430600000	-73.98916700000
Y	40.64320000000	-74.19350000000
Y	39.98670000000	-74.23630000000
Y	40.83000000000	-74.08888900000
Y	40.43443900000	-74.32776900000
Y	40.71630000000	-74.14520000000
Y	40.90333100000	-74.57750000000
Y	40.55556100000	-74.55945000000
Y	40.75000000000	-74.09722200000
Y	39.83888900000	-75.27778100000
Y	39.42221900000	-75.03278100000
Y	39.54306100000	-75.02221900000
Y	39.51028100000	-75.05666100000
Y	40.03630000000	-74.69400000000
Y	41.10971900000	-74.59971900000
Y	40.89070000000	-74.10350000000
Y	39.92611100000	-75.11916700000
Y	39.72972200000	-74.90591700000
Y	41.04805000000	-74.63000000000

Rural
Rural
Rural
Rural
Burlington, VT
Rural
Rural
Burlington, VT
Rural
Rural
Boston, MA--NH--RI
Rural
Boston, MA--NH--RI
Boston, MA--NH--RI
Boston, MA--NH--RI
Rural
Rural
Rural
Bennington, VT
Boston, MA--NH--RI
Boston, MA--NH--RI
Springfield, MA--CT
Waterbury, CT
Berlin, NH
Rural
Rural
Portland, ME
Boston, MA--NH--RI
Philadelphia, PA--NJ--DE--MD
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
Rural
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
Philadelphia, PA--NJ--DE--MD
Vineland, NJ
Rural
Vineland, NJ
Rural
Franklin--Highland Lake, NJ
New York--Newark, NY--NJ--CT
Philadelphia, PA--NJ--DE--MD
Rural
Rural

Rural
Rural
Rural
Rural
Burlington, VT Urbanized Area
Rural
Rural
Burlington, VT Urbanized Area
Rural
Rural
Boston, MA--NH--RI Urbanized Area
Rural
Boston, MA--NH--RI Urbanized Area
Boston, MA--NH--RI Urbanized Area
Boston, MA--NH--RI Urbanized Area
Rural
Rural
Rural
Bennington, VT Urban Cluster
Boston, MA--NH--RI Urbanized Area
Boston, MA--NH--RI Urbanized Area
Springfield, MA--CT Urbanized Area
Waterbury, CT Urbanized Area
Berlin, NH Urban Cluster
Rural
Rural
Portland, ME Urbanized Area
Boston, MA--NH--RI Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Rural
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Vineland, NJ Urbanized Area
Rural
Vineland, NJ Urbanized Area
Rural
Franklin--Highland Lake, NJ Urban Cluster
New York--Newark, NY--NJ--CT Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Rural
Rural

41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
22	Suburban-Midsize
41	Rural-Fringe
41	Rural-Fringe
13	City-Small
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
42	Rural-Distant
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
43	Rural-Remote
42	Rural-Distant
42	Rural-Distant
32	Town-Distant
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
22	Suburban-Midsize
33	Town-Remote
42	Rural-Distant
41	Rural-Fringe
22	Suburban-Midsize
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
11	City-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
23	Suburban-Small
41	Rural-Fringe
13	City-Small
41	Rural-Fringe
31	Town - Fringe
21	Suburban-Large
13	City-Small
41	Rural-Fringe
41	Rural-Fringe

Active Inventory	NPL	02	0200299	NJD041743220
Active Inventory	NPL	02	0200303	NJD041828906
Active Inventory	NPL	02	0200307	NJD043584101
Active Inventory	NPL	02	0200316	NJD045653854
Active Inventory	NPL	02	0200321	NJD046644407
Active Inventory	NPL	02	0200327	NJD047321443
Active Inventory	NPL	02	0200332	NJD047684451
Active Inventory	NPL	02	0200333	NJD048044325
Active Inventory	NPL	02	0200340	NJD048798953
Active Inventory	NPL	02	0200346	NJD049860836
Active Inventory	NPL	02	0200359	NJD053102232
Active Inventory	NPL	02	0200362	NJD053280160
Active Inventory	NPL	02	0200364	NJD053292652
Active Inventory	NPL	02	0200375	NJD054981337
Active Inventory	NPL	02	0200390	NJD061843249
Active Inventory	NPL	02	0200397	NJD063157150
Active Inventory	NPL	02	0200398	NJD063160667
Active Inventory	NPL	02	0200401	NJD064263817
Active Inventory	NPL	02	0200427	NJD070281175
Active Inventory	NPL	02	0200429	NJD070415005
Active Inventory	NPL	02	0200431	NJD070565403
Active Inventory	NPL	02	0200439	NJD073732257
Active Inventory	NPL	02	0200450	NJD078251675
Active Inventory	NPL	02	0200455	NJD079303020
Active Inventory	NPL	02	0200474	NJD085632164
Active Inventory	NPL	02	0200484	NJD092226000
Active Inventory	NPL	02	0200489	NJD094966611
Active Inventory	NPL	02	0200499	NJD097400998
Active Inventory	NPL	02	0200516	NJD980417976
Active Inventory	NPL	02	0200517	NJD980484653
Active Inventory	NPL	02	0200528	NJD980504997
Active Inventory	NPL	02	0200540	NJD980505176
Active Inventory	NPL	02	0200542	NJD980505192
Active Inventory	NPL	02	0200549	NJD980505283
Active Inventory	NPL	02	0200551	NJD980505341
Active Inventory	NPL	02	0200552	NJD980505366
Active Inventory	NPL	02	0200554	NJD980505382
Active Inventory	NPL	02	0200557	NJD980505416
Active Inventory	NPL	02	0200558	NJD980505424
Active Inventory	NPL	02	0200569	NJD980505648
Active Inventory	NPL	02	0200570	NJD980505671
Active Inventory	NPL	02	0200572	NJD980505754
Active Inventory	NPL	02	0200573	NJD980505762
Active Inventory	NPL	02	0200581	NJD980505879
Active Inventory	NPL	02	0200582	NJD980505887
Active Inventory	NPL	02	0200607	NJD980528889
Active Inventory	NPL	02	0200613	NJD980528996
Active Inventory	NPL	02	0200614	NJD980529002

SWOPE OIL & CHEMICAL CO.
FRIED INDUSTRIES
MATLACK, INC.
WITCO CHEMICAL CORP. (OAKLAND PLANT)
DENZER & SCHAFER X-RAY CO.
CHEMICAL LEAMAN TANK LINES, INC.
RADIATION TECHNOLOGY, INC.
LANDFILL & DEVELOPMENT CO.
CALDWELL TRUCKING CO.
KIN-BUC LANDFILL
HIGGINS DISPOSAL
GARDEN STATE CLEANERS CO.
BRIDGEPORT RENTAL & OIL SERVICES
WALDICK AEROSPACE DEVICES, INC.
NL INDUSTRIES
BOG CREEK FARM
GLOBAL SANITARY LANDFILL
SYNCON RESINS
PRICE LANDFILL
RENORA, INC.
SCIENTIFIC CHEMICAL PROCESSING
ROEBLING STEEL CO.
BROOK INDUSTRIAL PARK
LCP CHEMICALS INC.
M&T DELISA LANDFILL
DIAMOND HEAD OIL REFINERY DIV.
COMBE FILL SOUTH LANDFILL
JIS LANDFILL
SHERWIN-WILLIAMS/HILLIARDS CREEK
CHEMICAL INSECTICIDE CORP.
BURNT FLY BOG
BRICK TOWNSHIP LANDFILL
ROLLING KNOLLS LF
JACKSON TOWNSHIP LANDFILL
KING OF PRUSSIA
HELEN KRAMER LANDFILL
LANG PROPERTY
LIPARI LANDFILL
LONE PINE LANDFILL
PJP LANDFILL
MONROE TOWNSHIP LANDFILL
SAYREVILLE LANDFILL
SHARKEY LANDFILL
WOODLAND ROUTE 72 DUMP
WOODLAND ROUTE 532 DUMP
CHEMSOL, INC.
DIAMOND ALKALI CO.
DELILAH ROAD

F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL

8281 NATIONAL HWY
11 FRESH POND ROAD
ROUTE 322 EAST
100 BAUER DR
HICKORY LANE
CEDAR SWAMP & COOPER RDS
108 LAKE DENMARK ROAD
2023 RTE 38
222 PASSAIC AVENUE
MEADOW ROAD
121 LAUREL AVE
SUMMER ROAD, P.O. BOX 183
CEDAR SWAMP RD
2121 ROUTE 35
PENNS GROVE-PEDRICKTOWN ROAD
SQUANRUM RD. (MONMOUTH CO. RT. 547)
ERNSTON ROAD
77 JACOBUS AVE
MILL ROAD
83 SOUTH MAIN ST
216 PATERSON PLANK RD
2ND STREET
100 WEST MAIN STREET
FOOT OF SOUTH WOOD AVENUE
RTS 35 & 66
1401 HARRISON TURNPIKE
PARKER ROAD- BOX 418
901-999 CRANBURY SOUTH RIVER ROAD
FOSTER AVENUE AND GIBBSBORO ROAD
30 WHITMAN AV
TYLERS LANE
SALLY IKE ROAD
35 BRITTEN RD
LAKEHURST AVENUE
PINEY HOLLOW ROAD
JESSUP MILL ROAD
WHITESBOG-PASADENA ROAD
RT 322
BURKE ROAD
400 SIP AVE
MATCHAPONIX AVE. BLOCK 148 LOT B7
JERNEES MILL RD
EDWARDS & SHARKEY ROAD
RTE 72, ON SOOEY ROAD
ROUTE 532
FLEMING ST
80 LISTER AVE
DELILAH & MILL ROADS

PENNSAUKEN TOWNSHIP	CAMDEN
EAST BRUNSWICK TOWNSHIP	MIDDLESEX
WOOLWICH TOWNSHIP	GLOUCESTER
OAKLAND	BERGEN
BAYVILLE	OCEAN
BRIDGEPORT	GLOUCESTER
ROCKAWAY TOWNSHIP	MORRIS
MOUNT HOLLY	BURLINGTON
FAIRFIELD	ESSEX
EDISON TOWNSHIP	MIDDLESEX
KINGSTON	SOMERSET
MINOTOLA	ATLANTIC
BRIDGEPORT	GLOUCESTER
WALL TOWNSHIP	MONMOUTH
PEDRICKTOWN (OLDMANS TOWN	SALEM
HOWELL TOWNSHIP	MONMOUTH
OLD BRIDGE TOWNSHIP	MIDDLESEX
SOUTH KEARNY	HUDSON
PLEASANTVILLE	ATLANTIC
EDISON TOWNSHIP	MIDDLESEX
CARLSTADT	BERGEN
FLORENCE	BURLINGTON
BOUND BROOK	SOMERSET
LINDEN	UNION
ASBURY PARK	MONMOUTH
KEARNY	HUDSON
CHESTER TOWNSHIP	MORRIS
SOUTH BRUNSWICK	MIDDLESEX
Gibbsboro	CAMDEN
EDISON TOWNSHIP	MIDDLESEX
MARLBORO TOWNSHIP	MONMOUTH
BRICK TOWNSHIP	OCEAN
GREEN VILLAGE	MORRIS
JACKSON TOWNSHIP	OCEAN
WINSLOW TOWNSHIP	CAMDEN
MANTUA TOWNSHIP	GLOUCESTER
PEMBERTON TOWNSHIP	BURLINGTON
PITMAN	GLOUCESTER
FREEHOLD TOWNSHIP	MONMOUTH
JERSEY CITY	HUDSON
MONROE TOWNSHIP	MIDDLESEX
SAYREVILLE	MIDDLESEX
PARSIPPANY, TROY HLS	MORRIS
WOODLAND TOWNSHIP	BURLINGTON
WOODLAND TOWNSHIP	BURLINGTON
PISCATAWAY	MIDDLESEX
NEWARK	ESSEX
EGG HARBOR TOWNSHIP	ATLANTIC

NJ	08110	01-OCT-75	N	39.9887	-75.034400	N	N
NJ	08816	01-DEC-83	N	40.4425	-74.440800	N	N
NJ	08085	01-AUG-84	N	39.7643	-75.319011	N	N
NJ	07436	10-APR-84	N	41.0038	-74.243400	N	N
NJ	08721	01-AUG-82	N	39.9093	-74.170500	N	N
NJ	08014	01-JUN-81	N	39.7984	-75.332400	N	N
NJ	07866	10-APR-84	N	40.9709	-74.505100	N	N
NJ	08060	01-NOV-79	N	39.9806	-74.770400	N	N
NJ	07004	01-AUG-82	N	40.8765	-74.271000	N	N
NJ	08817	01-SEP-74	N	40.4892	-74.378000	N	N
NJ	08526	01-JUN-81	N	40.3876	-74.614900	N	N
NJ	08341	24-MAY-84	N	39.5191	-74.949100	N	N
NJ	08014	01-OCT-79	N	39.8018	-75.321300	N	N
NJ	07719	01-JAN-84	N	40.1431	-74.060800	N	N
NJ	08067	01-JUN-81	N	39.7581	-75.424400	N	N
NJ	07727	01-DEC-74	N	40.1509	-74.160700	N	N
NJ	08857	01-MAR-85	N	40.4465	-74.285700	N	N
NJ	07032	10-APR-84	N	40.7379	-74.114300	N	N
NJ	08232	01-JAN-72	N	39.4154	-74.526500	N	N
NJ	08837	01-MAY-81	N	40.5201	-74.358500	N	N
NJ	07072	01-JUN-81	N	40.8315	-74.083800	N	N
NJ	08554	01-MAY-81	N	40.121	-74.770500	N	N
NJ	08805	01-MAY-86	N	40.5602	-74.535700	N	N
NJ	07036	01-JUN-81	N	40.616333	-74.226806	N	N
NJ	07755	01-MAR-80	N	40.2293	-74.044800	N	N
NJ	07032	01-OCT-85	N	40.749444	-74.131667	N	N
NJ	07930	01-NOV-79	N	40.7718	-74.737900	N	N
NJ	08831	01-NOV-79	N	40.3659	-74.464900	N	N
NJ	08026	01-DEC-79	N	39.835526	-74.964977	N	N
NJ	08817	10-APR-84	N	40.5275	-74.367600	N	N
NJ	07746	01-AUG-79	N	40.3751	-74.278800	N	N
NJ	08723	01-DEC-80	N	40.1099	-74.130700	N	N
NJ	07935	01-MAY-81	N	+40.736650	-074.443058	N	N
NJ	08527	01-OCT-79	N	40.0634	-74.348200	N	N
NJ	08095	01-JAN-77	N	39.6271	-74.889100	N	N
NJ	08051	01-NOV-79	N	39.7802	-75.199900	N	N
NJ	08015	01-FEB-80	N	39.9293	-74.494100	N	N
NJ	08071	01-APR-79	N	39.7204	-75.141500	N	N
NJ	07728	01-JUN-78	N	40.2029	-74.333000	N	N
NJ	07306	01-JUN-79	N	40.7348	-74.085100	N	N
NJ	08520	01-JUN-79	N	40.3618	-74.401000	N	N
NJ	08872	01-MAY-81	N	40.4457	-74.358000	N	N
NJ	07054	01-JAN-80	N	40.8502	-74.345000	N	N
NJ	08019	01-APR-79	N	39.8218	-74.447400	N	N
NJ	08019	01-APR-79	N	39.8293	-74.491800	N	N
NJ	08854	01-DEC-79	N	40.5626	-74.443000	N	N
NJ	07105	01-NOV-79	N	40.7398	-74.135700	N	N
NJ	08221	01-MAY-81	N	39.4168	-74.545400	N	N

1.00000000000	60447.00000000000	
1.00000000000	60448.00000000000	
1.00000000000	60449.00000000000	
1.00000000000	60450.00000000000	
1.00000000000	60451.00000000000	
1.00000000000	59597.00000000000	
1.00000000000	60452.00000000000	
1.00000000000	60453.00000000000	
1.00000000000	60454.00000000000	
1.00000000000	60455.00000000000	
1.00000000000	60456.00000000000	
1.00000000000	60530.00000000000	
1.00000000000	59598.00000000000	
1.00000000000	60531.00000000000	
1.00000000000	60532.00000000000	
1.00000000000	60533.00000000000	
1.00000000000	60534.00000000000	
1.00000000000	61658.00000000000	
1.00000000000	61659.00000000000	
1.00000000000	59599.00000000000	
1.00000000000	62118.00000000000	
1.00000000000	62119.00000000000	
1.00000000000	62120.00000000000	
1.00000000000	62121.00000000000	
1.00000000000	62122.00000000000	
1.00000000000	59600.00000000000	
1.00000000000	62123.00000000000	
1.00000000000	62124.00000000000	
1.00000000000	907.00000000000	13-SEP-06
1.00000000000	60144.00000000000	
1.00000000000	62125.00000000000	
1.00000000000	62126.00000000000	
1.00000000000	62127.00000000000	
1.00000000000	62128.00000000000	
1.00000000000	59601.00000000000	
1.00000000000	62129.00000000000	
1.00000000000	60145.00000000000	
1.00000000000	62130.00000000000	
1.00000000000	62243.00000000000	
1.00000000000	62244.00000000000	
1.00000000000	62245.00000000000	
1.00000000000	60146.00000000000	
1.00000000000	59602.00000000000	
1.00000000000	58406.00000000000	
1.00000000000	58407.00000000000	
1.00000000000	58408.00000000000	
1.00000000000	58409.00000000000	
1.00000000000	58410.00000000000	

REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
DCOX	13-SEP-06	Y	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N
REV EOQ	05-FEB-05	N	N

5.00000000000	Y	0200299	26-APR-14
5.00000000000	Y	0200303	26-APR-14
5.00000000000	Y	0200307	17-NOV-17
5.00000000000	Y	0200316	26-APR-14
5.00000000000	Y	0200321	17-NOV-17
5.00000000000	Y	0200327	17-NOV-17
5.00000000000	Y	0200332	17-NOV-17
5.00000000000	Y	0200333	17-NOV-17
5.00000000000	Y	0200340	17-NOV-17
5.00000000000	Y	0200346	26-APR-14
5.00000000000	Y	0200359	17-NOV-17
5.00000000000	Y	0200362	17-NOV-17
5.00000000000	Y	0200364	17-NOV-17
5.00000000000	Y	0200375	26-APR-14
5.00000000000	Y	0200390	17-NOV-17
5.00000000000	Y	0200397	17-NOV-17
5.00000000000	Y	0200398	17-NOV-17
5.00000000000	Y	0200401	17-NOV-17
5.00000000000	Y	0200427	17-NOV-17
5.00000000000	Y	0200429	17-NOV-17
5.00000000000	Y	0200431	17-NOV-17
5.00000000000	Y	0200439	17-NOV-17
5.00000000000	Y	0200450	17-NOV-17
5.00000000000	Y	0200455	17-NOV-17
5.00000000000	Y	0200474	17-NOV-17
5.00000000000	Y	0200484	17-NOV-17
5.00000000000	Y	0200489	17-NOV-17
5.00000000000	Y	0200499	17-NOV-17
0.00000000000	Y	0200516	17-NOV-17
5.00000000000	Y	0200517	26-APR-14
5.00000000000	Y	0200528	17-NOV-17
5.00000000000	Y	0200540	26-APR-14
12.00000000000	Y	0200542	17-NOV-17
5.00000000000	Y	0200549	17-NOV-17
5.00000000000	Y	0200551	17-NOV-17
5.00000000000	Y	0200552	26-APR-14
5.00000000000	Y	0200554	17-NOV-17
5.00000000000	Y	0200557	17-NOV-17
5.00000000000	Y	0200558	17-NOV-17
5.00000000000	Y	0200569	17-NOV-17
5.00000000000	Y	0200570	17-NOV-17
5.00000000000	Y	0200572	17-NOV-17
5.00000000000	Y	0200573	26-APR-14
5.00000000000	Y	0200581	17-NOV-17
5.00000000000	Y	0200582	17-NOV-17
5.00000000000	Y	0200607	17-NOV-17
5.00000000000	Y	0200613	17-NOV-17
5.00000000000	Y	0200614	17-NOV-17

Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Map
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Map
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)

NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83		Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	

1:100,000		+39.988600	-075.034700
1:100,000		+40.442400	-074.441200
1:100,000		39.763106	-75.322169
1:100,000		+41.003750	-074.243750
1:100,000		39.909169	-74.170831
1:100,000		39.798331	-75.332781
1:100,000		40.970831	-074.505550
1:100,000		39.980561	-74.770839
1:100,000		40.876389	-74.271389
1:100,000		+40.489100	-074.378500
1:100,000		+40.387500	-74.615281
1:100,000		39.519031	-074.949450
1:100,000		39.801669	-75.321661
1:100,000		+40.143000	-074.061300
1:100,000		39.758061	-75.424719
1:100,000		40.150831	-74.161111
1:100,000		40.446389	-74.286111
1:100,000		40.737781	-74.114719
1:100,000		39.415281	-074.526950
1:100,000		40.519628	-74.358889
1:100,000		+40.824540	-74.074329
1:100,000		40.120831	-74.770839
1:100,000		40.560139	-74.536111
1:100,000		+40.607500	-74.210278
1:100,000		40.229169	-74.045281
1:100,000		40.747222	-74.132194
1:100,000		40.771669	-74.738331
1:100,000		40.365831	-74.465281
Unknown	EPA Region 2	39.835526	-74.964977
1:100,000		+40.527400	-074.368000
1:100,000		+40.375000	-74.279169
1:100,000		+40.109800	-074.131100
1:24,000		40.729528	-74.447861
1:100,000		40.063331	-74.348611
1:100,000		+39.626950	-74.889439
1:100,000		+39.780100	-075.200300
1:100,000		39.929161	-074.494450
1:100,000		39.720281	-75.141939
1:100,000		40.202781	-74.333339
1:100,000		40.734719	-74.085561
1:100,000		40.361669	-74.401389
1:100,000		40.445561	-74.358331
1:100,000		+40.850100	-074.345400
1:100,000		39.821669	-74.447781
1:100,000		39.829169	-74.492231
1:100,000		+40.562500	-74.443339
1:100,000		40.739719	-74.136111
1:100,000		39.416669	-74.545831

Y	39.98860000000	-75.03470000000
Y	40.44240000000	-74.44120000000
Y	39.76310600000	-75.32216900000
Y	41.00375000000	-74.24375000000
Y	39.90916900000	-74.17083100000
Y	39.79833100000	-75.33278100000
Y	40.97083100000	-74.50555000000
Y	39.98056100000	-74.77083900000
Y	40.87638900000	-74.27138900000
Y	40.48910000000	-74.37850000000
Y	40.38750000000	-74.61528100000
Y	39.51903100000	-74.94945000000
Y	39.80166900000	-75.32166100000
Y	40.14300000000	-74.06130000000
Y	39.75806100000	-75.42471900000
Y	40.15083100000	-74.16111100000
Y	40.44638900000	-74.28611100000
Y	40.73778100000	-74.11471900000
Y	39.41528100000	-74.52695000000
Y	40.51962800000	-74.35888900000
Y	40.82454000000	-74.07432900000
Y	40.12083100000	-74.77083900000
Y	40.56013900000	-74.53611100000
Y	40.60750000000	-74.21027800000
Y	40.22916900000	-74.04528100000
Y	40.74722200000	-74.13219400000
Y	40.77166900000	-74.73833100000
Y	40.36583100000	-74.46528100000
Y	39.83552600000	-74.96497700000
Y	40.52740000000	-74.36800000000
Y	40.37500000000	-74.27916900000
Y	40.10980000000	-74.13110000000
Y	40.72952800000	-74.44786100000
Y	40.06333100000	-74.34861100000
Y	39.62695000000	-74.88943900000
Y	39.78010000000	-75.20030000000
Y	39.92916100000	-74.49445000000
Y	39.72028100000	-75.14193900000
Y	40.20278100000	-74.33333900000
Y	40.73471900000	-74.08556100000
Y	40.36166900000	-74.40138900000
Y	40.44556100000	-74.35833100000
Y	40.85010000000	-74.34540000000
Y	39.82166900000	-74.44778100000
Y	39.82916900000	-74.49223100000
Y	40.56250000000	-74.44333900000
Y	40.73971900000	-74.13611100000
Y	39.41666900000	-74.54583100000

Philadelphia, PA--NJ--DE--MD
New York--Newark, NY--NJ--CT
Rural
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
Rural
Rural
Philadelphia, PA--NJ--DE--MD
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
Rural
Vineland, NJ
Rural
New York--Newark, NY--NJ--CT
Rural
Rural
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
Atlantic City, NJ
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
Philadelphia, PA--NJ--DE--MD
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
Rural
New York--Newark, NY--NJ--CT
Philadelphia, PA--NJ--DE--MD
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
Rural
New York--Newark, NY--NJ--CT
Rural
Rural
Rural
Rural
Rural
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
Rural
New York--Newark, NY--NJ--CT
Rural
Rural
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
Atlantic City, NJ

Philadelphia, PA--NJ--DE--MD Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Rural
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Rural
Rural
Philadelphia, PA--NJ--DE--MD Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Rural
Vineland, NJ Urbanized Area
Rural
New York--Newark, NY--NJ--CT Urbanized Area
Rural
Rural
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Atlantic City, NJ Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Rural
New York--Newark, NY--NJ--CT Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Rural
New York--Newark, NY--NJ--CT Urbanized Area
Rural
Rural
Rural
Rural
Rural
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Rural
New York--Newark, NY--NJ--CT Urbanized Area
Rural
Rural
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Atlantic City, NJ Urbanized Area

21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
23	Suburban-Small
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
22	Suburban-Midsize
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
11	City-Large
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
42	Rural-Distant
42	Rural-Distant
21	Suburban-Large
11	City-Large
22	Suburban-Midsize

Active Inventory	NPL	02	0200620	NJD980529085
Active Inventory	NPL	02	0200625	NJD980529143
Active Inventory	NPL	02	0200627	NJD980529192
Active Inventory	NPL	02	0200638	NJD980529408
Active Inventory	NPL	02	0200639	NJD980529416
Active Inventory	NPL	02	0200653	NJD980529598
Active Inventory	NPL	02	0200662	NJD980529713
Active Inventory	NPL	02	0200663	NJD980529739
Active Inventory	NPL	02	0200665	NJD980529762
Active Inventory	NPL	02	0200670	NJD980529838
Active Inventory	NPL	02	0200674	NJD980529879
Active Inventory	NPL	02	0200675	NJD980529887
Active Inventory	NPL	02	0200678	NJD980529945
Active Inventory	NPL	02	0200681	NJD980530109
Active Inventory	NPL	02	0200719	NJD980530596
Active Inventory	NPL	02	0200724	NJD980530679
Active Inventory	NPL	02	0200738	NJD980532808
Active Inventory	NPL	02	0200739	NJD980532816
Active Inventory	NPL	02	0200740	NJD980532824
Active Inventory	NPL	02	0200741	NJD980532832
Active Inventory	NPL	02	0200742	NJD980532840
Active Inventory	NPL	02	0200764	NJD980654099
Active Inventory	NPL	02	0200765	NJD980654107
Active Inventory	NPL	02	0200766	NJD980654115
Active Inventory	NPL	02	0200767	NJD980654123
Active Inventory	NPL	02	0200768	NJD980654131
Active Inventory	NPL	02	0200769	NJD980654149
Active Inventory	NPL	02	0200770	NJD980654156
Active Inventory	NPL	02	0200771	NJD980654164
Active Inventory	NPL	02	0200772	NJD980654172
Active Inventory	NPL	02	0200773	NJD980654180
Active Inventory	NPL	02	0200774	NJD980654198
Active Inventory	NPL	02	0200775	NJD980654214
Active Inventory	NPL	02	0200776	NJD980654222
Active Inventory	NPL	02	0200781	NJD980663678
Active Inventory	NPL	02	0200790	NJD980761357
Active Inventory	NPL	02	0200791	NJD980761365
Active Inventory	NPL	02	0200792	NJD980761373
Active Inventory	NPL	02	0200793	NJD980761381
Active Inventory	NPL	02	0200794	NJD980761399
Active Inventory	NPL	02	0200803	NJD980766828
Active Inventory	NPL	02	0200825	NJD980769301
Active Inventory	NPL	02	0200830	NJD980769350
Active Inventory	NPL	02	0200874	NJN000200874
Active Inventory	NPL	02	0200986	NJD980772727
Active Inventory	NPL	02	0200995	NJD980785638
Active Inventory	NPL	02	0200996	NJD980785646
Active Inventory	NPL	02	0200997	NJD980785653

ELLIS PROPERTY
FLORENCE LAND RECONTOURING, INC., LANDFILL
GEMS LANDFILL
MONITOR DEVICES, INC./INTERCIRCUITS, INC.
D'IMPERIO PROPERTY
PEPE FIELD
REICH FARMS
RINGWOOD MINES/LANDFILL
MAYWOOD CHEMICAL CO.
KRYSOWATY FARM
VENTRON/VELSICOL
VINELAND STATE SCHOOL
WILLIAMS PROPERTY
GOOSE FARM
COMBE FILL NORTH LANDFILL
SOUTH BRUNSWICK LANDFILL
PIJAK FARM
SPENCE FARM
WILSON FARM
FRIEDMAN PROPERTY
HOPKINS FARM
IMPERIAL OIL CO., INC./CHAMPION CHEMICALS
FAIR LAWN WELL FIELD
ROCKAWAY BOROUGH WELL FIELD
BEACHWOOD/BERKELEY WELLS
DOVER MUNICIPAL WELL 4
ASBESTOS DUMP
ROCKY HILL MUNICIPAL WELL
MONTGOMERY TOWNSHIP HOUSING DEVELOPMENT
U.S. RADIUM CORP.
MANNHEIM AVENUE DUMP
MYERS PROPERTY
ROCKAWAY TOWNSHIP WELLS
EVOR PHILLIPS LEASING
HORSESHOE ROAD
TABERNACLE DRUM DUMP
EWAN PROPERTY
DE REWAL CHEMICAL CO.
COOPER ROAD
UPPER DEERFIELD TOWNSHIP SANITARY LANDFILL
SOUTH JERSEY CLOTHING CO.
LODI MUNICIPAL WELL
POMONA OAKS RESIDENTIAL WELLS
FORMER KIL-TONE COMPANY
EMMELL'S SEPTIC LANDFILL
CINNAMINSON TOWNSHIP (BLOCK 702) GROUND WATER CONTAMINATION
GLEN RIDGE RADIUM SITE
MONTCLAIR/WEST ORANGE RADIUM SITE

F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL

SHARP ROAD
CEDAR LANE EXT
ERIAL & HICKSTOWN ROADS
AIRPORT ROAD
RTE 322
WOOTTON & HILLSIDE
LAKEWOOD RD
PETERS MINE ROAD
RTE 17 & GROVE ST
HACKENBERRY & 3 BRIDGES
ETHYL BOULEVARD
EAST LANDIS AVE
RR 1, SIEGTOWN ROAD
RT. 539 BETWEEN RTS 537 & 528
GOLDMINE ROAD
NEW ROAD
FISCHER ROAD
ROUTE 528 & MOOREHOUSE ROAD
HAWKINS ROAD
INTERSECTION OF RTS 537 & 539
ROUTE 539
ORCHARD RD
IND PARK/HENDERSON BLVD 11 ST
JACKSON,UNION & GARDEN STS
ATLANTIC CITY BLVD
272 ROUTE46
TIFA SQUARE
WASHINGTON STREET
ROBIN DRIVE, ROUTE 206, SYCAMORE LANE
ALDEN & HIGH STS AND OTHER ADDRESSES
MANNHEIM AVENUE
LOWER KINGTOWN ROAD
GREEN POND ROAD
OLD WATER WORKS ROAD
Postal Address is unavailable for the Site
RD3, CARRANZA ROAD
WALLINGFORD WAY
DELAWARE RIVER DR
COOPER ROAD
HUSTED STATION RD
1 CENTRAL AVE
VARIOUS LOC IN BORO
ROUTES 575 & 30
527 East Chestnut Avenue
128 ZURICH AVE
1017 UNION LANDING ROAD
CARTERET ST
N/A

EVESHAM TOWNSHIP	BURLINGTON
FLORENCE TOWNSHIP	BURLINGTON
GLOUCESTER TOWNSHIP	CAMDEN
WALL TOWNSHIP	MONMOUTH
HAMILTON TOWNSHIP	ATLANTIC
BOONTON	MORRIS
PLEASANT PLAINS	OCEAN
RINGWOOD BOROUGH	PASSAIC
MAYWOOD/ROCHELLE PARK	BERGEN
HILLSBOROUGH TOWNSHIP	SOMERSET
WOOD RIDGE BOROUGH	BERGEN
VINELAND	CUMBERLAND
SWAINTON MIDDLE	CAPE MAY
PLUMSTEAD TOWNSHIP	OCEAN
MOUNT OLIVE TOWNSHIP	MORRIS
SOUTH BRUNSWICK	MIDDLESEX
PLUMSTEAD TOWNSHIP	OCEAN
PLUMSTEAD TOWNSHIP	OCEAN
PLUMSTEAD TOWNSHIP	
UPPER FREEHOLD TWP	MONMOUTH
PLUMSTEAD TOWNSHIP	OCEAN
MORGANVILLE	MONMOUTH
FAIR LAWN	BERGEN
ROCKAWAY TOWNSHIP	MORRIS
BERKELEY TOWNSHIP	OCEAN
DOVER	MORRIS
MILLINGTON	MORRIS
ROCKY HILL BOROUGH	SOMERSET
MONTGOMERY TOWNSHIP	SOMERSET
ORANGE	ESSEX
GALLOWAY TOWNSHIP	ATLANTIC
FRANKLIN TOWNSHIP	HUNTERDON
ROCKAWAY TOWNSHIP	MORRIS
OLD BRIDGE TOWNSHIP	MIDDLESEX
SAYREVILLE	MIDDLESEX
TABERNACLE TOWNSHIP	BURLINGTON
SHAMONG TOWNSHIP	BURLINGTON
KINGWOOD TOWNSHIP	HUNTERDON
VOORHEES TOWNSHIP	CAMDEN
UPPER DEERFIELD TOWNSHIP	CUMBERLAND
MINOTOLA	ATLANTIC
LODI	BERGEN
GALLOWAY TOWNSHIP	ATLANTIC
VINELAND	CUMBERLAND
GALLOWAY TOWNSHIP	ATLANTIC
CINNAMINSON TOWNSHIP	BURLINGTON
GLEN RIDGE	ESSEX
MONTCLAIR/WEST ORANGE	ESSEX

NJ	08053	01-MAY-81	N	39.9051	-74.864300	N	N
NJ	08518	28-FEB-80	N	40.0696	-74.773200	N	N
NJ	08012	01-DEC-79	N	39.7796	-75.018500	N	N
NJ	07727	01-APR-80	N	40.1854	-74.119300	N	N
NJ	08330	01-JAN-81	N	39.4546	-74.658500	N	N
NJ	07005	01-SEP-79	N	40.9123	-74.411500	N	N
NJ	08753	01-MAR-80	N	40.0107	-74.214400	N	N
NJ	07456	01-DEC-79	N	41.1368	-74.272100	N	N
NJ	07607	01-MAY-81	N	+40.8965	-074.0689	N	N
NJ	08853	01-JUL-80	N	40.5004	-74.779600	N	N
NJ	07075	01-JUN-74	N	40.8401	-74.079000	N	N
NJ	08360	01-MAY-81	N	39.4862	-74.991300	N	N
NJ	08210	01-JAN-81	N	39.1174	-74.800000	N	N
NJ	08533	01-FEB-80	N	40.0957	-74.497100	N	N
NJ	07828	01-JUL-79	N	40.8821	-74.713000	N	N
NJ	08852	01-JUN-79	N	40.4029	-74.567700	N	N
NJ	08533	01-FEB-80	N	40.0756	-74.499000	N	N
NJ	08533	01-FEB-80	N	40.079	-74.505700	N	N
NJ	08533	01-JUN-81	N	40.0723	-74.444900	N	N
NJ	08514	01-FEB-80	N	40.1048	-74.507700	N	N
NJ	08533	01-FEB-80	N	40.089	-74.487100	N	N
NJ	07751	01-APR-81	N	40.384	-74.245400	N	N
NJ	07410	01-AUG-82	N	40.9376	-74.131500	N	N
NJ	07866	01-AUG-82	N	40.9059	-74.515200	N	N
NJ	08722	01-FEB-80	N	39.9248	-74.196300	N	N
NJ	07801	01-AUG-82	N	40.8859	-74.541900	N	N
NJ	07946	01-AUG-82	N	40.6726	-74.525200	N	N
NJ	08553	01-AUG-82	N	40.4017	-74.647100	N	N
NJ	08558	01-AUG-82	N	40.4085	-74.643800	N	N
NJ	07050	01-AUG-82	N	40.7815	-74.228200	N	N
NJ	08213	01-AUG-82	N	39.539	-74.532900	N	N
NJ	08822	01-APR-80	N	40.5951	-74.940000	N	N
NJ	07866	01-NOV-80	N	40.9135	-74.498800	N	N
NJ	08857	01-AUG-82	N	40.4376	-74.324600	N	N
NJ	08872	01-JUL-82	N	40.481056	-74.316361	N	N
NJ	08088	10-APR-83	N	39.8201	-74.700500	N	N
NJ	08088	01-OCT-84	N	39.8029	-74.719100	N	N
NJ	08825	10-APR-84	N	40.5163	-75.061000	N	N
NJ	08043	10-APR-84	N	39.8479	-74.945100	N	N
NJ	08302	10-APR-84	N	39.4943	-75.184300	N	N
NJ	08341	03-APR-81	N	39.5208	-74.948700	N	N
NJ	07644	10-APR-84	N	40.873	-74.093200	N	N
NJ	08240	10-APR-84	N	39.4779	-74.569100	N	N
NJ	08360	10-JUL-14	N	39.478410	-75.025489	N	N
NJ	08215	01-MAY-84	N	39.834389	-74.913194	N	N
NJ	08077	01-FEB-85	N	40.0176	-74.985800	N	N
NJ	07028	01-DEC-83	N	40.7883	-74.212100	N	N
NJ	07044	01-DEC-83	N	40.793	-74.225300	N	N

1.00000000000	58411.00000000000	
1.00000000000	59603.00000000000	
1.00000000000	58412.00000000000	
1.00000000000	62325.00000000000	
1.00000000000	58413.00000000000	
1.00000000000	58414.00000000000	
1.00000000000	58415.00000000000	
1.00000000000	58416.00000000000	
1.00000000000	59604.00000000000	
1.00000000000	58417.00000000000	
1.00000000000	58418.00000000000	
1.00000000000	58419.00000000000	
1.00000000000	58420.00000000000	
1.00000000000	58421.00000000000	
1.00000000000	58422.00000000000	
1.00000000000	59605.00000000000	
1.00000000000	59411.00000000000	
1.00000000000	59412.00000000000	
1.00000000000	59413.00000000000	
1.00000000000	59414.00000000000	
1.00000000000	59415.00000000000	
1.00000000000	59606.00000000000	
1.00000000000	59416.00000000000	
1.00000000000	59417.00000000000	
1.00000000000	59418.00000000000	
1.00000000000	59419.00000000000	
1.00000000000	59420.00000000000	
1.00000000000	59421.00000000000	
1.00000000000	59607.00000000000	
1.00000000000	59995.00000000000	
1.00000000000	59422.00000000000	
1.00000000000	59423.00000000000	
1.00000000000	59424.00000000000	
1.00000000000	59425.00000000000	
1.00000000000	58985.00000000000	
1.00000000000	58986.00000000000	
1.00000000000	59608.00000000000	
1.00000000000	58987.00000000000	
1.00000000000	62326.00000000000	
1.00000000000	58931.00000000000	
1.00000000000	58988.00000000000	
1.00000000000	58989.00000000000	
1.00000000000	58990.00000000000	
1.00000000000	6418294.00000000000	18-JUN-14
1.00000000000	60147.00000000000	
1.00000000000	58991.00000000000	
1.00000000000	59609.00000000000	
1.00000000000	58992.00000000000	

NJDEP GIS DEPView 10

REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
RHIPPEN	06-APR-16	1	Y	Y	3
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	

5.00000000000	Y	0200620	17-NOV-17
5.00000000000	Y	0200625	17-NOV-17
5.00000000000	Y	0200627	17-NOV-17
5.00000000000	Y	0200638	17-NOV-17
5.00000000000	Y	0200639	17-NOV-17
5.00000000000	Y	0200653	17-NOV-17
5.00000000000	Y	0200662	26-APR-14
5.00000000000	Y	0200663	17-NOV-17
5.00000000000	Y	0200665	26-APR-14
5.00000000000	Y	0200670	17-NOV-17
5.00000000000	Y	0200674	17-NOV-17
5.00000000000	Y	0200675	17-NOV-17
5.00000000000	Y	0200678	26-APR-14
5.00000000000	Y	0200681	26-APR-14
5.00000000000	Y	0200719	17-NOV-17
5.00000000000	Y	0200724	17-NOV-17
5.00000000000	Y	0200738	17-NOV-17
5.00000000000	Y	0200739	26-APR-14
5.00000000000	Y	0200740	17-NOV-17
5.00000000000	Y	0200741	26-APR-14
5.00000000000	Y	0200742	17-NOV-17
5.00000000000	Y	0200764	17-NOV-17
5.00000000000	Y	0200765	17-NOV-17
5.00000000000	Y	0200766	17-NOV-17
5.00000000000	Y	0200767	17-NOV-17
5.00000000000	Y	0200768	26-APR-14
5.00000000000	Y	0200769	17-NOV-17
5.00000000000	Y	0200770	17-NOV-17
5.00000000000	Y	0200771	17-NOV-17
5.00000000000	Y	0200772	17-NOV-17
5.00000000000	Y	0200773	17-NOV-17
5.00000000000	Y	0200774	26-APR-14
5.00000000000	Y	0200775	17-NOV-17
5.00000000000	Y	0200776	26-APR-14
5.00000000000	Y	0200781	17-NOV-17
5.00000000000	Y	0200790	17-NOV-17
5.00000000000	Y	0200791	17-NOV-17
5.00000000000	Y	0200792	26-APR-14
5.00000000000	Y	0200793	26-APR-14
5.00000000000	Y	0200794	17-NOV-17
5.00000000000	Y	0200803	26-APR-14
5.00000000000	Y	0200825	17-NOV-17
5.00000000000	Y	0200830	17-NOV-17
0.00000000000	Y	0200874	17-NOV-17
5.00000000000	Y	0200986	17-NOV-17
5.00000000000	Y	0200995	26-APR-14
5.00000000000	Y	0200996	17-NOV-17
5.00000000000	Y	0200997	26-APR-14

Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	

NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Facility Center/Centroid	Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	

1:100,000		+39.905000	-74.864719
1:100,000		40.069439	-74.773611
1:100,000		+39.779450	-75.018889
1:100,000		40.185281	-74.119719
1:100,000		39.454439	-74.658889
1:100,000		40.912219	-74.411939
1:100,000		+40.010600	-074.214900
1:100,000		41.136669	-074.272500
1:100,000		+40.896400	-074.069300
1:100,000		40.500281	-074.780000
1:100,000		+40.840000	-74.079439
1:100,000		39.486111	-74.991669
1:100,000		+39.117300	-074.800400
1:100,000		+40.095550	-074.497500
1:100,000		40.881939	-74.713331
1:100,000		40.402781	-074.568050
1:100,000		+40.075550	-74.499439
1:100,000		+40.078900	-074.506100
1:100,000		40.072219	-74.445269
1:100,000		+40.104800	-074.507700
1:100,000		40.088889	-074.487500
1:100,000		40.383889	-74.245831
1:100,000		+40.937500	-74.131939
1:100,000		40.905831	-74.515561
1:100,000		39.924719	-74.196661
1:100,000		+40.885800	-074.542300
1:100,000		+40.672500	-74.525561
1:100,000		40.401669	-074.647500
1:100,000		40.408331	-74.644169
1:100,000		40.781389	-74.228611
1:100,000		39.538889	-74.533331
1:100,000		+40.595000	-074.940400
1:100,000		40.913331	-74.499169
1:100,000		+40.437500	-074.325000
1:100,000		40.484722	-74.319444
1:100,000		+39.820000	-74.700839
1:100,000		39.802781	-74.719439
1:100,000		+40.516200	-075.061400
1:100,000		+39.847800	-074.945500
1:100,000		39.494169	-75.184719
1:100,000		+39.520600	-074.949100
1:100,000		40.872919	-74.093611
1:100,000		39.477781	-74.569439
1:10,000	State	39.478410	-75.025489
1:100,000		39.500694	-74.543611
1:100,000		+40.017500	-074.986200
1:100,000		40.788189	-074.212500
1:100,000		+40.792900	-074.225700

Y	39.90500000000	-74.86471900000
Y	40.06943900000	-74.77361100000
Y	39.77945000000	-75.01888900000
Y	40.18528100000	-74.11971900000
Y	39.45443900000	-74.65888900000
Y	40.91221900000	-74.41193900000
Y	40.01060000000	-74.21490000000
Y	41.13666900000	-74.27250000000
Y	40.89640000000	-74.06930000000
Y	40.50028100000	-74.78000000000
Y	40.84000000000	-74.07943900000
Y	39.48611100000	-74.99166900000
Y	39.11730000000	-74.80040000000
Y	40.09555000000	-74.49750000000
Y	40.88193900000	-74.71333100000
Y	40.40278100000	-74.56805000000
Y	40.07555000000	-74.49943900000
Y	40.07890000000	-74.50610000000
Y	40.07221900000	-74.44526900000
Y	40.10480000000	-74.50770000000
Y	40.08888900000	-74.48750000000
Y	40.38388900000	-74.24583100000
Y	40.93750000000	-74.13193900000
Y	40.90583100000	-74.51556100000
Y	39.92471900000	-74.19666100000
Y	40.88580000000	-74.54230000000
Y	40.67250000000	-74.52556100000
Y	40.40166900000	-74.64750000000
Y	40.40833100000	-74.64416900000
Y	40.78138900000	-74.22861100000
Y	39.53888900000	-74.53333100000
Y	40.59500000000	-74.94040000000
Y	40.91333100000	-74.49916900000
Y	40.43750000000	-74.32500000000
Y	40.48472200000	-74.31944400000
Y	39.82000000000	-74.70083900000
Y	39.80278100000	-74.71943900000
Y	40.51620000000	-75.06140000000
Y	39.84780000000	-74.94550000000
Y	39.49416900000	-75.18471900000
Y	39.52060000000	-74.94910000000
Y	40.87291900000	-74.09361100000
Y	39.47778100000	-74.56943900000
Y	39.47841000000	-75.02548900000
Y	39.50069400000	-74.54361100000
Y	40.01750000000	-74.98620000000
Y	40.78818900000	-74.21250000000
Y	40.79290000000	-74.22570000000

Philadelphia, PA--NJ--DE--MD
Rural
Philadelphia, PA--NJ--DE--MD
New York--Newark, NY--NJ--CT
Atlantic City, NJ
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
Rural
New York--Newark, NY--NJ--CT
Rural
New York--Newark, NY--NJ--CT
Vineland, NJ
Villas, NJ
Browns Mills--Fort Dix, NJ
Rural
New York--Newark, NY--NJ--CT
Rural
Rural
Rural
Rural
Browns Mills--Fort Dix, NJ
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
Rural
Rural
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
Rural
Rural
Rural
Philadelphia, PA--NJ--DE--MD
Rural
Vineland, NJ
New York--Newark, NY--NJ--CT
Atlantic City, NJ
Vineland, NJ
Rural
Philadelphia, PA--NJ--DE--MD
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT

Philadelphia, PA--NJ--DE--MD Urbanized Area
Rural
Philadelphia, PA--NJ--DE--MD Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Atlantic City, NJ Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Rural
New York--Newark, NY--NJ--CT Urbanized Area
Rural
New York--Newark, NY--NJ--CT Urbanized Area
Vineland, NJ Urbanized Area
Villas, NJ Urbanized Area
Browns Mills--Fort Dix, NJ Urban Cluster
Rural
New York--Newark, NY--NJ--CT Urbanized Area
Rural
Rural
Rural
Rural
Browns Mills--Fort Dix, NJ Urban Cluster
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Rural
Rural
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Rural
Rural
Rural
Philadelphia, PA--NJ--DE--MD Urbanized Area
Rural
Vineland, NJ Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Atlantic City, NJ Urbanized Area
Vineland, NJ Urbanized Area
Rural
Philadelphia, PA--NJ--DE--MD Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area

21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
22	Suburban-Midsize
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
13	City-Small
23	Suburban-Small
31	Town - Fringe
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
31	Town - Fringe
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
23	Suburban-Small
21	Suburban-Large
22	Suburban-Midsize
13	City-Small
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large

Active Inventory	NPL	02	0201073	NJD981178411
Active Inventory	NPL	02	0201075	NJD981179047
Active Inventory	NPL	02	0201094	NJD981490261
Active Inventory	NPL	02	0201112	NJD981557879
Active Inventory	NPL	02	0201116	NJD981558430
Active Inventory	NPL	02	0201160	NJ0170022172
Active Inventory	NPL	02	0201162	NJ0570024018
Active Inventory	NPL	02	0201164	NJ2210020275
Active Inventory	NPL	02	0201168	NJ3210020704
Active Inventory	NPL	02	0201174	NJ7170023744
Active Inventory	NPL	02	0201178	NJ9690510020
Active Inventory	NPL	02	0201184	NYD000337295
Active Inventory	NPL	02	0201187	NYD000511360
Active Inventory	NPL	02	0201188	NYD000511451
Active Inventory	NPL	02	0201191	NYD000511493
Active Inventory	NPL	02	0201192	NYD000511576
Active Inventory	NPL	02	0201196	NYD000511659
Active Inventory	NPL	02	0201202	NYD000511733
Active Inventory	NPL	02	0201207	NYD000511857
Active Inventory	NPL	02	0201218	NYD000512335
Active Inventory	NPL	02	0201219	NYD000512459
Active Inventory	NPL	02	0201266	NYD000514257
Active Inventory	NPL	02	0201290	NYD000606947
Active Inventory	NPL	02	0201302	NYD000813428
Active Inventory	NPL	02	0201306	NYD000831644
Active Inventory	NPL	02	0201324	NYD001485226
Active Inventory	NPL	02	0201325	NYD001533165
Active Inventory	NPL	02	0201335	NYD002041531
Active Inventory	NPL	02	0201338	NYD002044584
Active Inventory	NPL	02	0201344	NYD002050110
Active Inventory	NPL	02	0201346	NYD002059517
Active Inventory	NPL	02	0201350	NYD002066330
Active Inventory	NPL	02	0201452	NYD002232957
Active Inventory	NPL	02	0201477	NYD002920312
Active Inventory	NPL	02	0201491	NYD010959757
Active Inventory	NPL	02	0201492	NYD010968014
Active Inventory	NPL	02	0201507	NYD013468939
Active Inventory	NPL	02	0201552	NYD048148175
Active Inventory	NPL	02	0201588	NYD066813064
Active Inventory	NPL	02	0201604	NYD073675514
Active Inventory	NPL	02	0201614	NYD075784165
Active Inventory	NPL	02	0201644	NYD091972554
Active Inventory	NPL	02	0201687	NYD980421176
Active Inventory	NPL	02	0201695	NYD980506679
Active Inventory	NPL	02	0201706	NYD980506810
Active Inventory	NPL	02	0201714	NYD980506901
Active Inventory	NPL	02	0201716	NYD980506927
Active Inventory	NPL	02	0201751	NYD980507495

INDUSTRIAL LATEX CORP.
POHATCONG VALLEY GROUND WATER CONTAMINATION
HIGGINS FARM
CORNELL DUBILIER ELECTRONICS INC.
ATLANTIC RESOURCES
NAVAL WEAPONS STATION EARLE (SITE A)
MCGUIRE AIR FORCE BASE #1
FORT DIX (LANDFILL SITE)
PICATINNY ARSENAL (USARMY)
NAVAL AIR ENGINEERING CENTER
FEDERAL AVIATION ADMINISTRATION TECHNICAL CENTER (USDOT)
LIBERTY INDUSTRIAL FINISHING
SYOSSET LANDFILL
NEPERA CHEMICAL CO., INC.
RAMAPO LANDFILL
CLOTHIER DISPOSAL
POLLUTION ABATEMENT SERVICES
YORK OIL CO.
FMC CORP. (DUBLIN ROAD LANDFILL)
DEWEY LOEFFEL LANDFILL
MATTIACE PETROCHEMICAL CO., INC.
NIAGARA COUNTY REFUSE
LOVE CANAL
JONES CHEMICALS, INC.
HOOKER (HYDE PARK)
ANCHOR CHEMICALS
SMS INSTRUMENTS, INC.
LAWRENCE AVIATION INDUSTRIES, INC.
CLAREMONT POLYCHEMICAL
GENZALE PLATING CO.
TRONIC PLATING CO., INC.
AMERICAN THERMOSTAT CO.
ROBINTECH, INC./NATIONAL PIPE CO.
HOOKER CHEMICAL & PLASTICS CORP./RUCO POLYMER CORP.
MARATHON BATTERY CORP.
CARROLL & DUBIES SEWAGE DISPOSAL
LUDLOW SAND & GRAVEL
MERCURY REFINING, INC.
HOPEWELL PRECISION
FACET ENTERPRISES, INC.
KENMARK TEXTILE CORP.
GENERAL MOTORS (CENTRAL FOUNDRY DIVISION)
SOLVENT SAVERS
WARWICK LANDFILL
HOOKER (102ND STREET)
ISLIP MUNICIPAL SANITARY LANDFILL
JOHNSTOWN CITY LANDFILL
PFOHL BROTHERS LANDFILL

D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL

350 MT. PLEASANT AVENUE
ROUTE 643 TO ROUTE 31
ROUTE 518
333 HAMILTON BLVD
120 HORSESHOE ROAD
TYLER LANE & TEXAS RD
WRIGHTSTOWN-COOKSTOWN ROAD
JULIUSTOWN-BROWNS MILLS RD
OFF RTE 15 DOVER NJ
MAIN GATE ROUTE#547
ROUTES 563 & 575
55 MOTOR PARKWAY
150 MILLER PLACE
COUNTY RT 4
RTE 59
SOUTH GRANBY ROAD COUNTY ROAD 55
55 SENECA ST
N LAWRENCE RD
DUBLIN ROAD
MEAD ROAD
GARVIES POINT ROAD
WITMER RD
E OF 97TH ST/W OF 99TH ST
100 SUNNY SOL BLVD
HYDE PARK BLVD
500 WEST JOHN STREET
120 MARCUS BLVD
SHEEP PASTURE ROAD
501 WINDING ROAD
288 NEW HYDE PARK ROAD
168 CENTRAL AVENUE
RTE 23 B
3421 OLD VESTAL ROAD
NEW SOUTH ROAD
KEMBLE AVENUE
CANAL STREET
HOLMAN CITY RD
26 RAILROAD AVE
15 RYAN RD
RTE 14
921 CONKLIN ST (P.O. BOX 298)
ROOSEVELT TOURIN ROAD
UNION VALLEY RD
PENALUNA RD/OLD TUXEDO/DUTCH H
102 ST
BLYDENBURG RD/LG ISLAND MOTOR
W FULTON S EXT
PFOHL RD

WALLINGTON BOROUGH	BERGEN
WARREN COUNTY	WARREN
FRANKLIN TOWNSHIP	SOMERSET
SOUTH PLAINFIELD	MIDDLESEX
SAYREVILLE	MIDDLESEX
COLTS NECK	MONMOUTH
WRIGHTSTOWN	BURLINGTON
PEMBERTON TOWNSHIP	BURLINGTON
ROCKAWAY TOWNSHIP	MORRIS
LAKEHURST	OCEAN
ATLANTIC COUNTY	ATLANTIC
FARMINGDALE	NASSAU
OYSTER BAY	NASSAU
MAYBROOK	ORANGE
RAMAPO	ROCKLAND
TOWN OF GRANBY	OSWEGO
OSWEGO	OSWEGO
MOIRA	FRANKLIN
TOWN OF SHELBY	ORLEANS
NASSAU	RENSSELAER
GLEN COVE	NASSAU
WHEATFIELD	NIAGARA
NIAGARA FALLS	NIAGARA
CALEDONIA	LIVINGSTON
NIAGARA FALLS	NIAGARA
HICKSVILLE	NASSAU
DEER PARK	SUFFOLK
PORT JEFFERSON STATION	SUFFOLK
OLD BETHPAGE	NASSAU
FRANKLIN SQUARE	NASSAU
FARMINGDALE	SUFFOLK
SOUTH CAIRO	GREENE
TOWN OF VESTAL	BROOME
HICKSVILLE	NASSAU
COLD SPRINGS	PUTNAM
PORT JERVIS	ORANGE
CLAYVILLE	ONEIDA
COLONIE	ALBANY
HOPEWELL JUNCTION	DUTCHESS
ELMIRA	CHEMUNG
FARMINGDALE	SUFFOLK
MASSENA	ST. LAWRENCE
LINCKLAEN	CHENANGO
WARWICK	ORANGE
NIAGARA FALLS	NIAGARA
ISLIP	SUFFOLK
TOWN OF JOHNSTOWN	FULTON
CHEEKTOWAGA	ERIE

NJ	07057	01-NOV-85	N	40.8537	-74.098600	N	N
NJ	07882	01-MAY-85	N	40.7501	-74.999600	N	N
NJ	08540	27-JUN-86	N	40.4065	-74.602400	N	N
NJ	07080	18-SEP-86	N	40.576389	-74.414167	N	N
NJ	08872	10-APR-84	N	+40.481944	-074.318549	N	N
NJ	07722	01-NOV-80	N	40.2647	-74.162500	N	N
NJ	08641	01-NOV-74	N	40.025722	-74.586250	N	N
NJ	08562	01-DEC-79	N	39.9802	-74.624000	N	N
NJ	07801	01-FEB-80	N	40.9548	-74.545200	N	N
NJ	08733	01-JUN-81	N	40.0298	-74.368800	N	N
NJ	08405	01-SEP-77	N	39.4585	-74.583000	N	N
NY	11735	10-APR-80	N	40.7264	-73.448400	N	N
NY	11791	01-NOV-79	N	40.799	-73.509300	N	N
NY	12543	01-MAR-80	N	41.4644	-74.244300	N	N
NY	10974	01-MAY-79	N	41.1401	-74.161000	N	N
NY	13069	01-JAN-80	N	43.2473	-76.412400	N	N
NY	13126	01-OCT-76	N	43.47	-76.483000	N	N
NY	12957	01-SEP-80	N	44.8226	-74.574800	N	N
NY	14103	01-APR-79	N	43.2173	-78.441400	N	N
NY	12123	01-NOV-79	N	+42.560957	-073.560496	Y	N
NY	11542	10-APR-80	N	40.8609	-73.642700	N	N
NY	14150	01-DEC-79	N	43.0606	-78.905900	N	N
NY	14304	01-DEC-79	N	43.0798	-78.949200	N	N
NY	14423	01-APR-80	N	42.9766	-77.845300	N	N
NY	14304	01-MAR-79	N	43.131111	-79.036669	Y	N
NY	11801	01-SEP-84	N	40.7665	-73.546000	N	N
NY	11729	01-APR-83	N	41.26725	-73.539361	N	N
NY	11776	01-SEP-84	N	40.931361	-73.060278	N	N
NY	11804	01-JUL-84	N	40.7577	-73.442800	N	N
NY	11010	01-SEP-84	N	40.7154	-73.677200	N	N
NY	11735	01-SEP-84	N	40.7539	-73.407200	N	N
NY	12482	01-MAY-82	N	+42.266939	-073.941111	N	N
NY	13850	01-JUN-83	N	42.1049	-75.991800	N	N
NY	11801	01-NOV-79	N	40.7576	-73.503700	N	N
NY	10516	01-SEP-71	N	41.4162	-73.954300	N	N
NY	12771	01-AUG-80	N	41.3943	-74.667700	N	N
NY	13322	01-APR-80	N	42.9592	-75.226000	N	N
NY	12205	01-AUG-82	N	42.6898	-73.803700	N	N
NY	12533-8323	01-OCT-79	N	+41.61156	-073.78177	N	N
NY	14903	01-FEB-80	N	42.1326	-76.828800	N	N
NY	11735	01-AUG-83	N	40.7385	-73.426000	N	N
NY	13662	01-APR-80	N	44.984	-74.732400	Y	N
NY	13052	01-JUN-80	N	42.6651	-75.876300	N	N
NY	10990	01-OCT-79	N	41.2408	-74.268600	N	N
NY	14304	01-MAR-79	N	43.0703	-78.942000	N	N
NY	11751	01-OCT-78	N	40.8179	-73.182500	N	N
NY	12095	01-DEC-79	N	43.0431	-74.392700	N	N
NY	14225	01-MAR-79	N	42.942722	-78.702722	N	N

	1.00000000000	60148.00000000000	
	1.00000000000	58994.00000000000	
	1.00000000000	58995.00000000000	
	1.00000000000	58996.00000000000	
	1.00000000000	58997.00000000000	
	1.00000000000	59610.00000000000	
	1.00000000000	60149.00000000000	
	1.00000000000	58998.00000000000	
	1.00000000000	58999.00000000000	
	1.00000000000	59000.00000000000	
	1.00000000000	59001.00000000000	
	1.00000000000	59002.00000000000	
	1.00000000000	60150.00000000000	
	1.00000000000	59611.00000000000	
	1.00000000000	59003.00000000000	
	1.00000000000	59004.00000000000	
	1.00000000000	59005.00000000000	
	1.00000000000	60151.00000000000	
	1.00000000000	59006.00000000000	
Y	1.00000000000	65144.00000000000	14-MAY-09
	1.00000000000	59007.00000000000	
	1.00000000000	59008.00000000000	
	1.00000000000	59852.00000000000	
	1.00000000000	59009.00000000000	
Y	1.00000000000	60152.00000000000	30-DEC-82
	1.00000000000	59010.00000000000	
	1.00000000000	59011.00000000000	
	1.00000000000	59012.00000000000	
	1.00000000000	59013.00000000000	
	1.00000000000	58886.00000000000	
	1.00000000000	62102.00000000000	
	1.00000000000	62103.00000000000	
	1.00000000000	62104.00000000000	
	1.00000000000	62105.00000000000	
	1.00000000000	62106.00000000000	
	1.00000000000	62107.00000000000	
	1.00000000000	58887.00000000000	
	1.00000000000	62108.00000000000	
	1.00000000000	62109.00000000000	
	1.00000000000	62110.00000000000	
	1.00000000000	62111.00000000000	
Y	1.00000000000	62112.00000000000	
	1.00000000000	58888.00000000000	
	1.00000000000	62113.00000000000	
	1.00000000000	62114.00000000000	
	1.00000000000	62115.00000000000	
	1.00000000000	62116.00000000000	
	1.00000000000	62117.00000000000	

REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
DCOX	04-MAY-10	N	Y	2.4
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
CSANDS	24-NOV-14	Y	Y	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	

5.00000000000	Y	0201073	26-APR-14
5.00000000000	Y	0201075	26-APR-14
5.00000000000	Y	0201094	17-NOV-17
5.00000000000	Y	0201112	17-NOV-17
5.00000000000	Y	0201116	17-NOV-17
5.00000000000	Y	0201160	17-NOV-17
5.00000000000	Y	0201162	17-NOV-17
5.00000000000	Y	0201164	26-APR-14
5.00000000000	Y	0201168	17-NOV-17
5.00000000000	Y	0201174	17-NOV-17
5.00000000000	Y	0201178	17-NOV-17
5.00000000000	Y	0201184	17-NOV-17
5.00000000000	Y	0201187	17-NOV-17
5.00000000000	Y	0201188	26-APR-14
5.00000000000	Y	0201191	17-NOV-17
5.00000000000	Y	0201192	17-NOV-17
5.00000000000	Y	0201196	17-NOV-17
5.00000000000	Y	0201202	26-APR-14
5.00000000000	Y	0201207	26-APR-14
0.00000000000	Y	0201218	26-APR-14
5.00000000000	Y	0201219	26-APR-14
5.00000000000	Y	0201266	17-NOV-17
5.00000000000	Y	0201290	17-NOV-17
5.00000000000	Y	0201302	17-NOV-17
5.00000000000	Y	0201306	17-NOV-17
5.00000000000	Y	0201324	17-NOV-17
5.00000000000	Y	0201325	17-NOV-17
5.00000000000	Y	0201335	17-NOV-17
5.00000000000	Y	0201338	26-APR-14
5.00000000000	Y	0201344	26-APR-14
5.00000000000	Y	0201346	26-APR-14
5.00000000000	Y	0201350	17-NOV-17
5.00000000000	Y	0201452	26-APR-14
5.00000000000	Y	0201477	17-NOV-17
5.00000000000	Y	0201491	17-NOV-17
5.00000000000	Y	0201492	26-APR-14
5.00000000000	Y	0201507	17-NOV-17
5.00000000000	Y	0201552	17-NOV-17
12.00000000000	Y	0201588	17-NOV-17
5.00000000000	Y	0201604	17-NOV-17
5.00000000000	Y	0201614	26-APR-14
5.00000000000	Y	0201644	17-NOV-17
5.00000000000	Y	0201687	17-NOV-17
5.00000000000	Y	0201695	17-NOV-17
5.00000000000	Y	0201706	17-NOV-17
5.00000000000	Y	0201714	26-APR-14
5.00000000000	Y	0201716	17-NOV-17
5.00000000000	Y	0201751	17-NOV-17

Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Unknown	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Not Verified
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Map	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	

NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
WGS84	Facility/Station Building Entrance or Street Address	Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD27	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	

1:100,000		+40.853600	-074.099100
1:100,000		+40.750000	-075.000000
1:100,000		40.406389	-74.602781
1:100,000		40.576389	-74.414167
1:100,000		40.486111	-74.319444
1:100,000		40.264581	-74.162919
1:100,000		40.018056	-74.593611
1:100,000		+39.980100	-074.624400
1:100,000		40.916669	-74.583339
1:100,000		40.029719	-74.369161
1:100,000		39.458331	-74.583339
1:100,000		+40.726250	-73.448889
1:100,000		40.798889	-73.509719
1:100,000		+41.464300	-074.244700
1:100,000		+41.140000	-74.161389
1:100,000		43.247219	-76.412781
1:100,000		+43.470000	-76.483331
1:100,000		+44.822500	-074.575100
1:100,000		+43.217200	-078.441700
Unknown	Geograph	+42.560957	-073.560496
1:100,000		+40.860800	-073.643200
1:100,000		+43.060550	-78.906111
1:100,000		43.079719	-078.949450
1:100,000		42.976531	-77.845561
1:100,000		43.131111	-79.036669
1:100,000		40.766389	-73.546389
1:100,000		40.760002	-73.318491
1:100,000		40.928139	-73.069194
1:100,000		+40.757600	-073.443200
1:100,000		+40.715300	-073.677700
1:100,000		+40.753800	-073.407700
1:100,000		42.266939	-73.941111
1:100,000		+42.104900	-075.992200
1:100,000		+40.757500	-73.504169
1:100,000		41.416111	-73.954719
1:100,000		+41.394200	-074.668100
1:100,000		42.959169	-75.226389
1:100,000		42.689719	-73.804169
1:24,000		+41.611600	-73.781481
1:100,000		+42.132500	-76.829169
1:100,000		+40.738400	-073.426400
1:100,000		44.983889	-74.732781
1:100,000		+42.665000	-75.876661
1:100,000		41.238889	-074.270000
1:100,000		43.070281	-78.942219
1:100,000		+40.817800	-073.182900
1:100,000		43.043061	-74.393061
1:100,000		42.943889	-078.702500

Y	40.85360000000	-74.09910000000
Y	40.75000000000	-75.00000000000
Y	40.40638900000	-74.60278100000
Y	40.57638900000	-74.41416700000
Y	40.48611100000	-74.31944400000
Y	40.26458100000	-74.16291900000
Y	40.01805600000	-74.59361100000
Y	39.98010000000	-74.62440000000
Y	40.91666900000	-74.58333900000
Y	40.02971900000	-74.36916100000
Y	39.45833100000	-74.58333900000
Y	40.72625000000	-73.44888900000
Y	40.79888900000	-73.50971900000
Y	41.46430000000	-74.24470000000
Y	41.14000000000	-74.16138900000
Y	43.24721900000	-76.41278100000
Y	43.47000000000	-76.48333100000
Y	44.82250000000	-74.57510000000
Y	43.21720000000	-78.44170000000
Y	42.56095700000	-73.56049600000
Y	40.86080000000	-73.64320000000
Y	43.06055000000	-78.90611100000
Y	43.07971900000	-78.94945000000
Y	42.97653100000	-77.84556100000
Y	43.13111100000	-79.03666900000
Y	40.76638900000	-73.54638900000
Y	40.76000200000	-73.31849100000
Y	40.92813900000	-73.06919400000
Y	40.75760000000	-73.44320000000
Y	40.71530000000	-73.67770000000
Y	40.75380000000	-73.40770000000
Y	42.26693900000	-73.94111100000
Y	42.10490000000	-75.99220000000
Y	40.75750000000	-73.50416900000
Y	41.41611100000	-73.95471900000
Y	41.39420000000	-74.66810000000
Y	42.95916900000	-75.22638900000
Y	42.68971900000	-73.80416900000
Y	41.61160000000	-73.78148100000
Y	42.13250000000	-76.82916900000
Y	40.73840000000	-73.42640000000
Y	44.98388900000	-74.73278100000
Y	42.66500000000	-75.87666100000
Y	41.23888900000	-74.27000000000
Y	43.07028100000	-78.94221900000
Y	40.81780000000	-73.18290000000
Y	43.04306100000	-74.39306100000
Y	42.94388900000	-78.70250000000

New York--Newark, NY--NJ--CT
Rural
Rural
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
Rural
Browns Mills--Fort Dix, NJ
Rural
New York--Newark, NY--NJ--CT
Rural
Atlantic City, NJ
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
Rural
Rural
Rural
Oswego, NY
Rural
Rural
Rural
New York--Newark, NY--NJ--CT
Buffalo, NY
Buffalo, NY
Rural
Buffalo, NY
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
Catskill, NY
Binghamton, NY--PA
New York--Newark, NY--NJ--CT
Cold Spring, NY
Rural
Rural
Albany--Schenectady, NY
Poughkeepsie--Newburgh, NY--NJ
Elmira, NY
New York--Newark, NY--NJ--CT
Rural
Rural
Poughkeepsie--Newburgh, NY--NJ
Buffalo, NY
New York--Newark, NY--NJ--CT
Rural
Buffalo, NY

New York--Newark, NY--NJ--CT Urbanized Area
Rural
Rural
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Rural
Browns Mills--Fort Dix, NJ Urban Cluster
Rural
New York--Newark, NY--NJ--CT Urbanized Area
Rural
Atlantic City, NJ Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Rural
Rural
Rural
Oswego, NY Urban Cluster
Rural
Rural
Rural
New York--Newark, NY--NJ--CT Urbanized Area
Buffalo, NY Urbanized Area
Buffalo, NY Urbanized Area
Rural
Buffalo, NY Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Catskill, NY Urban Cluster
Binghamton, NY--PA Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Cold Spring, NY Urban Cluster
Rural
Rural
Albany--Schenectady, NY Urbanized Area
Poughkeepsie--Newburgh, NY--NJ Urbanized Area
Elmira, NY Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Rural
Rural
Poughkeepsie--Newburgh, NY--NJ Urbanized Area
Buffalo, NY Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Rural
Buffalo, NY Urbanized Area

21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
31	Town - Fringe
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
22	Suburban-Midsize
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
32	Town-Distant
43	Rural-Remote
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
13	City-Small
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
31	Town - Fringe
22	Suburban-Midsize
21	Suburban-Large
31	Town - Fringe
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
23	Suburban-Small
21	Suburban-Large
42	Rural-Distant
42	Rural-Distant
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
13	City-Small

Active Inventory	NPL	02	0201758	NYN000201758
Active Inventory	NPL	02	0201764	NYD980507677
Active Inventory	NPL	02	0201766	NYD980507693
Active Inventory	NPL	02	0201770	NYD980507735
Active Inventory	NPL	02	0201830	NYD980509285
Active Inventory	NPL	02	0201836	NYD980509376
Active Inventory	NPL	02	0201858	NYD980528335
Active Inventory	NPL	02	0201867	NYD980528475
Active Inventory	NPL	02	0201872	PRN000201872
Active Inventory	NPL	02	0201877	NYD980528657
Active Inventory	NPL	02	0201887	NYD980530265
Active Inventory	NPL	02	0201951	NYD980531727
Active Inventory	NPL	02	0202045	NYD980534556
Active Inventory	NPL	02	0202084	NYD980535124
Active Inventory	NPL	02	0202088	NYD980535165
Active Inventory	NPL	02	0202090	NYD980535181
Active Inventory	NPL	02	0202093	NYD980535215
Active Inventory	NPL	02	0202121	NYD980535652
Active Inventory	NPL	02	0202124	NYD980592547
Active Inventory	NPL	02	0202125	NYD980593099
Active Inventory	NPL	02	0202142	NYD980650667
Active Inventory	NPL	02	0202150	NYD980651087
Active Inventory	NPL	02	0202151	NYD980652259
Active Inventory	NPL	02	0202152	NYD980652267
Active Inventory	NPL	02	0202153	NYD980652275
Active Inventory	NPL	02	0202155	NYD980654206
Active Inventory	NPL	02	0202182	NYD980664361
Active Inventory	NPL	02	0202187	NYD980753420
Active Inventory	NPL	02	0202198	NYD980762520
Active Inventory	NPL	02	0202228	NYD980763767
Active Inventory	NPL	02	0202229	NYD980763841
Active Inventory	NPL	02	0202235	NYD980768675
Active Inventory	NPL	02	0202236	NYD980768683
Active Inventory	NPL	02	0202237	NYD980768691
Active Inventory	NPL	02	0202239	NYD980768717
Active Inventory	NPL	02	0202245	NYD980768774
Active Inventory	NPL	02	0202257	NYD980780670
Active Inventory	NPL	02	0202264	NYD980780746
Active Inventory	NPL	02	0202267	NYD980780779
Active Inventory	NPL	02	0202269	NYD980780795
Active Inventory	NPL	02	0202277	NYD980780878
Active Inventory	NPL	02	0202284	NYD980785661
Active Inventory	NPL	02	0202301	NYD981184229
Active Inventory	NPL	02	0202329	NYD981486947
Active Inventory	NPL	02	0202330	NYD981486954
Active Inventory	NPL	02	0202360	NYD981560915
Active Inventory	NPL	02	0202361	NYD981560923
Active Inventory	NPL	02	0202366	NYD981561954

WAPPINGER CREEK
SIDNEY LANDFILL
BATAVIA LANDFILL
RICHARDSON HILL ROAD LANDFILL/POND
TRI-CITIES BARREL CO., INC.
VOLNEY MUNICIPAL LANDFILL
GE MOREAU
CORTESE LANDFILL
DORADO GROUND WATER CONTAMINATION
OLEAN WELL FIELD
PETER COOPER
OLD BETHPAGE LANDFILL
JONES SANITATION
MALTA ROCKET FUEL AREA
SARNEY FARM
SEALAND RESTORATION, INC.
SINCLAIR REFINERY
APPLIED ENVIRONMENTAL SERVICES
PETER COOPER CORPORATION (MARKHAMS)
FULTON TERMINALS
KENTUCKY AVENUE WELL FIELD
HOOKER (S AREA)
WIDE BEACH DEVELOPMENT
VESTAL WATER SUPPLY WELL 4-2
BREWSTER WELL FIELD
PORT WASHINGTON LANDFILL
NIAGARA MOHAWK POWER CORP. (SARATOGA SPRINGS PLANT)
MACKENZIE CHEMICAL WORKS
NORTH SEA MUNICIPAL LANDFILL
VESTAL WATER SUPPLY WELL 1-1
HUDSON RIVER PCBS
BEC TRUCKING
BIOCLINICAL LABORATORIES, INC.
COLESVILLE MUNICIPAL LANDFILL
GOLDISC RECORDINGS, INC.
PREFERRED PLATING CORP.
BYRON BARREL & DRUM
ENDICOTT VILLAGE WELL FIELD
HERTEL LANDFILL
KATONAH MUNICIPAL WELL
SUFFERN VILLAGE WELL FIELD
HAVILAND COMPLEX
CIRCUITRON CORP.
CONKLIN DUMPS
ROWE INDUSTRIES GROUND WATER CONTAMINATION
HITEMAN LEATHER
FOREST GLEN MOBILE HOME SUBDIVISION
C & J DISPOSAL LEASING CO. DUMP

F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL

Wappinger Creek, downstream of Wappingers Falls
RICHARDSON HILL RD
GALLOWAY & KELSEY RD
RICHARDSON HILL RD
ADJ. TO ROUTE 7
SILK ROAD
FT EDWARD & WM ST
SOUTH OF ROUTE 97
PR-694 Km 4.5
LAUREN ST
PALMER STREET
ROUND SWAMP RD
CARDINAL RD
PLAINS RD
BENSON HILL RD
PRAY RD
S BROOKLYN AVE
ONE SHORE RD
BENTLY ROAD
RTE 57
KENTUCKY AVE
BUFFALO AVE
WIDE BEACH RD
605 VESTAL PKWY
MAIN ST /SE
WEST SHORE RD
EAST AVENUE & EXCELCIOR RD
1 CORDELLO AVENUE
MAJORS PATH
605 VESTAL PKWY
NO STREET APPLICABLE
STEWART RD
1585-I SMITHTOWN AVE
EAST WINDSOR RD
725 BROADWAY
32 ALLEN BLVD
TOWN LINE ROAD
S. GRIPPEN AVENUE
RTE 44/55 BEDELL AVE & TUCKERS
JAY STREET
NORTH END OF RAMAPO AVENUE
ROUTE 9G & HAVILAND ROAD
82 MILBAR BOULEVARD
ROUTE 7
SAG HARBOR-BRIDGEHAMPTON TURNPIKE
173 SOUTH STREET
LISA LANE, CARRIE DRIVE AND T. MARK DRV.
ROUTE 12B

WAPPINGER FALLS, TOWN OF WAPPINGER, TOWN OF POUGHKEEPSIE	DUTCHESS
SIDNEY	DELAWARE
BATAVIA	GENESEE
SIDNEY CENTER	DELAWARE
PORT CRANE	BROOME
TOWN OF VOLNEY	OSWEGO
SOUTH GLENS FALLS	SARATOGA
VIL OF NARROWSBURG	SULLIVAN
DORADO	DORADO
OLEAN	CATTARAUGUS
GOWANDA	CATTARAUGUS
OYSTER BAY	NASSAU
HYDE PARK	DUTCHESS
MALTA	SARATOGA
AMENIA	DUTCHESS
LISBON	ST. LAWRENCE
WELLSVILLE	ALLEGANY
GLENWOOD LANDING	NASSAU
DAYTON	CATTARAUGUS
FULTON	OSWEGO
HORSEHEADS	CHEMUNG
NIAGARA FALLS	NIAGARA
BRANT	ERIE
VESTAL	BROOME
PUTNAM COUNTY	PUTNAM
PORT WASHINGTON	NASSAU
SARATOGA SPRINGS	SARATOGA
CENTRAL ISLIP	SUFFOLK
NORTH SEA	SUFFOLK
VESTAL	BROOME
HUDSON RIVER	WASHINGTON
VESTAL	BROOME
BOHEMIA	SUFFOLK
TOWN OF COLESVILLE	BROOME
HOLBROOK	SUFFOLK
FARMINGDALE	SUFFOLK
BYRON TOWNSHIP	GENESEE
VILLAGE OF ENDICOTT	BROOME
PLATTEKILL	ULSTER
TOWN OF BEDFORD	WESTCHESTER
VILLAGE OF SUFFERN	ROCKLAND
TOWN OF HYDE PARK	DUTCHESS
EAST FARMINGDALE	SUFFOLK
CONKLIN	BROOME
NOYACK/SAG HARBOR	SUFFOLK
WEST WINFIELD	HERKIMER
NIAGARA FALLS	NIAGARA
HAMILTON	MADISON

NY	12590	25-MAY-15	N	41.597684	-73.927136	N	N
NY	13839	01-MAY-79	N	42.2578	-75.242600	N	N
NY	14020	01-JUL-81	N	43.0198	-78.255900	N	N
NY	13839	18-MAY-82	N	42.2528	-75.248800	N	N
NY	13833	01-APR-80	N	42.1582	-75.811500	N	N
NY	13069	01-JAN-80	N	43.3607	-76.378800	N	N
NY	12803	01-NOV-78	N	43.2831	-73.628700	N	N
NY	12764	01-JAN-75	N	41.6007	-75.064600	N	N
PR	00646	24-JUN-15	N	18.429756	-66.278320	N	N
NY	14760	01-JUN-82	N	42.0695	-78.404500	N	N
NY	14070	01-SEP-84	N	42.4575	-78.926389	Y	N
NY	11804	01-OCT-79	N	40.757	-73.446800	N	N
NY	12538	01-APR-80	N	41.7951	-73.901600	N	N
NY	12020	01-APR-80	N	42.9639	-73.757900	N	N
NY	12501	01-APR-80	N	41.7557	-73.561000	N	N
NY	13669	01-MAY-80	N	44.7037	-75.361100	N	N
NY	14895	01-MAY-82	N	42.1089	-77.941300	N	N
NY	11545	01-JUN-81	N	40.8314	-73.646500	N	N
NY	14138	01-SEP-84	N	42.386111	-79.012500	N	N
NY	13069	01-MAY-82	N	+43.356900	-76.427400	N	N
NY	14845	01-MAY-82	N	42.1459	-76.828100	N	N
NY	14303	01-MAR-79	N	43.0758	-79.005200	N	N
NY	14027	01-AUG-82	N	42.5867	-79.128300	N	N
NY	13850	01-AUG-82	N	42.1104	-75.996800	N	N
NY	10509	01-AUG-82	N	41.4017	-73.599600	N	N
NY	11050	01-MAR-82	N	40.8181	-73.666200	N	N
NY	12866	01-AUG-83	N	43.0901	-73.775600	N	N
NY	11722	01-MAR-83	N	+40.789333	-073.205406	N	N
NY	11968	01-APR-83	N	40.9293	-72.401000	N	N
NY	13850	01-OCT-82	N	42.0903	-76.055400	N	N
NY	12801	01-JUL-83	N	43.1103	-73.576000	N	N
NY	13850	01-JUL-83	N	42.0977	-75.998000	N	N
NY	11716	01-AUG-83	N	40.7837	-73.109100	N	N
NY	13813	01-JUL-83	N	42.1605	-75.589000	N	N
NY	11741	01-JUL-83	N	40.7746	-73.064300	N	N
NY	11735	31-JUL-83	N	40.7159	-73.424900	N	N
NY	14422	01-JUL-82	N	43.1192	-78.110000	N	N
NY	13760	01-JUN-84	N	42.0863	-76.085600	N	N
NY	12568	01-SEP-84	N	41.6881	-74.038400	N	N
NY	10536	01-SEP-84	N	41.2593	-73.682500	N	N
NY	10901	01-SEP-84	N	41.1163	-74.158600	N	N
NY	12538	01-AUG-84	N	41.7712	-73.907600	N	N
NY	11735	25-MAR-86	N	40.7496	-73.419100	N	N
NY	13748	06-SEP-85	N	42.0497	-75.814900	N	N
NY	11963	01-MAY-83	N	40.9829	-72.299500	N	N
NY	13491	19-SEP-86	N	42.883333	-75.195833	N	N
NY	14301	19-SEP-86	N	43.1127	-78.999200	N	N
NY	13346	10-FEB-86	N	42.8638	-75.568700	N	N

	1.00000000000	6421097.00000000000	21-MAY-15
	1.00000000000	60347.00000000000	
	1.00000000000	58889.00000000000	
	1.00000000000	60348.00000000000	
	1.00000000000	60349.00000000000	
	1.00000000000	61530.00000000000	
	1.00000000000	61531.00000000000	
	1.00000000000	61532.00000000000	
	1.00000000000	6421538.00000000000	16-JUL-08
	1.00000000000	61533.00000000000	
Y	1.00000000000	61534.00000000000	
	1.00000000000	61535.00000000000	
	1.00000000000	61536.00000000000	
	1.00000000000	61537.00000000000	
	1.00000000000	61538.00000000000	
	1.00000000000	58891.00000000000	
	1.00000000000	61539.00000000000	
	1.00000000000	61540.00000000000	
	1.00000000000	61541.00000000000	
	1.00000000000	61542.00000000000	04-MAY-15
	1.00000000000	61543.00000000000	
	1.00000000000	61544.00000000000	
	1.00000000000	58892.00000000000	
	1.00000000000	61545.00000000000	
	1.00000000000	61546.00000000000	
	1.00000000000	61547.00000000000	
	1.00000000000	62006.00000000000	
	1.00000000000	60153.00000000000	
	1.00000000000	62007.00000000000	
	1.00000000000	58893.00000000000	
	1.00000000000	62008.00000000000	
	1.00000000000	62009.00000000000	
	1.00000000000	60154.00000000000	
	1.00000000000	62010.00000000000	
	1.00000000000	62011.00000000000	
	1.00000000000	62012.00000000000	
	1.00000000000	62013.00000000000	
	1.00000000000	58894.00000000000	
	1.00000000000	60155.00000000000	
	1.00000000000	62014.00000000000	
	1.00000000000	62131.00000000000	
	1.00000000000	62132.00000000000	
	1.00000000000	62133.00000000000	
	1.00000000000	62134.00000000000	
	1.00000000000	60156.00000000000	
	1.00000000000	58895.00000000000	
	1.00000000000	62135.00000000000	
	1.00000000000	62136.00000000000	

Boat launch along Creek Road

RHIPPEN	08-SEP-16	1	Y	Y	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
RHIPPEN	08-SEP-16	1	N	Y	0.6
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
CSANDS	04-MAY-15		N	Y	0
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	

0.00000000000	Y	0201758	17-NOV-17
5.00000000000	Y	0201764	26-APR-14
5.00000000000	Y	0201766	26-APR-14
5.00000000000	Y	0201770	17-NOV-17
5.00000000000	Y	0201830	17-NOV-17
5.00000000000	Y	0201836	17-NOV-17
5.00000000000	Y	0201858	17-NOV-17
5.00000000000	Y	0201867	17-NOV-17
0.00000000000	Y	0201872	17-NOV-17
5.00000000000	Y	0201877	17-NOV-17
5.00000000000	Y	0201887	17-NOV-17
5.00000000000	Y	0201951	17-NOV-17
5.00000000000	Y	0202045	26-APR-14
5.00000000000	Y	0202084	17-NOV-17
5.00000000000	Y	0202088	17-NOV-17
5.00000000000	Y	0202090	17-NOV-17
5.00000000000	Y	0202093	26-APR-14
5.00000000000	Y	0202121	17-NOV-17
5.00000000000	Y	0202124	17-NOV-17
5.00000000000	Y	0202125	17-DEC-15
5.00000000000	Y	0202142	17-NOV-17
5.00000000000	Y	0202150	26-APR-14
5.00000000000	Y	0202151	17-NOV-17
5.00000000000	Y	0202152	17-NOV-17
5.00000000000	Y	0202153	17-NOV-17
5.00000000000	Y	0202155	17-NOV-17
5.00000000000	Y	0202182	17-NOV-17
5.00000000000	Y	0202187	17-NOV-17
5.00000000000	Y	0202198	17-NOV-17
5.00000000000	Y	0202228	26-APR-14
5.00000000000	Y	0202229	26-APR-14
5.00000000000	Y	0202235	17-NOV-17
5.00000000000	Y	0202236	17-NOV-17
5.00000000000	Y	0202237	17-NOV-17
5.00000000000	Y	0202239	26-APR-14
5.00000000000	Y	0202245	26-APR-14
5.00000000000	Y	0202257	26-APR-14
5.00000000000	Y	0202264	17-NOV-17
5.00000000000	Y	0202267	17-NOV-17
5.00000000000	Y	0202269	17-NOV-17
5.00000000000	Y	0202277	26-APR-14
5.00000000000	Y	0202284	17-NOV-17
5.00000000000	Y	0202301	26-APR-14
5.00000000000	Y	0202329	26-APR-14
5.00000000000	Y	0202330	17-NOV-17
5.00000000000	Y	0202360	17-NOV-17
5.00000000000	Y	0202361	26-APR-14
5.00000000000	Y	0202366	26-APR-14

Interpolation-Satellite	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
GPS-Unspecified	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	

WGS84	Other	Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD27	Well	Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	

None	Contractor	41.597684	-73.927136
1:100,000		+42.257700	-075.243000
1:100,000		+43.019700	-078.256100
1:100,000		42.252781	-75.249169
1:100,000		+42.158050	-75.811939
1:100,000		+43.360550	-76.379169
1:100,000		+43.283050	-73.629169
1:100,000		41.600561	-075.065000
None		18.429756	-66.278320
1:100,000		42.069439	-78.404719
1:100,000		42.458778	-78.927583
1:100,000		40.756939	-73.447219
1:100,000		+41.795000	-073.902000
1:100,000		42.963889	-73.758331
1:100,000		+41.755550	-73.561389
1:100,000		44.703611	-75.361531
1:100,000		+42.108800	-077.941600
1:100,000		40.823054	-73.646693
1:100,000		42.392897	-79.012572
1:100,000		+43.356900	-76.427400
1:100,000		42.145831	-76.828331
1:100,000		+43.075700	-079.005400
1:100,000		42.586669	-79.128611
1:100,000		42.110281	-75.997219
1:100,000		41.401669	-073.600000
1:100,000		+40.818050	-73.666661
1:100,000		+43.090000	-73.776111
1:100,000		40.788889	-73.205278
1:100,000		40.929161	-72.401389
1:100,000		+42.090200	-076.055700
1:100,000		+43.110200	-073.576500
1:100,000		42.097639	-75.998339
1:100,000		40.783331	-73.110281
1:100,000		42.160419	-075.589450
1:100,000		+40.774500	-073.064700
1:100,000		+40.715800	-073.425300
1:100,000		+43.119100	-078.110300
1:100,000		42.086111	-76.086111
1:100,000		41.688061	-74.038889
1:100,000		41.259169	-73.682911
1:100,000		+41.116200	-074.159000
1:100,000		41.771111	-73.908061
1:100,000		+40.749500	-073.419500
1:100,000		+42.050000	-075.818050
1:100,000		40.982781	-072.300000
1:100,000		42.883333	-75.195833
1:100,000		+43.112700	-078.999500
1:100,000		+42.863800	-075.568700

Y	41.59768400000	-73.92713600000
Y	42.25770000000	-75.24300000000
Y	43.01970000000	-78.25610000000
Y	42.25278100000	-75.24916900000
Y	42.15805000000	-75.81193900000
Y	43.36055000000	-76.37916900000
Y	43.28305000000	-73.62916900000
Y	41.60056100000	-75.06500000000
Y	18.42975600000	-66.27832000000
Y	42.06943900000	-78.40471900000
Y	42.45877800000	-78.92758300000
Y	40.75693900000	-73.44721900000
Y	41.79500000000	-73.90200000000
Y	42.96388900000	-73.75833100000
Y	41.75555000000	-73.56138900000
Y	44.70361100000	-75.36153100000
Y	42.10880000000	-77.94160000000
Y	40.82305400000	-73.64669300000
Y	42.39289700000	-79.01257200000
Y	43.35690000000	-76.42740000000
Y	42.14583100000	-76.82833100000
Y	43.07570000000	-79.00540000000
Y	42.58666900000	-79.12861100000
Y	42.11028100000	-75.99721900000
Y	41.40166900000	-73.60000000000
Y	40.81805000000	-73.66666100000
Y	43.09000000000	-73.77611100000
Y	40.78888900000	-73.20527800000
Y	40.92916100000	-72.40138900000
Y	42.09020000000	-76.05570000000
Y	43.11020000000	-73.57650000000
Y	42.09763900000	-75.99833900000
Y	40.78333100000	-73.11028100000
Y	42.16041900000	-75.58945000000
Y	40.77450000000	-73.06470000000
Y	40.71580000000	-73.42530000000
Y	43.11910000000	-78.11030000000
Y	42.08611100000	-76.08611100000
Y	41.68806100000	-74.03888900000
Y	41.25916900000	-73.68291100000
Y	41.11620000000	-74.15900000000
Y	41.77111100000	-73.90806100000
Y	40.74950000000	-73.41950000000
Y	42.05000000000	-75.81805000000
Y	40.98278100000	-72.30000000000
Y	42.88333300000	-75.19583300000
Y	43.11270000000	-78.99950000000
Y	42.86380000000	-75.56870000000

Poughkeepsie--Newburgh, NY--NJ
Rural
Rural
Rural
Rural
Rural
Glens Falls, NY
Rural
San Juan, PR
Rural
Rural
New York--Newark, NY--NJ--CT
Rural
Rural
Rural
Rural
Rural
New York--Newark, NY--NJ--CT
Rural
Oswego, NY
Elmira, NY
Buffalo, NY
Rural
Binghamton, NY--PA
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
Saratoga Springs, NY
New York--Newark, NY--NJ--CT
Rural
Binghamton, NY--PA
Rural
Binghamton, NY--PA
New York--Newark, NY--NJ--CT
Rural
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
Rural
Binghamton, NY--PA
Rural
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
Poughkeepsie--Newburgh, NY--NJ
New York--Newark, NY--NJ--CT
Rural
New York--Newark, NY--NJ--CT
Rural
Buffalo, NY
Rural

Poughkeepsie--Newburgh, NY--NJ Urbanized Area
Rural
Rural
Rural
Rural
Rural
Glens Falls, NY Urbanized Area
Rural
San Juan, PR Urbanized Area
Rural
Rural
New York--Newark, NY--NJ--CT Urbanized Area
Rural
Rural
Rural
Rural
Rural
New York--Newark, NY--NJ--CT Urbanized Area
Rural
Oswego, NY Urban Cluster
Elmira, NY Urbanized Area
Buffalo, NY Urbanized Area
Rural
Binghamton, NY--PA Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Saratoga Springs, NY Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Rural
Binghamton, NY--PA Urbanized Area
Rural
Binghamton, NY--PA Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Rural
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Rural
Binghamton, NY--PA Urbanized Area
Rural
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Poughkeepsie--Newburgh, NY--NJ Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Rural
New York--Newark, NY--NJ--CT Urbanized Area
Rural
Buffalo, NY Urbanized Area
Rural

21	Suburban-Large
42	Rural-Distant
41	Rural-Fringe
42	Rural-Distant
41	Rural-Fringe
41	Rural-Fringe
23	Suburban-Small
42	Rural-Distant
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
42	Rural-Distant
42	Rural-Distant
41	Rural-Fringe
21	Suburban-Large
42	Rural-Distant
32	Town-Distant
23	Suburban-Small
13	City-Small
41	Rural-Fringe
22	Suburban-Midsize
21	Suburban-Large
21	Suburban-Large
23	Suburban-Small
21	Suburban-Large
41	Rural-Fringe
22	Suburban-Midsize
41	Rural-Fringe
22	Suburban-Midsize
21	Suburban-Large
42	Rural-Distant
21	Suburban-Large
21	Suburban-Large
42	Rural-Distant
22	Suburban-Midsize
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
42	Rural-Distant
21	Suburban-Large
41	Rural-Fringe

Active Inventory	NPL	02	0202422	NYD991292004
Active Inventory	NPL	02	0202425	NY0213820830
Active Inventory	NPL	02	0202438	NY4571924451
Active Inventory	NPL	02	0202439	NY4571924774
Active Inventory	NPL	02	0202464	PRD090282757
Active Inventory	NPL	02	0202466	PRD090370537
Active Inventory	NPL	02	0202480	PRD980301154
Active Inventory	NPL	02	0202486	PRD980509129
Active Inventory	NPL	02	0202511	PRD980512362
Active Inventory	NPL	02	0202533	PRD980512669
Active Inventory	NPL	02	0202550	PRD980640965
Active Inventory	NPL	02	0202558	PRD980763775
Active Inventory	NPL	02	0202559	PRD980763783
Active Inventory	NPL	02	0202609	NYD982272734
Active Inventory	NPL	02	0202634	NYD072366453
Active Inventory	NPL	02	0202636	NYD125499673
Active Inventory	NPL	02	0202651	VID980651095
Active Inventory	NPL	02	0202698	PR4170027383
Active Inventory	NPL	02	0202702	NYD004986741
Active Inventory	NPL	02	0202749	VID982272569
Active Inventory	NPL	02	0202755	NJ0890090012
Active Inventory	NPL	02	0202841	NY7890008975
Active Inventory	NPL	02	0202850	NYD001667872
Active Inventory	NPL	02	0202869	PRD987366101
Active Inventory	NPL	02	0202931	NJ1891837980
Active Inventory	NPL	02	0202972	NYD986882660
Active Inventory	NPL	02	0202979	PRD987367299
Active Inventory	NPL	02	0202985	PRD987367349
Active Inventory	NPL	02	0203341	NYD067532580
Active Inventory	NPL	02	0203357	NJD980755623
Active Inventory	NPL	02	0203382	NYD986913580
Active Inventory	NPL	02	0203408	NYD981566417
Active Inventory	NPL	02	0203481	NYD986950251
Active Inventory	NPL	02	0203570	PRD987376662
Active Inventory	NPL	02	0203580	NJD986620995
Active Inventory	NPL	02	0203649	NJD002148799
Active Inventory	NPL	02	0203733	NJD057143984
Active Inventory	NPL	02	0203757	NJD986643153
Active Inventory	NPL	02	0203853	NY0000110247
Active Inventory	NPL	02	0203909	NJ0000453514
Active Inventory	NPL	02	0203945	NYD986950012
Active Inventory	NPL	02	0203974	NY0001095363
Active Inventory	NPL	02	0204003	NJ0001120799
Active Inventory	NPL	02	0204016	NY0001233634
Active Inventory	NPL	02	0204030	NJ0001327733
Active Inventory	NPL	02	0204037	NJ0001360882
Active Inventory	NPL	02	0204061	NJD011770013
Active Inventory	NPL	02	0204087	NJD986570992

PASLEY SOLVENTS & CHEMICALS, INC.
SENECA ARMY DEPOT
GRIFFISS AIR FORCE BASE (11 AREAS)
PLATTSBURGH AIR FORCE BASE
GE WIRING DEVICES
RCA DEL CARIBE
UPJOHN FACILITY
BARCELONETA LANDFILL
JUNCOS LANDFILL
VEGA BAJA SOLID WASTE DISPOSAL
FRONTERA CREEK
VEGA ALTA PUBLIC SUPPLY WELLS
FIBERS PUBLIC SUPPLY WELLS
ROSEN BROTHERS SCRAP YARD/DUMP
ACTION ANODIZING, PLATING, & POLISHING CORP.
COMPUTER CIRCUITS
ISLAND CHEMICAL CORP/VIRGIN ISLANDS CHEMICAL CORP.
NAVAL SECURITY GROUP ACTIVITY
SAINT-GOBAIN PERFORMANCE PLASTICS
TUTU WELLFIELD
MIDDLESEX SAMPLING PLANT (USDOE)
BROOKHAVEN NATIONAL LABORATORY (USDOE)
RADIUM CHEMICAL CO., INC.
V&M/ALBALADEJO
W.R. GRACE & CO., INC./WAYNE INTERIM STORAGE SITE (USDOE)
LI TUNGSTEN CORP.
PESTICIDE WAREHOUSE III
PESTICIDE WAREHOUSE I
DIAZ CHEMICAL
WHITE CHEMICAL CORP.
ONONDAGA LAKE
GCL TIE AND TREATING INC.
LEHIGH VALLEY RAILROAD
SCORPIO RECYCLING, INC.
WELSBACH & GENERAL GAS MANTLE (CAMDEN RADIATION)
ORANGE VALLEY REGIONAL GROUND WATER CONTAMINATION
CURTIS SPECIALTY PAPERS, INC
ZSCHIEGNER REFINING
FULTON AVENUE
ROUTE 561 DUMP
MOHONK ROAD INDUSTRIAL PLANT
NEW CASSEL/HICKSVILLE GROUND WATER CONTAMINATION
UNITED STATES AVENUE BURN
LITTLE VALLEY
GRAND STREET MERCURY
ICELAND COIN LAUNDRY AREA GW PLUME
MATTEO & SONS INC.
FRANKLIN BURN

D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
P	Proposed for NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL

565 COMMERCIAL AVENUE
FAYETTE RD
GRIFFISS AIR FORCE BASE
PLATTSBURGH AFB
KM 67 CARRETERA NO 149
PR RD #2 KM 59.5
RTE 2
ROAD # 666,FLORIDA AFUERA WARD
BO CEIBA NORTE, ROAD 189
ROAD 674, KM 2
RIO ABAJO NEAR ROUTE 3, KM 76.9 - 78.6
HIGHWAY 2
RTE 3
PENDELTON ST.
33 DIXON AVE.
145 MARCUS BOULEVARD
MELVIN-EVANS HIGHWAY (ROUTE 66)
BTW DE DIEGO EXSPRESSWAY & INGENIO RD.
14 McCaffrey Street
TUTU AREA ANNA'S RETREAT
239 MOUNTAIN AVENUE
53 BELL AVE
66-06 27TH STREET
ROAD 160
868 BLACK OAK RIDGE ROAD
GARVIES POINT RD.
ROAD 670 KM 3.7 PALO ALTO
ROAD # 2 KM 59.7
40 JACKSON ST. AREA A
660 FRELINGHUYSEN AVE
Postal Address is unavailable for the Site
DELAWARE AVENUE
GULF ROAD
STATE ROAD #2 KM. 19.7 (ACUNA STREET)
6 AREAS IN CAMDEN AND GLOUCESTER CITY
GIST PLACE (NEAR NORTH DAY STREET)
404 FRENCHTOWN ROAD
1442 MAXIM-SOUTHARD ROAD
150 FULTON AVENUE
ROUTE 561
186 MOHONK ROAD
SOUTHERN END OF IRIS PLACE
UNITED STATES AVENUE
INTERSECT OF RTES 242, 353, AND BAKER RD
722 GRAND STREET
1888 SOUTH DELSEA DRIVE
1708 US RT. 130
SIX LOCATIONS NEAR MARSHALL MILL ROAD

HEMPSTEAD	NASSAU
ROMULUS	SENECA
ROME	ONEIDA
PLATTSBURGH	CLINTON
JUANA DIAZ	
BARCELONETA	
BARCELONETA	BARCELONETA
FLORIDA AFUERA	
JUNCOS	JUNCOS
RIO ABAJO WARD	VEGA BAJA
RIO ABAJO	HUMACAO
VEGA ALTA	
JOBOS	
CORTLAND	CORTLAND
COPIAGUE	SUFFOLK
HAUPPAUGE	SUFFOLK
CHRISTIANSTED	ST. CROIX
SABANA SECA	
VILLAGE OF HOOSICK FALLS	RENSSELAER
TUTU	ST. THOMAS
MIDDLESEX	MIDDLESEX
UPTON	SUFFOLK
QUEENS	QUEENS
ALMIRANTE NORTE WARD	VEGA BAJA
WAYNE TOWNSHIP	PASSAIC
GLEN COVE	NASSAU
MANATI	MANATI
ARECIBO	ARECIBO
HOLLEY	ORLEANS
NEWARK	ESSEX
SYRACUSE	ONONDAGA
VILLAGE OF SIDNEY	DELAWARE
LE ROY	GENESEE
CANDELERIA WARD	
CAMDEN AND GLOUCESTER CIT	CAMDEN
WEST ORANGE/ORANGE	ESSEX
MILFORD	HUNTERDON
HOWELL TOWNSHIP	MONMOUTH
GARDEN CITY PARK	NASSAU
GIBBSBORO	CAMDEN
HIGH FALLS	ULSTER
NEW CASSEL/HICKSVILLE	NASSAU
GIBBSBORO	CAMDEN
LITTLE VALLEY	CATTARAUGUS
HOBOKEN	HUDSON
VINELAND	CUMBERLAND
THOROFARE	GLOUCESTER
FRANKLIN TOWNSHIP	GLOUCESTER

NY	11530	01-SEP-84	N	40.7292	-73.611800	N	N
NY	14541	01-NOV-73	N	42.75	-76.854200	Y	N
NY	13440	01-JAN-80	N	43.2334	-75.416300	N	N
NY	12901	01-MAY-78	N	44.6576	-73.464300	N	N
PR	00665	01-JUN-81	N	18.0574	-66.508500	N	N
PR	00617	01-MAY-81	N	18.428	-66.580200	N	N
PR	00617	01-JUL-82	N	18.4272	-66.589700	N	N
PR	00617	01-MAY-81	N	18.4086	-66.547400	N	N
PR	00666	01-MAY-81	N	18.2212	-65.908300	N	N
PR	00763	01-MAY-81	N	18.433333	-66.391111	N	N
PR	00661	01-JUL-81	N	18.15	-65.789900	N	N
PR	00762	01-JUL-82	N	18.4161	-66.329900	N	N
PR	00654	01-JUL-82	N	17.9612	-66.145700	N	N
NY	13045	29-MAY-84	N	42.5917	-76.175000	N	N
NY	11701	29-JUN-87	N	40.684439	-73.406111	N	N
NY	11788	29-JUN-87	N	40.813194	-073.246110	N	N
VI	00820	31-JAN-89	N	17.709722	-64.790833	N	N
PR	00749	15-SEP-84	N	18.433061	-66.190281	N	N
NY	12090	07-JAN-16	N	42.894300	-73.356600	N	N
VI	00801	01-AUG-87	N	18.341667	-064.885000	N	N
NJ	08846	07-FEB-86	N	40.569806	-74.493194	N	N
NY	11961	24-FEB-87	N	+40.860000	-72.869583	N	N
NY	11377	26-JUL-88	N	+40.760000	-073.902500	N	N
PR	00763	19-SEP-88	N	+18.410000	-066.380000	N	N
NJ	07470	01-AUG-83	N	40.969014	-74.270327	N	N
NY	11542	15-APR-89	N	40.860929	-73.640773	N	N
PR	00701	21-APR-89	N	18.429139	-066.458000	N	N
PR	00612	21-APR-89	N	18.435556	-066.600000	N	N
NY	14470	24-AUG-90	N	43.222944	-78.029278	N	N
NJ	07114	31-AUG-90	N	40.698484	-74.198242	N	N
NY	13209	23-APR-89	N	43.069444	-76.208056	Y	N
NY	13838	08-NOV-90	N	42.300555	-75.413333	N	N
NY	14482	01-JUL-91	N	42.992028	-77.933306	N	N
PR	00759	20-SEP-91	N	18.409167	-66.231944	N	N
NJ	08030	01-DEC-91	N	39.919722	-75.121944	N	N
NJ	07051	28-FEB-92	N	40.779936	-74.225267	N	N
NJ	08848	21-SEP-92	N	40.561758	-75.089842	N	N
NJ	07731	11-MAR-94	N	40.145833	-074.200000	N	N
NY	11040	08-DEC-93	N	40.737337	-73.657844	N	N
NJ	08026	14-MAR-94	N	+39.836110	-74.958333	N	N
NY	12440	16-DEC-94	N	41.816667	-074.134440	N	N
NY	11590	01-JUL-85	N	+40.757350	-073.56	N	N
NJ	08026	30-SEP-95	N	39.834167	-74.963889	N	N
NY	14755	08-JUN-95	N	42.236667	-78.766944	N	N
NJ	07030	22-DEC-95	N	40.746111	-74.034444	N	N
NJ	08360	31-JAN-96	N	+39.457250	-075.047250	N	N
NJ	08086	24-JUN-96	N	39.854722	-75.168306	N	N
NJ	08322	26-SEP-90	N	39.594444	-075.025000	N	N

	1.00000000000	62137.00000000000	
Y	1.00000000000	60157.00000000000	
	1.00000000000	62138.00000000000	
	1.00000000000	62139.00000000000	
	1.00000000000	62140.00000000000	
	1.00000000000	58896.00000000000	
	1.00000000000	62141.00000000000	
	1.00000000000	60158.00000000000	
	1.00000000000	62142.00000000000	
	1.00000000000	62143.00000000000	
	1.00000000000	62144.00000000000	
	1.00000000000	62145.00000000000	
	1.00000000000	60581.00000000000	
	1.00000000000	60582.00000000000	
	1.00000000000	60583.00000000000	
	1.00000000000	60584.00000000000	
	1.00000000000	58901.00000000000	
	1.00000000000	60585.00000000000	
	1.00000000000	6424198.00000000000	21-DEC-15
	1.00000000000	60586.00000000000	
	1.00000000000	62298.00000000000	
	1.00000000000	62299.00000000000	
	1.00000000000	62300.00000000000	
	1.00000000000	62301.00000000000	
	1.00000000000	59991.00000000000	
	1.00000000000	62302.00000000000	
	1.00000000000	62303.00000000000	13-SEP-06
	1.00000000000	62304.00000000000	13-SEP-06
	1.00000000000	62305.00000000000	
	1.00000000000	62306.00000000000	
Y	1.00000000000	59992.00000000000	
	1.00000000000	62307.00000000000	
	1.00000000000	60159.00000000000	
	1.00000000000	62308.00000000000	
	1.00000000000	62309.00000000000	
	1.00000000000	3139.00000000000	30-SEP-96
	1.00000000000	61449.00000000000	01-MAR-02
	1.00000000000	62310.00000000000	
	1.00000000000	62311.00000000000	
	1.00000000000	62312.00000000000	
	1.00000000000	58930.00000000000	
	1.00000000000	13982.00000000000	05-JUL-01
	1.00000000000	59993.00000000000	
	1.00000000000	62313.00000000000	
	1.00000000000	62314.00000000000	
	1.00000000000	62315.00000000000	
	1.00000000000	905.00000000000	13-SEP-06
	1.00000000000	62316.00000000000	

Northern corner of building

REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
RHIPPEN	12-APR-17	1	Y	Y	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		Y	N	
REV EOQ	05-FEB-05		Y	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
CERCLIS2 CNV	24-MAR-92		N	Y	7
REV EWB	15-FEB-06		N	Y	25
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
CERCLIS2 CNV	18-APR-95		N	Y	25
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	N	
DCOX	13-SEP-06		Y	N	
REV EOQ	05-FEB-05		N	N	

5.00000000000	Y	0202422	17-NOV-17
5.00000000000	Y	0202425	26-APR-14
5.00000000000	Y	0202438	17-NOV-17
5.00000000000	Y	0202439	17-NOV-17
5.00000000000	Y	0202464	17-NOV-17
5.00000000000	Y	0202466	17-NOV-17
5.00000000000	Y	0202480	26-APR-14
5.00000000000	Y	0202486	17-NOV-17
5.00000000000	Y	0202511	26-APR-14
5.00000000000	Y	0202533	17-NOV-17
5.00000000000	Y	0202550	17-NOV-17
5.00000000000	Y	0202558	17-NOV-17
5.00000000000	Y	0202559	26-APR-14
5.00000000000	Y	0202609	17-NOV-17
5.00000000000	Y	0202634	17-NOV-17
5.00000000000	Y	0202636	17-NOV-17
5.00000000000	Y	0202651	17-NOV-17
5.00000000000	Y	0202698	17-NOV-17
0.00000000000	Y	0202702	17-NOV-17
5.00000000000	Y	0202749	17-NOV-17
5.00000000000	Y	0202755	17-NOV-17
5.00000000000	Y	0202841	17-NOV-17
5.00000000000	Y	0202850	26-APR-14
5.00000000000	Y	0202869	26-APR-14
5.00000000000	Y	0202931	17-NOV-17
5.00000000000	Y	0202972	17-NOV-17
0.00000000000	Y	0202979	17-NOV-17
12.00000000000	Y	0202985	17-NOV-17
12.00000000000	Y	0203341	17-NOV-17
5.00000000000	Y	0203357	17-NOV-17
5.00000000000	Y	0203382	17-NOV-17
5.00000000000	Y	0203408	17-NOV-17
5.00000000000	Y	0203481	17-NOV-17
5.00000000000	Y	0203570	17-NOV-17
5.00000000000	Y	0203580	17-NOV-17
0.00000000000	Y	0203649	17-NOV-17
0.00000000000	Y	0203733	17-NOV-17
5.00000000000	Y	0203757	17-NOV-17
5.00000000000	Y	0203853	17-NOV-17
5.00000000000	Y	0203909	17-NOV-17
5.00000000000	Y	0203945	17-NOV-17
0.00000000000	Y	0203974	17-NOV-17
5.00000000000	Y	0204003	17-NOV-17
5.00000000000	Y	0204016	17-NOV-17
5.00000000000	Y	0204030	17-NOV-17
5.00000000000	Y	0204037	26-APR-14
0.00000000000	Y	0204061	17-NOV-17
5.00000000000	Y	0204087	17-NOV-17

Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
GPS-Unspecified	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Map	
Interpolation-Map	
GPS Code (Pseudo Range) Differential	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
GPS Code (Pseudo Range) Differential	
Interpolation-Photo	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Photo	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Map	
Interpolation-Digital Map Source (TIGER)	

NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
Unknown	Other	Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83		
NAD27	Loading Facility	
NAD27	Air Release Vent	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
WGS84	Plant Entrance (General)	Point
NAD83	Facility Center/Centroid	Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Facility Center/Centroid	Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD27		Point
NAD83	Other	

1:100,000		40.729169	-73.612219
1:100,000		+42.750000	-076.854450
1:100,000		43.233331	-75.416661
1:100,000		+44.657500	-73.464719
1:100,000		18.059439	-66.508889
1:100,000		+18.430000	-66.580561
1:100,000		+18.429200	-066.590100
1:100,000		+18.410550	-66.547781
1:100,000		+18.223200	-065.908700
1:100,000		18.434306	-66.389722
1:100,000		+18.151950	-65.790281
1:100,000		18.418061	-66.330281
1:100,000		+17.963200	-066.146100
1:100,000		42.591669	-76.175281
1:100,000		40.684439	-73.406111
1:100,000		40.813194	-073.246110
1:100,000		17.709722	-64.790833
1:100,000		18.433061	-66.190281
Unknown	Contractor	42.894300	-73.356600
1:100,000		18.341667	-064.885000
1:100,000		40.569806	-74.493194
1:100,000		+40.860000	-72.869583
1:100,000		+40.760000	-073.902500
1:100,000		+18.410000	-066.380000
1:100,000		40.969014	-74.270327
1:100,000		40.860929	-73.640773
1:20,000	EPA Region 2	18.429139	-066.458000
1:20,000		18.435556	-066.600000
1:24,000		43.222944	-78.029278
1:100,000		40.698484	-74.198242
1:100,000		43.069444	-76.208056
1:100,000		42.300555	-75.413333
1:100,000		42.992028	-77.933306
1:100,000		18.409167	-66.231944
1:100,000		39.919722	-75.121944
Unknown	EPA Region 2	40.779936	-74.225267
1:12,000	EPA Region 2	40.561758	-75.089842
1:100,000		40.145833	-074.200000
1:100,000		40.737337	-73.657844
1:100,000		+39.836110	-74.958333
1:100,000		41.816667	-074.134440
1:12,000	EPA Region 2	40.752446	-73.559781
1:100,000		39.834167	-74.963889
1:100,000		42.236667	-78.766944
1:100,000		40.746111	-74.034444
1:100,000		+39.457250	-075.047250
Unknown	EPA Region 2	39.854722	-75.168306
1:100,000		39.594444	-075.025000

Y	40.72916900000	-73.61221900000
Y	42.75000000000	-76.85445000000
Y	43.23333100000	-75.41666100000
Y	44.65750000000	-73.46471900000
Y	18.05943900000	-66.50888900000
Y	18.43000000000	-66.58056100000
Y	18.42920000000	-66.59010000000
Y	18.41055000000	-66.54778100000
Y	18.22320000000	-65.90870000000
Y	18.43430600000	-66.38972200000
Y	18.15195000000	-65.79028100000
Y	18.41806100000	-66.33028100000
Y	17.96320000000	-66.14610000000
Y	42.59166900000	-76.17528100000
Y	40.68443900000	-73.40611100000
Y	40.81319400000	-73.24611000000
Y	17.70972200000	-64.79083300000
Y	18.43306100000	-66.19028100000
Y	42.89430000000	-73.35660000000
Y	18.34166700000	-64.88500000000
Y	40.56980600000	-74.49319400000
Y	40.86000000000	-72.86958300000
Y	40.76000000000	-73.90250000000
Y	18.41000000000	-66.38000000000
Y	40.96901400000	-74.27032700000
Y	40.86092900000	-73.64077300000
Y	18.42913900000	-66.45800000000
Y	18.43555600000	-66.60000000000
Y	43.22294400000	-78.02927800000
Y	40.69848400000	-74.19824200000
Y	43.06944400000	-76.20805600000
Y	42.30055500000	-75.41333300000
Y	42.99202800000	-77.93330600000
Y	18.40916700000	-66.23194400000
Y	39.91972200000	-75.12194400000
Y	40.77993600000	-74.22526700000
Y	40.56175800000	-75.08984200000
Y	40.14583300000	-74.20000000000
Y	40.73733700000	-73.65784400000
Y	39.83611000000	-74.95833300000
Y	41.81666700000	-74.13444000000
Y	40.75244600000	-73.55978100000
Y	39.83416700000	-74.96388900000
Y	42.23666700000	-78.76694400000
Y	40.74611100000	-74.03444400000
Y	39.45725000000	-75.04725000000
Y	39.85472200000	-75.16830600000
Y	39.59444400000	-75.02500000000

New York--Newark, NY--NJ--CT
Rural
Rome, NY
Plattsburgh, NY
Juana D├¡az, PR
Florida--Imb├⌐ry--Barceloneta, PR
Rural
Rural
San Juan, PR
San Juan, PR
San Juan, PR
San Juan, PR
Guayama, PR
Cortland, NY
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
Christiansted, VI
San Juan, PR
Hoosick Falls, NY
Charlotte Amalie--Tutu, VI
New York--Newark, NY--NJ--CT
Rural
New York--Newark, NY--NJ--CT
San Juan, PR
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
San Juan, PR
Rural
Brockport, NY
New York--Newark, NY--NJ--CT
Syracuse, NY
Sidney, NY
Rural
San Juan, PR
Philadelphia, PA--NJ--DE--MD
New York--Newark, NY--NJ--CT
Milford, NJ--PA
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
Philadelphia, PA--NJ--DE--MD
Rural
New York--Newark, NY--NJ--CT
Philadelphia, PA--NJ--DE--MD
Rural
New York--Newark, NY--NJ--CT
Vineland, NJ
Philadelphia, PA--NJ--DE--MD
Rural

New York--Newark, NY--NJ--CT Urbanized Area
Rural
Rome, NY Urban Cluster
Plattsburgh, NY Urban Cluster
Juana D├¡az, PR Urbanized Area
Florida--Imb├⌐ry--Barceloneta, PR Urbanized Area
Rural
Rural
San Juan, PR Urbanized Area
San Juan, PR Urbanized Area
San Juan, PR Urbanized Area
San Juan, PR Urbanized Area
Guayama, PR Urbanized Area
Cortland, NY Urban Cluster
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Christiansted, VI Urban Cluster
San Juan, PR Urbanized Area
Hoosick Falls, NY Urban Cluster
Charlotte Amalie--Tutu, VI Urban Cluster
New York--Newark, NY--NJ--CT Urbanized Area
Rural
New York--Newark, NY--NJ--CT Urbanized Area
San Juan, PR Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
San Juan, PR Urbanized Area
Rural
Brockport, NY Urban Cluster
New York--Newark, NY--NJ--CT Urbanized Area
Syracuse, NY Urbanized Area
Sidney, NY Urban Cluster
Rural
San Juan, PR Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Milford, NJ--PA Urban Cluster
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Rural
New York--Newark, NY--NJ--CT Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Rural
New York--Newark, NY--NJ--CT Urbanized Area
Vineland, NJ Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Rural

21	Suburban-Large
42	Rural-Distant
31	Town - Fringe
32	Town-Distant
23	Suburban-Small
23	Suburban-Small
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
23	Suburban-Small
32	Town-Distant
21	Suburban-Large
21	Suburban-Large
33	Town-Remote
21	Suburban-Large
32	Town-Distant
33	Town-Remote
21	Suburban-Large
41	Rural-Fringe
11	City-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
31	Town - Fringe
11	City-Large
21	Suburban-Large
32	Town-Distant
41	Rural-Fringe
21	Suburban-Large
13	City-Small
21	Suburban-Large
31	Town - Fringe
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
42	Rural-Distant
21	Suburban-Large
13	City-Small
21	Suburban-Large
41	Rural-Fringe

Active Inventory	NPL	02	0204096	NJD981084767
Active Inventory	NPL	02	0204097	NJ0001900281
Active Inventory	NPL	02	0204148	NY0002318889
Active Inventory	NPL	02	0204167	NYD047650197
Active Inventory	NPL	02	0204175	NY0002455756
Active Inventory	NPL	02	0204190	NYSFN0204190
Active Inventory	NPL	02	0204218	NYD001344456
Active Inventory	NPL	02	0204232	NJSFN0204232
Active Inventory	NPL	02	0204234	NYSFN0204234
Active Inventory	NPL	02	0204241	NJSFN0204241
Active Inventory	NPL	02	0204251	NY0001392463
Active Inventory	NPL	02	0204260	NJSFN0204260
Active Inventory	NPL	02	0204269	NYSFN0204269
Active Inventory	NPL	02	0204284	NYD986965333
Active Inventory	NPL	02	0204289	NYN000204289
Active Inventory	NPL	02	0204407	NYN000204407
Active Inventory	NPL	02	0204492	NJN000204492
Active Inventory	NPL	02	0204538	PRN000204538
Active Inventory	NPL	02	0204694	PRN000204694
Active Inventory	NPL	02	0205831	PRN000205831
Active Inventory	NPL	02	0205848	PRD090290685
Active Inventory	NPL	02	0205957	PRN000205957
Active Inventory	NPL	02	0206222	NYN000206222
Active Inventory	NPL	02	0206263	PRR000004655
Active Inventory	NPL	02	0206276	NJN000206276
Active Inventory	NPL	02	0206282	NYN000206282
Active Inventory	NPL	02	0206296	NYN000206296

PUCHACK WELL FIELD
FEDERAL CREOSOTE
SMITHTOWN GROUND WATER CONTAMINATION
STANTON CLEANERS AREA GROUND WATER CONTAMINATION
CONSOLIDATED IRON AND METAL
ELLENVILLE SCRAP IRON AND METAL
JACKSON STEEL
RIVERSIDE INDUSTRIAL PARK
OLD ROOSEVELT FIELD CONTAMINATED GW AREA
WHITE SWAN LAUNDRY AND CLEANER INC.
HUDSON TECHNOLOGIES, INC.
WOODBROOK ROAD DUMP
SHENANDOAH ROAD GROUNDWATER CONTAMINATION
CROWN CLEANERS OF WATERTOWN INC.
CAYUGA GROUNDWATER CONTAMINATION SITE
PENINSULA BOULEVARD GROUNDWATER PLUME
CROWN VANTAGE LANDFILL
CIDRA GROUNDWATER CONTAMINATION
ATLANTIC FLEET WEAPONS TRAINING AREA
MAUNABO URBANO PUBLIC WELLS
PAPELERA PUERTORRIQUENA, INC.
SAN GERMAN GROUND WATER CONTAMINATION
GOWANUS CANAL
THE BATTERY RECYCLING COMPANY
RARITAN BAY SLAG
NEWTOWN CREEK

BLACK RIVER PCBS

F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
P	Proposed for NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL

F	Currently on the Final NPL

WEST OF US 130; SOUTH OF STATE HWY 90
VALERIE DRIVE & LOUISE DRIVE
ST. JAMES, NISSEQUOGUE & HEAD OF HARBOR
110 CUTTER MILL ROAD
EAST END OF WASHINGTON STREET
34 CAPE ROAD
435 FIRST STREET
29 RIVERSIDE AVENUE
CLINTON ROAD/OLD COUNTRY ROAD
1322 SEA GIRT AVE
25 TORNE VALLEY RD.
FOOT OF WOODBROOK ROAD (SOUTH END)
SHENANDOAH RD & BURBANK RD, SEYMOUR LANE
3595 STATE ROUTE 3
STATE ROUTE 326
PENINSULA BOULEVARD AND
ADJ. TO DELAWARE RIVER 1/2 MI. SOUTH OF
ROAD 171 (SOUTH OF THE VILLAGE OF CIDRA
Postal Address is unavailable for the Site
STATE ROAD #3, KM 110.2
RD 111 KM 1.8, VIVI ABAJO WARD
STATE ROAD #122 (ALSO KNOWN AS ROAD 119)
BUTLER ST (BETWEEN BOND ST AND NEVINS ST
ROAD 2 KM 72.2 BO. CAMBALACHE
BAYVIEW DRIVE
SOUTH END OF IVY HILL ROAD

END OF HEWITT DRIVE

PENNSAUKEN TOWNSHIP	CAMDEN
MANVILLE	SOMERSET
SMITHTOWN	SUFFOLK
GREAT NECK	NASSAU
NEWBURGH	ORANGE
ELLENVILLE	ULSTER
MINEOLA/NORTH HEMPSTEAD	NASSAU
NEWARK	ESSEX
GARDEN CITY	NASSAU
WALL TWP	MONMOUTH
HILLBURN	ROCKLAND
SOUTH PLAINFIELD	MIDDLESEX
EAST FISHKILL	DUTCHESS
CARTHAGE	JEFFERSON
UNION SPRINGS	CAYUGA
HEWLETT	NASSAU
ALEXANDRIA TOWNSHIP	HUNTERDON
CIDRA	CIDRA
VIEQUES	VIEQUES
MAUNABO	MAUNABO
UTUADO	
San German	SAN GERMAN
BROOKLYN	KINGS
ARECIBO	ARECIBO
OLD BRIDGE TWP/SAYREVILLE	MIDDLESEX
BROOKLYN, QUEENS	
TOWN OF CHAMPION	JEFFERSON

NJ	08110	01-MAY-87	N	39.976667	-75.051944	N	N
NJ	08835	17-DEC-97	N	40.544444	-74.584167	N	N
NY	11780	28-JAN-98	N	40.887806	-73.174778	N	N
NY	11021	16-SEP-98	N	40.782361	-73.734139	N	N
NY	12550	18-AUG-99	N	41.498028	-74.005639	N	N
NY	12428	15-DEC-99	N	41.724028	-074.405500	N	N
NY	11501	19-MAY-99	N	40.738806	-73.652694	N	N
NJ	07104	08-FEB-10	N	40.765722	-74.159084	N	N
NY	11530	27-JUL-99	N	40.733611	-73.618472	N	N
NJ	07719	18-JAN-00	N	+40.135721	-074.06	N	N
NY	10931	17-FEB-00	N	41.130139	-74.164861	N	N
NJ	08820	08-MAR-00	N	40.561564	-74.402914	N	N
NY	12533	14-SEP-00	N	41.526111	-73.792222	N	N
NY	13619	25-AUG-00	N	44.022944	-75.651861	N	N
NY	13160	07-JUN-01	N	42.880556	-076.642500	Y	N
NY	11557	30-SEP-02	N	+40.640392	-073.695667	N	N
NJ	08848	06-AUG-03	N	40.552028	-75.078917	N	N
PR	08750	30-SEP-03	N	18.175277	-66.161944	N	N
PR	00765	21-OCT-03	N	+18.130580	-065.310600	N	N
PR	00707	25-AUG-05	N	18.005611	-65.901417	N	N
PR	00641	01-OCT-05	N	18.265194	-66.694908	N	N
PR	00683	01-SEP-06	N	18.084472	-67.035306	N	N
NY	11231	10-JAN-08	N	+40.672603	-73.997917	N	N
PR	00612	19-FEB-16	N	+18.453603	-66.694097	N	N
NJ	08879	09-JUL-08	N	+40.464589	-074.258017	N	N
NY	11222	15-AUG-08	N	+40.715192	-073.930762	N	N
NY	13619	08-OCT-08	N	+43.984269	-75.627753	N	N

	1.00000000000	62317.00000000000	
	1.00000000000	59994.00000000000	01-JAN-00
	1.00000000000	62327.00000000000	
	1.00000000000	62318.00000000000	
	1.00000000000	62319.00000000000	04-MAY-15
	1.00000000000	58932.00000000000	
	1.00000000000	62320.00000000000	26-SEP-16
	1.00000000000	62061.00000000000	10-DEC-12
	1.00000000000	62321.00000000000	
	1.00000000000	62322.00000000000	
	1.00000000000	62323.00000000000	
	1.00000000000	62324.00000000000	
	1.00000000000	58933.00000000000	
	1.00000000000	62328.00000000000	
Y	1.00000000000	58934.00000000000	
	1.00000000000	62329.00000000000	
	1.00000000000	59996.00000000000	05-FEB-05
	1.00000000000	62330.00000000000	13-SEP-06
	1.00000000000	60602.00000000000	13-SEP-06
	1.00000000000	906.00000000000	13-SEP-06
	1.00000000000	62556.00000000000	02-JUN-09
	1.00000000000	310.00000000000	19-JUL-06
	1.00000000000	63258.00000000000	10-JAN-08
	1.00000000000	63266.00000000000	16-MAY-16
	1.00000000000	64002.00000000000	30-JAN-09
	1.00000000000	63080.00000000000	27-FEB-09
	1.00000000000	65143.00000000000	02-NOV-09

INFO PROVIDED BY RPM- C.ONEILL
DATA OBTAINED FROM CERCLIS FORM.
COLLECTION METHOD: TERRASERVER, SOURCE: TERRASERVER

COLLECTION METHOD: ARCVIEW GIS
REFERENCE POINT- SAMPLE LOCATION NC-SD71A

METHOD - GOOGLE EARTH

NORTH CORNER/ CARTHAGE

REV EOQ	05-FEB-05	N	N	
CSANDS	24-NOV-14	N	Y	0
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
CSANDS	04-MAY-15	N	Y	0
REV EOQ	05-FEB-05	N	N	
CSANDS	12-OCT-16	N	Y	0
MSAVEDOF	03-FEB-05	Y	Y	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
FLOVE	23-SEP-15	Y	Y	
REV EOQ	05-FEB-05	Y	N	
REV EOQ	05-FEB-05	Y	N	
DCOX	13-SEP-06	Y	N	
DCOX	03-JUN-09	Y	Y	
MBRICE	15-SEP-06	N	N	0.24
NLAI	21-FEB-08	Y	Y	
BGREALIS	09-MAY-08	Y	Y	
NLAI	06-AUG-08	N	Y	12.2
NLAI	02-SEP-08	N	Y	1.8
DCOX	04-MAY-10	N	Y	12.2

5.00000000000	Y	0204096	17-NOV-17
5.00000000000	Y	0204097	17-NOV-17
5.00000000000	Y	0204148	17-NOV-17
5.00000000000	Y	0204167	17-NOV-17
5.00000000000	Y	0204175	17-NOV-17
5.00000000000	Y	0204190	17-NOV-17
5.00000000000	Y	0204218	17-NOV-17
0.00000000000	Y	0204232	17-NOV-17
5.00000000000	Y	0204234	17-NOV-17
12.00000000000	Y	0204241	17-NOV-17
5.00000000000	Y	0204251	17-NOV-17
5.00000000000	Y	0204260	17-NOV-17
5.00000000000	Y	0204269	17-NOV-17
5.00000000000	Y	0204284	17-NOV-17
5.00000000000	Y	0204289	17-NOV-17
12.00000000000	Y	0204407	17-NOV-17
12.00000000000	Y	0204492	17-NOV-17
12.00000000000	Y	0204538	17-NOV-17
16.00000000000	Y	0204694	26-APR-14
0.00000000000	Y	0205831	17-NOV-17
0.00000000000	Y	0205848	17-NOV-17
0.00000000000	Y	0205957	17-NOV-17
0.00000000000	Y	0206222	01-MAR-18
0.00000000000	Y	0206263	09-AUG-17
0.00000000000	Y	0206276	26-APR-14
0.00000000000	Y	0206282	26-APR-14
0.00000000000	Y	0206296	17-NOV-17

Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Verified, Unknown Method
Unknown	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Other	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Map	
Interpolation-Map	Not Verified
Interpolation-Map	
Interpolation-Map	
Interpolation-Map	
Unknown	
GPS-Unspecified	
Unknown	
Unknown	Not Verified
Unknown	
GPS-Unspecified	

Unknown

NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
Unknown	Other	Point
NAD83	Other	
NAD27	Facility Center/Centroid	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD27	Other	
NAD27	Other	
NAD27	Other	
WGS84	Other	Point
NAD83		Point
Unknown		
WGS84	Other	Point
Unknown	Unknown	
Unknown	Unknown	Point
Unknown	Other	Point
NAD83	Other	Point
WGS84		Point

1:100,000		39.976667	-75.051944
1:100,000		40.544444	-74.584167
1:100,000		40.887806	-73.174778
1:100,000		40.782361	-73.734139
1:100,000		41.498028	-74.005639
1:100,000		41.724028	-074.405500
1:100,000		40.738806	-73.652694
Unknown		40.765722	-74.159084
1:100,000		40.733611	-73.618472
1:24,000		40.135444	-74.063133
1:100,000		41.130139	-74.164861
1:100,000		40.561564	-74.402914
1:100,000		41.526111	-73.792222
1:100,000		44.022944	-75.651861
1:100,000		42.880556	-076.642500
1:24,000		40.642806	-73.706417
1:24,000		40.552028	-75.078917
1:20,000	EPA Region 2	18.175277	-66.161944
Unknown	EPA Region 2	+18.130580	-065.310600
1:20,000	EPA Region 2	18.005611	-65.901417
Unknown	Unknown	18.265194	-66.694908
None		18.084472	-67.035306
Unknown	Other	+40.681639	-73.987333
Unknown	Unknown	+18.453603	-66.694097
1:24,000	State	+40.464589	-074.258017
Unknown	State	+40.715192	-073.930762
Unknown		+43.984269	-75.627753

Y	39.97666700000	-75.05194400000
Y	40.54444400000	-74.58416700000
Y	40.88780600000	-73.17477800000
Y	40.78236100000	-73.73413900000
Y	41.49802800000	-74.00563900000
Y	41.72402800000	-74.40550000000
Y	40.73880600000	-73.65269400000
Y	40.76572200000	-74.15908400000
Y	40.73361100000	-73.61847200000
Y	40.13544400000	-74.06313300000
Y	41.13013900000	-74.16486100000
Y	40.56156400000	-74.40291400000
Y	41.52611100000	-73.79222200000
Y	44.02294400000	-75.65186100000
Y	42.88055600000	-76.64250000000
Y	40.64280600000	-73.70641700000
Y	40.55202800000	-75.07891700000
Y	18.17527700000	-66.16194400000
Y	18.13058000000	-65.31060000000
Y	18.00561100000	-65.90141700000
Y	18.26519400000	-66.69490800000
Y	18.08447200000	-67.03530600000
Y	40.68163900000	-73.98733300000
Y	18.45360300000	-66.69409700000
Y	40.46458900000	-74.25801700000
Y	40.71519200000	-73.93076200000
Y	43.98426900000	-75.62775300000

Philadelphia, PA--NJ--DE--MD
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
Poughkeepsie--Newburgh, NY--NJ
Rural
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
Rural
New York--Newark, NY--NJ--CT
Rural
Watertown, NY
Rural
New York--Newark, NY--NJ--CT
Milford, NJ--PA
San Juan, PR
Rural
Emajagua, PR
Aguadilla--Isabela--San Sebasti├ín, PR
San Germ├ín--Cabo Rojo--Sabana Grande, PR
New York--Newark, NY--NJ--CT
Rural
Rural
New York--Newark, NY--NJ--CT

Rural

Philadelphia, PA--NJ--DE--MD Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Poughkeepsie--Newburgh, NY--NJ Urbanized Area
Rural
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Rural
New York--Newark, NY--NJ--CT Urbanized Area
Rural
Watertown, NY Urbanized Area
Rural
New York--Newark, NY--NJ--CT Urbanized Area
Milford, NJ--PA Urban Cluster
San Juan, PR Urbanized Area
Rural
Emajagua, PR Urban Cluster
Aguadilla--Isabela--San Sebasti├ín, PR Urbanized Area
San Germ├ín--Cabo Rojo--Sabana Grande, PR Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Rural
Rural
New York--Newark, NY--NJ--CT Urbanized Area

Rural

21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
11	City-Large
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
23	Suburban-Small
41	Rural-Fringe
21	Suburban-Large
31	Town - Fringe
21	Suburban-Large
42	Rural-Distant
31	Town - Fringe
21	Suburban-Large
13	City-Small
11	City-Large
41	Rural-Fringe
41	Rural-Fringe
11	City-Large

41	Rural-Fringe

Active Inventory	NPL	02	0206317	NJN000206317
Active Inventory	NPL	02	0206319	PRN000206319
Active Inventory	NPL	02	0206345	NJN000206345
Active Inventory	NPL	02	0206359	PRN000206359
Active Inventory	NPL	02	0206452	PRN000206452
Active Inventory	NPL	02	0206456	NYN000206456
Active Inventory	NPL	02	0206479	NYC200400810
Active Inventory	NPL	02	0206578	NJD002164796
Active Inventory	NPL	03	0300031	DC9170024310
Active Inventory	NPL	03	0300034	DED000605972
Active Inventory	NPL	03	0300035	DED000606079
Active Inventory	NPL	03	0300058	DED041212473
Active Inventory	NPL	03	0300061	DED043958388
Active Inventory	NPL	03	0300069	DED058980442
Active Inventory	NPL	03	0300086	DED980494496
Active Inventory	NPL	03	0300089	DED980494637
Active Inventory	NPL	03	0300091	DED980551667
Active Inventory	NPL	03	0300092	DED980552244
Active Inventory	NPL	03	0300093	DED980555122
Active Inventory	NPL	03	0300095	DED980693550
Active Inventory	NPL	03	0300097	DED980704860
Active Inventory	NPL	03	0300101	DED980704951
Active Inventory	NPL	03	0300106	DED980705255
Active Inventory	NPL	03	0300111	DED980705545
Active Inventory	NPL	03	0300123	DED980713093
Active Inventory	NPL	03	0300124	DED980714141
Active Inventory	NPL	03	0300125	DED980830954
Active Inventory	NPL	03	0300137	DED981035520
Active Inventory	NPL	03	0300191	DE8570024010
Active Inventory	NPL	03	0300192	MDD000218008
Active Inventory	NPL	03	0300243	MDD064882889
Active Inventory	NPL	03	0300258	MDD980504195

GARFIELD GROUND WATER CONTAMINATION
CABO ROJO GROUND WATER CONTAMINATION
MANSFIELD TRAIL DUMP
HORMIGAS GROUND WATER PLUME
COROZAL WELL
EIGHTEENMILE CREEK
WOLFF-ALPORT CHEMICAL COMPANY
UNIMATIC MANUFACTURING CORPORATION
WASHINGTON NAVY YARD
DELAWARE SAND & GRAVEL LANDFILL
TYBOUTS CORNER LANDFILL
STANDARD CHLORINE OF DELAWARE, INC.
NCR CORP. (MILLSBORO PLANT)
NEW CASTLE SPILL
ARMY CREEK LANDFILL
SUSSEX COUNTY LANDFILL NO. 5
DELAWARE CITY PVC PLANT
KOPPERS CO., INC. (NEWPORT PLANT)
E.I. DU PONT DE NEMOURS & CO., INC. (NEWPORT PIGMENT PLANT LANDFILL)
DOVER GAS LIGHT CO.
COKER'S SANITATION SERVICE LANDFILLS
WILDCAT LANDFILL
NEW CASTLE STEEL
TYLER REFRIGERATION PIT
HARVEY & KNOTT DRUM, INC.
CHEM-SOLV, INC.
HALBY CHEMICAL CO.
SEALAND LIMITED
DOVER AIR FORCE BASE
SPECTRON, INC.
MID-ATLANTIC WOOD PRESERVERS, INC.
BUSH VALLEY LANDFILL

F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL

WILLARD STREET AND PIERRE AVENUE
CROSS STR. CALLE BARBOSA & CALLE DEDIEGO
INTERSECTION OF BROOKWOOD AND ROSS ROADS
CARRETERA 785 KM 4.9
[OFF OF] CARRETERA 811 KM 3.0
198-300 MILL STREET
1125-1139 IRVING AVENUE
25 SHERWOOD LANE
901 M STREET, SE
229 GRANTHAM LANE
US RTE 13 & DEL RTE 71
745 GOVERNOR LEA RD
MITCHELL RD POB 607
900 WILMINGTON ROAD
RTE 13 + RTE 40
BETWEEN CNTY RD 494, CNTY RD 497, SH 24
780 SCHOOL HOUSE ROAD
FOOT OF LINDBURG ST
JAMES & WATER STS
NEW ST
COUNTY RTE 152
LEBANON RD
9TH & WASHINGTON STREET
GLENWOOD AVE
OLD COUNTY RD
176A N DUPONT HIGHWAY
600 TERMINAL AVE
ROUTE 896 + 15
RTE 113
111 PROVIDENCE RD
P O BOX 58 SHIPLEY AVE
BUSH RD POB 246

GARFIELD	BERGEN
CABO ROJO	CABO ROJO
BYRAM	SUSSEX
CAGUAS	CAGUAS
COROZAL	COROZAL
LOCKPORT	NIAGARA
RIDGEWOOD	QUEENS
FAIRFIELD	ESSEX
WASHINGTON	DISTRICT OF COLUMBIA
NEW CASTLE	NEW CASTLE
NEW CASTLE	NEW CASTLE
NEW CASTLE	NEW CASTLE
MILLSBORO	SUSSEX
NEW CASTLE	NEW CASTLE
NEW CASTLE	NEW CASTLE
LAUREL	SUSSEX
NEW CASTLE	NEW CASTLE
NEWPORT	NEW CASTLE
NEWPORT	NEW CASTLE
DOVER	KENT
CHESWOLD	KENT
DOVER	KENT
NEW CASTLE	NEW CASTLE
SMYRNA	KENT
KIRKWOOD	NEW CASTLE
DOVER	KENT
NEW CASTLE	NEW CASTLE
MIDDLETOWN	NEW CASTLE
DOVER	KENT
ELKTON	CECIL
HARMANS	ANNE ARUNDEL
ABINGDON	HARFORD

NJ	07026	10-JUN-09	N	40.871858	-074.106431	N	N
PR	00623	15-MAR-07	N	18.090725	-67.148325	N	N
NJ	07874	03-NOV-09	N	40.928944	-74.699600	N	N
PR	00725	13-JAN-10	N	18.220600	-66.101000	N	N
PR	00783	06-DEC-10	N	18.295711	-66.286206	N	N
NY	14094	10-MAR-11	N	+43.181300	-78.689544	N	N
NY	11385	14-MAY-12	N	40.692672	-73.901997	N	N
NJ	07004	26-APR-13	N	+40.878792	-74.269155	N	N
DC	20374-0001	01-MAY-81	N	38.873333	-77.056667	N	N
DE	19720	01-SEP-81	N	39.651389	-75.602778	N	N
DE	19720	01-NOV-79	N	39.6125	-75.653333	N	N
DE	19720	01-JUN-81	N	+39.59886	-075.64226	N	N
DE	19966	01-JUL-81	N	38.5775	-75.283056	N	N
DE	19720-3638	01-JUN-77	N	39.670278	-75.561667	N	N
DE	19720	01-DEC-79	N	39.653056	-75.608333	N	N
DE	19956	01-NOV-79	N	38.535	-75.614167	N	N
DE	19720	01-NOV-79	N	39.586111	-75.649444	N	N
DE	19804	01-NOV-79	N	39.704722	-75.624167	N	N
DE	19804	01-NOV-79	N	39.708333	-75.609167	N	N
DE	19904	01-OCT-82	N	39.155806	-75.527694	N	N
DE	19936	01-DEC-79	N	39.227222	-75.611389	N	N
DE	19901	01-NOV-79	N	39.120833	-75.500000	N	N
DE	19720	01-JUL-81	N	39.657778	-75.577778	N	N
DE	19977	01-JUL-81	N	39.295278	-75.618889	N	N
DE	19708	01-MAY-81	N	39.573333	-75.770833	N	N
DE	19901-4264	01-MAY-81	N	+39.221600	-75.576400	N	N
DE	19720	01-NOV-83	N	39.718611	-75.537222	N	N
DE	19709	01-FEB-85	N	39.512611	-75.710000	N	N
DE	19901	01-DEC-79	N	39.127778	-75.466667	N	N
MD	21921	01-JUL-79	N	39.606667	-75.833333	N	N
MD	21077	01-FEB-80	N	39.163611	-76.698333	N	N
MD	21009	01-NOV-79	N	39.467222	-76.261944	N	N

1.00000000000	62666.00000000000	10-JUN-09
1.00000000000	65150.00000000000	30-JUN-06
1.00000000000	64482.00000000000	16-APR-10
1.00000000000	64710.00000000000	24-AUG-09
1.00000000000	64884.00000000000	06-DEC-10
1.00000000000	6316850.00000000000	07-FEB-12
1.00000000000	6418965.00000000000	12-DEC-13
1.00000000000	6418964.00000000000	12-DEC-13
1.00000000000	2221.00000000000	
1.00000000000	2223.00000000000	
1.00000000000	2224.00000000000	
1.00000000000	2225.00000000000	
1.00000000000	2226.00000000000	
1.00000000000	2227.00000000000	
1.00000000000	2228.00000000000	
1.00000000000	2230.00000000000	
1.00000000000	2231.00000000000	
1.00000000000	2232.00000000000	
1.00000000000	2233.00000000000	
1.00000000000	2234.00000000000	
1.00000000000	34375.00000000000	
1.00000000000	2237.00000000000	
1.00000000000	2239.00000000000	
1.00000000000	2078.00000000000	
1.00000000000	34376.00000000000	
1.00000000000	2080.00000000000	07-AUG-06
1.00000000000	2081.00000000000	
1.00000000000	2082.00000000000	
1.00000000000	2083.00000000000	
1.00000000000	2084.00000000000	
1.00000000000	2085.00000000000	
1.00000000000	34377.00000000000	

COLLECTION METHOD: INTERNET WEB PAGE WWW.ITOUCHMAP.COM,

REFERENCE POINT- CENTER OF THE GROUND WATER PLUME

Taken from the HRS package

NLAI	15-JUL-09		N	Y	100
DCOX	18-NOV-10		N	Y	0.4
DCOX	01-DEC-10		N	Y	0.33
NLAI	02-FEB-10		N	Y	1.05
NLAI	24-JAN-11		Y	Y	
DCOX	01-APR-14	1	N	Y	0
SSHAKIR	09-DEC-14	2	N	Y	0.1
SSHAKIR	09-DEC-14	2	N	Y	0.1
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		Y	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	

0.00000000000	Y	0206317	17-NOV-17
0.00000000000	Y	0206319	17-NOV-17
0.00000000000	Y	0206345	17-NOV-17
0.00000000000	Y	0206359	17-NOV-17
0.00000000000	Y	0206452	17-NOV-17
0.00000000000	Y	0206456	26-APR-14
0.00000000000	Y	0206479	17-NOV-17
0.00000000000	Y	0206578	10-DEC-14
5.00000000000	Y	0300031	13-DEC-16
5.00000000000	Y	0300034	17-NOV-17
5.00000000000	Y	0300035	17-NOV-17
5.00000000000	Y	0300058	17-NOV-17
5.00000000000	Y	0300061	17-NOV-17
5.00000000000	Y	0300069	17-NOV-17
5.00000000000	Y	0300086	17-NOV-17
5.00000000000	Y	0300089	17-NOV-17
5.00000000000	Y	0300091	17-NOV-17
5.00000000000	Y	0300092	17-NOV-17
5.00000000000	Y	0300093	17-NOV-17
5.00000000000	Y	0300095	13-DEC-16
5.00000000000	Y	0300097	17-NOV-17
5.00000000000	Y	0300101	17-NOV-17
5.00000000000	Y	0300106	17-NOV-17
5.00000000000	Y	0300111	17-NOV-17
5.00000000000	Y	0300123	17-NOV-17
5.00000000000	Y	0300124	13-DEC-16
5.00000000000	Y	0300125	17-NOV-17
5.00000000000	Y	0300137	13-DEC-16
5.00000000000	Y	0300191	17-NOV-17
5.00000000000	Y	0300192	17-NOV-17
5.00000000000	Y	0300243	17-NOV-17
5.00000000000	Y	0300258	17-NOV-17

Unknown	
GPS-Unspecified	Verified, Unknown Method
GPS-Unspecified	
GPS-Unspecified	
GPS-Unspecified	
Unknown	Verified, Unknown Method
Unknown	Verified, Unknown Method
Unknown	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	

Unknown	Other	
WGS84	Well	Point
WGS84	Other	Point
WGS84	Well	Point
WGS84	Well	Point
Unknown	Other	Point
Unknown	Unknown	
Unknown	Unknown	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	

Unknown		40.871858	-074.106431
None	Unknown	18.090725	-67.148325
Unknown		40.928944	-74.699600
None		18.220600	-66.101000
None		18.295711	-66.286206
Unknown	EPA Region 2	+43.181300	-78.689544
None		40.692672	-73.901997
None		+40.878792	-74.269155
1:100,000		+38.875000	-76.987500
1:100,000		39.651389	-75.602781
1:100,000		+39.612500	-75.653339
1:100,000		39.599581	-75.635831
1:100,000		+38.577500	-75.283061
1:100,000		39.670281	-75.561669
1:100,000		39.653061	-75.608331
1:100,000		+38.535000	-75.614169
1:100,000		39.586111	-75.649439
1:100,000		39.704719	-75.624169
1:100,000		39.708331	-75.609169
1:100,000		+39.155800	-75.527700
1:100,000		39.227219	-75.611389
1:100,000		39.120831	-75.500000
1:100,000		39.657781	-75.577769
1:100,000		39.295281	-75.618889
1:100,000		39.573331	-75.770839
1:100,000	EPA Region 3	+39.221600	-75.576400
1:100,000		39.718611	-75.537219
1:100,000		+39.512600	-75.710000
1:100,000		39.127781	-75.466669
1:100,000		39.691249	-75.877778
1:100,000		39.163611	-76.698331
1:100,000		39.467219	-76.261950

Y	40.87185800000	-74.10643100000
Y	18.09072500000	-67.14832500000
Y	40.92894400000	-74.69960000000
Y	18.22060000000	-66.10100000000
Y	18.29571100000	-66.28620600000
Y	43.18130000000	-78.68954400000
Y	40.69267200000	-73.90199700000
Y	40.87879200000	-74.26915500000
Y	38.87500000000	-76.98750000000
Y	39.65138900000	-75.60278100000
Y	39.61250000000	-75.65333900000
Y	39.59958100000	-75.63583100000
Y	38.57750000000	-75.28306100000
Y	39.67028100000	-75.56166900000
Y	39.65306100000	-75.60833100000
Y	38.53500000000	-75.61416900000
Y	39.58611100000	-75.64943900000
Y	39.70471900000	-75.62416900000
Y	39.70833100000	-75.60916900000
Y	39.15580000000	-75.52770000000
Y	39.22721900000	-75.61138900000
Y	39.12083100000	-75.50000000000
Y	39.65778100000	-75.57776900000
Y	39.29528100000	-75.61888900000
Y	39.57333100000	-75.77083900000
Y	39.22160000000	-75.57640000000
Y	39.71861100000	-75.53721900000
Y	39.51260000000	-75.71000000000
Y	39.12778100000	-75.46666900000
Y	39.69124900000	-75.87777800000
Y	39.16361100000	-76.69833100000
Y	39.46721900000	-76.26195000000

New York--Newark, NY--NJ--CT
San Germ├ín--Cabo Rojo--Sabana Grande, PR
New York--Newark, NY--NJ--CT
San Juan, PR
San Juan, PR
Lockport, NY
New York--Newark, NY--NJ--CT
New York--Newark, NY--NJ--CT
Washington, DC--VA--MD
Philadelphia, PA--NJ--DE--MD
Rural
Rural
Millsboro, DE
Philadelphia, PA--NJ--DE--MD
Philadelphia, PA--NJ--DE--MD
Rural
Rural
Philadelphia, PA--NJ--DE--MD
Philadelphia, PA--NJ--DE--MD
Dover, DE
Rural
Dover, DE
Philadelphia, PA--NJ--DE--MD
Dover, DE
Rural
Dover, DE
Philadelphia, PA--NJ--DE--MD
Philadelphia, PA--NJ--DE--MD
Dover, DE
Rural
Baltimore, MD
Aberdeen--Bel Air South--Bel Air North, MD

New York--Newark, NY--NJ--CT Urbanized Area
San Germ├ín--Cabo Rojo--Sabana Grande, PR Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
San Juan, PR Urbanized Area
San Juan, PR Urbanized Area
Lockport, NY Urban Cluster
New York--Newark, NY--NJ--CT Urbanized Area
New York--Newark, NY--NJ--CT Urbanized Area
Washington, DC--VA--MD Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Rural
Rural
Millsboro, DE Urban Cluster
Philadelphia, PA--NJ--DE--MD Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Rural
Rural
Philadelphia, PA--NJ--DE--MD Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Dover, DE Urbanized Area
Rural
Dover, DE Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Dover, DE Urbanized Area
Rural
Dover, DE Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Dover, DE Urbanized Area
Rural
Baltimore, MD Urbanized Area
Aberdeen--Bel Air South--Bel Air North, MD Urbanized Area

21	Suburban-Large
22	Suburban-Midsize
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
31	Town - Fringe
11	City-Large
21	Suburban-Large
11	City-Large
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
32	Town-Distant
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
13	City-Small
41	Rural-Fringe
22	Suburban-Midsize
21	Suburban-Large
22	Suburban-Midsize
41	Rural-Fringe
22	Suburban-Midsize
21	Suburban-Large
21	Suburban-Large
13	City-Small
41	Rural-Fringe
21	Suburban-Large
22	Suburban-Midsize

Active Inventory	NPL	03	0300265	MDD980504344
Active Inventory	NPL	03	0300289	MDD980555478
Active Inventory	NPL	03	0300292	MDD980691588
Active Inventory	NPL	03	0300305	MDD980704852
Active Inventory	NPL	03	0300313	MDD980705099
Active Inventory	NPL	03	0300316	MDD980705164
Active Inventory	NPL	03	0300338	MDD980918387
Active Inventory	NPL	03	0300344	MDD980923783
Active Inventory	NPL	03	0300348	MDD981038334
Active Inventory	NPL	03	0300415	MD0120508940
Active Inventory	NPL	03	0300420	MD0570024000
Active Inventory	NPL	03	0300421	MD2210020036
Active Inventory	NPL	03	0300423	MD3210021355
Active Inventory	NPL	03	0300429	MD7170024536
Active Inventory	NPL	03	0300430	MD7170024684
Active Inventory	NPL	03	0300435	MD9210020567
Active Inventory	NPL	03	0300444	PAD000436261
Active Inventory	NPL	03	0300445	PAD000436436
Active Inventory	NPL	03	0300446	PAD000439083
Active Inventory	NPL	03	0300449	PAD000441337
Active Inventory	NPL	03	0300473	PAD000651810
Active Inventory	NPL	03	0300517	PAD001222025
Active Inventory	NPL	03	0300530	PAD001933175
Active Inventory	NPL	03	0300563	PAD002323848
Active Inventory	NPL	03	0300574	PAD002338010
Active Inventory	NPL	03	0300579	PAD002342475
Active Inventory	NPL	03	0300585	PAD002345817
Active Inventory	NPL	03	0300596	PAD002353969
Active Inventory	NPL	03	0300602	PAD002360444
Active Inventory	NPL	03	0300614	PAD002384865
Active Inventory	NPL	03	0300623	PAD002390748
Active Inventory	NPL	03	0300624	PAD002395887
Active Inventory	NPL	03	0300629	PAD002498632
Active Inventory	NPL	03	0300643	PAD003005014
Active Inventory	NPL	03	0300671	PAD003031788
Active Inventory	NPL	03	0300694	PAD003047974
Active Inventory	NPL	03	0300699	PAD003053709
Active Inventory	NPL	03	0300701	PAD003058047
Active Inventory	NPL	03	0300773	PAD004351003
Active Inventory	NPL	03	0300811	PAD005000575
Active Inventory	NPL	03	0300847	PAD009862939
Active Inventory	NPL	03	0300862	PAD014269971
Active Inventory	NPL	03	0300868	PAD014353445
Active Inventory	NPL	03	0300881	PAD021449244
Active Inventory	NPL	03	0300894	PAD039017694
Active Inventory	NPL	03	0300911	PAD041421223
Active Inventory	NPL	03	0300932	PAD043882281
Active Inventory	NPL	03	0300939	PAD044545895

WOODLAWN COUNTY LANDFILL
CHEMICAL METALS INDUSTRIES, INC.
LIMESTONE ROAD
SOUTHERN MARYLAND WOOD TREATING
MIDDLETOWN ROAD DUMP
SAND, GRAVEL AND STONE
68TH STREET DUMP/INDUSTRIAL ENTERPRISES
KANE & LOMBARD STREET DRUMS
SAUER DUMP
BELTSVILLE AGRICULTURAL RESEARCH CENTER (USDA)
ANDREWS AIR FORCE BASE
ABERDEEN PROVING GROUND (EDGEWOOD AREA)
ABERDEEN PROVING GROUND (MICHAELSVILLE LANDFILL)
PATUXENT RIVER NAVAL AIR STATION
INDIAN HEAD NAVAL SURFACE WARFARE CENTER
FORT GEORGE G. MEADE
CENTRE COUNTY KEPONE
AMBLER ASBESTOS PILES
RIVER ROAD LANDFILL (WASTE MANAGEMENT, INC.)
STRASBURG LANDFILL
BERKS LANDFILL
JACKSON CERAMIX, INC
SHARON STEEL CORP (FARRELL WORKS DISPOSAL AREA)
CHEM-FAB
HAVERTOWN PCP
NORTH PENN - AREA 2
FISCHER & PORTER CO.
RECTICON/ALLIED STEEL CORP.
CRYOCHEM, INC.
DOUGLASSVILLE DISPOSAL
HELLERTOWN MANUFACTURING CO.
PALMERTON ZINC PILE
NORTH PENN - AREA 7
WHITMOYER LABORATORIES
FOSTER WHEELER ENERGY CORP./CHURCH ROAD TCE
BENDIX FLIGHT SYSTEMS DIVISION
AVCO LYCOMING (WILLIAMSPORT DIVISION)
DRAKE CHEMICAL
A.I.W. FRANK/MID-COUNTY MUSTANG
WESTINGHOUSE ELECTRIC CORP. (SHARON PLANT)
HENDERSON ROAD
STANLEY KESSLER
MALVERN TCE
C & D RECYCLING
RAYMARK
AMP, INC. (GLEN ROCK FACILITY)
WESTINGHOUSE ELEVATOR CO. PLANT
METRO CONTAINER CORPORATION

F	Currently on the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
P	Proposed for NPL	SA
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
P	Proposed for NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	

Remedial Activities Under EPA Enforcement

FIRE TOWER & WAIBEL RDS.
2001 & 2103 ANNAPOLIS RD
LIMESTONE RD OFF RTE 51
STATE ROUTE 235
MIDDLETOWN RD
RTE 40
68TH STREET
KANE & LOMBARD STS
4225 LYNHURST ROAD
BEAVERDAM AND SHEEP ROADS
ALLENTOWN ROAD
OFF RTE 40
OFF RTE 40
OPPOSITE LEXINGTON PARK (STATE HWY 235)
201 INDIAN HEAD HIGHWAY
MARYLAND ROUTE 175
201 STRUBLE ROAD
LOCUST STREET
RTE 846 RIVER RD
STRASBURG ROAD
RD 8348
ROUTE 950
300 OHIO STREET
300 NORTH BROAD STREET
EAGLE ROAD RC DRAWER F
1 SPRING AVE
JACKSONVILLE & ST RD
RTE 724 & WELLS RD
ROUTE 562
RTE 724
1770 MAIN ST
211 FRANKLIN ST
WISSAHICKON AVE
19 N RAILROAD ST
348 CRESTWOOD ROAD
MONTROSE PLT
652 OLIVER ST
180 MYRTLE ST
INT RTE 202 & RTE 30
469 SHARPSVILLE AVE
372 S HENDERSON ROAD
103 QUEENS DR
258 N PHOENIXVILLE PK
R.D. #1 - SANDY RUN
220 JACKSONVILLE RD
OLD RTE 11 - SUSQUEHANNA RD
1200BIGLERSVILLE RD, RTE 34 N
CORNER OF WEST 2ND ST. AND PRICE STREET

COLORA	CECIL
BALTIMORE	BALTIMORE CITY
CUMBERLAND	ALLEGANY
HOLLYWOOD	ST. MARY'S
ANNAPOLIS	ANNE ARUNDEL
ELKTON	CECIL
ROSEDALE	BALTIMORE
BALTIMORE	BALTIMORE CITY
DUNDALK	BALTIMORE
BELTSVILLE	PRINCE GEORGE'S
ANDREWS AIR FORCE BASE	PRINCE GEORGE'S
EDGEWOOD	HARFORD
ABERDEEN	HARFORD
PATUXENT RIVER	ST. MARY'S
INDIAN HEAD	CHARLES
ODENTON	ANNE ARUNDEL
STATE COLLEGE	CENTRE
AMBLER	MONTGOMERY
HERMITAGE	MERCER
NEWLIN TOWNSHIP	CHESTER
SPRING TOWNSHIP	BERKS
FALLS CREEK	JEFFERSON
HERMITAGE	MERCER
Doylestown	BUCKS
HAVERFORD	DELAWARE
HATFIELD	MONTGOMERY
WARMINSTER	BUCKS
E COVENTRY TWP	CHESTER
WORMAN TOWNSHIP	BERKS
DOUGLASSVILLE	BERKS
HELLERTOWN	NORTHAMPTON
PALMERTON	CARBON
NORTH WALES	MONTGOMERY
JACKSON TOWNSHIP	LEBANON
Mountain Top	LUZERNE
SOUTH MONTROSE	SUSQUEHANNA
WILLIAMSPORT	LYCOMING
LOCK HAVEN	CLINTON
EXTON	CHESTER
SHARON	MERCER
UPPER MERION TOWNSHIP	MONTGOMERY
KING OF PRUSSIA	MONTGOMERY
MALVERN	CHESTER
FOSTER TOWNSHIP	LUZERNE
HATBORO	MONTGOMERY
GLEN ROCK	YORK
GETTYSBURG	ADAMS
TRAINER	DELAWARE

MD	21917	01-APR-79	N	39.641667	-76.090000	N	N
MD	21230	01-SEP-81	N	39.265417	-76.632500	N	N
MD	21502	01-NOV-80	N	39.626389	-78.722222	N	N
MD	20636	01-DEC-81	N	38.358889	-76.588194	N	N
MD	21401	01-MAR-81	N	+39.030433	-076.464856	N	N
MD	21921	01-MAR-82	N	39.615278	-75.896389	N	N
MD	21237	01-JUN-84	N	+39.307967	-76.517889	N	N
MD	21224	01-APR-84	N	39.295611	-76.541889	N	N
MD	21222	01-JUN-84	N	+39.270267	-76.452710	N	N
MD	20705	01-JAN-80	N	39.036667	-76.906667	N	N
MD	20762	01-JUN-81	N	38.813333	-76.891667	N	N
MD	21010	25-JAN-80	N	39.395404	-76.307730	N	N
MD	21005	01-MAY-81	N	39.460611	-76.141389	N	N
MD	20670	01-DEC-79	N	38.288333	-76.406667	N	N
MD	20640	01-JAN-80	N	38.6	-77.165000	N	N
MD	21113	01-DEC-79	N	39.099167	-76.723056	N	N
PA	16801	01-NOV-79	N	40.823611	-77.808333	N	N
PA	19002	01-MAR-80	N	40.149722	-75.227222	N	N
PA	16148	01-NOV-79	N	41.266667	-80.487500	N	N
PA	19320	01-SEP-83	N	39.944444	-75.768056	N	N
PA	19608	01-NOV-79	N	40.291389	-76.031111	N	N
PA	15840	06-FEB-86	N	+41.145	-078.806667	N	N
PA	16159	01-MAR-80	N	+41.192222	-80.513056	N	N
PA	18901	01-MAR-85	N	40.315958	-75.136003	N	N
PA	19083	01-NOV-79	N	39.982778	-75.318611	N	N
PA	19440	18-AUG-86	N	40.293889	-75.297778	N	N
PA	18974	01-OCT-79	N	40.186111	-75.093056	N	N
PA	19457	01-SEP-79	N	40.203472	-75.589028	N	N
PA	19512	01-JUN-81	N	40.317222	-75.691667	N	N
PA	19518	01-OCT-80	N	40.2575	-75.735278	N	N
PA	18055	01-AUG-80	N	40.595278	-75.342778	N	N
PA	18071	01-MAY-80	N	40.808333	-75.583333	N	N
PA	19454	01-APR-80	N	40.218056	-75.278889	N	N
PA	17067	01-JUN-83	N	40.364722	-76.325000	N	N
PA	18707	12-FEB-86	N	+41.133056	-75.878056	N	N
PA	18843	01-JUN-82	N	41.797361	-75.886250	N	N
PA	17701	01-AUG-84	N	41.244028	-77.041111	N	N
PA	17745	01-APR-79	N	41.129167	-77.443611	N	N
PA	19341	01-FEB-82	N	40.031806	-75.603194	N	N
PA	16146	01-DEC-79	N	41.243389	-80.505806	N	N
PA	19406	01-NOV-79	N	40.086944	-75.355556	N	N
PA	19406	01-NOV-79	N	40.083889	-75.355000	N	N
PA	19355	01-SEP-80	N	40.061667	-75.568056	N	N
PA	18224	01-MAY-84	N	+41.031389	-75.841669	N	N
PA	19040	01-JUN-81	N	40.179722	-75.098611	N	N
PA	17327	25-JUL-85	N	39.821806	-76.694389	N	N
PA	17325	01-AUG-83	N	39.857222	-77.240000	N	N
PA	19061	31-JUL-94	N	39.824981	-75.399047	N	N

1.00000000000	2086.00000000000	
1.00000000000	2087.00000000000	
1.00000000000	2088.00000000000	
1.00000000000	34378.00000000000	
1.00000000000	41958.00000000000	
1.00000000000	41959.00000000000	
1.00000000000	42045.00000000000	
1.00000000000	41453.00000000000	
1.00000000000	6811.00000000000	01-JAN-12
1.00000000000	41458.00000000000	
1.00000000000	34379.00000000000	
1.00000000000	41459.00000000000	
1.00000000000	41460.00000000000	
1.00000000000	33826.00000000000	
1.00000000000	43218.00000000000	
1.00000000000	43219.00000000000	
1.00000000000	42082.00000000000	
1.00000000000	34380.00000000000	
1.00000000000	42083.00000000000	
1.00000000000	42084.00000000000	
1.00000000000	42085.00000000000	
1.00000000000	33887.00000000000	
1.00000000000	42086.00000000000	
1.00000000000	19435.00000000000	01-MAR-85
1.00000000000	42087.00000000000	
1.00000000000	42088.00000000000	
1.00000000000	34381.00000000000	
1.00000000000	42699.00000000000	
1.00000000000	42700.00000000000	
1.00000000000	42703.00000000000	
1.00000000000	42704.00000000000	
1.00000000000	42705.00000000000	
1.00000000000	34382.00000000000	
1.00000000000	42706.00000000000	
1.00000000000	62834.00000000000	04-DEC-08
1.00000000000	42715.00000000000	
1.00000000000	42716.00000000000	
1.00000000000	42717.00000000000	
1.00000000000	42718.00000000000	
1.00000000000	41595.00000000000	
1.00000000000	34383.00000000000	
1.00000000000	41596.00000000000	
1.00000000000	41691.00000000000	
1.00000000000	41692.00000000000	26-DEC-17
1.00000000000	41707.00000000000	
1.00000000000	41710.00000000000	
1.00000000000	40582.00000000000	
1.00000000000	18594.00000000000	30-SEP-13

REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
CERCLIS2 CNV	07-AUG-06	Y	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
SNAP	26-APR-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
CERCLIS2 CNV	15-JAN-08	Y	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
BAHNK	09-DEC-08	Y	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
CSANDS	27-FEB-18	N	Y	0
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
CERCLIS2 CNV	07-AUG-06	Y	Y	1

5.00000000000	Y	0300265	17-NOV-17
5.00000000000	Y	0300289	17-NOV-17
5.00000000000	Y	0300292	17-NOV-17
5.00000000000	Y	0300305	13-DEC-16
5.00000000000	Y	0300313	17-NOV-17
5.00000000000	Y	0300316	17-NOV-17
12.00000000000	Y	0300338	17-NOV-17
5.00000000000	Y	0300344	13-DEC-16
0.00000000000	Y	0300348	13-DEC-16
5.00000000000	Y	0300415	17-NOV-17
5.00000000000	Y	0300420	17-NOV-17
5.00000000000	Y	0300421	17-NOV-17
5.00000000000	Y	0300423	19-OCT-16
5.00000000000	Y	0300429	17-NOV-17
5.00000000000	Y	0300430	17-NOV-17
5.00000000000	Y	0300435	17-NOV-17
5.00000000000	Y	0300444	17-NOV-17
5.00000000000	Y	0300445	17-NOV-17
5.00000000000	Y	0300446	17-NOV-17
5.00000000000	Y	0300449	17-NOV-17
5.00000000000	Y	0300473	17-NOV-17
15.00000000000	Y	0300517	17-NOV-17
5.00000000000	Y	0300530	17-NOV-17
0.00000000000	Y	0300563	17-NOV-17
5.00000000000	Y	0300574	17-NOV-17
5.00000000000	Y	0300579	17-NOV-17
5.00000000000	Y	0300585	17-NOV-17
5.00000000000	Y	0300596	17-NOV-17
5.00000000000	Y	0300602	17-NOV-17
5.00000000000	Y	0300614	17-NOV-17
5.00000000000	Y	0300623	17-NOV-17
5.00000000000	Y	0300624	17-NOV-17
5.00000000000	Y	0300629	17-NOV-17
5.00000000000	Y	0300643	17-NOV-17
0.00000000000	Y	0300671	13-DEC-16
5.00000000000	Y	0300694	17-NOV-17
5.00000000000	Y	0300699	17-NOV-17
5.00000000000	Y	0300701	17-NOV-17
5.00000000000	Y	0300773	17-NOV-17
5.00000000000	Y	0300811	13-DEC-16
5.00000000000	Y	0300847	17-NOV-17
5.00000000000	Y	0300862	17-NOV-17
5.00000000000	Y	0300868	17-NOV-17
5.00000000000	Y	0300881	27-FEB-18
5.00000000000	Y	0300894	17-NOV-17
5.00000000000	Y	0300911	13-DEC-16
5.00000000000	Y	0300932	17-NOV-17
0.00000000000	Y	0300939	17-NOV-17

Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Map	
Interpolation-Digital Map Source (TIGER)	
Unknown	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Map	
Interpolation-Digital Map Source (TIGER)	
Unknown	Not Verified
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Unknown	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
GPS-Unspecified	Verified Relative to Map Features (1:24K)

NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD27	Facility Center/Centroid	
NAD83	Other	
Unknown	Unknown	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD27	Other	
NAD83	Other	
Unknown	Unknown	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
Unknown		Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
Unknown	Unknown	

1:100,000		39.641669	-76.090000
1:100,000		39.265419	-76.632500
1:100,000		39.626389	-78.722219
1:100,000		+38.358900	-76.588200
1:100,000		39.031004	-76.467145
1:100,000		39.615281	-75.896389
1:24,000		39.307967	-76.517886
1:100,000		+39.295600	-76.541900
Unknown	Geograph	+39.270267	-76.452710
1:100,000		39.029166	-76.884583
1:100,000		38.791667	-76.875000
1:100,000		39.395404	-76.307730
1:100,000		+39.460600	-76.141400
1:100,000		38.270694	-76.419444
1:100,000		38.591389	-77.174306
1:100,000		39.083333	-76.715278
1:100,000		40.823611	-77.808331
1:100,000		40.149719	-75.227219
1:100,000		41.266669	-80.487500
1:100,000		39.944439	-75.768061
1:100,000		40.291389	-76.031111
1:24,000		41.139167	-78.801944
1:100,000		41.198611	-80.510278
Unknown	Geograph	40.315958	-75.136003
1:100,000		39.982781	-75.318611
1:100,000		40.293889	-75.297781
1:100,000		40.183889	-75.092500
1:100,000		40.203469	-75.589031
1:100,000		40.317219	-75.691669
1:100,000		+40.257500	-75.735281
1:100,000		40.595417	-75.340947
1:100,000		40.808331	-75.583339
1:100,000		40.218061	-75.278889
1:100,000		40.364719	-76.325000
Unknown		+41.133056	-75.878056
1:100,000		41.797361	-75.886250
1:100,000		41.244031	-77.041111
1:100,000		41.129169	-77.443611
1:100,000		40.031811	-75.603200
1:100,000		+41.243400	-80.505800
1:100,000		40.086939	-75.355550
1:100,000		40.083889	-75.355000
1:100,000		40.061669	-75.568050
1:100,000		+41.031389	-75.841669
1:100,000		40.179719	-75.098611
1:100,000		+39.821800	-76.694400
1:100,000		39.857219	-77.240000
Unknown	Geograph	39.824981	-75.399047

Y	39.64166900000	-76.09000000000
Y	39.26541900000	-76.63250000000
Y	39.62638900000	-78.72221900000
Y	38.35890000000	-76.58820000000
Y	39.03100400000	-76.46714500000
Y	39.61528100000	-75.89638900000
Y	39.30796700000	-76.51788600000
Y	39.29560000000	-76.54190000000
Y	39.27026700000	-76.45271000000
Y	39.02916600000	-76.88458300000
Y	38.79166700000	-76.87500000000
Y	39.39540400000	-76.30773000000
Y	39.46060000000	-76.14140000000
Y	38.27069400000	-76.41944400000
Y	38.59138900000	-77.17430600000
Y	39.08333300000	-76.71527800000
Y	40.82361100000	-77.80833100000
Y	40.14971900000	-75.22721900000
Y	41.26666900000	-80.48750000000
Y	39.94443900000	-75.76806100000
Y	40.29138900000	-76.03111100000
Y	41.13916700000	-78.80194400000
Y	41.19861100000	-80.51027800000
Y	40.31595800000	-75.13600300000
Y	39.98278100000	-75.31861100000
Y	40.29388900000	-75.29778100000
Y	40.18388900000	-75.09250000000
Y	40.20346900000	-75.58903100000
Y	40.31721900000	-75.69166900000
Y	40.25750000000	-75.73528100000
Y	40.59541700000	-75.34094700000
Y	40.80833100000	-75.58333900000
Y	40.21806100000	-75.27888900000
Y	40.36471900000	-76.32500000000
Y	41.13305600000	-75.87805600000
Y	41.79736100000	-75.88625000000
Y	41.24403100000	-77.04111100000
Y	41.12916900000	-77.44361100000
Y	40.03181100000	-75.60320000000
Y	41.24340000000	-80.50580000000
Y	40.08693900000	-75.35555000000
Y	40.08388900000	-75.35500000000
Y	40.06166900000	-75.56805000000
Y	41.03138900000	-75.84166900000
Y	40.17971900000	-75.09861100000
Y	39.82180000000	-76.69440000000
Y	39.85721900000	-77.24000000000
Y	39.82498100000	-75.39904700000

Rural
Baltimore, MD
Rural
Rural
Baltimore, MD
Rural
Baltimore, MD
Baltimore, MD
Baltimore, MD
Rural
Washington, DC--VA--MD
Rural
Rural
Lexington Park--California--Chesapeake Ranch Estates, MD
Waldorf, MD
Rural
State College, PA
Philadelphia, PA--NJ--DE--MD
Youngstown, OH--PA
Rural
Rural
Rural
Youngstown, OH--PA
Philadelphia, PA--NJ--DE--MD
Philadelphia, PA--NJ--DE--MD
Philadelphia, PA--NJ--DE--MD
Philadelphia, PA--NJ--DE--MD
Pottstown, PA
Pottstown, PA
Rural
Allentown, PA--NJ
Allentown, PA--NJ
Philadelphia, PA--NJ--DE--MD
Lebanon, PA
Rural
Rural
Williamsport, PA
Rural
Philadelphia, PA--NJ--DE--MD
Youngstown, OH--PA
Philadelphia, PA--NJ--DE--MD
Philadelphia, PA--NJ--DE--MD
Philadelphia, PA--NJ--DE--MD
Rural
Philadelphia, PA--NJ--DE--MD
Rural
Rural
Philadelphia, PA--NJ--DE--MD

Rural
Baltimore, MD Urbanized Area
Rural
Rural
Baltimore, MD Urbanized Area
Rural
Baltimore, MD Urbanized Area
Baltimore, MD Urbanized Area
Baltimore, MD Urbanized Area
Rural
Washington, DC--VA--MD Urbanized Area
Rural
Rural
Lexington Park--California--Chesapeake Ranch Estates, MD Urbanized Area
Waldorf, MD Urbanized Area
Rural
State College, PA Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Youngstown, OH--PA Urbanized Area
Rural
Rural
Rural
Youngstown, OH--PA Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Pottstown, PA Urbanized Area
Pottstown, PA Urbanized Area
Rural
Allentown, PA--NJ Urbanized Area
Allentown, PA--NJ Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Lebanon, PA Urbanized Area
Rural
Rural
Williamsport, PA Urbanized Area
Rural
Philadelphia, PA--NJ--DE--MD Urbanized Area
Youngstown, OH--PA Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Rural
Philadelphia, PA--NJ--DE--MD Urbanized Area
Rural
Rural
Philadelphia, PA--NJ--DE--MD Urbanized Area

41	Rural-Fringe
11	City-Large
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
11	City-Large
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
23	Suburban-Small
22	Suburban-Midsize
41	Rural-Fringe
23	Suburban-Small
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
22	Suburban-Midsize
22	Suburban-Midsize
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
23	Suburban-Small
41	Rural-Fringe
42	Rural-Distant
13	City-Small
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large

Active Inventory	NPL	03	0300951	PAD046557096
Active Inventory	NPL	03	0300963	PAD047726161
Active Inventory	NPL	03	0300982	PAD051395499
Active Inventory	NPL	03	0300995	PAD054142781
Active Inventory	NPL	03	0301012	PAD057152365
Active Inventory	NPL	03	0301029	PAD061105128
Active Inventory	NPL	03	0301042	PAD063766828
Active Inventory	NPL	03	0301087	PAD073613663
Active Inventory	NPL	03	0301099	PAD075993378
Active Inventory	NPL	03	0301103	PAD077087989
Active Inventory	NPL	03	0301109	PAD079160842
Active Inventory	NPL	03	0301139	PAD089667695
Active Inventory	NPL	03	0301146	PAD093730174
Active Inventory	NPL	03	0301156	PAD096834494
Active Inventory	NPL	03	0301183	PAD980229298
Active Inventory	NPL	03	0301185	PAD980231690
Active Inventory	NPL	03	0301193	PAD980419097
Active Inventory	NPL	03	0301208	PAD980508451
Active Inventory	NPL	03	0301211	PAD980508493
Active Inventory	NPL	03	0301212	PAD980508527
Active Inventory	NPL	03	0301218	PAD980508618
Active Inventory	NPL	03	0301220	PAD980508667
Active Inventory	NPL	03	0301226	PAD980508766
Active Inventory	NPL	03	0301227	PAD980508816
Active Inventory	NPL	03	0301228	PAD980508832
Active Inventory	NPL	03	0301229	PAD980508865
Active Inventory	NPL	03	0301231	PAD980508931
Active Inventory	NPL	03	0301249	PAD980537716
Active Inventory	NPL	03	0301252	PAD980537773
Active Inventory	NPL	03	0301290	PAD980538649
Active Inventory	NPL	03	0301295	PAD980538763
Active Inventory	NPL	03	0301322	PAD980539068
Active Inventory	NPL	03	0301328	PAD980539126
Active Inventory	NPL	03	0301343	PAD980539407
Active Inventory	NPL	03	0301361	PAD980539712
Active Inventory	NPL	03	0301376	PAD980539985
Active Inventory	NPL	03	0301408	PAD980552913
Active Inventory	NPL	03	0301426	PAD980690549
Active Inventory	NPL	03	0301428	PAD980691372
Active Inventory	NPL	03	0301432	PAD980691703
Active Inventory	NPL	03	0301433	PAD980691760
Active Inventory	NPL	03	0301434	PAD980691794
Active Inventory	NPL	03	0301436	PAD980692024
Active Inventory	NPL	03	0301441	PAD980692420
Active Inventory	NPL	03	0301442	PAD980692487
Active Inventory	NPL	03	0301444	PAD980692537
Active Inventory	NPL	03	0301447	PAD980692594
Active Inventory	NPL	03	0301452	PAD980692693

METAL BANK
BOARHEAD FARMS
REVERE CHEMICAL CO.
KEYSTONE SANITATION LANDFILL
NORTH PENN - AREA 12
BALLY GROUND WATER CONTAMINATION
RESIN DISPOSAL
TONOLLI CORP.
ALADDIN PLATING
FOOTE MINERAL CO.
NOVAK SANITARY LANDFILL
BRESLUBE-PENN, INC.
COMMODORE SEMICONDUCTOR GROUP
NORTH PENN - AREA 1
OCCIDENTAL CHEMICAL CORP./FIRESTONE TIRE & RUBBER CO.
MILL CREEK DUMP
CRATER RESOURCES, INC./KEYSTONE COKE CO./ALAN WOOD STEEL CO.
BUTLER MINE TUNNEL
INDUSTRIAL LANE
CRAIG FARM DRUM
HRANICA LANDFILL
LACKAWANNA REFUSE
MOYERS LANDFILL
OHIO RIVER PARK
DORNEY ROAD LANDFILL
PRESQUE ISLE
LORD-SHOPE LANDFILL
HELEVA LANDFILL
WILLIAM DICK LAGOONS
BERKLEY PRODUCTS CO. DUMP
MIDDLETOWN AIR FIELD
MODERN SANITATION LANDFILL
UGI COLUMBIA GAS PLANT
WADE (ABM)
ELIZABETHTOWN LANDFILL
BLOSENSKI LANDFILL
ENTERPRISE AVENUE
EAST MOUNT ZION
MW MANUFACTURING
KIMBERTON
BRODHEAD CREEK
BERKS SAND PIT
TYSONS DUMP
OLD CITY OF YORK LANDFILL
SAEGERTOWN INDUSTRIAL AREA
WESTLINE
PAOLI RAIL YARD
NORTH PENN - AREA 5

F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL

COTTMAN & DELAWARE AVE
LONELY COTTAGE DRIVE
SOUTHEAST SIDE OF ROUTE 611
RD #1
TROOPER RD
ROUTE 100 20 N THIRD STREET
TOP OF STILLEY AVENUE
RTE 54
1 LAYTON RD
15 S BACTON HILL RD
PARKLAND TERRACE RD & LAPP RD
84 MONTOUR RD
VAN BUREN & RITTENHOUSE RDS
162 N MAIN ST
ARMAND HAMMER BLVD
3081 W 17TH ST
2200 RENAISSANCE BOULEVARD
SUSQUEHANNA RIVER
INDUSTRIAL DR
630 Bruin Queenstown Road
HRANICA DRIVE
SOUTH KEYSER AVENUE
RD 2 MOYER RD
GRAND AVE
DORNEY RD
ROUTE 6N/PRESQUE ISLE ST PARK
RD #1 PIEPER ROAD
GARAGE HILL ST
TELEGRAPH ROAD
RD 2
APPROX 1 MLE OFF RTE 230
4400 MT. PISGAH ROAD
FRONT STREET
1 FLOWER STREET
W RIDGE RD
ROUTE 340
ENTERPRISE AVE
DIENINGER ROAD
STATE ROUTE 54 AND I-80
COLD STREAM & HARES HILL ROADS
S OF MAIN ST BRG
UNOBTAINABLE
310 BROWNLIE RD.
RD# 1 SOUTH RD
GRANT ST
OFF OF OLD ROUTE 219
RR SERVICE SHOP
MAPLE DR

PHILADELPHIA	PHILADELPHIA
BRIDGETON TOWNSHIP	BUCKS
NOCKAMIXON TOWNSHIP	BUCKS
UNION TOWNSHIP	ADAMS
WORCESTER	MONTGOMERY
BALLY	BERKS
JEFFERSON BOROUGH	ALLEGHENY
NESQUEHONING	CARBON
SCOTT TOWNSHIP	LACKAWANNA
EAST WHITELAND TOWNSHIP	CHESTER
SOUTH WHITEHALL TOWNSHIP	LEHIGH
CORAOPOLIS	ALLEGHENY
LOWER PROVIDENCE TOWNSHIP	MONTGOMERY
SOUDERTON	MONTGOMERY
LOWER POTTSGROVE TOWNSHIP	MONTGOMERY
ERIE	ERIE
UPPER MERION TOWNSHIP	MONTGOMERY
PITTSTON TOWNSHIP	LUZERNE
WILLIAMS TOWNSHIP	NORTHAMPTON
PARKER	ARMSTRONG
BUFFALO TOWNSHIP	BUTLER
OLD FORGE	LACKAWANNA
EAGLEVILLE	MONTGOMERY
NEVILLE ISLAND	ALLEGHENY
UPPER MACUNGIE TOWNSHIP	LEHIGH
ERIE	ERIE
GIRARD TOWNSHIP	ERIE
NORTH WHITEHALL TWP	LEHIGH
WEST CALN TOWNSHIP	CHESTER
DENVER	LANCASTER
MIDDLETOWN	DAUPHIN
LOWER WINDSOR TWP	YORK
COLUMBIA	LANCASTER
CHESTER	DELAWARE
ELIZABETHTOWN	LANCASTER
WEST CALN TOWNSHIP	CHESTER
PHILADELPHIA	PHILADELPHIA
SPRINGETTSBURY TOWNSHIP	YORK
VALLEY TOWNSHIP	MONTOUR
EAST PIKELAND TOWNSHIP	CHESTER
STROUDSBURG	MONROE
LONGSWAMP TOWNSHIP	BERKS
UPPER MERION TWP	MONTGOMERY
SEVEN VALLEYS	YORK
SAEGERTOWN	CRAWFORD
WESTLINE	MCKEAN
PAOLI	CHESTER
MONTGOMERY TOWNSHIP	MONTGOMERY

PA	19135	01-JUN-77	N	40.024167	-75.027778	N	N
PA	18972	01-FEB-80	N	40.545833	-75.125000	N	N
PA	18972	01-JUL-83	N	40.502778	-75.168889	N	N
PA	17331	01-FEB-84	N	39.724444	-77.036111	N	N
PA	19490	18-AUG-86	N	40.180694	-75.353694	N	N
PA	19503	01-AUG-83	N	40.398389	-75.593306	N	N
PA	15025	01-APR-79	N	40.2705	-79.912389	N	N
PA	18240	07-JUL-86	N	40.850556	-75.881111	N	N
PA	18411	01-JUL-83	N	41.491944	-75.662778	N	N
PA	19355	01-AUG-80	N	40.04	-75.500000	N	N
PA	18104	01-JUL-79	N	40.633194	-75.561111	N	N
PA	15108	01-APR-84	N	40.511667	-80.160000	N	N
PA	19403	31-MAY-85	N	40.124111	-75.419389	N	N
PA	18964	15-SEP-86	N	40.310806	-75.325194	N	N
PA	19464	01-JUN-81	N	40.232083	-75.614167	N	N
PA	16505	01-AUG-82	N	42.093333	-80.152778	N	N
PA	19406	01-OCT-80	N	40.080833	-75.345278	N	N
PA	18640	01-JUL-79	N	41.326806	-75.789889	N	N
PA	18042	01-NOV-79	N	40.665833	-75.228611	N	N
PA	16049	01-NOV-79	N	41.044611	-79.682500	N	N
PA	16055	01-NOV-79	N	40.677222	-79.749444	N	N
PA	18518	01-NOV-79	N	41.373056	-75.755278	N	N
PA	19426	01-JAN-78	N	40.155561	-75.433611	N	N
PA	15225	01-AUG-78	N	40.520833	-80.152778	N	N
PA	19539	01-NOV-79	N	40.527778	-75.654167	N	N
PA	16505	01-JUL-80	N	42.149694	-80.133306	N	N
PA	16417	01-JUN-80	N	41.977778	-80.352500	N	N
PA	18037	01-NOV-79	N	40.670833	-75.562500	N	N
PA	19376	01-JUN-81	N	40.041944	-75.898056	N	N
PA	17517	01-JUN-81	N	40.255556	-76.155278	N	N
PA	17057	01-MAY-81	N	40.176306	-76.717306	N	N
PA	17406-8240	01-NOV-79	N	39.960556	-76.592500	N	N
PA	17512	01-JUN-81	N	40.031667	-76.500000	N	N
PA	19013	01-APR-77	N	39.834444	-75.377222	N	N
PA	17022	01-JUN-81	N	40.132778	-76.608194	N	N
PA	19376	01-MAR-82	N	40.02	-75.910556	N	N
PA	19153	01-NOV-79	N	39.885	-75.212500	N	N
PA	17402	01-FEB-83	N	40.0075	-76.665278	N	N
PA	17821	01-FEB-83	N	40.99	-76.641667	N	N
PA	19442	01-APR-82	N	40.126944	-75.575000	N	N
PA	18360	01-MAR-81	N	40.989722	-75.186667	N	N
PA	19539	01-AUG-82	N	40.464611	-75.627306	N	N
PA	19406	01-FEB-83	N	40.111389	-75.362778	N	N
PA	17360	01-JUL-81	N	39.840278	-76.759722	N	N
PA	16433	01-JUN-80	N	41.716111	-80.141306	N	N
PA	16740	01-JUL-82	N	41.774722	-78.771667	N	N
PA	19301	01-NOV-78	N	40.043194	-75.492917	N	N
PA	18915	01-AUG-79	N	+40.274634	-75.243587	N	N

1.00000000000	34384.00000000000	
1.00000000000	40583.00000000000	
1.00000000000	40584.00000000000	
1.00000000000	42878.00000000000	
1.00000000000	42879.00000000000	
1.00000000000	35130.00000000000	
1.00000000000	42881.00000000000	
1.00000000000	34385.00000000000	
1.00000000000	43422.00000000000	
1.00000000000	43425.00000000000	
1.00000000000	35131.00000000000	
1.00000000000	43426.00000000000	
1.00000000000	43428.00000000000	
1.00000000000	43429.00000000000	
1.00000000000	34386.00000000000	
1.00000000000	35132.00000000000	
1.00000000000	43430.00000000000	
1.00000000000	43431.00000000000	
1.00000000000	43432.00000000000	
1.00000000000	43433.00000000000	
1.00000000000	43434.00000000000	
1.00000000000	35133.00000000000	
1.00000000000	34387.00000000000	01-JAN-00
1.00000000000	43435.00000000000	
1.00000000000	43436.00000000000	
1.00000000000	43928.00000000000	
1.00000000000	35134.00000000000	
1.00000000000	43929.00000000000	
1.00000000000	43930.00000000000	
1.00000000000	43931.00000000000	
1.00000000000	34296.00000000000	
1.00000000000	43932.00000000000	
1.00000000000	35135.00000000000	
1.00000000000	43933.00000000000	
1.00000000000	43934.00000000000	
1.00000000000	43935.00000000000	
1.00000000000	43936.00000000000	
1.00000000000	34297.00000000000	
1.00000000000	5981.00000000000	
1.00000000000	5982.00000000000	
1.00000000000	5983.00000000000	
1.00000000000	5984.00000000000	
1.00000000000	5985.00000000000	
1.00000000000	5986.00000000000	
1.00000000000	34298.00000000000	
1.00000000000	5987.00000000000	
1.00000000000	5988.00000000000	
1.00000000000	5989.00000000000	

REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
CSANDS	24-NOV-14	N	Y	0
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	

5.00000000000	Y	0300951	17-NOV-17
5.00000000000	Y	0300963	17-NOV-17
5.00000000000	Y	0300982	17-NOV-17
5.00000000000	Y	0300995	17-NOV-17
5.00000000000	Y	0301012	13-DEC-16
5.00000000000	Y	0301029	13-DEC-16
5.00000000000	Y	0301042	13-DEC-16
5.00000000000	Y	0301087	17-NOV-17
5.00000000000	Y	0301099	17-NOV-17
5.00000000000	Y	0301103	17-NOV-17
5.00000000000	Y	0301109	13-DEC-16
5.00000000000	Y	0301139	17-NOV-17
5.00000000000	Y	0301146	13-DEC-16
5.00000000000	Y	0301156	13-DEC-16
5.00000000000	Y	0301183	17-NOV-17
5.00000000000	Y	0301185	17-NOV-17
5.00000000000	Y	0301193	17-NOV-17
5.00000000000	Y	0301208	13-DEC-16
5.00000000000	Y	0301211	17-NOV-17
5.00000000000	Y	0301212	13-DEC-16
5.00000000000	Y	0301218	17-NOV-17
5.00000000000	Y	0301220	17-NOV-17
5.00000000000	Y	0301226	17-NOV-17
5.00000000000	Y	0301227	17-NOV-17
5.00000000000	Y	0301228	17-NOV-17
5.00000000000	Y	0301229	13-DEC-16
5.00000000000	Y	0301231	17-NOV-17
5.00000000000	Y	0301249	17-NOV-17
5.00000000000	Y	0301252	17-NOV-17
5.00000000000	Y	0301290	17-NOV-17
5.00000000000	Y	0301295	13-DEC-16
5.00000000000	Y	0301322	17-NOV-17
5.00000000000	Y	0301328	17-NOV-17
5.00000000000	Y	0301343	13-DEC-16
5.00000000000	Y	0301361	17-NOV-17
5.00000000000	Y	0301376	13-DEC-16
5.00000000000	Y	0301408	13-DEC-16
5.00000000000	Y	0301426	17-NOV-17
5.00000000000	Y	0301428	17-NOV-17
5.00000000000	Y	0301432	13-DEC-16
5.00000000000	Y	0301433	17-NOV-17
5.00000000000	Y	0301434	13-DEC-16
5.00000000000	Y	0301436	17-NOV-17
5.00000000000	Y	0301441	17-NOV-17
5.00000000000	Y	0301442	17-NOV-17
5.00000000000	Y	0301444	17-NOV-17
5.00000000000	Y	0301447	17-NOV-17
5.00000000000	Y	0301452	13-DEC-16

Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	

NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other

1:100,000	40.024169	-75.027781
1:100,000	40.545831	-75.125000
1:100,000	40.502781	-75.168889
1:100,000	+39.724450	-77.036111
1:100,000	+40.180700	-75.353700
1:100,000	+40.398400	-75.593300
1:100,000	+40.270500	-79.912400
1:100,000	40.850561	-75.881111
1:100,000	41.491939	-75.662781
1:100,000	+40.040000	-75.585278
1:100,000	+40.633200	-75.561100
1:100,000	40.501389	-80.146389
1:100,000	+40.124100	-75.419400
1:100,000	+40.310800	-75.325200
1:100,000	40.232081	-75.614169
1:100,000	42.093331	-80.152781
1:100,000	40.081667	-75.342500
1:100,000	+41.326800	-75.789900
1:100,000	40.665831	-75.228611
1:100,000	+41.044600	-79.682500
1:100,000	40.677219	-79.749439
1:100,000	+41.373050	-75.755281
1:100,000	40.155561	-75.433611
1:100,000	40.518611	-80.152500
1:100,000	40.527781	-75.654169
1:100,000	+42.149700	-80.133300
1:100,000	41.977781	-80.352500
1:100,000	40.670831	-75.562500
1:100,000	40.041939	-75.898061
1:100,000	+40.255550	-76.155281
1:100,000	+40.176300	-76.717300
1:100,000	39.960561	-76.592500
1:100,000	40.026207	-76.498389
1:100,000	+39.833700	-75.377500
1:100,000	40.132781	-76.608189
1:100,000	+40.020000	-75.910550
1:100,000	+39.885000	-75.212500
1:100,000	+40.007500	-76.665281
1:100,000	+40.990000	-76.641669
1:100,000	+40.126950	-75.575000
1:100,000	40.989719	-75.186669
1:100,000	+40.464600	-75.627300
1:100,000	40.111389	-75.362781
1:100,000	39.840281	-76.759719
1:100,000	+41.718840	-80.142972
1:100,000	41.774719	-78.771669
1:100,000	40.043189	-75.492919
1:100,000	+40.272100	-75.245100

Y	40.02416900000	-75.02778100000
Y	40.54583100000	-75.12500000000
Y	40.50278100000	-75.16888900000
Y	39.72445000000	-77.03611100000
Y	40.18070000000	-75.35370000000
Y	40.39840000000	-75.59330000000
Y	40.27050000000	-79.91240000000
Y	40.85056100000	-75.88111100000
Y	41.49193900000	-75.66278100000
Y	40.04000000000	-75.58527800000
Y	40.63320000000	-75.56110000000
Y	40.50138900000	-80.14638900000
Y	40.12410000000	-75.41940000000
Y	40.31080000000	-75.32520000000
Y	40.23208100000	-75.61416900000
Y	42.09333100000	-80.15278100000
Y	40.08166700000	-75.34250000000
Y	41.32680000000	-75.78990000000
Y	40.66583100000	-75.22861100000
Y	41.04460000000	-79.68250000000
Y	40.67721900000	-79.74943900000
Y	41.37305000000	-75.75528100000
Y	40.15556100000	-75.43361100000
Y	40.51861100000	-80.15250000000
Y	40.52778100000	-75.65416900000
Y	42.14970000000	-80.13330000000
Y	41.97778100000	-80.35250000000
Y	40.67083100000	-75.56250000000
Y	40.04193900000	-75.89806100000
Y	40.25555000000	-76.15528100000
Y	40.17630000000	-76.71730000000
Y	39.96056100000	-76.59250000000
Y	40.02620700000	-76.49838900000
Y	39.83370000000	-75.37750000000
Y	40.13278100000	-76.60818900000
Y	40.02000000000	-75.91055000000
Y	39.88500000000	-75.21250000000
Y	40.00750000000	-76.66528100000
Y	40.99000000000	-76.64166900000
Y	40.12695000000	-75.57500000000
Y	40.98971900000	-75.18666900000
Y	40.46460000000	-75.62730000000
Y	40.11138900000	-75.36278100000
Y	39.84028100000	-76.75971900000
Y	41.71884000000	-80.14297200000
Y	41.77471900000	-78.77166900000
Y	40.04318900000	-75.49291900000
Y	40.27210000000	-75.24510000000

Philadelphia, PA--NJ--DE--MD
Rural
Rural
Rural
Rural
Pottstown, PA
Rural
Rural
Scranton, PA
Philadelphia, PA--NJ--DE--MD
Rural
Pittsburgh, PA
Philadelphia, PA--NJ--DE--MD
Philadelphia, PA--NJ--DE--MD
Pottstown, PA
Erie, PA
Philadelphia, PA--NJ--DE--MD
Scranton, PA
Rural
Rural
Rural
Scranton, PA
Philadelphia, PA--NJ--DE--MD
Pittsburgh, PA
Rural
Rural
Rural
Allentown, PA--NJ
Philadelphia, PA--NJ--DE--MD
Lancaster, PA
Rural
York, PA
Lancaster, PA
Philadelphia, PA--NJ--DE--MD
Lancaster, PA
Philadelphia, PA--NJ--DE--MD
Philadelphia, PA--NJ--DE--MD
York, PA
Rural
Philadelphia, PA--NJ--DE--MD
East Stroudsburg, PA--NJ
Rural
Philadelphia, PA--NJ--DE--MD
Rural
Rural
Rural
Philadelphia, PA--NJ--DE--MD
Philadelphia, PA--NJ--DE--MD

Philadelphia, PA--NJ--DE--MD Urbanized Area
Rural
Rural
Rural
Rural
Pottstown, PA Urbanized Area
Rural
Rural
Scranton, PA Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Rural
Pittsburgh, PA Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Pottstown, PA Urbanized Area
Erie, PA Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Scranton, PA Urbanized Area
Rural
Rural
Rural
Scranton, PA Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Pittsburgh, PA Urbanized Area
Rural
Rural
Rural
Allentown, PA--NJ Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Lancaster, PA Urbanized Area
Rural
York, PA Urbanized Area
Lancaster, PA Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Lancaster, PA Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
York, PA Urbanized Area
Rural
Philadelphia, PA--NJ--DE--MD Urbanized Area
East Stroudsburg, PA--NJ Urbanized Area
Rural
Philadelphia, PA--NJ--DE--MD Urbanized Area
Rural
Rural
Rural
Philadelphia, PA--NJ--DE--MD Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area

11	City-Large
41	Rural-Fringe
42	Rural-Distant
41	Rural-Fringe
41	Rural-Fringe
22	Suburban-Midsize
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
22	Suburban-Midsize
22	Suburban-Midsize
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
42	Rural-Distant
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
22	Suburban-Midsize
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
11	City-Large
22	Suburban-Midsize
41	Rural-Fringe
21	Suburban-Large
23	Suburban-Small
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
42	Rural-Distant
21	Suburban-Large
21	Suburban-Large

Active Inventory	NPL	03	0301453	PAD980692719
Active Inventory	NPL	03	0301486	PAD980693204
Active Inventory	NPL	03	0301506	PAD980693907
Active Inventory	NPL	03	0301509	PAD980705107
Active Inventory	NPL	03	0301517	PAD980706824
Active Inventory	NPL	03	0301540	PAD980712616
Active Inventory	NPL	03	0301541	PAD980712673
Active Inventory	NPL	03	0301543	PAD980712731
Active Inventory	NPL	03	0301544	PAD980712798
Active Inventory	NPL	03	0301546	PAD980712855
Active Inventory	NPL	03	0301566	PAD980829261
Active Inventory	NPL	03	0301568	PAD980829329
Active Inventory	NPL	03	0301569	PAD980829493
Active Inventory	NPL	03	0301570	PAD980829527
Active Inventory	NPL	03	0301588	PAD980830533
Active Inventory	NPL	03	0301590	PAD980830715
Active Inventory	NPL	03	0301594	PAD980830889
Active Inventory	NPL	03	0301595	PAD980830897
Active Inventory	NPL	03	0301596	PAD980830921
Active Inventory	NPL	03	0301625	PAD980831812
Active Inventory	NPL	03	0301733	PAD980926976
Active Inventory	NPL	03	0301744	PAD981033285
Active Inventory	NPL	03	0301755	PAD981033459
Active Inventory	NPL	03	0301831	PAD981034630
Active Inventory	NPL	03	0301833	PAD981034705
Active Inventory	NPL	03	0301842	PAD981034887
Active Inventory	NPL	03	0301849	PAD981035009
Active Inventory	NPL	03	0301982	PAD981038052
Active Inventory	NPL	03	0302401	PAD981740004
Active Inventory	NPL	03	0302402	PAD981740061
Active Inventory	NPL	03	0302420	PAD981938939
Active Inventory	NPL	03	0302458	PA2210090054
Active Inventory	NPL	03	0302460	PA3170022104
Active Inventory	NPL	03	0302464	PA5213820892
Active Inventory	NPL	03	0302466	PA6170024545
Active Inventory	NPL	03	0302467	PA6213820503
Active Inventory	NPL	03	0302514	VAD003117389
Active Inventory	NPL	03	0302523	VAD003125374
Active Inventory	NPL	03	0302526	VAD003127578
Active Inventory	NPL	03	0302542	VAD007972482
Active Inventory	NPL	03	0302565	VAD042916361
Active Inventory	NPL	03	0302581	VAD049957913
Active Inventory	NPL	03	0302592	VAD059165282
Active Inventory	NPL	03	0302606	VAD070358684
Active Inventory	NPL	03	0302607	VAD071040752
Active Inventory	NPL	03	0302612	VAD077923449
Active Inventory	NPL	03	0302624	VAD089027973
Active Inventory	NPL	03	0302639	VAD123933426

VOORTMAN FARM
SALFORD QUARRY
TAYLOR BOROUGH DUMP
BELL LANDFILL
WATSON JOHNSON LANDFILL
MCADOO ASSOCIATES
OSBORNE LANDFILL
LEHIGH ELECTRIC & ENGINEERING CO.
LINDANE DUMP
BRUIN LAGOON
REESER'S LANDFILL
HEBELKA AUTO SALVAGE YARD
JACKS CREEK/SITKIN SMELTING & REFINING, INC.
WALSH LANDFILL
EASTERN DIVERSIFIED METALS
YORK COUNTY SOLID WASTE AND REFUSE AUTHORITY LANDFILL
SHRIVER'S CORNER
HUNTERSTOWN ROAD
LANSDOWNE RADIATION SITE
BROWN'S BATTERY BREAKING
NORTH PENN - AREA 6
RODALE MANUFACTURING CO., INC.
RYELAND ROAD ARSENIC SITE
ROUTE 940 DRUM DUMP
BUTZ LANDFILL
BORIT ASBESTOS
CROYDON TCE
DELTA QUARRIES & DISPOSAL, INC./STOTLER LANDFILL
DUBLIN TCE SITE
CROSSLEY FARM
OLD WILMINGTON ROAD GW CONTAMINATION
LETTERKENNY ARMY DEPOT (PDO AREA)
NAVY SHIPS PARTS CONTROL CENTER
TOBYHANNA ARMY DEPOT
NAVAL AIR DEVELOPMENT CENTER (8 WASTE AREAS)
LETTERKENNY ARMY DEPOT (SE AREA)
SAUNDERS SUPPLY CO.
GREENWOOD CHEMICAL CO.
SALTVILLE WASTE DISPOSAL PONDS
L.A. CLARKE & SON
ARROWHEAD ASSOCIATES, INC./SCOVILL CORP.
C & R BATTERY CO., INC.
CULPEPER WOOD PRESERVERS, INC.
AVTEX FIBERS, INC.
RENTOKIL, INC. (VIRGINIA WOOD PRESERVING DIVISION)
KIM-STAN LANDFILL
BUCKINGHAM COUNTY LANDFILL
FORMER NANSEMOND ORDNANCE DEPOT

D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL

VERA CRUZ RD
610 QUARRY ROAD
PRINCE STREET
TWP RTE 393
E PUMPING STA RD
US 309 & OFF RAMP OF I 81
0.5 MILES E OF TOWN
BRIDGE & HOWARD STS
RTE 28 & SPRING HILL ROAD
RTE 268
OLD RTE 22
UNOBTAINABLE
PO BOX 708
WALSH ROAD
LINCOLN AVENUE
ROAD #3 - BOX 426
RD #6 ALONG RTE 394
RD #5
105/107 E STRATFORD AVE
446 FISHER DAM RD
W 3RD ST
6TH & MINOR STREETS
RYELAND ROAD
OFF RTE 940
RD #5 TWP RTE 601
6 MAPLE STREET
RIVER ROAD
SAND BANK RD
120 MILL ST./ WHISTLEWOOD APT-ROUTE 313
HUFF'S CHURCH ROAD & BLACKHEAD HILL
OLD WILMINGTON ROAD
N FRANKLIN ST
OFF STATE HIGHWAY 641
11 HAP ARNOLD BOULEVARD
ST & JACKSONVILLE ROAD
N FRANKLIN ST EXT
KINGS HWY BY CRITTENDEN & GODW
PO BOX 26 OFF STATE RTE 690
168 PERRYVILLE RD
ROUTE 608
RTE 3
1320 BELLWOOD RD
RTE 666
404 KENDRICK LANE
OAKVIEW AVE & PEYTON STS
VA ROUTE 696
ST RTE 640 W OF US RTE 15
STATE ROUTE 135

UPPER SAUCON TWP	LEHIGH
LOWER SALFORD TOWNSHIP	MONTGOMERY
TAYLOR BOROUGH	LACKAWANNA
TERRY TOWNSHIP	BRADFORD
RICHLAND TOWNSHIP	BUCKS
MCADOO BOROUGH	SCHUYLKILL
GROVE CITY	MERCER
OLD FORGE	LACKAWANNA
HARRISON TOWNSHIP	ALLEGHENY
BRUIN BOROUGH	BUTLER
UPPER MACUNGIE TWP	LEHIGH
WEISENBERG TOWNSHIP	LEHIGH
MAITLAND	MIFFLIN
HONEYBROOK TOWNSHIP	CHESTER
HOMETOWN	SCHUYLKILL
HOPEWELL TOWNSHIP	YORK
STRABAN TOWNSHIP	ADAMS
STRABAN TOWNSHIP	ADAMS
LANSDOWNE	DELAWARE
HAMBURG	BERKS
LANSDALE	MONTGOMERY
EMMAUS BOROUGH	LEHIGH
HEIDELBERG TWP	BERKS
POCONO SUMMIT	MONROE
STROUDSBURG	MONROE
AMBLER	MONTGOMERY
CROYDON TOWNSHIP	BUCKS
ANTIS/LOGAN TWPS	BLAIR
DUBLIN BOROUGH	BUCKS
HEREFORD TOWNSHIP	BERKS
SADSBURYVILLE	CHESTER
FRANKLIN COUNTY	FRANKLIN
MECHANICSBURG	CUMBERLAND
TOBYHANNA	MONROE
WARMINSTER TOWNSHIP	BUCKS
CHAMBERSBURG	FRANKLIN
CHUCKATUCK	SUFFOLK CITY
NEWTOWN	ALBEMARLE
SALTVILLE	SMYTH
SPOTSYLVANIA	SPOTSYLVANIA
MONTROSS	WESTMORELAND
CHESTERFIELD COUNTY	CHESTERFIELD
CULPEPER	CULPEPER
FRONT ROYAL	WARREN
RICHMOND	HENRICO
SELMA	ALLEGHANY
BUCKINGHAM	BUCKINGHAM
SUFFOLK	SUFFOLK CITY

PA	18034	01-MAR-80	N	40.547	-75.447500	N	N
PA	19438	01-DEC-82	N	40.251944	-75.382222	N	N
PA	18517	01-JUN-81	N	41.407222	-75.718333	N	N
PA	18853	01-NOV-79	N	41.633056	-76.389167	N	N
PA	18951	01-NOV-79	N	+40.4603	-075.3316	N	N
PA	18237	01-NOV-79	N	40.878333	-76.001389	N	N
PA	16127	01-MAY-81	N	41.161111	-80.058333	N	N
PA	18518	01-MAR-81	N	41.357528	-75.740694	N	N
PA	15065	01-MAR-80	N	40.625694	-79.715500	N	N
PA	16022	01-NOV-79	N	41.051111	-79.725000	N	N
PA	18051	01-JUN-83	N	40.579389	-75.656389	N	N
PA	18062	01-JUN-83	N	40.576667	-75.667778	N	N
PA	17044	01-MAR-83	N	40.641528	-77.475278	N	N
PA	19344	01-JUN-83	N	40.119722	-75.915278	N	N
PA	18252	01-SEP-83	N	40.829444	-75.997500	N	N
PA	17363	01-MAR-84	N	39.782361	-76.607222	N	N
PA	17325	01-MAY-83	N	39.899889	-77.205500	N	N
PA	17325	01-MAY-83	N	39.853056	-77.206111	N	N
PA	19050	01-JAN-84	N	39.941306	-75.267111	N	N
PA	19526	01-OCT-83	N	40.519444	-76.001389	N	N
PA	19446	01-SEP-79	N	40.248331	-75.295639	N	N
PA	18049	01-MAR-85	N	40.533333	-75.493333	N	N
PA	19567	01-FEB-85	N	+40.391667	-076.176667	N	N
PA	18350	01-NOV-84	N	41.1105	-75.382500	N	N
PA	18360	01-DEC-84	N	41.0335	-75.343806	N	N
PA	19002	01-FEB-85	N	40.153472	-75.228625	N	N
PA	19020	01-FEB-85	N	40.102694	-74.889194	N	N
PA	16602	01-FEB-84	N	40.553611	-78.354444	N	N
PA	18917	30-JUN-87	N	40.370694	-75.197194	N	N
PA	18056	30-JUN-87	N	40.453333	-75.551667	N	N
PA	19320	15-FEB-87	N	39.981667	-75.825000	N	N
PA	17201	25-AUG-80	N	39.938333	-77.663333	N	N
PA	17055	01-SEP-80	N	+40.225556	-076.993610	N	N
PA	18466-5086	01-AUG-80	N	41.193056	-75.419444	N	N
PA	18974	01-SEP-79	N	40.199611	-75.064194	N	N
PA	17201	01-AUG-80	N	39.995694	-77.644389	N	N
VA	23432	01-APR-82	N	36.860556	-76.581667	N	N
VA	22943	01-JUN-80	N	38.044722	-78.786389	N	N
VA	24370	01-NOV-79	N	36.883333	-81.783333	N	N
VA	22553	01-APR-83	N	38.236111	-77.432500	N	N
VA	22520	01-JAN-85	N	38.086667	-76.791111	N	N
VA	23237	01-FEB-84	N	37.418	-77.415000	N	N
VA	22701	01-JUN-81	N	38.483333	-77.960000	N	N
VA	22630	01-SEP-80	N	38.925556	-78.211667	N	N
VA	23228	01-AUG-80	N	37.635833	-77.503611	N	N
VA	24474	01-FEB-80	N	37.800556	-79.860278	N	N
VA	23936	01-SEP-80	N	37.514167	-78.516667	N	N
VA	23435	13-MAY-87	N	36.728333	-76.580000	N	N

1.00000000000	2528.00000000000	
1.00000000000	2530.00000000000	
1.00000000000	34299.00000000000	
1.00000000000	2531.00000000000	
1.00000000000	2532.00000000000	
1.00000000000	2533.00000000000	
1.00000000000	2676.00000000000	
1.00000000000	2677.00000000000	
1.00000000000	2678.00000000000	
1.00000000000	34304.00000000000	
1.00000000000	2679.00000000000	
1.00000000000	2680.00000000000	
1.00000000000	2681.00000000000	
1.00000000000	2682.00000000000	
1.00000000000	2683.00000000000	
1.00000000000	2684.00000000000	
1.00000000000	36933.00000000000	
1.00000000000	2685.00000000000	
1.00000000000	2686.00000000000	
1.00000000000	34950.00000000000	
1.00000000000	2687.00000000000	23-DEC-16
1.00000000000	2688.00000000000	
1.00000000000	2689.00000000000	
1.00000000000	36934.00000000000	
1.00000000000	2690.00000000000	
1.00000000000	62832.00000000000	04-DEC-08
1.00000000000	2691.00000000000	
1.00000000000	2693.00000000000	
1.00000000000	2694.00000000000	
1.00000000000	2695.00000000000	
1.00000000000	36935.00000000000	
1.00000000000	2696.00000000000	
1.00000000000	2697.00000000000	
1.00000000000	2698.00000000000	
1.00000000000	2699.00000000000	
1.00000000000	36828.00000000000	
1.00000000000	2529.00000000000	
1.00000000000	36936.00000000000	
1.00000000000	1375.00000000000	
1.00000000000	1376.00000000000	
1.00000000000	1377.00000000000	
1.00000000000	36829.00000000000	
1.00000000000	1378.00000000000	
1.00000000000	1380.00000000000	
1.00000000000	36937.00000000000	
1.00000000000	36830.00000000000	
1.00000000000	1381.00000000000	
1.00000000000	1382.00000000000	

REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
CSANDS	27-MAR-17	Y	Y	0
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
BAHNK	09-DEC-08	Y	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	

5.00000000000	Y	0301453	13-DEC-16
5.00000000000	Y	0301486	17-NOV-17
5.00000000000	Y	0301506	17-NOV-17
5.00000000000	Y	0301509	17-NOV-17
5.00000000000	Y	0301517	17-NOV-17
5.00000000000	Y	0301540	17-NOV-17
5.00000000000	Y	0301541	17-NOV-17
5.00000000000	Y	0301543	17-NOV-17
5.00000000000	Y	0301544	13-DEC-16
5.00000000000	Y	0301546	17-NOV-17
5.00000000000	Y	0301566	13-DEC-16
5.00000000000	Y	0301568	17-NOV-17
5.00000000000	Y	0301569	17-NOV-17
5.00000000000	Y	0301570	17-NOV-17
5.00000000000	Y	0301588	17-NOV-17
5.00000000000	Y	0301590	17-NOV-17
5.00000000000	Y	0301594	13-DEC-16
5.00000000000	Y	0301595	17-NOV-17
5.00000000000	Y	0301596	13-DEC-16
5.00000000000	Y	0301625	17-NOV-17
5.00000000000	Y	0301733	17-NOV-17
5.00000000000	Y	0301744	17-NOV-17
12.00000000000	Y	0301755	17-NOV-17
5.00000000000	Y	0301831	13-DEC-16
5.00000000000	Y	0301833	13-DEC-16
0.00000000000	Y	0301842	17-NOV-17
5.00000000000	Y	0301849	17-NOV-17
5.00000000000	Y	0301982	17-NOV-17
5.00000000000	Y	0302401	17-NOV-17
5.00000000000	Y	0302402	17-NOV-17
5.00000000000	Y	0302420	17-NOV-17
5.00000000000	Y	0302458	13-DEC-16
5.00000000000	Y	0302460	17-NOV-17
5.00000000000	Y	0302464	17-NOV-17
5.00000000000	Y	0302466	13-DEC-16
5.00000000000	Y	0302467	13-DEC-16
5.00000000000	Y	0302514	17-NOV-17
5.00000000000	Y	0302523	17-NOV-17
5.00000000000	Y	0302526	17-NOV-17
5.00000000000	Y	0302542	17-NOV-17
5.00000000000	Y	0302565	17-NOV-17
5.00000000000	Y	0302581	13-DEC-16
5.00000000000	Y	0302592	17-NOV-17
5.00000000000	Y	0302606	17-NOV-17
5.00000000000	Y	0302607	17-NOV-17
5.00000000000	Y	0302612	17-NOV-17
5.00000000000	Y	0302624	17-NOV-17
5.00000000000	Y	0302639	17-NOV-17

Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Other	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Unknown	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	

NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD27	NW Corner of Land Parcel	
NAD83	Other	
NAD83	Other	
Unknown		Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	

1:100,000	+40.547000	-75.447500
1:100,000	40.251944	-75.382222
1:100,000	41.407219	-75.718331
1:100,000	41.633061	-76.389169
1:100,000	40.460139	-75.331861
1:100,000	40.878331	-76.001389
1:100,000	41.161111	-80.058331
1:100,000	41.357531	-75.740689
1:100,000	+40.625700	-79.715500
1:100,000	41.051111	-79.725000
1:100,000	+40.579400	-75.656400
1:100,000	40.576669	-75.667781
1:100,000	40.641531	-77.475281
1:100,000	40.119719	-75.915281
1:100,000	40.829439	-75.997500
1:100,000	39.782361	-76.607219
1:100,000	+39.899900	-77.205500
1:100,000	+39.853050	-77.206111
1:100,000	+39.941300	-75.267100
1:100,000	40.519439	-76.001389
1:100,000	40.248331	-75.295639
1:100,000	40.531111	-75.493333
1:24,000	+40.353950	-76.175361
1:100,000	+41.110500	-75.382500
1:100,000	+41.033500	-75.343800
Unknown	40.153472	-75.228625
1:100,000	40.084934	-74.889200
1:100,000	40.553611	-78.354450
1:100,000	40.370892	-75.204897
1:100,000	40.435417	-75.620611
1:100,000	39.995833	-75.908333
1:100,000	+40.007500	-77.640000
1:100,000	40.223888	-076.993610
1:100,000	+41.193050	-75.419439
1:100,000	+40.199600	-75.064200
1:100,000	+39.995700	-77.644400
1:100,000	+36.860550	-76.581669
1:100,000	38.044719	-78.786389
1:100,000	36.883339	-81.783331
1:100,000	38.236111	-77.432500
1:100,000	38.086669	-76.791111
1:100,000	+37.418000	-77.415000
1:100,000	38.483331	-77.960000
1:100,000	38.925561	-78.211669
1:100,000	37.635831	-77.503611
1:100,000	37.800278	-79.861667
1:100,000	37.514169	-78.516669
1:100,000	36.899722	-76.434722

Y	40.54700000000	-75.44750000000
Y	40.25194400000	-75.38222200000
Y	41.40721900000	-75.71833100000
Y	41.63306100000	-76.38916900000
Y	40.46013900000	-75.33186100000
Y	40.87833100000	-76.00138900000
Y	41.16111100000	-80.05833100000
Y	41.35753100000	-75.74068900000
Y	40.62570000000	-79.71550000000
Y	41.05111100000	-79.72500000000
Y	40.57940000000	-75.65640000000
Y	40.57666900000	-75.66778100000
Y	40.64153100000	-77.47528100000
Y	40.11971900000	-75.91528100000
Y	40.82943900000	-75.99750000000
Y	39.78236100000	-76.60721900000
Y	39.89990000000	-77.20550000000
Y	39.85305000000	-77.20611100000
Y	39.94130000000	-75.26710000000
Y	40.51943900000	-76.00138900000
Y	40.24833100000	-75.29563900000
Y	40.53111100000	-75.49333300000
Y	40.35395000000	-76.17536100000
Y	41.11050000000	-75.38250000000
Y	41.03350000000	-75.34380000000
Y	40.15347200000	-75.22862500000
Y	40.08493400000	-74.88920000000
Y	40.55361100000	-78.35445000000
Y	40.37089200000	-75.20489700000
Y	40.43541700000	-75.62061100000
Y	39.99583300000	-75.90833300000
Y	40.00750000000	-77.64000000000
Y	40.22388800000	-76.99361000000
Y	41.19305000000	-75.41943900000
Y	40.19960000000	-75.06420000000
Y	39.99570000000	-77.64440000000
Y	36.86055000000	-76.58166900000
Y	38.04471900000	-78.78638900000
Y	36.88333900000	-81.78333100000
Y	38.23611100000	-77.43250000000
Y	38.08666900000	-76.79111100000
Y	37.41800000000	-77.41500000000
Y	38.48333100000	-77.96000000000
Y	38.92556100000	-78.21166900000
Y	37.63583100000	-77.50361100000
Y	37.80027800000	-79.86166700000
Y	37.51416900000	-78.51666900000
Y	36.89972200000	-76.43472200000

Rural
Rural
Rural
Rural
Allentown, PA--NJ
Rural
Rural
Scranton, PA
Pittsburgh, PA
Rural
Allentown, PA--NJ
Allentown, PA--NJ
Rural
Rural
Rural
Rural
Rural
Rural
Philadelphia, PA--NJ--DE--MD
Rural
Philadelphia, PA--NJ--DE--MD
Allentown, PA--NJ
Reading, PA
Mount Pocono--Emerald Lakes, PA
Rural
Philadelphia, PA--NJ--DE--MD
Philadelphia, PA--NJ--DE--MD
Altoona, PA
Philadelphia, PA--NJ--DE--MD
Rural
Rural
Chambersburg, PA
Harrisburg, PA
Rural
Philadelphia, PA--NJ--DE--MD
Chambersburg, PA
Rural
Rural
Rural
Fredericksburg, VA
Rural
Rural
Culpeper, VA
Front Royal, VA
Richmond, VA
Rural
Rural
Virginia Beach, VA

Rural
Rural
Rural
Rural
Allentown, PA--NJ Urbanized Area
Rural
Rural
Scranton, PA Urbanized Area
Pittsburgh, PA Urbanized Area
Rural
Allentown, PA--NJ Urbanized Area
Allentown, PA--NJ Urbanized Area
Rural
Rural
Rural
Rural
Rural
Rural
Philadelphia, PA--NJ--DE--MD Urbanized Area
Rural
Philadelphia, PA--NJ--DE--MD Urbanized Area
Allentown, PA--NJ Urbanized Area
Reading, PA Urbanized Area
Mount Pocono--Emerald Lakes, PA Urban Cluster
Rural
Philadelphia, PA--NJ--DE--MD Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Altoona, PA Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Rural
Rural
Chambersburg, PA Urbanized Area
Harrisburg, PA Urbanized Area
Rural
Philadelphia, PA--NJ--DE--MD Urbanized Area
Chambersburg, PA Urbanized Area
Rural
Rural
Rural
Fredericksburg, VA Urbanized Area
Rural
Rural
Culpeper, VA Urban Cluster
Front Royal, VA Urban Cluster
Richmond, VA Urbanized Area
Rural
Rural
Virginia Beach, VA Urbanized Area

41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
42	Rural-Distant
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
42	Rural-Distant
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
31	Town - Fringe
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
23	Suburban-Small
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
23	Suburban-Small
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
23	Suburban-Small
41	Rural-Fringe
41	Rural-Fringe
42	Rural-Distant
22	Suburban-Midsize
42	Rural-Distant
41	Rural-Fringe
32	Town-Distant
31	Town - Fringe
21	Suburban-Large
41	Rural-Fringe
43	Rural-Remote
21	Suburban-Large

Active Inventory	NPL	03	0302659	VAD980539878
Active Inventory	NPL	03	0302667	VAD980551683
Active Inventory	NPL	03	0302680	VAD980552095
Active Inventory	NPL	03	0302708	VAD980554984
Active Inventory	NPL	03	0302737	VAD980705404
Active Inventory	NPL	03	0302756	VAD980712913
Active Inventory	NPL	03	0302757	VAD980712970
Active Inventory	NPL	03	0302762	VAD980829030
Active Inventory	NPL	03	0302772	VAD980831796
Active Inventory	NPL	03	0302775	VAD980917983
Active Inventory	NPL	03	0302836	VAD990710410
Active Inventory	NPL	03	0302840	VA1170024722
Active Inventory	NPL	03	0302841	VA1170024813
Active Inventory	NPL	03	0302848	VA3170024605
Active Inventory	NPL	03	0302849	VA3971520751
Active Inventory	NPL	03	0302852	VA5170000181
Active Inventory	NPL	03	0302853	VA5170022482
Active Inventory	NPL	03	0302858	VA6170061463
Active Inventory	NPL	03	0302859	VA6210020321
Active Inventory	NPL	03	0302862	VA7170024684
Active Inventory	NPL	03	0302869	VA8170024170
Active Inventory	NPL	03	0302883	WVD000800441
Active Inventory	NPL	03	0302884	WVD000850404
Active Inventory	NPL	03	0302894	WVD004336749
Active Inventory	NPL	03	0302940	WVD047989207
Active Inventory	NPL	03	0302947	WVD054827944
Active Inventory	NPL	03	0303045	WVD980693402
Active Inventory	NPL	03	0303066	WVD980713036
Active Inventory	NPL	03	0303171	WV0170023691
Active Inventory	NPL	03	0303196	PAD981939200
Active Inventory	NPL	03	0303253	MDD982364341
Active Inventory	NPL	03	0303257	PAD982366957
Active Inventory	NPL	03	0303260	MDD003061447
Active Inventory	NPL	03	0303307	PAD982363970
Active Inventory	NPL	03	0303618	MDD985366756
Active Inventory	NPL	03	0303677	WVD024185373
Active Inventory	NPL	03	0303768	VA2800005033
Active Inventory	NPL	03	0303820	PAD987277837
Active Inventory	NPL	03	0303920	DEN000303920
Active Inventory	NPL	03	0304250	PAD987323458
Active Inventory	NPL	03	0304257	PAD987295276
Active Inventory	NPL	03	0304341	MD4690307844
Active Inventory	NPL	03	0304433	PAD987341716
Active Inventory	NPL	03	0304462	MD9570024803
Active Inventory	NPL	03	0304606	MDD985397249
Active Inventory	NPL	03	0304759	WVD988798401
Active Inventory	NPL	03	0305428	WVSFN0305428
Active Inventory	NPL	03	0305521	PASFN0305521

H & H INC., BURN PIT
ABEX CORP.
DIXIE CAVERNS COUNTY LANDFILL
FIRST PIEDMONT CORP. ROCK QUARRY (ROUTE 719)
U.S. TITANIUM
CHISMAN CREEK
MATTHEWS ELECTROPLATING
HIDDEN LANE LANDFILL
RHINEHART TIRE FIRE DUMP
SUFFOLK CITY LANDFILL
ATLANTIC WOOD INDUSTRIES, INC.
MARINE CORPS COMBAT DEVELOPMENT COMMAND
NORFOLK NAVAL SHIPYARD
NWS YORKTOWN - CHEATHAM ANNEX
DEFENSE GENERAL SUPPLY CENTER (DLA)
ST. JULIENS CREEK ANNEX (U.S. NAVY)
NAVAL AMPHIBIOUS BASE LITTLE CREEK
NORFOLK NAVAL BASE (SEWELLS POINT NAVAL COMPLEX)
FORT EUSTIS (US ARMY)
NAVAL SURFACE WARFARE CENTER - DAHLGREN
NAVAL WEAPONS STATION - YORKTOWN
SHARON STEEL CORP (FAIRMONT COKE WORKS)
ORDNANCE WORKS DISPOSAL AREAS
FOLLANSBEE
FIKE CHEMICAL, INC.
BIG JOHN SALVAGE - HOULT ROAD
LEETOWN PESTICIDE
WEST VIRGINIA ORDNANCE (USARMY)
ALLEGANY BALLISTICS LABORATORY (USNAVY)
PUBLICKER INDUSTRIES INC.
ORDNANCE PRODUCTS, INC.
METROPOLITAN MIRROR AND GLASS CO., INC.
CENTRAL CHEMICAL (HAGERSTOWN)
VALMONT TCE SITE (FORMER - VALMONT INDUSTRIAL PARK)
DWYER PROPERTY GROUND WATER PLUME
HANLIN-ALLIED-OLIN
LANGLEY AIR FORCE BASE/NASA LANGLEY RESEARCH CENTER
WILLOW GROVE NAVAL AIR AND AIR RESERVE STATION
HOCKESSIN GROUNDWATER
EAST TENTH STREET
SAFETY LIGHT CORPORATION
CURTIS BAY COAST GUARD YARD
AUSTIN AVENUE RADIATION SITE
BRANDYWINE DRMO
FORT DETRICK AREA B GROUND WATER
VIENNA TETRACHLOROETHENE
RAVENSWOOD PCE
LOWER DARBY CREEK AREA

F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
P	Proposed for NPL
P	Proposed for NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL

10 MILES N RTE 33
RANDOLPH + GREEN ST
RTE 778
RTE 360 STATE RD 719
RTE 151
WOLF TRAP RD
ROUTE 796
OFF OF PERSIMMON LN, ~3/4 MILE N OF RT 7
MT FALLS
UNOBTAINABLE
3950 ELM ST
5TH STREET
VICTORY BOULEVARD
CHEATHAM ANNEX, NAVAL SUPPLY CENTER
JEFFERSON DAVIS HGY
VICTORY BOULEVARD
SHORE DRIVE (U.S. ROUTE 60)
HELMICK ST
END OF MULBERRY ISLAND
2 MI E OF INTER 301 & 206
US NAVAL WEAPONS STA
LAFAYETTE ST
1100 DUPONT RD
NEAR BENCH MARK 681
W 19TH ST
HOULT ROAD
ROAD 15/1 MIDDLEWAY AREA
ROUTE 1 BOX 125
COUNTY RTE 9
3223 S DELAWARE AVENUE
1079 MECHANICS VALLEY RD
INDUSTRIAL ROAD
MITCHELL AVE
DEER RUN ROAD
NE OF INT. OF MD RTE 545 AND MD RTE 279
STATE ROUTE 2
OFF STATE HIGHWAY 187
RT 611 & COUNTY LINE ROAD
OLD LANCASTER PIKE AT RAILROAD CROSSING
EAST TENTH STREET
4150 A. OLD BERWICK ROAD
2401 HAWKINS POINT RD
133 AUSTIN AVE.
BRANDYWINE ROAD AND CHERRY TREE CROSSING
810 SCHREIDER STREET
30TH STREET, GRAND CENTRAL AVE
212 WALNUT STREET APPROX.
DARBY CRK BETWEEN

FARRINGTON	HANOVER
PORTSMOUTH	PORTSMOUTH CITY
SALEM	ROANOKE
PITTSYLVANIA COUNTY	PITTSYLVANIA
PINEY RIVER	NELSON
YORK COUNTY	YORK
ROANOKE	ROANOKE
Sterling	LOUDOUN
FREDERICK COUNTY	FREDERICK
SUFFOLK	SUFFOLK CITY
PORTSMOUTH	PORTSMOUTH CITY
QUANTICO	PRINCE WILLIAM
PORTSMOUTH	PORTSMOUTH CITY
YORKTOWN	YORK
CHESTERFIELD COUNTY	CHESTERFIELD
CHESAPEAKE	CHESAPEAKE CITY
VIRGINIA BEACH	VIRGINIA BEACH CITY
NORFOLK	NORFOLK CITY
NEWPORT NEWS	NEWPORT NEWS CITY
DAHLGREN	KING GEORGE
YORKTOWN	YORK
FAIRMONT	MARION
MORGANTOWN	MONONGALIA
FOLLANSBEE	BROOKE
NITRO	PUTNAM
FAIRMONT	MARION
LEETOWN	JEFFERSON
POINT PLEASANT	MASON
MINERAL COUNTY	MINERAL
PHILADELPHIA	PHILADELPHIA
NORTH EAST	CECIL
FRACKVILLE	SCHUYLKILL
HAGERSTOWN	WASHINGTON
WEST HAZLETON	LUZERNE
ELKTON	CECIL
MOUNDSVILLE	MARSHALL
HAMPTON	HAMPTON CITY
HORSHAM	MONTGOMERY
HOCKESSIN	NEW CASTLE
MARCUS HOOK	DELAWARE
BLOOMSBURG	COLUMBIA
BALTIMORE	ANNE ARUNDEL
DELAWARE COUNTY	DELAWARE
BRANDYWINE	PRINCE GEORGE'S
FORT DETRICK	FREDERICK
VIENNA	WOOD
RAVENSWOOD	JACKSON
DARBY TWP	DELAWARE

VA	23192	01-JUN-81	N	37.724306	-77.585694	N	N
VA	23704	01-JUN-81	N	36.8265	-76.304500	N	N
VA	24153	01-JUN-81	N	37.259722	-80.193611	N	N
VA	24531	01-JUN-81	N	36.665833	-79.348611	N	N
VA	22964	01-JAN-78	N	37.708333	-79.016667	N	N
VA	23692	01-JUL-81	N	37.177	-76.463111	N	N
VA	24153	01-SEP-80	N	37.256889	-80.167500	N	N
VA	20165	01-MAY-83	N	39.056131	-77.424175	N	N
VA	22601	01-NOV-83	N	39.181667	-78.302222	N	N
VA	23434	01-AUG-84	N	36.678389	-76.583889	N	N
VA	23704	01-AUG-80	N	36.806500	-76.299000	N	N
VA	22134	01-MAY-81	N	38.521667	-77.290000	N	N
VA	23709	01-APR-83	N	36.815	-76.301667	N	N
VA	23185	02-MAY-86	N	37.27	-76.708333	N	N
VA	23237	01-JUN-81	N	37.418889	-77.448500	N	N
VA	23323	01-JUN-81	N	36.788333	-76.323333	N	N
VA	23455	01-DEC-79	N	36.916667	-76.166667	N	N
VA	23511	01-JUN-81	N	36.936667	-76.291667	N	N
VA	23604	01-DEC-79	N	37.165	-76.578333	N	N
VA	22448	01-DEC-79	N	38.33	-77.055000	N	N
VA	23690	01-DEC-78	N	37.228611	-76.532500	N	N
WV	26554	01-NOV-79	N	39.483333	-80.143333	N	N
WV	26505	01-JAN-81	N	39.603333	-79.979722	N	N
WV	26037	01-MAR-82	N	40.340278	-80.606944	N	N
WV	25143	01-NOV-79	N	38.426667	-81.842500	N	N
WV	26554	01-FEB-81	N	39.483333	-80.143333	N	N
WV	25430	01-MAY-81	N	39.3465	-77.909500	N	N
WV	25550	01-JUN-80	N	38.926389	-82.076389	N	N
WV	26753	01-NOV-79	N	39.63	-78.790000	N	N
PA	19148	01-SEP-87	N	39.906944	-75.140278	N	N
MD	21901-2507	07-APR-88	N	39.630833	-75.923889	N	N
PA	17931	09-MAR-88	N	+40.775000	-76.221667	N	N
MD	21742	21-DEC-88	N	39.656667	-77.723611	N	N
PA	18201	21-OCT-87	N	40.967778	-76.015556	N	N
MD	21921	16-MAR-89	N	+39.613805	-75.845940	N	N
WV	26041	01-JUN-81	N	39.906667	-80.801389	N	N
VA	23665	17-OCT-89	N	37.069999	-76.358611	N	N
PA	19040	03-DEC-89	N	+40.192220	-75.147500	N	N
DE	19707	16-APR-04	N	+39.787520	-75.696513	N	N
PA	19061	01-JUN-81	N	39.819443	-75.412222	N	N
PA	17815	03-JAN-91	N	41.015278	-76.376389	N	N
MD	21226	09-APR-91	N	+39.200000	-76.572694	N	N
PA	19050	01-MAY-91	N	39.943056	-75.261944	N	N
MD	20613	24-JUL-91	N	38.698056	-76.845000	N	N
MD	21702	03-DEC-91	N	39.434442	-77.446769	N	N
WV	26105	09-SEP-92	N	39.325167	-81.548778	N	N
WV	26164	20-NOV-98	N	38.951667	-81.761667	N	N
PA	19023	07-JAN-98	N	39.885556	-75.267778	N	N

1.00000000000	1383.00000000000	
1.00000000000	1384.00000000000	
1.00000000000	1475.00000000000	
1.00000000000	36831.00000000000	
1.00000000000	36938.00000000000	
1.00000000000	1476.00000000000	
1.00000000000	1477.00000000000	
1.00000000000	12622.00000000000	01-MAY-83
1.00000000000	2039.00000000000	
1.00000000000	36832.00000000000	
1.00000000000	83641.00000000000	22-SEP-11
1.00000000000	2041.00000000000	
1.00000000000	2042.00000000000	
1.00000000000	36939.00000000000	
1.00000000000	2043.00000000000	
1.00000000000	36833.00000000000	
1.00000000000	2044.00000000000	
1.00000000000	2045.00000000000	
1.00000000000	2046.00000000000	
1.00000000000	2047.00000000000	
1.00000000000	36532.00000000000	
1.00000000000	36533.00000000000	
1.00000000000	36823.00000000000	
1.00000000000	36824.00000000000	
1.00000000000	36825.00000000000	
1.00000000000	36826.00000000000	
1.00000000000	34949.00000000000	
1.00000000000	34956.00000000000	
1.00000000000	34958.00000000000	
1.00000000000	34962.00000000000	
1.00000000000	34963.00000000000	
1.00000000000	34964.00000000000	
1.00000000000	34965.00000000000	
1.00000000000	34966.00000000000	
1.00000000000	64273.00000000000	09-DEC-10
1.00000000000	34967.00000000000	
1.00000000000	35010.00000000000	
1.00000000000	35011.00000000000	
1.00000000000	6435412.00000000000	23-JUL-05
1.00000000000	35012.00000000000	
1.00000000000	35013.00000000000	
1.00000000000	35014.00000000000	
1.00000000000	35015.00000000000	
1.00000000000	35016.00000000000	
1.00000000000	62833.00000000000	04-DEC-08
1.00000000000	35017.00000000000	
1.00000000000	34952.00000000000	
1.00000000000	33827.00000000000	

REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
CERCLIS2 CNV	15-JAN-08		Y	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
RSTURGEO	22-SEP-11		Y	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
RTATE02	10-DEC-10	2	Y	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
RHIPPEN	10-JAN-18	1	N	Y	0
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
BAHNK	09-DEC-08		Y	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	

5.00000000000	Y	0302659	13-DEC-16
5.00000000000	Y	0302667	19-OCT-16
5.00000000000	Y	0302680	17-NOV-17
5.00000000000	Y	0302708	17-NOV-17
5.00000000000	Y	0302737	17-NOV-17
5.00000000000	Y	0302756	13-DEC-16
5.00000000000	Y	0302757	13-DEC-16
0.00000000000	Y	0302762	17-NOV-17
5.00000000000	Y	0302772	17-NOV-17
5.00000000000	Y	0302775	13-DEC-16
0.00000000000	Y	0302836	17-NOV-17
5.00000000000	Y	0302840	17-NOV-17
5.00000000000	Y	0302841	17-NOV-17
5.00000000000	Y	0302848	17-NOV-17
5.00000000000	Y	0302849	13-DEC-16
5.00000000000	Y	0302852	17-NOV-17
5.00000000000	Y	0302853	17-NOV-17
5.00000000000	Y	0302858	17-NOV-17
5.00000000000	Y	0302859	17-NOV-17
5.00000000000	Y	0302862	17-NOV-17
5.00000000000	Y	0302869	17-NOV-17
5.00000000000	Y	0302883	17-NOV-17
5.00000000000	Y	0302884	17-NOV-17
5.00000000000	Y	0302894	17-NOV-17
5.00000000000	Y	0302940	17-NOV-17
5.00000000000	Y	0302947	17-NOV-17
5.00000000000	Y	0303045	13-DEC-16
5.00000000000	Y	0303066	17-NOV-17
5.00000000000	Y	0303171	17-NOV-17
5.00000000000	Y	0303196	17-NOV-17
5.00000000000	Y	0303253	17-NOV-17
5.00000000000	Y	0303257	17-NOV-17
5.00000000000	Y	0303260	17-NOV-17
5.00000000000	Y	0303307	17-NOV-17
0.00000000000	Y	0303618	02-AUG-17
5.00000000000	Y	0303677	17-NOV-17
5.00000000000	Y	0303768	17-NOV-17
5.00000000000	Y	0303820	13-DEC-16
0.00000000000	Y	0303920	18-JAN-18
5.00000000000	Y	0304250	17-NOV-17
12.00000000000	Y	0304257	17-NOV-17
5.00000000000	Y	0304341	17-NOV-17
5.00000000000	Y	0304433	17-NOV-17
5.00000000000	Y	0304462	17-NOV-17
0.00000000000	Y	0304606	17-NOV-17
5.00000000000	Y	0304759	17-NOV-17
12.00000000000	Y	0305428	17-NOV-17
5.00000000000	Y	0305521	17-NOV-17

Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Unknown	Not Verified
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Satellite	Verified Relative to Map Features (Other)
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Unknown	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Address Matching-Nearest Intersection	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Map	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Unknown	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Map	
Interpolation-Digital Map Source (TIGER)	

NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
Unknown	Unknown	Point
NAD83	Other	
NAD83	Other	
WGS84	Other	Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
Unknown		Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
WGS84	Unknown	
NAD83	Other	
NAD27	Administrative Building	
NAD83	Other	
NAD83	Other	
NAD83	Other	
Unknown		Point
NAD83	Other	
NAD27	Other	
NAD83	Other	

1:100,000		+37.724300	-77.585700
1:100,000		+36.826500	-76.304500
1:100,000		37.259719	-80.193611
1:100,000		36.665831	-79.348611
1:100,000		37.708331	-79.016669
1:100,000		+37.177000	-76.463100
1:100,000		+37.256900	-80.167500
Unknown	Geograph	39.056131	-77.424175
1:100,000		39.188333	-78.310429
1:100,000		+36.678400	-76.583900
1:667	EPA Region 3	36.806500	-76.299000
1:100,000		38.521667	-77.290000
1:100,000		36.821944	-76.294722
1:100,000		37.284722	-76.607500
1:100,000		+37.418900	-77.448500
1:100,000		36.794167	-76.312222
1:100,000		36.906111	-76.147778
1:100,000		36.940278	-76.300278
1:100,000		+37.105000	-76.568332
1:100,000		38.326667	-77.026944
1:100,000		37.245833	-76.588889
1:100,000		39.493611	-80.114444
1:100,000		39.603331	-79.979719
1:100,000		40.340281	-80.606939
1:100,000		38.426669	-81.842500
1:100,000		39.497222	-80.123056
1:100,000		+39.346500	-77.909500
1:100,000		38.926389	-82.076389
1:100,000		39.560972	-78.843611
1:100,000		+39.908050	-75.135281
1:100,000		39.630833	-75.923889
1:100,000		+40.775000	-76.221667
1:100,000		39.656667	-77.723611
1:100,000		40.967778	-76.015556
Unknown		+39.612007	-75.844474
1:100,000		39.906667	-80.801389
1:100,000		37.069999	-76.358611
1:100,000		+40.192220	-75.147500
1:1,000	Other	+39.787520	-75.696513
1:100,000		39.819443	-75.412222
1:24,000		41.015278	-76.376389
1:100,000		+39.200000	-76.572694
1:100,000		39.943056	-75.261944
1:100,000		38.698056	-76.845000
Unknown		39.434442	-77.446769
1:100,000		39.325167	-81.548778
1:24,000		38.951667	-81.761667
1:100,000		39.885556	-75.267778

Y	37.72430000000	-77.58570000000
Y	36.82650000000	-76.30450000000
Y	37.25971900000	-80.19361100000
Y	36.66583100000	-79.34861100000
Y	37.70833100000	-79.01666900000
Y	37.17700000000	-76.46310000000
Y	37.25690000000	-80.16750000000
Y	39.05613100000	-77.42417500000
Y	39.18833300000	-78.31042900000
Y	36.67840000000	-76.58390000000
Y	36.80650000000	-76.29900000000
Y	38.52166700000	-77.29000000000
Y	36.82194400000	-76.29472200000
Y	37.28472200000	-76.60750000000
Y	37.41890000000	-77.44850000000
Y	36.79416700000	-76.31222200000
Y	36.90611100000	-76.14777800000
Y	36.94027800000	-76.30027800000
Y	37.10500000000	-76.56833200000
Y	38.32666700000	-77.02694400000
Y	37.24583300000	-76.58888900000
Y	39.49361100000	-80.11444400000
Y	39.60333100000	-79.97971900000
Y	40.34028100000	-80.60693900000
Y	38.42666900000	-81.84250000000
Y	39.49722200000	-80.12305600000
Y	39.34650000000	-77.90950000000
Y	38.92638900000	-82.07638900000
Y	39.56097200000	-78.84361100000
Y	39.90805000000	-75.13528100000
Y	39.63083300000	-75.92388900000
Y	40.77500000000	-76.22166700000
Y	39.65666700000	-77.72361100000
Y	40.96777800000	-76.01555600000
Y	39.61200700000	-75.84447400000
Y	39.90666700000	-80.80138900000
Y	37.06999900000	-76.35861100000
Y	40.19222000000	-75.14750000000
Y	39.78752000000	-75.69651300000
Y	39.81944300000	-75.41222200000
Y	41.01527800000	-76.37638900000
Y	39.20000000000	-76.57269400000
Y	39.94305600000	-75.26194400000
Y	38.69805600000	-76.84500000000
Y	39.43444200000	-77.44676900000
Y	39.32516700000	-81.54877800000
Y	38.95166700000	-81.76166700000
Y	39.88555600000	-75.26777800000

Rural
Virginia Beach, VA
Rural
Rural
Rural
Virginia Beach, VA
Roanoke, VA
Washington, DC--VA--MD
Rural
Rural
Virginia Beach, VA
Washington, DC--VA--MD
Virginia Beach, VA
Rural
Richmond, VA
Virginia Beach, VA
Virginia Beach, VA
Virginia Beach, VA
Rural
Dahlgren, VA--MD
Rural
Fairmont, WV
Rural
Weirton--Steubenville, WV--OH--PA
Charleston, WV
Fairmont, WV
Rural
Rural
Rural
Philadelphia, PA--NJ--DE--MD
Rural
Shenandoah--Mahanoy City--Frackville, PA
Hagerstown, MD--WV--PA
Hazleton, PA
Philadelphia, PA--NJ--DE--MD
Rural
Virginia Beach, VA
Philadelphia, PA--NJ--DE--MD
Philadelphia, PA--NJ--DE--MD
Philadelphia, PA--NJ--DE--MD
Bloomsburg--Berwick, PA
Rural
Philadelphia, PA--NJ--DE--MD
Rural
Frederick, MD
Parkersburg, WV--OH
Ravenswood, WV
Philadelphia, PA--NJ--DE--MD

Rural
Virginia Beach, VA Urbanized Area
Rural
Rural
Rural
Virginia Beach, VA Urbanized Area
Roanoke, VA Urbanized Area
Washington, DC--VA--MD Urbanized Area
Rural
Rural
Virginia Beach, VA Urbanized Area
Washington, DC--VA--MD Urbanized Area
Virginia Beach, VA Urbanized Area
Rural
Richmond, VA Urbanized Area
Virginia Beach, VA Urbanized Area
Virginia Beach, VA Urbanized Area
Virginia Beach, VA Urbanized Area
Rural
Dahlgren, VA--MD Urban Cluster
Rural
Fairmont, WV Urban Cluster
Rural
Weirton--Steubenville, WV--OH--PA Urbanized Area
Charleston, WV Urbanized Area
Fairmont, WV Urban Cluster
Rural
Rural
Rural
Philadelphia, PA--NJ--DE--MD Urbanized Area
Rural
Shenandoah--Mahanoy City--Frackville, PA Urban Cluster
Hagerstown, MD--WV--PA Urbanized Area
Hazleton, PA Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Rural
Virginia Beach, VA Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Bloomsburg--Berwick, PA Urbanized Area
Rural
Philadelphia, PA--NJ--DE--MD Urbanized Area
Rural
Frederick, MD Urbanized Area
Parkersburg, WV--OH Urbanized Area
Ravenswood, WV Urban Cluster
Philadelphia, PA--NJ--DE--MD Urbanized Area

41	Rural-Fringe
13	City-Small
41	Rural-Fringe
41	Rural-Fringe
42	Rural-Distant
21	Suburban-Large
22	Suburban-Midsize
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
13	City-Small
21	Suburban-Large
13	City-Small
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
11	City-Large
12	City-Midsize
41	Rural-Fringe
32	Town-Distant
41	Rural-Fringe
32	Town-Distant
41	Rural-Fringe
23	Suburban-Small
22	Suburban-Midsize
32	Town-Distant
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
11	City-Large
41	Rural-Fringe
32	Town-Distant
13	City-Small
23	Suburban-Small
21	Suburban-Large
41	Rural-Fringe
12	City-Midsize
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
23	Suburban-Small
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
13	City-Small
13	City-Small
32	Town-Distant
21	Suburban-Large

Active Inventory	NPL	03	0305549	PASFN0305549
Active Inventory	NPL	03	0305679	PAN000305679
Active Inventory	NPL	03	0306115	VAN000306115
Active Inventory	NPL	03	0306645	DEN000306645
Active Inventory	NPL	03	0306876	WVN000306876
Active Inventory	NPL	03	0306877	DEN000306877
Active Inventory	NPL	03	0306939	PAN000306939
Active Inventory	NPL	04	0400073	ALD001221902
Active Inventory	NPL	04	0400129	ALD004022448
Active Inventory	NPL	04	0400144	ALD008161176
Active Inventory	NPL	04	0400153	ALD008188708
Active Inventory	NPL	04	0400306	ALD095688875
Active Inventory	NPL	04	0400417	ALD980844385
Active Inventory	NPL	04	0400443	AL3210020027
Active Inventory	NPL	04	0400449	AL6210020008
Active Inventory	NPL	04	0400460	FLD000602334
Active Inventory	NPL	04	0400471	FLD000648055
Active Inventory	NPL	04	0400485	FLD000824896
Active Inventory	NPL	04	0400492	FLD000833368
Active Inventory	NPL	04	0400512	FLD004054284
Active Inventory	NPL	04	0400518	FLD004061925
Active Inventory	NPL	04	0400520	FLD004064242
Active Inventory	NPL	04	0400521	FLD004065546
Active Inventory	NPL	04	0400536	FLD004091807
Active Inventory	NPL	04	0400537	FLD004092532
Active Inventory	NPL	04	0400548	FLD004119681
Active Inventory	NPL	04	0400554	FLD004126520
Active Inventory	NPL	04	0400561	FLD004145140
Active Inventory	NPL	04	0400563	FLD004146346
Active Inventory	NPL	04	0400566	FLD004574190
Active Inventory	NPL	04	0400572	FLD008161994
Active Inventory	NPL	04	0400573	FLD008168346
Active Inventory	NPL	04	0400578	FLD010596013
Active Inventory	NPL	04	0400581	FLD020536538
Active Inventory	NPL	04	0400599	FLD032544587
Active Inventory	NPL	04	0400614	FLD039049101
Active Inventory	NPL	04	0400622	FLD041140344
Active Inventory	NPL	04	0400623	FLD041495441
Active Inventory	NPL	04	0400627	FLD042110841
Active Inventory	NPL	04	0400637	FLD043861392
Active Inventory	NPL	04	0400642	FLD045459526
Active Inventory	NPL	04	0400655	FLD049985302
Active Inventory	NPL	04	0400657	FLD050432251
Active Inventory	NPL	04	0400668	FLD052172954
Active Inventory	NPL	04	0400674	FLD053502696
Active Inventory	NPL	04	0400683	FLD055945653
Active Inventory	NPL	04	0400684	FLD056116965
Active Inventory	NPL	04	0400710	FLD062794003

FRANKLIN SLAG PILE (MDC)
PRICE BATTERY LEAD SMELTER
PECK IRON AND METAL
MILLSBORO TCE
NORTH 25TH STREET GLASS AND ZINC
NEWARK SOUTH GROUND WATER PLUME
BAGHURST DRIVE
CIBA-GEIGY CORP. (MCINTOSH PLANT)
ALABAMA PLATING COMPANY, INC.
STAUFFER CHEMICAL CO. (LEMOYNE PLANT)
OLIN CORP. (MCINTOSH PLANT)
STAUFFER CHEMICAL CO. (COLD CREEK PLANT)
REDWING CARRIERS, INC. (SARALAND)
ANNISTON ARMY DEPOT (SOUTHEAST INDUSTRIAL AREA)
ALABAMA ARMY AMMUNITION PLANT
HARRIS CORP. (PALM BAY PLANT)
SYDNEY MINE SLUDGE PONDS
REEVES SOUTHEASTERN GALVANIZING CORP.
DUBOSE OIL PRODUCTS CO.
PIPER AIRCRAFT CORP./VERO BEACH WATER & SEWER DEPARTMENT
POST AND LUMBER PRESERVING CO INC
CHEVRON CHEMICAL CO. (ORTHO DIVISION)
TOWER CHEMICAL CO.
PEAK OIL CO./BAY DRUM CO.
STAUFFER CHEMICAL CO (TAMPA)
HOLLINGSWORTH SOLDERLESS TERMINAL
STANDARD AUTO BUMPER CORP.
AIRCO PLATING CO.
WOODBURY CHEMICAL CO. (PRINCETON PLANT)
B&B CHEMICAL CO., INC.
AMERICAN CREOSOTE WORKS, INC. (PENSACOLA PLANT)
ESCAMBIA WOOD - PENSACOLA
STAUFFER CHEMICAL CO. (TARPON SPRINGS)
ANACONDA ALUMINUM CO./MILGO ELECTRONICS CORP.
PEPPER STEEL & ALLOYS, INC.
KERR-MCGEE CHEMICAL CORP - JACKSONVILLE
PARRAMORE SURPLUS
ALPHA CHEMICAL CORP.
LANDIA CHEMICAL COMPANY
SHERWOOD MEDICAL INDUSTRIES
SOLITRON MICROWAVE
ZELLWOOD GROUND WATER CONTAMINATION
FLORIDA STEEL CORP.
BMI-TEXTRON
HELENA CHEMICAL CO. (TAMPA PLANT)
CITY INDUSTRIES, INC.
PIONEER SAND CO.
SCHUYLKILL METALS CORP.

F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
P	Proposed for NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL

3110 CASTOR AVENUE
246 GRAND STREET
3850 ELM AVENUE
225 WEST DUPONT HIGHWAY
N. 25TH STREET
BLUE HEN DRIVE
NORTHERN INTERSECTION OF HENDRICKS
OFF HWY 43
570 HIGHWAY 231 NORTH
13440 Highway 43 North
OLIN RD
13500 US HWY 43 North
527 US HWY 43
OFF AL HWY 202
STATE HWY 235
OFF PALM BAY BLVD
HWY 60/.5 MI E OF DOVER RD
9510 E BROADWAY #20
HWY C97
PIPER DR & AVIATION BLVD
20 Post Plant Road
3100 ORANGE BLOSSOM TRAIL
MONTVERDE RD
S.R. 574
ORIENT RD & 10TH AV & TAMPA BYPASS CANAL
700 NW 57TH PLACE
2500 WEST 3RD COURT
3636 NW 46TH STREET
13920 SW 248TH ST
875 W 20TH ST
701 S J ST
3910 N PALAFOX ST.
877 ANCLOTE BOULEVARD
3630 NW 76TH ST
11100 NW S RIVER DR
1611 TALLEYRAND AVENUE
US HWY 90 W
4620 N GALLOWAY RD
1405 WEST OLIVE STREET
2010 HWY 92
5675 SE Grouper Ave
803 JONES AVE
18300 SW Warfield Blvd.
1121 SILVER BEACH RD
2405 N 71TH ST
3920 FORSYTH RD
5800 Saufley Pines Road
402 S WOODROW WILSON DR

PHILADELPHIA	PHILADELPHIA
HAMBURG	BERKS
PORTSMOUTH	PORTSMOUTH CITY
MILLSBORO	SUSSEX
CLARKSBURG	HARRISON
NEWARK	NEW CASTLE
HARLEYSVILLE	MONTGOMERY
MCINTOSH	WASHINGTON
VINCENT	SHELBY
AXIS	MOBILE
MCINTOSH	WASHINGTON
BUCKS	MOBILE
SARALAND	MOBILE
ANNISTON	CALHOUN
CHILDERSBURG	TALLADEGA
PALM BAY	BREVARD
BRANDON	HILLSBOROUGH
TAMPA	HILLSBOROUGH
CANTONMENT	ESCAMBIA
VERO BEACH	INDIAN RIVER
QUINCY	GADSDEN
ORLANDO	ORANGE
CLERMONT	LAKE
TAMPA	HILLSBOROUGH
TAMPA	HILLSBOROUGH
FORT LAUDERDALE	BROWARD
HIALEAH	MIAMI-DADE
MIAMI	MIAMI-DADE
PRINCETON	MIAMI-DADE
HIALEAH	MIAMI-DADE
PENSACOLA	ESCAMBIA
PENSACOLA	ESCAMBIA
TARPON SPRINGS	PINELLAS
MIAMI	MIAMI-DADE
MEDLEY	MIAMI-DADE
JACKSONVILLE	DUVAL
MOUNT PLEASANT	GADSDEN
LAKELAND	POLK
LAKELAND	POLK
DELAND	VOLUSIA
STUART	MARTIN
ZELLWOOD	ORANGE
INDIANTOWN	MARTIN
LAKE PARK	PALM BEACH
TAMPA	HILLSBOROUGH
ORLANDO	ORANGE
PENSACOLA	ESCAMBIA
PLANT CITY	HILLSBOROUGH

PA	19134	04-JAN-00	N	+39.985100	-75.086400	N	N
PA	19526	14-AUG-02	N	+40.33356	-075.59277	N	N
VA	23704	06-NOV-08	N	+36.808581	-076.304333	N	N
DE	19966	20-JAN-09	N	38.588158	-75.298061	N	N
WV	26301	04-JAN-16	N	+39.297053	-80.357433	N	N
DE	19713	31-MAR-10	N	+39.653889	-75.735000	N	N
PA	19438	16-SEP-13	N	+40.299483	-75.455133	N	N
AL	36553	01-MAY-79	N	+31.279000	-87.995500	N	N
AL	35178	01-JUL-80	N	33.399722	-86.405000	N	N
AL	36505	01-MAY-79	N	30.969439	-88.017500	N	N
AL	36553	02-JUL-79	N	31.263889	-87.994450	N	N
AL	36512	01-JUN-79	N	+30.975000	-88.021389	N	N
AL	36571	01-JAN-85	N	30.808331	-88.073061	N	N
AL	36253	12-FEB-88	N	33.659439	-85.969439	N	N
AL	35044	12-FEB-88	N	+33.338100	-86.326800	N	N
FL	32905	01-SEP-80	N	28.030281	-80.601389	N	N
FL	33594	01-FEB-85	N	27.929166	-82.209166	N	N
FL	33691-7721	01-AUG-80	N	+27.972500	-82.341939	N	N
FL	32533	01-SEP-80	N	30.618061	-87.376950	N	N
FL	32960	01-AUG-80	N	27.647499	-80.415555	N	N
FL	32351	01-SEP-80	N	30.592472	-84.510081	N	N
FL	32804	01-NOV-79	N	28.578889	-81.408889	N	N
FL	34711	01-APR-80	N	28.551389	-81.684719	N	N
FL	33619	01-JAN-81	N	+27.970800	-82.340400	N	N
FL	33619	01-APR-80	N	27.963056	-82.370556	N	N
FL	33309	01-NOV-80	N	26.198331	-80.152219	N	N
FL	33010	01-APR-82	N	25.844444	-80.289721	N	N
FL	33142	01-AUG-80	N	+25.815200	-80.255900	N	N
FL	33032	01-JAN-79	N	+25.536700	-80.412400	N	N
FL	33010	10-OCT-85	N	25.839581	-80.300139	N	N
FL	32501	01-JAN-81	N	30.404719	-87.236661	N	N
FL	32522	01-AUG-80	N	+30.455300	-87.231700	N	N
FL	34689	01-DEC-84	N	28.166666	-82.775694	N	N
FL	33147-4433	01-SEP-80	N	25.843061	-80.256531	N	N
FL	33178-1135	01-FEB-80	N	25.873611	-80.353331	N	N
FL	32206	01-JUN-81	N	+30.3442	-081.6265	N	N
FL	32352	01-MAR-82	N	30.660689	-84.693750	N	N
FL	33810	01-AUG-80	N	28.100831	-82.009719	N	N
FL	33815	01-JUN-83	N	28.039444	-81.979167	N	N
FL	32724	01-AUG-82	N	29.060831	-81.265000	N	N
FL	34997	01-JUL-80	N	27.136667	-80.199167	N	N
FL	32757	01-NOV-80	N	+28.731950	-81.613331	N	N
FL	33956	01-AUG-80	N	27.041111	-80.506111	N	N
FL	33403	01-JUL-79	N	+26.793700	-80.073800	N	N
FL	33619	01-AUG-80	N	27.963931	-82.374813	N	N
FL	32807	01-AUG-80	N	28.601389	-81.300000	N	N
FL	32526	01-NOV-79	N	30.474169	-87.351389	N	N
FL	33566	01-MAY-80	N	28.010831	-82.143061	N	N

1.00000000000	33828.00000000000	
1.00000000000	33885.00000000000	
1.00000000000	2745.00000000000	31-DEC-08
1.00000000000	63160.00000000000	05-OCT-09
1.00000000000	6424658.00000000000	17-FEB-16
1.00000000000	6435413.00000000000	31-MAR-10
1.00000000000	6418955.00000000000	12-MAY-14
1.00000000000	52240.00000000000	
1.00000000000	52248.00000000000	
1.00000000000	53487.00000000000	
1.00000000000	51891.00000000000	
1.00000000000	51893.00000000000	
1.00000000000	51895.00000000000	21-FEB-90
1.00000000000	51896.00000000000	
1.00000000000	51898.00000000000	
1.00000000000	51899.00000000000	
1.00000000000	51900.00000000000	
1.00000000000	51901.00000000000	
1.00000000000	51902.00000000000	
1.00000000000	52267.00000000000	
1.00000000000	17089.00000000000	12-SEP-16
1.00000000000	52268.00000000000	
1.00000000000	52269.00000000000	
1.00000000000	52270.00000000000	
1.00000000000	52271.00000000000	
1.00000000000	52272.00000000000	
1.00000000000	51894.00000000000	
1.00000000000	51897.00000000000	
1.00000000000	52265.00000000000	
1.00000000000	53220.00000000000	01-JAN-00
1.00000000000	53221.00000000000	
1.00000000000	53222.00000000000	
1.00000000000	53223.00000000000	
1.00000000000	53224.00000000000	
1.00000000000	53225.00000000000	
1.00000000000	18844.00000000000	03-AUG-09
1.00000000000	53226.00000000000	
1.00000000000	35402.00000000000	
1.00000000000	39768.00000000000	
1.00000000000	35404.00000000000	
1.00000000000	35405.00000000000	
1.00000000000	35406.00000000000	
1.00000000000	35407.00000000000	
1.00000000000	34748.00000000000	
1.00000000000	39769.00000000000	
1.00000000000	34749.00000000000	
1.00000000000	34821.00000000000	
1.00000000000	35212.00000000000	

REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
RTATE	25-OCT-04		Y	Y	
FCELLUCC	05-OCT-09		Y	Y	
RHIPPEN	08-SEP-16	2	N	Y	0
RHIPPEN	10-JAN-18	1	Y	Y	
SSHAKIR	09-DEC-14	2	N	Y	0.1
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
FLOVE	09-OCT-15		Y	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
RHIPPEN	12-APR-17		Y	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
CSANDS	24-NOV-14		N	Y	0
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
CERCLIS2 CNV	24-NOV-87		Y	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	

5.00000000000	Y	0305549	17-NOV-17
12.00000000000	Y	0305679	17-NOV-17
0.00000000000	Y	0306115	17-NOV-17
0.00000000000	Y	0306645	17-NOV-17
0.00000000000	Y	0306876	09-SEP-16
0.00000000000	Y	0306877	18-JAN-18
0.00000000000	Y	0306939	10-DEC-14
5.00000000000	Y	0400073	25-OCT-16
5.00000000000	Y	0400129	17-NOV-17
5.00000000000	Y	0400144	17-NOV-17
5.00000000000	Y	0400153	17-NOV-17
5.00000000000	Y	0400306	17-NOV-17
5.00000000000	Y	0400417	17-NOV-17
5.00000000000	Y	0400443	17-NOV-17
5.00000000000	Y	0400449	25-OCT-16
5.00000000000	Y	0400460	17-NOV-17
5.00000000000	Y	0400471	17-NOV-17
5.00000000000	Y	0400485	17-NOV-17
5.00000000000	Y	0400492	17-NOV-17
5.00000000000	Y	0400512	17-NOV-17
0.00000000000	Y	0400518	17-NOV-17
5.00000000000	Y	0400520	17-NOV-17
5.00000000000	Y	0400521	17-NOV-17
5.00000000000	Y	0400536	01-NOV-16
5.00000000000	Y	0400537	17-NOV-17
5.00000000000	Y	0400548	17-NOV-17
5.00000000000	Y	0400554	17-NOV-17
5.00000000000	Y	0400561	13-OCT-16
5.00000000000	Y	0400563	01-NOV-16
5.00000000000	Y	0400566	17-NOV-17
5.00000000000	Y	0400572	17-NOV-17
5.00000000000	Y	0400573	01-NOV-16
5.00000000000	Y	0400578	17-NOV-17
5.00000000000	Y	0400581	17-NOV-17
5.00000000000	Y	0400599	17-NOV-17
0.00000000000	Y	0400614	26-APR-14
5.00000000000	Y	0400622	17-NOV-17
5.00000000000	Y	0400623	17-NOV-17
5.00000000000	Y	0400627	17-NOV-17
5.00000000000	Y	0400637	17-NOV-17
5.00000000000	Y	0400642	17-NOV-17
5.00000000000	Y	0400655	17-NOV-17
5.00000000000	Y	0400657	17-NOV-17
5.00000000000	Y	0400668	13-OCT-16
5.00000000000	Y	0400674	17-NOV-17
5.00000000000	Y	0400683	17-NOV-17
5.00000000000	Y	0400684	17-NOV-17
5.00000000000	Y	0400710	17-NOV-17

Interpolation-Digital Map Source (TIGER)	
Interpolation-Map	
Unknown	
Unknown	Verified, Unknown Method
Unknown	Verified, Unknown Method
Unknown	Verified, Unknown Method
Unknown	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Map	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Unknown	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	

NAD83	Other	
NAD27	Other	
Unknown	Unknown	Point
Unknown	Unknown	Point
Unknown	Unknown	
Unknown	Unknown	Point
Unknown	Unknown	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
Unknown	Process Unit Area Centroid	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
Unknown	Unknown	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	

1:100,000			39.983194	-75.083889
1:24,000			40.549507	-75.980228
Unknown			36.809464	-76.308822
Unknown		Other	38.588158	-75.298061
Unknown		Unknown	+39.297053	-80.357433
Unknown			+39.653889	-75.735000
None			+40.299483	-75.455133
1:100,000			+31.279000	-87.995500
1:100,000			33.399722	-86.405000
1:100,000			30.969439	-88.017500
1:100,000			31.263889	-87.994450
1:100,000			+30.975000	-88.021389
1:100,000	Degrees		30.808331	-88.073061
1:100,000			33.659439	-85.969439
1:100,000			+33.338100	-86.326800
1:100,000			28.030281	-80.601389
1:100,000			27.929166	-82.209166
1:100,000			+27.972500	-82.341939
1:100,000			30.618061	-87.376950
1:100,000			27.647499	-80.415555
Unknown		EPA Region 4	30.592472	-84.510081
1:100,000			28.578889	-81.408889
1:100,000			28.551389	-81.684719
1:100,000			+27.970800	-82.340400
1:100,000			27.963056	-82.370556
1:100,000			26.198331	-80.152219
1:100,000			25.844444	-80.289721
1:100,000			+25.815200	-80.255900
1:100,000			+25.536700	-80.412400
1:100,000			25.839581	-80.300139
1:100,000			30.404719	-87.236661
1:100,000			+30.455300	-87.231700
1:100,000			28.166666	-82.775694
1:100,000			25.843061	-80.256531
1:100,000			25.873611	-80.353331
Unknown		EPA Region 4	+30.3442	-081.6265
1:100,000			30.660689	-84.693750
1:100,000			28.100831	-82.009719
1:100,000			28.039444	-81.979167
1:100,000			29.060831	-81.265000
1:100,000			27.136667	-80.199167
1:100,000			+28.731950	-81.613331
1:100,000			27.041111	-80.506111
1:100,000			+26.793700	-80.073800
1:100,000			27.963931	-82.374813
1:100,000			28.601389	-81.300000
1:100,000			30.474169	-87.351389
1:100,000			28.010831	-82.143061

Y	39.98319400000	-75.08388900000
Y	40.54950700000	-75.98022800000
Y	36.80946400000	-76.30882200000
Y	38.58815800000	-75.29806100000
Y	39.29705300000	-80.35743300000
Y	39.65388900000	-75.73500000000
Y	40.29948300000	-75.45513300000
Y	31.27900000000	-87.99550000000
Y	33.39972200000	-86.40500000000
Y	30.96943900000	-88.01750000000
Y	31.26388900000	-87.99445000000
Y	30.97500000000	-88.02138900000
Y	30.80833100000	-88.07306100000
Y	33.65943900000	-85.96943900000
Y	33.33810000000	-86.32680000000
Y	28.03028100000	-80.60138900000
Y	27.92916600000	-82.20916600000
Y	27.97250000000	-82.34193900000
Y	30.61806100000	-87.37695000000
Y	27.64749900000	-80.41555500000
Y	30.59247200000	-84.51008100000
Y	28.57888900000	-81.40888900000
Y	28.55138900000	-81.68471900000
Y	27.97080000000	-82.34040000000
Y	27.96305600000	-82.37055600000
Y	26.19833100000	-80.15221900000
Y	25.84444400000	-80.28972100000
Y	25.81520000000	-80.25590000000
Y	25.53670000000	-80.41240000000
Y	25.83958100000	-80.30013900000
Y	30.40471900000	-87.23666100000
Y	30.45530000000	-87.23170000000
Y	28.16666600000	-82.77569400000
Y	25.84306100000	-80.25653100000
Y	25.87361100000	-80.35333100000
Y	30.34420000000	-81.62650000000
Y	30.66068900000	-84.69375000000
Y	28.10083100000	-82.00971900000
Y	28.03944400000	-81.97916700000
Y	29.06083100000	-81.26500000000
Y	27.13666700000	-80.19916700000
Y	28.73195000000	-81.61333100000
Y	27.04111100000	-80.50611100000
Y	26.79370000000	-80.07380000000
Y	27.96393100000	-82.37481300000
Y	28.60138900000	-81.30000000000
Y	30.47416900000	-87.35138900000
Y	28.01083100000	-82.14306100000

Philadelphia, PA--NJ--DE--MD
Reading, PA
Virginia Beach, VA
Millsboro, DE
Clarksburg, WV
Philadelphia, PA--NJ--DE--MD
Philadelphia, PA--NJ--DE--MD
Rural
Rural
Rural
Rural
Rural
Mobile, AL
Rural
Rural
Palm Bay--Melbourne, FL
Rural
Tampa--St. Petersburg, FL
Rural
Sebastian--Vero Beach South--Florida Ridge, FL
Rural
Orlando, FL
Rural
Tampa--St. Petersburg, FL
Tampa--St. Petersburg, FL
Miami, FL
Miami, FL
Miami, FL
Miami, FL
Miami, FL
Pensacola, FL--AL
Pensacola, FL--AL
Tampa--St. Petersburg, FL
Miami, FL
Miami, FL
Jacksonville, FL
Rural
Lakeland, FL
Lakeland, FL
Deltona, FL
Port St. Lucie, FL
Orlando, FL
Rural
Miami, FL
Tampa--St. Petersburg, FL
Orlando, FL
Rural
Tampa--St. Petersburg, FL

Philadelphia, PA--NJ--DE--MD Urbanized Area
Reading, PA Urbanized Area
Virginia Beach, VA Urbanized Area
Millsboro, DE Urban Cluster
Clarksburg, WV Urban Cluster
Philadelphia, PA--NJ--DE--MD Urbanized Area
Philadelphia, PA--NJ--DE--MD Urbanized Area
Rural
Rural
Rural
Rural
Rural
Mobile, AL Urbanized Area
Rural
Rural
Palm Bay--Melbourne, FL Urbanized Area
Rural
Tampa--St. Petersburg, FL Urbanized Area
Rural
Sebastian--Vero Beach South--Florida Ridge, FL Urbanized Area
Rural
Orlando, FL Urbanized Area
Rural
Tampa--St. Petersburg, FL Urbanized Area
Tampa--St. Petersburg, FL Urbanized Area
Miami, FL Urbanized Area
Miami, FL Urbanized Area
Miami, FL Urbanized Area
Miami, FL Urbanized Area
Miami, FL Urbanized Area
Pensacola, FL--AL Urbanized Area
Pensacola, FL--AL Urbanized Area
Tampa--St. Petersburg, FL Urbanized Area
Miami, FL Urbanized Area
Miami, FL Urbanized Area
Jacksonville, FL Urbanized Area
Rural
Lakeland, FL Urbanized Area
Lakeland, FL Urbanized Area
Deltona, FL Urbanized Area
Port St. Lucie, FL Urbanized Area
Orlando, FL Urbanized Area
Rural
Miami, FL Urbanized Area
Tampa--St. Petersburg, FL Urbanized Area
Orlando, FL Urbanized Area
Rural
Tampa--St. Petersburg, FL Urbanized Area

11	City-Large
21	Suburban-Large
13	City-Small
32	Town-Distant
32	Town-Distant
21	Suburban-Large
21	Suburban-Large
42	Rural-Distant
42	Rural-Distant
41	Rural-Fringe
42	Rural-Distant
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
12	City-Midsize
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
13	City-Small
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
11	City-Large
12	City-Midsize
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
13	City-Small
13	City-Small
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
11	City-Large
42	Rural-Distant
21	Suburban-Large
12	City-Midsize
22	Suburban-Midsize
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
11	City-Large
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large

Active Inventory	NPL	04	0400733	FLD070864541
Active Inventory	NPL	04	0400736	FLD071307680
Active Inventory	NPL	04	0400746	FLD076027820
Active Inventory	NPL	04	0400756	FLD080174402
Active Inventory	NPL	04	0400769	FLD084535442
Active Inventory	NPL	04	0400779	FLD088787585
Active Inventory	NPL	04	0400785	FLD091471904
Active Inventory	NPL	04	0400792	FLD094590916
Active Inventory	NPL	04	0400804	FLD098924038
Active Inventory	NPL	04	0400818	FLD980221857
Active Inventory	NPL	04	0400836	FLD980494660
Active Inventory	NPL	04	0400853	FLD980494959
Active Inventory	NPL	04	0400859	FLD980556351
Active Inventory	NPL	04	0400897	FLD980602288
Active Inventory	NPL	04	0400898	FLD980602346
Active Inventory	NPL	04	0400900	FLD980602643
Active Inventory	NPL	04	0400901	FLD980602767
Active Inventory	NPL	04	0400902	FLD980602882
Active Inventory	NPL	04	0400903	FLD980709356
Active Inventory	NPL	04	0400908	FLD980709802
Active Inventory	NPL	04	0400914	FLD980727820
Active Inventory	NPL	04	0400916	FLD980728877
Active Inventory	NPL	04	0400917	FLD980728935
Active Inventory	NPL	04	0400919	FLD980798698
Active Inventory	NPL	04	0400933	FLD980844179
Active Inventory	NPL	04	0401044	FLD981014368
Active Inventory	NPL	04	0401078	FLD981021470
Active Inventory	NPL	04	0401202	FLD991279894
Active Inventory	NPL	04	0401205	FL1570024124
Active Inventory	NPL	04	0401208	FL2170023244
Active Inventory	NPL	04	0401214	FL6170024412
Active Inventory	NPL	04	0401221	FL9170024567
Active Inventory	NPL	04	0401299	GAD001700699
Active Inventory	NPL	04	0401315	GAD003269578
Active Inventory	NPL	04	0401395	GAD008212409
Active Inventory	NPL	04	0401411	GAD033582461
Active Inventory	NPL	04	0401428	GAD042101261
Active Inventory	NPL	04	0401627	GAD095840674
Active Inventory	NPL	04	0401634	GAD099303182
Active Inventory	NPL	04	0401660	GAD980495402
Active Inventory	NPL	04	0401668	GAD980496954
Active Inventory	NPL	04	0401699	GAD980556906
Active Inventory	NPL	04	0401732	GAD980838619
Active Inventory	NPL	04	0401838	GAD990741092
Active Inventory	NPL	04	0401840	GAD990855074
Active Inventory	NPL	04	0401841	GAD990855819
Active Inventory	NPL	04	0401854	GAD991275686
Active Inventory	NPL	04	0401869	GA1570024330

TRI-CITY OIL CONSERVATIONIST, INC
GOLD COAST OIL CORP.
MIAMI DRUM SERVICES
CHEMFORM, INC.
MUNISPORT LANDFILL
MRI CORP (TAMPA)
TRANS CIRCUITS, INC.
CALLAWAY & SON DRUM SERVICE
UNITED METALS, INC.
AGRICO CHEMICAL CO.
BEULAH LANDFILL
TAYLOR ROAD LANDFILL
PICKETTVILLE ROAD LANDFILL
DAVIE LANDFILL
VARSOL SPILL
NORTHWEST 58TH STREET LANDFILL
WHITEHOUSE OIL PITS
SAPP BATTERY SALVAGE
CABOT/KOPPERS
HIPPS ROAD LANDFILL
KASSAUF-KIMERLING BATTERY DISPOSAL
SIXTY-SECOND STREET DUMP
BROWN WOOD PRESERVING
PETROLEUM PRODUCTS CORP.
YELLOW WATER ROAD
ANODYNE, INC.
WINGATE ROAD MUNICIPAL INCINERATOR DUMP
COLEMAN-EVANS WOOD PRESERVING CO.
TYNDALL AIR FORCE BASE
WHITING FIELD NAVAL AIR STATION
JACKSONVILLE NAVAL AIR STATION
PENSACOLA NAVAL AIR STATION
MONSANTO CORP. (AUGUSTA PLANT)
WOOLFOLK CHEMICAL WORKS, INC.
CAMILLA WOOD PRESERVING COMPANY
ALTERNATE ENERGY RESOURCES INC
T.H. AGRICULTURE & NUTRITION CO. (ALBANY PLANT)
CEDARTOWN INDUSTRIES, INC.
LCP CHEMICALS GEORGIA
CEDARTOWN MUNICIPAL LANDFILL
POWERSVILLE SITE
HERCULES 009 LANDFILL
MATHIS BROTHERS LANDFILL (SOUTH MARBLE TOP ROAD)
DIAMOND SHAMROCK CORP. LANDFILL
FIRESTONE TIRE & RUBBER CO. (ALBANY PLANT)
LUMINOUS PROCESSES, INC.
MARZONE INC./CHEVRON CHEMICAL CO.
ROBINS AIR FORCE BASE (LANDFILL #4/SLUDGE LAGOON)

D	Deleted from the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	DR
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	

Deferred to RCRA (Subtitle C)

8767 1/2 N 50TH ST
2835 SW 71 AVE
6601 NW 72nd Avenue
1410 SW 8TH ST
152ND ST NE & BISCAYNE BLVD
9220 STANNUM STREET
210 NEWMAN ROAD
890 EAST LAKE ALFRED DRIVE
1690 Highway 71
118 E FAIRFIELD DR @ I-110
ROUTE 9 US HWY 90
TAYLOR RD
5150 PICKETTVILLE RD
Vista View Park 4001 SW 142nd Ave.
MIAMI INT'L AIRPORT
NW 58TH ST
ONE HALF MILE N OF HWY 90
COUNTY RD C-280
MAIN ST & 23RD AVE
HIPPS RD
The end of N. 58th St. north of E. Columbus Dr.
2914 N. 62nd Street
JCT GOLDKISS BLVD & SNOWMILL
14000 BLOCK PEMBROKE ROAD
1190 YELLOW WATER ROAD
1270 NW 165 STREET
1300 N. W. 34TH AVENUE
101 CELERY ST
4756 CIVIL ENGINEERING
Postal Address is unavailable for the Site
NAS BLDG 826
NAVAL AIR STATION BUILDING 3
MARVIN GRIFFIN RD
E MAIN ST P O BOX 938
131 EAST BENNETT STREET
2736 WALDEN DR
1401 SCHLEY AVE
404 S. FURNACE STREET
4014 ROSS RD
WEST OF N. TENTH ST AND GIRARD AVE
GA HWY 49 N
BENEDICT RD & ROUTE 25
S MARBLE TOP RD
W. GIRARD AVENUE
3300 SYLVESTER RD
US HWY 78 & 29 4 MILES W
GOLDEN ROAD
ROBINS AFB

TAMPA	HILLSBOROUGH
MIAMI	MIAMI-DADE
MIAMI	MIAMI-DADE
POMPANO BEACH	BROWARD
NORTH MIAMI	MIAMI-DADE
TAMPA	HILLSBOROUGH
LAKE PARK	PALM BEACH
LAKE ALFRED	POLK
MARIANNA	JACKSON
PENSACOLA	ESCAMBIA
PENSACOLA	ESCAMBIA
SEFFNER	HILLSBOROUGH
JACKSONVILLE	DUVAL
DAVIE	BROWARD
MIAMI	MIAMI-DADE
HIALEAH	MIAMI-DADE
WHITEHOUSE	DUVAL
COTTONDALE	JACKSON
GAINESVILLE	ALACHUA
DUVAL COUNTY	DUVAL
TAMPA	HILLSBOROUGH
TAMPA	HILLSBOROUGH
LIVE OAK	SUWANNEE
PEMBROKE PARK	BROWARD
BALDWIN	DUVAL
NORTH MIAMI BEACH	MIAMI-DADE
FORT LAUDERDALE	BROWARD
WHITEHOUSE	DUVAL
PANAMA CITY	BAY
MILTON	SANTA ROSA
JACKSONVILLE	DUVAL
PENSACOLA	ESCAMBIA
AUGUSTA	RICHMOND
FORT VALLEY	PEACH
CAMILLA	MITCHELL
AUGUSTA	RICHMOND
ALBANY	DOUGHERTY
CEDARTOWN	POLK
BRUNSWICK	GLYNN
CEDARTOWN	POLK
PEACH COUNTY	PEACH
BRUNSWICK	GLYNN
KENSINGTON	WALKER
CEDARTOWN	POLK
ALBANY	DOUGHERTY
ATHENS	CLARKE
TIFTON	TIFT
HOUSTON COUNTY	HOUSTON

FL	33617	01-NOV-75	N	+28.031800	-82.401500	N	N
FL	33155-2802	01-AUG-80	N	+25.743400	-80.311200	N	N
FL	33166	01-NOV-79	N	25.837219	-80.313061	N	N
FL	33069	01-JUL-79	N	26.219055	-80.141374	N	N
FL	33161	01-JAN-79	N	25.908331	-80.154169	N	N
FL	33619	01-JUN-79	N	+27.960000	-82.355833	N	N
FL	33403	01-JUL-79	N	26.795278	-80.073889	N	N
FL	33850	01-FEB-85	N	28.098056	-81.714722	N	N
FL	32446	16-APR-85	N	30.685833	-85.168056	N	N
FL	32505	01-JUL-84	N	+30.451200	-87.225600	N	N
FL	32506	01-NOV-79	N	30.513061	-87.345139	N	N
FL	33619	01-AUG-79	N	28.009719	-82.293050	N	N
FL	32205	01-JUN-81	N	30.368611	-81.738889	N	N
FL	33314	01-NOV-79	N	+26.069600	-80.342600	N	N
FL	33159	01-NOV-79	N	+25.804700	-80.277200	N	N
FL	33012	01-DEC-78	N	25.833331	-80.347219	N	N
FL	32220	01-JAN-76	N	+30.320100	-81.851300	N	N
FL	32431	01-FEB-80	N	30.728331	-85.392500	N	N
FL	32601	01-NOV-79	N	+29.675000	-82.323061	N	N
FL	32222	01-APR-83	N	30.216939	-81.805561	N	N
FL	33619	01-MAR-81	N	27.967219	-82.390000	N	N
FL	33619	01-AUG-82	N	27.969439	-82.386389	N	N
FL	32060	01-MAY-82	N	+30.302500	-83.013050	N	N
FL	33024	01-DEC-82	N	+25.992600	-80.169600	N	N
FL	32234	01-DEC-84	N	+30.280300	-81.971700	N	N
FL	33169	10-JUN-85	N	25.923189	-80.221531	N	N
FL	33311	01-MAY-82	N	+26.144400	-80.184700	N	N
FL	32220-1806	01-DEC-80	N	30.313889	-81.842781	N	N
FL	32403	12-FEB-88	N	+30.087500	-85.586667	N	N
FL	32570	12-FEB-88	N	30.709722	-87.020417	N	N
FL	32212	12-FEB-88	N	+30.221110	-81.682777	N	N
FL	32508	12-FEB-88	N	30.357222	-87.283054	N	N
GA	30903	01-NOV-79	N	+33.389450	-81.993061	N	N
GA	31030	01-JUN-84	N	32.549581	-83.884161	N	N
GA	31730	01-AUG-80	N	+31.222500	-84.203330	N	N
GA	30904	01-JUL-80	N	33.454194	-82.036944	N	N
GA	31707	01-AUG-83	N	31.617361	-84.181661	N	N
GA	30125	01-AUG-80	N	+34.008200	-85.263600	N	N
GA	31520	01-AUG-80	N	31.189444	-81.508333	N	N
GA	30125	18-APR-85	N	34.015969	-85.282639	N	N
GA	31074	01-DEC-79	N	+32.612500	-83.794439	N	N
GA	31521	01-NOV-79	N	+31.204900	-81.485800	N	N
GA	30728	01-DEC-83	N	34.797781	-85.377781	N	N
GA	30125	01-NOV-79	N	+34.020700	-85.271700	N	N
GA	31701	01-AUG-80	N	31.565831	-84.053889	N	N
GA	30622	01-MAR-81	N	33.940281	-83.471950	N	N
GA	31794	01-MAY-84	N	+31.428900	-83.501700	N	N
GA	31098	12-FEB-88	N	32.619983	-83.582075	N	N

1.00000000000	35215.00000000000	
1.00000000000	39770.00000000000	
1.00000000000	35195.00000000000	
1.00000000000	35199.00000000000	
1.00000000000	34942.00000000000	
1.00000000000	34484.00000000000	
1.00000000000	34488.00000000000	
1.00000000000	34564.00000000000	
1.00000000000	39771.00000000000	
1.00000000000	34565.00000000000	
1.00000000000	34566.00000000000	
1.00000000000	34567.00000000000	
1.00000000000	34568.00000000000	
1.00000000000	39772.00000000000	
1.00000000000	34569.00000000000	
1.00000000000	34570.00000000000	
1.00000000000	34571.00000000000	
1.00000000000	35622.00000000000	
1.00000000000	35623.00000000000	
1.00000000000	35624.00000000000	
1.00000000000	39773.00000000000	11-MAY-11
1.00000000000	35991.00000000000	
1.00000000000	35992.00000000000	
1.00000000000	35993.00000000000	
1.00000000000	35994.00000000000	
1.00000000000	35995.00000000000	
1.00000000000	35996.00000000000	
1.00000000000	39774.00000000000	27-MAR-14
1.00000000000	35997.00000000000	
1.00000000000	35412.00000000000	
1.00000000000	35413.00000000000	
1.00000000000	35738.00000000000	
1.00000000000	35739.00000000000	
1.00000000000	38665.00000000000	
1.00000000000	40308.00000000000	
1.00000000000	12245.00000000000	26-JUL-06
1.00000000000	35703.00000000000	
1.00000000000	35704.00000000000	
1.00000000000	35705.00000000000	
1.00000000000	40309.00000000000	
1.00000000000	35706.00000000000	
1.00000000000	35707.00000000000	
1.00000000000	39084.00000000000	
1.00000000000	35708.00000000000	
1.00000000000	35709.00000000000	
1.00000000000	40310.00000000000	
1.00000000000	35710.00000000000	
1.00000000000	35711.00000000000	

REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	30
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
FLOVE	31-AUG-15	N	Y	10
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
CERCLIS2 CNV	24-NOV-87	Y	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	

5.00000000000	Y	0400733	01-NOV-16
5.00000000000	Y	0400736	01-NOV-16
5.00000000000	Y	0400746	17-NOV-17
5.00000000000	Y	0400756	17-NOV-17
5.00000000000	Y	0400769	17-NOV-17
5.00000000000	Y	0400779	17-NOV-17
5.00000000000	Y	0400785	17-NOV-17
5.00000000000	Y	0400792	17-NOV-17
0.00000000000	Y	0400804	17-NOV-17
5.00000000000	Y	0400818	25-OCT-16
5.00000000000	Y	0400836	17-NOV-17
5.00000000000	Y	0400853	17-NOV-17
5.00000000000	Y	0400859	17-NOV-17
5.00000000000	Y	0400897	01-NOV-16
5.00000000000	Y	0400898	01-NOV-16
5.00000000000	Y	0400900	17-NOV-17
5.00000000000	Y	0400901	01-NOV-16
5.00000000000	Y	0400902	17-NOV-17
5.00000000000	Y	0400903	17-NOV-17
5.00000000000	Y	0400908	17-NOV-17
5.00000000000	Y	0400914	17-NOV-17
5.00000000000	Y	0400916	17-NOV-17
5.00000000000	Y	0400917	25-OCT-16
5.00000000000	Y	0400919	01-NOV-16
5.00000000000	Y	0400933	01-NOV-16
5.00000000000	Y	0401044	17-NOV-17
5.00000000000	Y	0401078	01-NOV-16
5.00000000000	Y	0401202	17-NOV-17
5.00000000000	Y	0401205	17-NOV-17
5.00000000000	Y	0401208	17-NOV-17
5.00000000000	Y	0401214	17-NOV-17
5.00000000000	Y	0401221	17-NOV-17
5.00000000000	Y	0401299	17-NOV-17
5.00000000000	Y	0401315	17-NOV-17
5.00000000000	Y	0401395	25-OCT-16
0.00000000000	Y	0401411	17-NOV-17
5.00000000000	Y	0401428	17-NOV-17
5.00000000000	Y	0401627	25-OCT-16
5.00000000000	Y	0401634	17-NOV-17
5.00000000000	Y	0401660	17-NOV-17
5.00000000000	Y	0401668	17-NOV-17
5.00000000000	Y	0401699	01-NOV-16
5.00000000000	Y	0401732	17-NOV-17
5.00000000000	Y	0401838	01-NOV-16
5.00000000000	Y	0401840	17-NOV-17
5.00000000000	Y	0401841	17-NOV-17
5.00000000000	Y	0401854	01-NOV-16
5.00000000000	Y	0401869	17-NOV-17

Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Unknown	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	

NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other

1:100,000		+28.031800	-82.401500
1:100,000		+25.743400	-80.311200
1:100,000		25.837219	-80.313061
1:100,000		26.219055	-80.141374
1:100,000		25.908331	-80.154169
1:100,000		+27.960000	-82.355833
1:100,000		26.795278	-80.073889
1:100,000		28.098056	-81.714722
		30.685833	-85.168056
1:100,000		+30.451200	-87.225600
1:100,000		30.513061	-87.345139
1:100,000		28.009719	-82.293050
1:100,000		30.368611	-81.738889
1:100,000		+26.069600	-80.342600
1:100,000		+25.804700	-80.277200
1:100,000		25.833331	-80.347219
1:100,000		+30.320100	-81.851300
1:100,000		30.728331	-85.392500
1:100,000		+29.675000	-82.323061
1:100,000		30.216939	-81.805561
1:100,000		27.967219	-82.390000
1:100,000		27.969439	-82.386389
1:100,000		+30.302500	-83.013050
1:100,000		+25.992600	-80.169600
1:100,000		+30.280300	-81.971700
1:100,000		25.923189	-80.221531
1:100,000		+26.144400	-80.184700
1:100,000		30.313889	-81.842781
1:100,000		+30.087500	-85.586667
1:100,000		30.709722	-87.020417
1:100,000		+30.221110	-81.682777
1:100,000		30.357222	-87.283054
1:100,000		+33.389450	-81.993061
1:100,000		32.549581	-83.884161
1:100,000		+31.222500	-84.203330
Unknown	EPA Region 4	33.454194	-82.036944
1:100,000		31.617361	-84.181661
1:100,000		+34.008200	-85.263600
1:100,000		31.189444	-81.508333
1:100,000		34.015969	-85.282639
1:100,000		+32.612500	-83.794439
1:100,000		+31.204900	-81.485800
1:100,000		34.797781	-85.377781
1:100,000		+34.020700	-85.271700
1:100,000		31.565831	-84.053889
1:100,000		33.940281	-83.471950
1:100,000		+31.428900	-83.501700
1:100,000		32.619983	-83.582075

Y	28.03180000000	-82.40150000000
Y	25.74340000000	-80.31120000000
Y	25.83721900000	-80.31306100000
Y	26.21905500000	-80.14137400000
Y	25.90833100000	-80.15416900000
Y	27.96000000000	-82.35583300000
Y	26.79527800000	-80.07388900000
Y	28.09805600000	-81.71472200000
Y	30.68583300000	-85.16805600000
Y	30.45120000000	-87.22560000000
Y	30.51306100000	-87.34513900000
Y	28.00971900000	-82.29305000000
Y	30.36861100000	-81.73888900000
Y	26.06960000000	-80.34260000000
Y	25.80470000000	-80.27720000000
Y	25.83333100000	-80.34721900000
Y	30.32010000000	-81.85130000000
Y	30.72833100000	-85.39250000000
Y	29.67500000000	-82.32306100000
Y	30.21693900000	-81.80556100000
Y	27.96721900000	-82.39000000000
Y	27.96943900000	-82.38638900000
Y	30.30250000000	-83.01305000000
Y	25.99260000000	-80.16960000000
Y	30.28030000000	-81.97170000000
Y	25.92318900000	-80.22153100000
Y	26.14440000000	-80.18470000000
Y	30.31388900000	-81.84278100000
Y	30.08750000000	-85.58666700000
Y	30.70972200000	-87.02041700000
Y	30.22111000000	-81.68277700000
Y	30.35722200000	-87.28305400000
Y	33.38945000000	-81.99306100000
Y	32.54958100000	-83.88416100000
Y	31.22250000000	-84.20333000000
Y	33.45419400000	-82.03694400000
Y	31.61736100000	-84.18166100000
Y	34.00820000000	-85.26360000000
Y	31.18944400000	-81.50833300000
Y	34.01596900000	-85.28263900000
Y	32.61250000000	-83.79443900000
Y	31.20490000000	-81.48580000000
Y	34.79778100000	-85.37778100000
Y	34.02070000000	-85.27170000000
Y	31.56583100000	-84.05388900000
Y	33.94028100000	-83.47195000000
Y	31.42890000000	-83.50170000000
Y	32.61998300000	-83.58207500000

Tampa--St. Petersburg, FL
Miami, FL
Miami, FL
Miami, FL
Miami, FL
Tampa--St. Petersburg, FL
Miami, FL
Winter Haven, FL
Rural
Pensacola, FL--AL
Rural
Rural
Rural
Miami, FL
Miami, FL
Miami, FL
Jacksonville, FL
Rural
Gainesville, FL
Jacksonville, FL
Tampa--St. Petersburg, FL
Tampa--St. Petersburg, FL
Rural
Miami, FL
Rural
Miami, FL
Miami, FL
Jacksonville, FL
Rural
Rural
Jacksonville, FL
Pensacola, FL--AL
Augusta-Richmond County, GA--SC
Fort Valley, GA
Camilla, GA
Augusta-Richmond County, GA--SC
Albany, GA
Cedartown, GA
Rural
Rural
Rural
Brunswick, GA
Rural
Rural
Rural
Athens-Clarke County, GA
Tifton, GA
Rural

Tampa--St. Petersburg, FL Urbanized Area
Miami, FL Urbanized Area
Miami, FL Urbanized Area
Miami, FL Urbanized Area
Miami, FL Urbanized Area
Tampa--St. Petersburg, FL Urbanized Area
Miami, FL Urbanized Area
Winter Haven, FL Urbanized Area
Rural
Pensacola, FL--AL Urbanized Area
Rural
Rural
Rural
Miami, FL Urbanized Area
Miami, FL Urbanized Area
Miami, FL Urbanized Area
Jacksonville, FL Urbanized Area
Rural
Gainesville, FL Urbanized Area
Jacksonville, FL Urbanized Area
Tampa--St. Petersburg, FL Urbanized Area
Tampa--St. Petersburg, FL Urbanized Area
Rural
Miami, FL Urbanized Area
Rural
Miami, FL Urbanized Area
Miami, FL Urbanized Area
Jacksonville, FL Urbanized Area
Rural
Rural
Jacksonville, FL Urbanized Area
Pensacola, FL--AL Urbanized Area
Augusta-Richmond County, GA--SC Urbanized Area
Fort Valley, GA Urban Cluster
Camilla, GA Urban Cluster
Augusta-Richmond County, GA--SC Urbanized Area
Albany, GA Urbanized Area
Cedartown, GA Urban Cluster
Rural
Rural
Rural
Brunswick, GA Urbanized Area
Rural
Rural
Rural
Athens-Clarke County, GA Urbanized Area
Tifton, GA Urban Cluster
Rural

11	City-Large
21	Suburban-Large
21	Suburban-Large
12	City-Midsize
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
22	Suburban-Midsize
42	Rural-Distant
13	City-Small
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
11	City-Large
42	Rural-Distant
12	City-Midsize
11	City-Large
11	City-Large
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
42	Rural-Distant
21	Suburban-Large
12	City-Midsize
11	City-Large
41	Rural-Fringe
41	Rural-Fringe
11	City-Large
21	Suburban-Large
12	City-Midsize
31	Town - Fringe
32	Town-Distant
12	City-Midsize
13	City-Small
32	Town-Distant
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
23	Suburban-Small
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
12	City-Midsize
32	Town-Distant
41	Rural-Fringe

Active Inventory	NPL	04	0401879	GA7170023694
Active Inventory	NPL	04	0401930	KYD006370167
Active Inventory	NPL	04	0401932	KYD006371074
Active Inventory	NPL	04	0401977	KYD041981010
Active Inventory	NPL	04	0401986	KYD045738291
Active Inventory	NPL	04	0401991	KYD049062375
Active Inventory	NPL	04	0402059	KYD097267413
Active Inventory	NPL	04	0402072	KYD980500961
Active Inventory	NPL	04	0402076	KYD980501019
Active Inventory	NPL	04	0402081	KYD980501076
Active Inventory	NPL	04	0402090	KYD980501191
Active Inventory	NPL	04	0402104	KYD980557052
Active Inventory	NPL	04	0402125	KYD980601975
Active Inventory	NPL	04	0402127	KYD980602155
Active Inventory	NPL	04	0402139	KYD980729107
Active Inventory	NPL	04	0402171	KYD980844625
Active Inventory	NPL	04	0402195	KYD981028350
Active Inventory	NPL	04	0402231	MSD000272385
Active Inventory	NPL	04	0402253	MSD000828558
Active Inventory	NPL	04	0402260	MSD004006995
Active Inventory	NPL	04	0402275	TNN000402275
Active Inventory	NPL	04	0402285	MSD007037278
Active Inventory	NPL	04	0402288	MSD008154486
Active Inventory	NPL	04	0402374	MSD065490930
Active Inventory	NPL	04	0402405	MSD086556388
Active Inventory	NPL	04	0402466	MSD980601736
Active Inventory	NPL	04	0402473	MSD980710941
Active Inventory	NPL	04	0402479	MSD980840045
Active Inventory	NPL	04	0402489	MSD990866329
Active Inventory	NPL	04	0402588	NCD001810365
Active Inventory	NPL	04	0402598	NCD003149556
Active Inventory	NPL	04	0402634	NCD003188828
Active Inventory	NPL	04	0402635	NCD003188844
Active Inventory	NPL	04	0402647	NCD003200383
Active Inventory	NPL	04	0402687	NCD003446721
Active Inventory	NPL	04	0402718	NCD024644494
Active Inventory	NPL	04	0402720	NCD024766719
Active Inventory	NPL	04	0402724	NCD024900987
Active Inventory	NPL	04	0402753	NCD044440303
Active Inventory	NPL	04	0402893	NCD079044426
Active Inventory	NPL	04	0402957	NCD095459392
Active Inventory	NPL	04	0403015	NCD980557656
Active Inventory	NPL	04	0403028	NCD980557805
Active Inventory	NPL	04	0403068	NCD980602163
Active Inventory	NPL	04	0403079	NCD980729602
Active Inventory	NPL	04	0403095	NCD980840409
Active Inventory	NPL	04	0403099	NCD980843346
Active Inventory	NPL	04	0403120	NCD981021157

MARINE CORPS LOGISTICS BASE
B.F. GOODRICH
GENERAL TIRE & RUBBER CO. (MAYFIELD LANDFILL)
AIRCO
CALDWELL LACE LEATHER CO., INC.
NATIONAL SOUTHWIRE ALUMINUM CO.
SMITH'S FARM
A.L. TAYLOR (VALLEY OF DRUMS)
BRANTLEY LANDFILL
GREEN RIVER DISPOSAL, INC.
HOWE VALLEY LANDFILL
LEE'S LANE LANDFILL
DISTLER FARM
DISTLER BRICKYARD
MAXEY FLATS NUCLEAR DISPOSAL
FORT HARTFORD COAL CO. STONE QUARRY
TRI-CITY DISPOSAL CO.
RED PANTHER CHEMICAL COMPANY
SOUTHEASTERN WOOD PRESERVING
AMERICAN CREOSOTE WORKS INC (LOUISVILLE)
FORMER CUSTOM CLEANERS
ROCKWELL INTERNATIONAL WHEEL & TRIM
CHEMFAX, INC.
PICAYUNE WOOD TREATING SITE
SONFORD PRODUCTS
WALCOTTE CHEMICAL CO. WAREHOUSES
FLOWOOD SITE
NEWSOM BROTHERS/OLD REICHHOLD CHEMICALS, INC.
KERR-MCGEE CHEMICAL CORP - COLUMBUS
MARTIN-MARIETTA, SODYECO, INC.
CTS OF ASHEVILLE, INC.
CAPE FEAR WOOD PRESERVING
CAROLINA TRANSFORMER CO.
KOPPERS CO., INC. (MORRISVILLE PLANT)
CELANESE CORP. (SHELBY FIBER OPERATIONS)
ABC ONE HOUR CLEANERS
WRIGHT CHEMICAL CORPORATION
HOLCOMB CREOSOTE CO
BYPASS 601 GROUND WATER CONTAMINATION
GENERAL ELECTRIC CO/SHEPHERD FARM
CHEMTRONICS, INC.
NORTH CAROLINA STATE UNIVERSITY (LOT 86, FARM UNIT #1)
KERR-MCGEE CHEMICAL CORP - NAVASSA
ROADSIDE PCB SPILL
JADCO-HUGHES FACILITY
CHARLES MACON LAGOON AND DRUM STORAGE
ABERDEEN PESTICIDE DUMPS
NEW HANOVER CNTY AIRPORT BURN PIT

F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
P	Proposed for NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL

FLEMING ROAD
KY HWY 1523
1 GENERAL ST
HWY 1523
111 E CALDWELL ST
JCT KY HWY 271 & 334
PRYOR VALLEY RD
ST HWY 1020
6875 HWY-85 East
KELLY CEMETARY RD
HAWKINS DR
LEES LN @ OHIO RIV
BLEVINS GAP RD
US HWYS 31 & 60
MAXEY FLATS RD
1881 Underwood RD
RTE. 1526 AT THE GRAVEL ROAD
1201 NORMANDY AVENUE
NORTHERN SIDE OF COVINGTON DRIVE
RAILROAD AVE
3517 Southern Avenue
HIGHWAY 332 EAST
THREE RIVERS ROAD AND CREOSOTE ROAD
403 DAVIS STREET
3506 PAYNE DRIVE
NORTH & ALEXANDER STS
STATE HWY 468
WADE ST & PEARL ST
EAST OF INT. OF N 14TH AVE & N 20TH ST
HWY 27 W
235 MILLS GAP ROAD
REILLY RD
HWY 301 N EASTERN BLVD
HWY 54 W
HWY 198
2127 LE JEUNE BLVD.
STATE RD. 1878
5016 U.S. HIGHWAY 601
440 HWY 29 NORTH
SPARTANBURG HWY
OLD BEE TREE RD
CARTER-FINLEY STADIUM
NORTH NAVASSA ROAD
210 MILES OF NC HWY
NC HWY 2035
COUNTY RD 1103
OFF HWY 5 W
GARDNER DRIVE

ALBANY	DOUGHERTY
CALVERT CITY	MARSHALL
MAYFIELD	GRAVES
CALVERT CITY	MARSHALL
AUBURN	LOGAN
HAWESVILLE	HANCOCK
BROOKS	BULLITT
BROOKS	BULLITT
ISLAND	MCLEAN
MACEO	DAVIESS
HOWE VALLEY	HARDIN
LOUISVILLE	JEFFERSON
JEFFERSON COUNTY	JEFFERSON
WEST POINT	HARDIN
HILLSBORO	FLEMING
OLATON	OHIO
SHEPHERDSVILLE	BULLITT
CLARKSDALE	COAHOMA
CANTON	MADISON
LOUISVILLE	WINSTON
MEMPHIS	SHELBY
GRENADA	GRENADA
GULFPORT	HARRISON
PICAYUNE	PEARL RIVER
FLOWOOD	RANKIN
GREENVILLE	WASHINGTON
FLOWOOD	RANKIN
COLUMBIA	MARION
COLUMBUS	LOWNDES
CHARLOTTE	MECKLENBURG
ASHEVILLE	BUNCOMBE
FAYETTEVILLE	CUMBERLAND
FAYETTEVILLE	CUMBERLAND
MORRISVILLE	WAKE
SHELBY	CLEVELAND
JACKSONVILLE	ONSLOW
RIEGELWOOD	COLUMBUS
YADKINVILLE	YADKIN
CONCORD	CABARRUS
EAST FLAT ROCK	HENDERSON
SWANNANOA	BUNCOMBE
RALEIGH	WAKE
NAVASSA	BRUNSWICK
210 MILES OF ROADS	WARREN
BELMONT	GASTON
CORDOVA	RICHMOND
ABERDEEN	MOORE
WILMINGTON	NEW HANOVER

GA	31704	12-FEB-88	N	31.557219	-84.055000	N	N
KY	42029	01-NOV-79	N	+37.050300	-88.323400	N	N
KY	42066	01-AUG-80	N	+36.790600	-88.635800	N	N
KY	42029	01-JAN-80	N	+37.049600	-88.322500	N	N
KY	42206	01-OCT-84	N	+36.872500	-86.746389	N	N
KY	42348	01-AUG-80	N	37.944999	-86.787778	N	N
KY	40165	01-FEB-80	N	+38.037500	-85.733331	N	N
KY	40165	01-NOV-78	N	38.081939	-85.725000	N	N
KY	42350	01-SEP-79	N	+37.446250	-87.156111	N	N
KY	42365	01-NOV-79	N	+37.889450	-86.973611	N	N
KY	42732	01-NOV-79	N	+37.668500	-86.124200	N	N
KY	40216	01-NOV-79	N	38.191111	-85.883061	N	N
KY	40272	01-JUN-79	N	38.006939	-85.931111	N	N
KY	40117	01-NOV-79	N	37.989719	-85.951389	N	N
KY	41049	01-NOV-79	N	+38.260800	-83.569200	N	N
KY	42361	01-FEB-85	N	37.538889	-86.702769	N	N
KY	40109	11-SEP-85	N	38.047781	-85.768331	N	N
MS	38614	01-NOV-79	N	34.187408	-90.561625	N	N
MS	39046	24-SEP-85	N	32.618061	-90.018189	N	N
MS	39339	01-AUG-80	N	33.111111	-89.058333	Y	N
TN	38111	20-JUN-14	N	35.115114	-89.945000	N	N
MS	38901	01-JAN-79	N	+33.803244	-89.801661	N	N
MS	39505	01-SEP-80	N	30.428888	-89.089166	N	N
MS	39466	01-AUG-80	N	30.524444	-89.689722	N	N
MS	39208-3227	01-JUL-85	N	32.292510	-90.142220	N	N
MS	38701	01-JUN-81	N	+33.411000	-91.053800	N	N
MS	39208	01-NOV-82	N	+32.300000	-90.145839	N	N
MS	39429	01-MAR-84	N	31.244719	-89.826939	N	N
MS	39701	01-AUG-80	N	33.509767	-88.409686	N	N
NC	28214	01-NOV-79	N	+35.294450	-81.000000	N	N
NC	28803	01-AUG-80	N	35.493075	-82.505953	N	N
NC	28303	01-AUG-84	N	+35.049450	-79.020839	N	N
NC	28301	01-DEC-78	N	35.063331	-78.845000	N	N
NC	27560	01-FEB-80	N	+35.846300	-78.840600	N	N
NC	28150	01-APR-84	N	35.208889	-81.528339	N	N
NC	28540	16-JAN-85	N	+34.741400	-77.366600	N	N
NC	28456	01-MAR-83	N	+34.328400	-78.205100	N	N
NC	27055	01-AUG-80	N	36.157875	-80.675236	N	N
NC	28025	01-AUG-80	N	+35.409600	-80.609300	N	N
NC	28726	01-AUG-80	N	35.272222	-82.411111	N	N
NC	28778	01-MAR-80	N	+35.625000	-82.434719	N	N
NC	27607	01-JUN-81	N	35.801816	-78.713588	N	N
NC	28451	01-JUN-81	N	34.247222	-77.999028	N	N
NC	27589	01-NOV-79	N	+36.338100	-78.166100	N	N
NC	28012	01-OCT-79	N	35.275831	-81.041111	N	N
NC	28330	01-NOV-83	N	+34.892500	-79.837500	N	N
NC	28315	01-AUG-84	N	+35.138400	-79.447200	N	N
NC	28401	03-SEP-85	N	+34.275000	-77.915281	N	N

	1.00000000000	35100.00000000000	
	1.00000000000	39085.00000000000	
	1.00000000000	40529.00000000000	
	1.00000000000	35101.00000000000	
	1.00000000000	35102.00000000000	
	1.00000000000	35103.00000000000	31-MAY-94
	1.00000000000	35104.00000000000	
	1.00000000000	35105.00000000000	
	1.00000000000	40530.00000000000	
	1.00000000000	35106.00000000000	
	1.00000000000	39086.00000000000	
	1.00000000000	35107.00000000000	
	1.00000000000	35108.00000000000	
	1.00000000000	40531.00000000000	
	1.00000000000	35109.00000000000	
	1.00000000000	35110.00000000000	
	1.00000000000	35111.00000000000	
	1.00000000000	62735.00000000000	07-AUG-06
	1.00000000000	103341.00000000000	26-OCT-09
Y	1.00000000000	41106.00000000000	
	1.00000000000	6417878.00000000000	22-SEP-14
	1.00000000000	6435331.00000000000	11-JAN-18
	1.00000000000	38451.00000000000	
	1.00000000000	38452.00000000000	
	1.00000000000	4924.00000000000	16-MAR-04
	1.00000000000	38455.00000000000	
	1.00000000000	36565.00000000000	
	1.00000000000	41108.00000000000	
	1.00000000000	9878.00000000000	09-AUG-10
	1.00000000000	36567.00000000000	
	1.00000000000	62402.00000000000	01-OCT-10
	1.00000000000	36568.00000000000	
	1.00000000000	36107.00000000000	
	1.00000000000	36108.00000000000	
	1.00000000000	41115.00000000000	
	1.00000000000	36109.00000000000	
	1.00000000000	12399.00000000000	25-JAN-08
	1.00000000000	92241.00000000000	12-APR-12
	1.00000000000	36234.00000000000	
	1.00000000000	36236.00000000000	
	1.00000000000	36238.00000000000	
	1.00000000000	36240.00000000000	
	1.00000000000	5914.00000000000	01-JAN-98
	1.00000000000	41116.00000000000	
	1.00000000000	36242.00000000000	
	1.00000000000	36243.00000000000	
	1.00000000000	36244.00000000000	
	1.00000000000	36245.00000000000	

GOOGLE EARTH TOP OF PILE

LOCATION OF FORMER SURFACE IMPOUNDMENT

POINT COLLECTED FROM NORTHEASTERN CORNER OF THE EASTERNMOST BUILDING ON THE CTS PROPERTY

REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
FLOVE	09-OCT-15		Y	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
JHOU	14-APR-11	1	Y	Y	
JWENDEL	04-APR-13		Y	Y	
REV EOQ	05-FEB-05		N	Y	
RHIPPEN	12-APR-17	1	Y	Y	
RHIPPEN	18-JAN-18	2	Y	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
CERCLIS2 CNV	24-NOV-87		Y	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
CERCLIS2 CNV	25-NOV-87		Y	Y	
REV EOQ	05-FEB-05		N	Y	
CCALLIHA	21-MAR-11		N	Y	1
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
CERCLIS2 CNV	25-NOV-87		Y	Y	
JALFANO	12-APR-12		Y	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
CERCLIS2 CNV	25-NOV-87		Y	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	

5.00000000000	Y	0401879	17-NOV-17
5.00000000000	Y	0401930	25-OCT-16
5.00000000000	Y	0401932	01-NOV-16
5.00000000000	Y	0401977	25-OCT-16
5.00000000000	Y	0401986	17-NOV-17
5.00000000000	Y	0401991	17-NOV-17
5.00000000000	Y	0402059	17-NOV-17
5.00000000000	Y	0402072	17-NOV-17
5.00000000000	Y	0402076	17-NOV-17
5.00000000000	Y	0402081	17-NOV-17
5.00000000000	Y	0402090	01-NOV-16
5.00000000000	Y	0402104	17-NOV-17
5.00000000000	Y	0402125	17-NOV-17
5.00000000000	Y	0402127	17-NOV-17
5.00000000000	Y	0402139	01-NOV-16
5.00000000000	Y	0402171	17-NOV-17
5.00000000000	Y	0402195	17-NOV-17
0.00000000000	Y	0402231	17-NOV-17
0.00000000000	Y	0402253	17-NOV-17
5.00000000000	Y	0402260	17-NOV-17
0.00000000000	Y	0402275	17-NOV-17
0.00000000000	Y	0402285	18-JAN-18
5.00000000000	Y	0402288	17-NOV-17
12.00000000000	Y	0402374	17-NOV-17
0.00000000000	Y	0402405	17-NOV-17
5.00000000000	Y	0402466	01-NOV-16
5.00000000000	Y	0402473	17-NOV-17
5.00000000000	Y	0402479	17-NOV-17
0.00000000000	Y	0402489	17-NOV-17
5.00000000000	Y	0402588	01-NOV-16
0.00000000000	Y	0402598	17-NOV-17
5.00000000000	Y	0402634	17-NOV-17
5.00000000000	Y	0402635	17-NOV-17
5.00000000000	Y	0402647	01-NOV-16
5.00000000000	Y	0402687	17-NOV-17
5.00000000000	Y	0402718	13-OCT-16
0.00000000000	Y	0402720	01-NOV-16
0.00000000000	Y	0402724	17-NOV-17
5.00000000000	Y	0402753	25-OCT-16
5.00000000000	Y	0402893	17-NOV-17
5.00000000000	Y	0402957	17-NOV-17
5.00000000000	Y	0403015	17-NOV-17
0.00000000000	Y	0403028	17-NOV-17
5.00000000000	Y	0403068	01-NOV-16
5.00000000000	Y	0403079	17-NOV-17
5.00000000000	Y	0403095	25-OCT-16
5.00000000000	Y	0403099	25-OCT-16
5.00000000000	Y	0403120	17-NOV-17

Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-TM	Verified, Unknown Method
Interpolation-Map	Not Verified
Interpolation-Digital Map Source (TIGER)	
Interpolation-Map	Not Verified
GPS-Unspecified	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Map	
Classical Surveying Techniques	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
GPS Code (Pseudo Range) Standard Position (SA On)	Verified Relative to Map Features (Other)
Interpolation-Digital Map Source (TIGER)	
Interpolation-Photo	Verified Relative to Map Features (Other)
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Unknown	
Interpolation-Map	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Unknown	Not Verified
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	

NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Unknown	Point
Unknown	Other	Point
NAD83	Other	
Unknown	Unknown	
Unknown	Unknown	
NAD83	Other	
NAD83	Facility Center/Centroid	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
Unknown	Process Unit Area Centroid	Point
NAD83	Other	
WGS84	Other	Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
Unknown	Unknown	
Unknown		Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
Unknown	Facility Center/Centroid	Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	

1:100,000		31.557219	-84.055000
1:100,000		+37.050300	-88.323400
1:100,000		+36.790600	-88.635800
1:100,000		+37.049600	-88.322500
1:100,000		+36.872500	-86.746389
1:100,000		37.944999	-86.787778
1:100,000		+38.037500	-85.733331
1:100,000		38.081939	-85.725000
1:100,000		+37.446250	-87.156111
1:100,000		+37.889450	-86.973611
1:100,000		+37.668500	-86.124200
1:100,000		38.191111	-85.883061
1:100,000		38.006939	-85.931111
1:100,000		37.989719	-85.951389
1:100,000		+38.260800	-83.569200
1:100,000		37.538889	-86.702769
1:100,000		38.047781	-85.768331
1:100,000		34.187408	-90.561625
	EPA Region 4	32.618061	-90.018189
1:100,000		33.111111	-89.058333
Unknown	State	35.115114	-89.945000
Unknown		+33.803244	-89.801661
1:100,000		30.428888	-89.089166
1:24,000		30.524444	-89.689722
None	Contractor	32.292510	-90.142220
1:100,000		+33.411000	-91.053800
1:100,000		+32.300000	-90.145839
1:100,000		31.244719	-89.826939
	EPA Region 4	33.509767	-88.409686
1:100,000		+35.294450	-81.000000
1:500	Contractor	35.493075	-82.505953
1:100,000		+35.049450	-79.020839
1:100,000		35.063331	-78.845000
1:100,000		+35.846300	-78.840600
1:100,000		35.208889	-81.528339
1:100,000		+34.741400	-77.366600
1:24,000	State	+34.328400	-78.205100
1:24,000		36.157875	-80.675236
1:100,000		+35.409600	-80.609300
1:100,000		35.272222	-82.411111
1:100,000		+35.625000	-82.434719
1:100,000		35.801816	-78.713588
1:24,000	Geograph	34.247222	-77.999028
1:100,000		+36.338100	-78.166100
1:100,000		35.275831	-81.041111
1:100,000		+34.892500	-79.837500
1:100,000		+35.138400	-79.447200
1:100,000		+34.275000	-77.915281

Y	31.55721900000	-84.05500000000
Y	37.05030000000	-88.32340000000
Y	36.79060000000	-88.63580000000
Y	37.04960000000	-88.32250000000
Y	36.87250000000	-86.74638900000
Y	37.94499900000	-86.78777800000
Y	38.03750000000	-85.73333100000
Y	38.08193900000	-85.72500000000
Y	37.44625000000	-87.15611100000
Y	37.88945000000	-86.97361100000
Y	37.66850000000	-86.12420000000
Y	38.19111100000	-85.88306100000
Y	38.00693900000	-85.93111100000
Y	37.98971900000	-85.95138900000
Y	38.26080000000	-83.56920000000
Y	37.53888900000	-86.70276900000
Y	38.04778100000	-85.76833100000
Y	34.18740800000	-90.56162500000
Y	32.61806100000	-90.01818900000
Y	33.11111100000	-89.05833300000
Y	35.11511400000	-89.94500000000
Y	33.80324400000	-89.80166100000
Y	30.42888800000	-89.08916600000
Y	30.52444400000	-89.68972200000
Y	32.29251000000	-90.14222000000
Y	33.41100000000	-91.05380000000
Y	32.30000000000	-90.14583900000
Y	31.24471900000	-89.82693900000
Y	33.50976700000	-88.40968600000
Y	35.29445000000	-81.00000000000
Y	35.49307500000	-82.50595300000
Y	35.04945000000	-79.02083900000
Y	35.06333100000	-78.84500000000
Y	35.84630000000	-78.84060000000
Y	35.20888900000	-81.52833900000
Y	34.74140000000	-77.36660000000
Y	34.32840000000	-78.20510000000
Y	36.15787500000	-80.67523600000
Y	35.40960000000	-80.60930000000
Y	35.27222200000	-82.41111100000
Y	35.62500000000	-82.43471900000
Y	35.80181600000	-78.71358800000
Y	34.24722200000	-77.99902800000
Y	36.33810000000	-78.16610000000
Y	35.27583100000	-81.04111100000
Y	34.89250000000	-79.83750000000
Y	35.13840000000	-79.44720000000
Y	34.27500000000	-77.91528100000

Rural
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Louisville/Jefferson County, KY--IN
Rural
Rural
Rural
Rural
Rural
Clarksdale, MS
Rural
Louisville, MS
Memphis, TN--MS--AR
Grenada, MS
Gulfport, MS
Picayune, MS
Rural
Greenville, MS
Rural
Columbia, MS
Columbus, MS
Rural
Asheville, NC
Fayetteville, NC
Rural
Raleigh, NC
Rural
Jacksonville, NC
Rural
Rural
Concord, NC
Asheville, NC
Asheville, NC
Raleigh, NC
Rural
Rural
Gastonia, NC--SC
Rural
Rural
Wilmington, NC

Rural
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Louisville/Jefferson County, KY--IN Urbanized Area
Rural
Rural
Rural
Rural
Rural
Clarksdale, MS Urban Cluster
Rural
Louisville, MS Urban Cluster
Memphis, TN--MS--AR Urbanized Area
Grenada, MS Urban Cluster
Gulfport, MS Urbanized Area
Picayune, MS Urban Cluster
Rural
Greenville, MS Urban Cluster
Rural
Columbia, MS Urban Cluster
Columbus, MS Urban Cluster
Rural
Asheville, NC Urbanized Area
Fayetteville, NC Urbanized Area
Rural
Raleigh, NC Urbanized Area
Rural
Jacksonville, NC Urbanized Area
Rural
Rural
Concord, NC Urbanized Area
Asheville, NC Urbanized Area
Asheville, NC Urbanized Area
Raleigh, NC Urbanized Area
Rural
Rural
Gastonia, NC--SC Urbanized Area
Rural
Rural
Wilmington, NC Urbanized Area

41	Rural-Fringe
42	Rural-Distant
41	Rural-Fringe
42	Rural-Distant
42	Rural-Distant
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
42	Rural-Distant
41	Rural-Fringe
42	Rural-Distant
11	City-Large
41	Rural-Fringe
41	Rural-Fringe
42	Rural-Distant
42	Rural-Distant
41	Rural-Fringe
33	Town-Remote
41	Rural-Fringe
33	Town-Remote
11	City-Large
33	Town-Remote
13	City-Small
32	Town-Distant
41	Rural-Fringe
33	Town-Remote
41	Rural-Fringe
32	Town-Distant
33	Town-Remote
41	Rural-Fringe
21	Suburban-Large
12	City-Midsize
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
13	City-Small
42	Rural-Distant
41	Rural-Fringe
13	City-Small
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
43	Rural-Remote
22	Suburban-Midsize
41	Rural-Fringe
41	Rural-Fringe
22	Suburban-Midsize

Active Inventory	NPL	04	0403122	NCD981023260
Active Inventory	NPL	04	0403124	NCD981026479
Active Inventory	NPL	04	0403168	NCD991278953
Active Inventory	NPL	04	0403174	NC1170027261
Active Inventory	NPL	04	0403185	NC6170022580
Active Inventory	NPL	04	0403207	SCD000447268
Active Inventory	NPL	04	0403212	SCD000622787
Active Inventory	NPL	04	0403224	SCD002601656
Active Inventory	NPL	04	0403251	SCD003353026
Active Inventory	NPL	04	0403252	SCD003354412
Active Inventory	NPL	04	0403254	SCD003358744
Active Inventory	NPL	04	0403259	SCD003362217
Active Inventory	NPL	04	0403262	SCD004773644
Active Inventory	NPL	04	0403274	SCD037398120
Active Inventory	NPL	04	0403275	SCD037405362
Active Inventory	NPL	04	0403309	SCD058753971
Active Inventory	NPL	04	0403310	SCD058754789
Active Inventory	NPL	04	0403343	SCD094995503
Active Inventory	NPL	04	0403350	SCD980310239
Active Inventory	NPL	04	0403362	SCD980558043
Active Inventory	NPL	04	0403363	SCD980558050
Active Inventory	NPL	04	0403371	SCD980558142
Active Inventory	NPL	04	0403388	SCD980558316
Active Inventory	NPL	04	0403400	SCD980711279
Active Inventory	NPL	04	0403402	SCD980711394
Active Inventory	NPL	04	0403404	SCD980799456
Active Inventory	NPL	04	0403409	SCD980839542
Active Inventory	NPL	04	0403415	SCD980840698
Active Inventory	NPL	04	0403425	SCD980844005
Active Inventory	NPL	04	0403481	SCD991279324
Active Inventory	NPL	04	0403485	SC1890008989
Active Inventory	NPL	04	0403488	SC6170022762
Active Inventory	NPL	04	0403508	MSN000403508
Active Inventory	NPL	04	0403623	TND007018799
Active Inventory	NPL	04	0403684	TND044062222
Active Inventory	NPL	04	0403765	TND071516959
Active Inventory	NPL	04	0403783	TND075453688
Active Inventory	NPL	04	0403822	TND096070396
Active Inventory	NPL	04	0403838	TND980468557
Active Inventory	NPL	04	0403873	TND980558894
Active Inventory	NPL	04	0403886	TND980559033
Active Inventory	NPL	04	0404004	TND980728836
Active Inventory	NPL	04	0404005	TND980728992
Active Inventory	NPL	04	0404006	TND980729115
Active Inventory	NPL	04	0404007	TND980729172
Active Inventory	NPL	04	0404043	TND980844781
Active Inventory	NPL	04	0404147	TN0210020582
Active Inventory	NPL	04	0404152	TN1890090003

POTTER'S SEPTIC TANK SERVICE PITS
BENFIELD INDUSTRIES, INC.
NATIONAL STARCH & CHEMICAL CORP.
CHERRY POINT MARINE CORPS AIR STATION
CAMP LEJEUNE MILITARY RES. (USNAVY)
BEAUNIT CORP. (CIRCULAR KNIT & DYEING PLANT)
SCRDI BLUFF ROAD
PARA-CHEM SOUTHERN, INC.
KOPPERS CO., INC. (FLORENCE PLANT)
SANGAMO WESTON, INC./TWELVE-MILE CREEK/LAKE HARTWELL PCB CONTAMINATION
US FINISHING/CONE MILLS
PALMETTO WOOD PRESERVING
INDEPENDENT NAIL CO.
PALMETTO RECYCLING, INC.
WAMCHEM, INC.
HELENA CHEMICAL CO. LANDFILL
AQUA-TECH ENVIRONMENTAL INC (GROCE LABS)
KALAMA SPECIALTY CHEMICALS
KOPPERS CO., INC. (CHARLESTON PLANT)
LEXINGTON COUNTY LANDFILL AREA
TOWNSEND SAW CHAIN CO.
MEDLEY FARM DRUM DUMP
CAROLAWN, INC.
GEIGER (C & M OIL)
SCRDI DIXIANA
GOLDEN STRIP SEPTIC TANK SERVICE
ELMORE WASTE DISPOSAL
ROCHESTER PROPERTY
ROCK HILL CHEMICAL CO.
LEONARD CHEMICAL CO., INC.
SAVANNAH RIVER SITE (USDOE)
PARRIS ISLAND MARINE CORPS RECRUIT DEPOT
MISSISSIPPI PHOSPHATES CORPORATION
AMERICAN CREOSOTE WORKS, INC. (JACKSON PLANT)
CARRIER AIR CONDITIONING CO.
TENNESSEE PRODUCTS
MALLORY CAPACITOR CO.
ROSS METALS INC.
ARLINGTON BLENDING & PACKAGING
NORTH HOLLYWOOD DUMP
VELSICOL CHEMICAL CORP. (HARDEMAN COUNTY)
MURRAY-OHIO DUMP
GALLAWAY PITS
LEWISBURG DUMP
AMNICOLA DUMP
WRIGLEY CHARCOAL PLANT
MILAN ARMY AMMUNITION PLANT
OAK RIDGE RESERVATION (USDOE)

F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL

OFF 74-76 NEAR SANDY CREEK & NORTHWEST
RICHLAND ST.
CEDAR SPRINGS RD
ROOSEVELT BLVD. AND SLOCUM RD.
NC HWY 24 & US HWY 16
206 GEORGIA AVE
321 BLUFF RD S
HWY 145
KOPPERS RD
SANGAMO RD
3335 OLD BUNCOMBE ROAD
DIXIANNA RD
HWY 86 & 21
531 KOON STORE RD
US HWY 21 N OF AIR BASE
HWY 321 S
340 ROBINSON ROAD
PO BOX 908
CHARLESTON HEIGHTS
US 321 1 MILE S OF I-26
STATE ROUTE 53 & I-20
SC HIGHWAY 18
S. OF SC HWY 9 ON CO. RD 841
OFF SC RT 162
OFF SC HWY 321
ROUTE 1 ADAMS MILL RD
117 HIGHLAND AVE
JCT LEDBETTER & WHITE HORSE ROAD
NORTH CHERRY RD
5080 CURETON FERRY RD
BETWEEN SC 125 & US 278
MARINE CORPS RECRUIT DEPOT
601 Industrial Road
MEADOW ST
97 S BYHALIA RD
Postal Address is unavailable for the Site
BELEW DRIVE
100 N RAILROAD STREET
12121 HWY 70
1700-2000 BLKS/N. HOLLYWOOD ST
TOONE-TEAGUE RD
GLENN SPRINGS RD
OFF HWY 70
CRUSHER RD
AMNICOLA HWY
OLD CHARCOAL RD 1 MI S OF LYLE
HWY 104
BETHEL VALLEY ROAD

MACO	BRUNSWICK
HAZELWOOD	HAYWOOD
SALISBURY	ROWAN
HAVELOCK	CRAVEN
ONSLOW COUNTY	ONSLOW
FOUNTAIN INN	GREENVILLE
COLUMBIA	RICHLAND
SIMPSONVILLE	GREENVILLE
FLORENCE	FLORENCE
PICKENS	PICKENS
GREENVILLE	GREENVILLE
DIXIANA	LEXINGTON
BEAUFORT	BEAUFORT
COLUMBIA	RICHLAND
BURTON	BEAUFORT
FAIRFAX	ALLENDALE
GREER	SPARTANBURG
BEAUFORT	BEAUFORT
CHARLESTON	CHARLESTON
CAYCE	LEXINGTON
PONTIAC	RICHLAND
GAFFNEY	CHEROKEE
FORT LAWN	CHESTER
RANTOULES	CHARLESTON
CAYCE	LEXINGTON
SIMPSONVILLE	GREENVILLE
GREER	SPARTANBURG
TRAVELERS REST	GREENVILLE
ROCK HILL	YORK
ROCK HILL	YORK
AIKEN	
PARRIS ISLAND	BEAUFORT
PASCAGOULA	JACKSON
JACKSON	MADISON
COLLIERVILLE	SHELBY
CHATTANOOGA	HAMILTON
WAYNESBORO	WAYNE
ROSSVILLE	FAYETTE
ARLINGTON	SHELBY
MEMPHIS	SHELBY
TOONE	HARDEMAN
LAWRENCEBURG	LAWRENCE
GALLAWAY	FAYETTE
LEWISBURG	MARSHALL
CHATTANOOGA	HAMILTON
WRIGLEY	HICKMAN
MILAN	CARROLL
OAK RIDGE	

NC	28451	18-NOV-85	N	+34.284600	-78.157800	N	N
NC	28738	01-JUN-85	N	35.477781	-83.004169	N	N
NC	28144	01-OCT-80	N	+35.632200	-80.541200	N	N
NC	28533	12-FEB-88	N	+34.900000	-76.891700	N	N
NC	28542	12-FEB-88	N	34.717781	-77.342919	N	N
SC	29644	01-JUN-81	N	34.698061	-82.216111	N	N
SC	29209	01-NOV-79	N	33.885419	-80.908750	N	N
SC	29681	01-APR-85	N	+34.713400	-82.233000	N	N
SC	29503	01-NOV-79	N	+34.202200	-79.722900	N	N
SC	29671	05-SEP-85	N	+34.895000	-82.723200	N	N
SC	29617	01-JUN-81	N	34.883292	-82.426303	N	N
SC	29033	01-DEC-81	N	33.920831	-81.060281	N	N
SC	29902	01-FEB-81	N	32.466389	-80.741111	N	N
SC	29203	01-OCT-80	N	+34.122800	-81.011700	N	N
SC	29902	01-JUN-81	N	32.497219	-80.741669	N	N
SC	29829	01-JUN-81	N	+32.941200	-81.239000	N	N
SC	29651	01-JUN-81	N	+34.932800	-82.172500	N	N
SC	29902	01-NOV-79	N	+32.473400	-80.740100	N	N
SC	29405	01-NOV-79	N	32.822083	-79.958333	N	N
SC	29033	01-JUN-81	N	33.919581	-81.074169	N	N
SC	29045	01-JUN-81	N	+34.106250	-80.834169	N	N
SC	29340	01-JUN-81	N	+34.980500	-81.668500	N	N
SC	29714	01-NOV-79	N	34.686111	-80.943050	N	N
SC	29494	01-JUL-79	N	32.773611	-80.159161	N	N
SC	29033	01-JAN-80	N	+33.904450	-81.063889	N	N
SC	29681	01-MAR-84	N	+34.785000	-82.246600	N	N
SC	29651	01-JUN-80	N	34.935905	-82.216599	N	N
SC	29690	01-JUL-84	N	+34.971900	-82.501500	N	N
SC	29730	01-JAN-85	N	+34.966100	-80.998500	N	N
SC	29704	01-NOV-84	N	34.851669	-80.904169	N	N
SC	29802	12-FEB-88	N	33.348889	-81.737781	N	N
SC	29902	12-FEB-88	N	+32.352800	-80.703100	N	N
MS	39581	01-AUG-80	N	+30.372103	-88.491006	N	N
TN	38301	01-AUG-80	N	+35.610000	-88.835500	N	N
TN	38017	01-AUG-80	N	35.043331	-89.690411	N	N
TN	37410	01-JUN-81	N	34.998889	-85.314444	N	N
TN	38485	01-AUG-80	N	35.317638	-87.758611	N	N
TN	38066	01-JUL-80	N	35.049167	-89.548611	N	N
TN	38002	01-JUN-83	N	+35.299600	-89.657700	N	N
TN	38108	01-JAN-79	N	+35.185550	-89.979161	N	N
TN	38381	01-JUN-81	N	35.381939	-88.926389	N	N
TN	38464	01-JAN-79	N	+35.227500	-87.361111	N	N
TN	38036	01-JAN-82	N	35.359719	-89.601939	N	N
TN	37091	01-JAN-81	N	35.481389	-86.784161	N	N
TN	37406	01-JAN-73	N	+35.062500	-85.276389	N	N
TN	37098	01-JAN-85	N	+35.902500	-87.353194	N	N
TN	38358	12-FEB-88	N	35.867781	-88.696111	N	N
TN	37830	22-AUG-90	N	35.924719	-84.390139	N	N

1.00000000000	36246.00000000000	
1.00000000000	41117.00000000000	
1.00000000000	36248.00000000000	
1.00000000000	36249.00000000000	
1.00000000000	36250.00000000000	
1.00000000000	36258.00000000000	
1.00000000000	36259.00000000000	
1.00000000000	36260.00000000000	
1.00000000000	41118.00000000000	
1.00000000000	36261.00000000000	
1.00000000000	6741.00000000000	13-AUG-10
1.00000000000	36262.00000000000	
1.00000000000	36263.00000000000	
1.00000000000	36264.00000000000	
1.00000000000	36265.00000000000	
1.00000000000	36266.00000000000	
1.00000000000	41119.00000000000	
1.00000000000	36267.00000000000	
1.00000000000	35849.00000000000	
1.00000000000	35852.00000000000	
1.00000000000	35853.00000000000	
1.00000000000	40532.00000000000	
1.00000000000	37635.00000000000	
1.00000000000	40830.00000000000	
1.00000000000	37636.00000000000	
1.00000000000	37637.00000000000	
1.00000000000	40533.00000000000	
1.00000000000	37638.00000000000	
1.00000000000	37639.00000000000	
1.00000000000	37640.00000000000	
1.00000000000	37641.00000000000	
1.00000000000	40831.00000000000	
1.00000000000	6420355.00000000000	30-MAR-15
1.00000000000	40534.00000000000	
1.00000000000	37642.00000000000	
1.00000000000	37643.00000000000	
1.00000000000	37644.00000000000	
1.00000000000	37645.00000000000	
1.00000000000	37646.00000000000	
1.00000000000	40832.00000000000	
1.00000000000	37647.00000000000	
1.00000000000	37648.00000000000	
1.00000000000	37649.00000000000	
1.00000000000	40536.00000000000	
1.00000000000	37650.00000000000	
1.00000000000	37651.00000000000	
1.00000000000	40833.00000000000	
1.00000000000	37702.00000000000	

REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
CERCLIS2 CNV	25-NOV-87		N	Y	1
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
RHIPPEN	10-JAN-18	1	N	Y	1
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	

5.00000000000	Y	0403122	01-NOV-16
5.00000000000	Y	0403124	17-NOV-17
5.00000000000	Y	0403168	01-NOV-16
5.00000000000	Y	0403174	25-OCT-16
5.00000000000	Y	0403185	17-NOV-17
5.00000000000	Y	0403207	17-NOV-17
5.00000000000	Y	0403212	17-NOV-17
5.00000000000	Y	0403224	01-NOV-16
5.00000000000	Y	0403251	01-NOV-16
5.00000000000	Y	0403252	01-NOV-16
0.00000000000	Y	0403254	17-NOV-17
5.00000000000	Y	0403259	17-NOV-17
5.00000000000	Y	0403262	17-NOV-17
5.00000000000	Y	0403274	01-NOV-16
5.00000000000	Y	0403275	17-NOV-17
5.00000000000	Y	0403309	01-NOV-16
5.00000000000	Y	0403310	25-OCT-16
5.00000000000	Y	0403343	01-NOV-16
5.00000000000	Y	0403350	17-NOV-17
5.00000000000	Y	0403362	17-NOV-17
5.00000000000	Y	0403363	17-NOV-17
5.00000000000	Y	0403371	01-NOV-16
5.00000000000	Y	0403388	17-NOV-17
5.00000000000	Y	0403400	17-NOV-17
5.00000000000	Y	0403402	17-NOV-17
5.00000000000	Y	0403404	01-NOV-16
5.00000000000	Y	0403409	17-NOV-17
5.00000000000	Y	0403415	01-NOV-16
5.00000000000	Y	0403425	01-NOV-16
5.00000000000	Y	0403481	17-NOV-17
5.00000000000	Y	0403485	17-NOV-17
5.00000000000	Y	0403488	01-NOV-16
0.00000000000	Y	0403508	18-JAN-18
5.00000000000	Y	0403623	13-OCT-16
5.00000000000	Y	0403684	17-NOV-17
5.00000000000	Y	0403765	17-NOV-17
5.00000000000	Y	0403783	17-NOV-17
5.00000000000	Y	0403822	17-NOV-17
5.00000000000	Y	0403838	25-OCT-16
5.00000000000	Y	0403873	17-NOV-17
5.00000000000	Y	0403886	17-NOV-17
5.00000000000	Y	0404004	17-NOV-17
5.00000000000	Y	0404005	17-NOV-17
5.00000000000	Y	0404006	17-NOV-17
5.00000000000	Y	0404007	17-NOV-17
5.00000000000	Y	0404043	17-NOV-17
5.00000000000	Y	0404147	17-NOV-17
5.00000000000	Y	0404152	17-NOV-17

Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
GPS Code (Pseudo Range) Standard Position (SA On)	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Address Matching-House Number	Proximity to Polygon Centroid (Zip Code)
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	

NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Facility Center/Centroid	Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
Other	Facility/Station Building Entrance or Street Address	Area
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	

1:100,000			+34.284600	-78.157800
1:100,000			35.477781	-83.004169
1:100,000			+35.632200	-80.541200
1:100,000			+34.900000	-76.891700
1:100,000			34.717781	-77.342919
1:100,000			34.698061	-82.216111
1:100,000			33.885419	-80.908750
1:100,000			+34.713400	-82.233000
1:100,000			+34.202200	-79.722900
1:100,000			+34.895000	-82.723200
Unknown		EPA Region 4	34.883292	-82.426303
1:100,000			33.920831	-81.060281
1:100,000			32.466389	-80.741111
1:100,000			+34.122800	-81.011700
1:100,000			32.497219	-80.741669
1:100,000			+32.941200	-81.239000
1:100,000			+34.932800	-82.172500
1:100,000			+32.473400	-80.740100
1:100,000			32.822083	-79.958333
1:100,000			33.919581	-81.074169
1:100,000			+34.106250	-80.834169
1:100,000			+34.980500	-81.668500
1:100,000			34.686111	-80.943050
1:100,000			32.773611	-80.159161
1:100,000			+33.904450	-81.063889
1:100,000			+34.785000	-82.246600
1:100,000			34.935905	-82.216599
1:100,000			+34.971900	-82.501500
1:100,000			+34.966100	-80.998500
1:100,000			34.851669	-80.904169
1:100,000			33.348889	-81.737781
1:100,000			+32.352800	-80.703100
1:25,000	Feet	EPA Region 4	+30.372103	-88.491006
1:100,000			+35.610000	-88.835500
1:100,000			35.043331	-89.690411
1:100,000			34.998889	-85.314444
1:100,000			35.317638	-87.758611
1:100,000			35.049167	-89.548611
1:100,000			+35.299600	-89.657700
1:100,000			+35.185550	-89.979161
1:100,000			35.381939	-88.926389
1:100,000			+35.227500	-87.361111
1:100,000			35.359719	-89.601939
1:100,000			35.481389	-86.784161
1:100,000			+35.062500	-85.276389
1:100,000			+35.902500	-87.353194
1:100,000			35.867781	-88.696111
1:100,000			35.924719	-84.390139

Y	34.28460000000	-78.15780000000
Y	35.47778100000	-83.00416900000
Y	35.63220000000	-80.54120000000
Y	34.90000000000	-76.89170000000
Y	34.71778100000	-77.34291900000
Y	34.69806100000	-82.21611100000
Y	33.88541900000	-80.90875000000
Y	34.71340000000	-82.23300000000
Y	34.20220000000	-79.72290000000
Y	34.89500000000	-82.72320000000
Y	34.88329200000	-82.42630300000
Y	33.92083100000	-81.06028100000
Y	32.46638900000	-80.74111100000
Y	34.12280000000	-81.01170000000
Y	32.49721900000	-80.74166900000
Y	32.94120000000	-81.23900000000
Y	34.93280000000	-82.17250000000
Y	32.47340000000	-80.74010000000
Y	32.82208300000	-79.95833300000
Y	33.91958100000	-81.07416900000
Y	34.10625000000	-80.83416900000
Y	34.98050000000	-81.66850000000
Y	34.68611100000	-80.94305000000
Y	32.77361100000	-80.15916100000
Y	33.90445000000	-81.06388900000
Y	34.78500000000	-82.24660000000
Y	34.93590500000	-82.21659900000
Y	34.97190000000	-82.50150000000
Y	34.96610000000	-80.99850000000
Y	34.85166900000	-80.90416900000
Y	33.34888900000	-81.73778100000
Y	32.35280000000	-80.70310000000
Y	30.37210300000	-88.49100600000
Y	35.61000000000	-88.83550000000
Y	35.04333100000	-89.69041100000
Y	34.99888900000	-85.31444400000
Y	35.31763800000	-87.75861100000
Y	35.04916700000	-89.54861100000
Y	35.29960000000	-89.65770000000
Y	35.18555000000	-89.97916100000
Y	35.38193900000	-88.92638900000
Y	35.22750000000	-87.36111100000
Y	35.35971900000	-89.60193900000
Y	35.48138900000	-86.78416100000
Y	35.06250000000	-85.27638900000
Y	35.90250000000	-87.35319400000
Y	35.86778100000	-88.69611100000
Y	35.92471900000	-84.39013900000

Rural
Asheville, NC
Concord, NC
Havelock, NC
Jacksonville, NC
Mauldin--Simpsonville, SC
Rural
Mauldin--Simpsonville, SC
Florence, SC
Rural
Greenville, SC
Rural
Rural
Rural
Beaufort--Port Royal, SC
Rural
Rural
Rural
Charleston--North Charleston, SC
Columbia, SC
Rural
Rural
Rural
Rural
Columbia, SC
Mauldin--Simpsonville, SC
Greenville, SC
Rural
Rock Hill, SC
Rural
Rural
Rural
Rural
Jackson, TN
Memphis, TN--MS--AR
Chattanooga, TN--GA
Rural
Rural
Arlington, TN
Memphis, TN--MS--AR
Rural
Rural
Rural
Rural
Chattanooga, TN--GA
Rural
Rural
Rural

Rural
Asheville, NC Urbanized Area
Concord, NC Urbanized Area
Havelock, NC Urban Cluster
Jacksonville, NC Urbanized Area
Mauldin--Simpsonville, SC Urbanized Area
Rural
Mauldin--Simpsonville, SC Urbanized Area
Florence, SC Urbanized Area
Rural
Greenville, SC Urbanized Area
Rural
Rural
Rural
Beaufort--Port Royal, SC Urban Cluster
Rural
Rural
Rural
Charleston--North Charleston, SC Urbanized Area
Columbia, SC Urbanized Area
Rural
Rural
Rural
Rural
Columbia, SC Urbanized Area
Mauldin--Simpsonville, SC Urbanized Area
Greenville, SC Urbanized Area
Rural
Rock Hill, SC Urbanized Area
Rural
Rural
Rural
Rural
Jackson, TN Urbanized Area
Memphis, TN--MS--AR Urbanized Area
Chattanooga, TN--GA Urbanized Area
Rural
Rural
Arlington, TN Urban Cluster
Memphis, TN--MS--AR Urbanized Area
Rural
Rural
Rural
Rural
Chattanooga, TN--GA Urbanized Area
Rural
Rural
Rural

41	Rural-Fringe
21	Suburban-Large
22	Suburban-Midsize
31	Town - Fringe
13	City-Small
22	Suburban-Midsize
41	Rural-Fringe
22	Suburban-Midsize
23	Suburban-Small
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
32	Town-Distant
42	Rural-Distant
41	Rural-Fringe
41	Rural-Fringe
12	City-Midsize
21	Suburban-Large
41	Rural-Fringe
42	Rural-Distant
42	Rural-Distant
41	Rural-Fringe
21	Suburban-Large
22	Suburban-Midsize
21	Suburban-Large
41	Rural-Fringe
13	City-Small
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
13	City-Small
21	Suburban-Large
12	City-Midsize
43	Rural-Remote
41	Rural-Fringe
31	Town - Fringe
11	City-Large
42	Rural-Distant
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
12	City-Midsize
42	Rural-Distant
42	Rural-Distant
41	Rural-Fringe

Active Inventory	NPL	04	0404159	TN4210020570
Active Inventory	NPL	04	0404170	NCD981927502
Active Inventory	NPL	04	0404172	MSD046497012
Active Inventory	NPL	04	0404199	FLD981019235
Active Inventory	NPL	04	0404225	NCD095458527
Active Inventory	NPL	04	0404239	KYD981469794
Active Inventory	NPL	04	0404280	NCD981475932
Active Inventory	NPL	04	0404285	ALD007454085
Active Inventory	NPL	04	0404327	NCD122263825
Active Inventory	NPL	04	0404343	ALD031618069
Active Inventory	NPL	04	0404344	ALD041906173
Active Inventory	NPL	04	0404345	ALD980728703
Active Inventory	NPL	04	0404399	FLD041184383
Active Inventory	NPL	04	0404404	MSD056029648
Active Inventory	NPL	04	0404439	GAD982112658
Active Inventory	NPL	04	0404743	FL5170022474
Active Inventory	NPL	04	0404746	FL7570024037
Active Inventory	NPL	04	0404794	KY8890008982
Active Inventory	NPL	04	0404896	SCN000404896
Active Inventory	NPL	04	0405001	FLD012978862
Active Inventory	NPL	04	0405125	KYD985069954
Active Inventory	NPL	04	0405179	TND987767795
Active Inventory	NPL	04	0405304	GAD003302676
Active Inventory	NPL	04	0405465	TND987768587
Active Inventory	NPL	04	0405468	TND987768546
Active Inventory	NPL	04	0405489	NCD986175644
Active Inventory	NPL	04	0405545	AL7210020742
Active Inventory	NPL	04	0405546	ALD983166299
Active Inventory	NPL	04	0405547	KYD985066380
Active Inventory	NPL	04	0405550	SCD987577913
Active Inventory	NPL	04	0405590	NCD986187094
Active Inventory	NPL	04	0405619	NCD986187128
Active Inventory	NPL	04	0405622	GAD981024466
Active Inventory	NPL	04	0405643	SCD003357589
Active Inventory	NPL	04	0405795	FLD984227249
Active Inventory	NPL	04	0405823	FLD984229773
Active Inventory	NPL	04	0406082	NCD003202603
Active Inventory	NPL	04	0406299	ALD981868466
Active Inventory	NPL	04	0406303	NCD982096653
Active Inventory	NPL	04	0406330	AL0001058056
Active Inventory	NPL	04	0406469	FLD984184127
Active Inventory	NPL	04	0406539	FL0001209840
Active Inventory	NPL	04	0406597	NC0001606250
Active Inventory	NPL	04	0406611	NCD062555792
Active Inventory	NPL	04	0406753	TND098071061
Active Inventory	NPL	04	0406784	SCD003360476
Active Inventory	NPL	04	0406819	NC0002374445
Active Inventory	NPL	04	0406895	NCD044447589

MEMPHIS DEFENSE DEPOT (DLA)
GEIGY CHEMICAL CORP. (ABERDEEN PLANT)
DAVIS TIMBER COMPANY
MADISON COUNTY SANITARY LANDFILL
FCX, INC. (STATESVILLE PLANT)
RED PENN SANITATION CO. LANDFILL
FCX, INC. (WASHINGTON PLANT)
T.H. AGRICULTURE & NUTRITION CO. (MONTGOMERY PLANT)
JFD ELECTRONICS/CHANNEL MASTER
MOWBRAY ENGINEERING CO.
INTERSTATE LEAD CO. (ILCO)
PERDIDO GROUND WATER CONTAMINATION
WILSON CONCEPTS OF FLORIDA, INC.
POTTER CO.
TERRY CREEK DREDGE SPOIL AREAS/HERCULES OUTFALL
USN AIR STATION CECIL FIELD
HOMESTEAD AIR FORCE BASE
PADUCAH GASEOUS DIFFUSION PLANT (USDOE)
BURLINGTON INDUSTRIES CHERAW
ALARIC AREA GW PLUME
NATIONAL ELECTRIC COIL CO./COOPER INDUSTRIES
ICG ISELIN RAILROAD YARD
MACON NAVAL ORDNANCE PLANT
CLINCH RIVER CORPORATION
CHEMET CO.
DAVIS PARK ROAD TCE
USARMY/NASA REDSTONE ARSENAL
TRIANA/TENNESSEE RIVER
NEWPORT DUMP
BREWER GOLD MINE
REASOR CHEMICAL COMPANY
NORTH BELMONT PCE
BRUNSWICK WOOD PRESERVING
SHURON INC.
RALEIGH STREET DUMP
NORMANDY PARK APARTMENTS
WARD TRANSFORMER
AMERICAN BRASS INC.
RAM LEATHER CARE SITE
CAPITOL CITY PLUME
FLORIDA PETROLEUM REPROCESSORS
SOUTHERN SOLVENTS, INC.
CRISTEX DRUM
SIGMON'S SEPTIC TANK SERVICE
SMOKEY MOUNTAIN SMELTERS
MACALLOY CORPORATION
HEMPHILL ROAD TCE
BLUE RIDGE PLATING COMPANY

F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	
P	Proposed for NPL	
P	Proposed for NPL	SA
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
P	Proposed for NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
P	Proposed for NPL	SA
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
P	Proposed for NPL	SD
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	

Remedial Activities Under EPA Enforcement

Remedial Activities Under EPA Enforcement

Formal State Deferral

2163 AIRWAYS BLVD
RT.211,.4MI WEST OF SR 2063
107 JACKSON STREET
2060 Rocky Ford Road
1620 W. FRONT ST.
SR 362 (ASH AVE)
GRIMES RD
3017 BIRMINGHAM HWY
INDUSTRY DRIVE
JCT OF 2ND & BEELAND STS
8551 Borden Ave. SE,
COUNTY RD 47 S
1408 SW 8TH STREET
942 HIGHWAY 51 NORTH
ROUTE 17
103RD ST AND NORMANDY BLVD
FLORIDA TURNPIKE EAST
HOBBS AND WOODVILLE ROADS
650 CHESTERFIELD HIGHWAY
NEAR N. 71ST STREET AND 14TH AVENUE
OLD HIGHWAY 119
ISELIN ST
600 GUY PAINE ROAD
728 EMORY DRIVE
Postal Address is unavailable for the Site
2307 DAVIS PARK ROAD
Postal Address is unavailable for the Site
USAMICOM DRSMI KL
LICKING PIKE AND QUEEN CITY AV
1/2 MI. N.OFINTERSECTION OF SR 265&CR110
NC 132
WOODLAWN AVENUE
PERRY LANE ROAD
100 CLINTON ST
WESTERN END OF RALEIGH STREET
11110 NORTH 56TH STREET
6852 MT. HERMAN ROAD
HIGHWAY 134 WEST
15100 ALBEMARLE ROAD
MADISON AVENUE
3211 S.W. 50TH AVENUE
4109 LINEBAUGH AVENUE
500 W. INDUSTRY DR.
1268 EUFOLA ROAD
1508 MARYVILLE PIKE
1800 PITTSBURGH AVENUE
HEMPHILL ROAD
171 GLENN BRIDGE ROAD

MEMPHIS	SHELBY
ABERDEEN	MOORE
HATTIESBURG	LAMAR
MADISON	MADISON
STATESVILLE	IREDELL
PEEWEE VALLEY	OLDHAM
WASHINGTON	BEAUFORT
MONTGOMERY	MONTGOMERY
OXFORD	GRANVILLE
GREENVILLE	BUTLER
LEEDS	JEFFERSON
PERDIDO	BALDWIN
POMPANO BEACH	BROWARD
WESSON	COPIAH
BRUNSWICK	GLYNN
JACKSONVILLE	DUVAL
HOMESTEAD AIR FORCE BASE	MIAMI-DADE
PADUCAH	MCCRACKEN
CHERAW	CHESTERFIELD
TAMPA	HILLSBOROUGH
DAYHOIT	HARLAN
JACKSON	MADISON
MACON	BIBB
HARRIMAN	ROANE
MOSCOW	FAYETTE
GASTONIA	GASTON
HUNTSVILLE	MADISON
LIMESTONE/MORGAN	
NEWPORT	CAMPBELL
JEFFERSON	CHESTERFIELD
CASTLE HAYNE	NEW HANOVER
NORTH BELMONT	GASTON
BRUNSWICK	GLYNN
BARNWELL	BARNWELL
TAMPA	HILLSBOROUGH
TEMPLE TERRACE	HILLSBOROUGH
RALEIGH	WAKE
HEADLAND	HENRY
CHARLOTTE	MECKLENBURG
MONTGOMERY	MONTGOMERY
FORT LAUDERDALE	BROWARD
TAMPA	HILLSBOROUGH
OXFORD	GRANVILLE
STATESVILLE	IREDELL
KNOXVILLE	KNOX
NORTH CHARLESTON	CHARLESTON
GASTONIA	GASTON
ARDEN	BUNCOMBE

TN	38114	12-FEB-88	N	35.093333	-90.003333	N	N
NC	28315	21-JAN-87	N	35.126111	-79.406669	N	N
MS	39401	16-DEC-85	N	31.345192	-89.404461	N	N
FL	32340	06-FEB-86	N	30.501111	-83.393750	N	N
NC	28677	26-FEB-86	N	+35.786500	-80.916300	N	N
KY	40014	18-APR-86	N	+38.288100	-85.465400	N	N
NC	27889	11-JUN-86	N	35.559581	-77.074450	N	N
AL	36108	02-APR-86	N	+32.376100	-86.379100	N	N
NC	27565	15-SEP-86	N	36.299719	-78.606389	N	N
AL	36037	01-DEC-80	N	31.831669	-86.613050	N	N
AL	35094	29-AUG-85	N	33.688889	-86.633333	N	N
AL	36562	01-AUG-82	N	+31.012500	-87.625000	N	N
FL	33069	01-AUG-85	N	26.218675	-80.142768	N	N
MS	39191	22-JUN-87	N	31.710278	-90.393056	N	N
GA	31520	12-AUG-87	N	31.166111	-81.466667	N	N
FL	32215	12-FEB-88	N	+30.238610	-81.902777	N	N
FL	33039-1299	12-FEB-88	N	25.489444	-80.396944	N	N
KY	42053	12-FEB-88	N	37.076667	-88.615000	N	N
SC	29520	25-JUL-16	N	+34.698689	-79.912786	N	N
FL	33619	06-OCT-88	N	27.964083	-82.375139	N	N
KY	40824	04-MAR-89	N	36.843889	-83.371389	N	N
TN	38301	05-APR-89	N	+35.602500	-88.797689	N	N
GA	31206	25-SEP-89	N	32.777658	-83.639675	N	N
TN	37748	30-MAY-90	N	35.931950	-84.539381	N	N
TN	38057	30-MAY-90	N	+35.083610	-89.372499	N	N
NC	28052	26-JUL-90	N	35.231667	-81.218889	N	N
AL	35808	16-NOV-88	N	34.646944	-86.673055	N	N
AL	35898	01-JUL-80	N	34.508888	-86.638194	N	N
KY	41072	01-NOV-79	N	39.03	-84.486667	N	N
SC	29718	07-NOV-90	N	34.652194	-80.411472	N	N
NC	28429	21-SEP-90	N	34.343472	-77.891944	N	N
NC	28012	01-MAR-91	N	35.273472	-81.051250	N	N
GA	31520	12-MAR-91	N	31.242222	-81.528056	N	N
SC	29812	25-APR-91	N	33.236694	-81.375778	N	N
FL	33619	20-DEC-91	N	27.914417	-82.410861	N	N
FL	33617	04-FEB-92	N	28.049444	-82.394722	N	N
NC	27614	03-MAY-93	N	35.901944	-78.773611	N	N
AL	36345	25-JUL-96	N	+31.325000	-85.404167	N	N
NC	28212	29-DEC-94	N	35.228056	-80.606806	N	N
AL	36109	01-MAR-95	N	+32.382000	-86.306000	N	N
FL	33314	16-FEB-96	N	26.081944	-80.215556	N	N
FL	33605	12-JUN-96	N	28.040556	-82.510278	N	N
NC	27565	01-NOV-96	N	+36.2972	-78.606700	N	N
NC	28677	07-JAN-97	N	35.713611	-80.974583	N	N
TN	37920	06-NOV-97	N	35.919444	-83.925833	N	N
SC	29405	25-MAR-98	N	32.838056	-79.951194	N	N
NC	28056	10-JUN-98	N	35.197933	-81.189852	N	N
NC	28704	17-DEC-98	N	35.462372	-82.528358	N	N

1.00000000000	40537.00000000000	
1.00000000000	35240.00000000000	
1.00000000000	35241.00000000000	
1.00000000000	35242.00000000000	
1.00000000000	40834.00000000000	
1.00000000000	37214.00000000000	
1.00000000000	37215.00000000000	
1.00000000000	37216.00000000000	
1.00000000000	37464.00000000000	
1.00000000000	40538.00000000000	
1.00000000000	37465.00000000000	
1.00000000000	37137.00000000000	17-MAR-17
1.00000000000	40835.00000000000	
1.00000000000	37209.00000000000	
1.00000000000	40539.00000000000	
1.00000000000	36772.00000000000	
1.00000000000	36773.00000000000	
1.00000000000	40540.00000000000	
1.00000000000	6435330.00000000000	01-MAR-16
1.00000000000	36775.00000000000	
1.00000000000	36776.00000000000	
1.00000000000	36777.00000000000	
1.00000000000	1072.00000000000	02-NOV-11
1.00000000000	5294.00000000000	07-MAR-12
1.00000000000	40541.00000000000	
1.00000000000	35939.00000000000	
1.00000000000	35940.00000000000	
1.00000000000	40837.00000000000	
1.00000000000	37716.00000000000	
1.00000000000	37717.00000000000	
1.00000000000	37732.00000000000	
1.00000000000	37718.00000000000	
1.00000000000	40542.00000000000	
1.00000000000	37719.00000000000	
1.00000000000	9774.00000000000	31-JAN-02
1.00000000000	37720.00000000000	
1.00000000000	40838.00000000000	
1.00000000000	37727.00000000000	
1.00000000000	37728.00000000000	
1.00000000000	37729.00000000000	
1.00000000000	40543.00000000000	
1.00000000000	37730.00000000000	
1.00000000000	104288.00000000000	25-MAR-99
1.00000000000	37731.00000000000	
1.00000000000	2117.00000000000	20-APR-10
1.00000000000	40839.00000000000	
1.00000000000	104286.00000000000	25-SEP-12
1.00000000000	42215.00000000000	

SURFACE SPOIL SAMPLE POINTMNOP-04
SAMPLE LOCATION CR09 IN SOURCE 1

NE CORNER OF BUILDING SOURCE 1

GOOGLE MAP

REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
CSANDS	17-MAY-17		Y	Y	0
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
RHIPPEN	18-JAN-18	2	Y	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
CERCLIS2 CNV	27-SEP-89		Y	Y	
CERCLIS2 CNV	15-JUN-90		Y	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
CERCLIS2 CNV	16-JAN-92		Y	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
JWENDEL	11-JUN-13		Y	Y	
REV EOQ	05-FEB-05		N	Y	
CGURLEY	06-NOV-97		Y	Y	
REV EOQ	05-FEB-05		N	Y	
JWENDEL	11-JUN-13		Y	Y	
SNAP	26-APR-05		N	Y	

5.00000000000	Y	0404159	17-NOV-17
5.00000000000	Y	0404170	17-NOV-17
5.00000000000	Y	0404172	17-NOV-17
5.00000000000	Y	0404199	17-NOV-17
5.00000000000	Y	0404225	01-NOV-16
5.00000000000	Y	0404239	01-NOV-16
5.00000000000	Y	0404280	17-NOV-17
5.00000000000	Y	0404285	01-NOV-16
5.00000000000	Y	0404327	17-NOV-17
5.00000000000	Y	0404343	17-NOV-17
5.00000000000	Y	0404344	17-NOV-17
5.00000000000	Y	0404345	17-MAY-17
5.00000000000	Y	0404399	17-NOV-17
5.00000000000	Y	0404404	17-NOV-17
5.00000000000	Y	0404439	17-NOV-17
5.00000000000	Y	0404743	17-NOV-17
5.00000000000	Y	0404746	17-NOV-17
5.00000000000	Y	0404794	17-NOV-17
0.00000000000	Y	0404896	18-JAN-18
5.00000000000	Y	0405001	17-NOV-17
5.00000000000	Y	0405125	17-NOV-17
5.00000000000	Y	0405179	17-NOV-17
0.00000000000	Y	0405304	17-NOV-17
0.00000000000	Y	0405465	17-NOV-17
5.00000000000	Y	0405468	17-NOV-17
5.00000000000	Y	0405489	17-NOV-17
5.00000000000	Y	0405545	17-NOV-17
5.00000000000	Y	0405546	17-NOV-17
5.00000000000	Y	0405547	17-NOV-17
12.00000000000	Y	0405550	17-NOV-17
5.00000000000	Y	0405590	17-NOV-17
5.00000000000	Y	0405619	17-NOV-17
5.00000000000	Y	0405622	17-NOV-17
5.00000000000	Y	0405643	17-NOV-17
0.00000000000	Y	0405795	17-NOV-17
5.00000000000	Y	0405823	17-NOV-17
0.00000000000	Y	0406082	17-NOV-17
5.00000000000	Y	0406299	17-NOV-17
12.00000000000	Y	0406303	17-NOV-17
5.00000000000	Y	0406330	25-OCT-16
5.00000000000	Y	0406469	17-NOV-17
5.00000000000	Y	0406539	17-NOV-17
0.00000000000	Y	0406597	17-NOV-17
12.00000000000	Y	0406611	17-NOV-17
0.00000000000	Y	0406753	17-NOV-17
5.00000000000	Y	0406784	17-NOV-17
0.00000000000	Y	0406819	17-NOV-17
3.00000000000	Y	0406895	17-NOV-17

Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
GPS-Unspecified	Not Verified
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
GPS Code (Pseudo Range) Standard Position (SA Off)	Verified Relative to Map Features (Other)
GPS Code (Pseudo Range) Standard Position (SA On)	Verified Relative to Map Features (Other)
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Map	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Address Matching-Digitized	Verified Relative to Map Features (1:24K)
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Map	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Public Land Survey-Quarter Section	Not Verified
Interpolation-Map	
GPS-Unspecified	Verified Relative to Map Features (Other)
Interpolation-Digital Map Source (TIGER)	
Interpolation-Map	Not Verified
Interpolation-Map	

NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
Unknown	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
Other	Release Point	Point
NAD83	Release Point	Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Facility Center/Centroid	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
Unknown	Plant Entrance (General)	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Facility/Station Building Entrance or Street Address	Point
NAD27	Lagoon or Settling Pond	
Unknown	Facility Center/Centroid	Point
NAD83	Other	
Unknown	Monitoring Point	Point
NAD27	Facility Center/Centroid	

1:100,000			35.093333	-90.003333
1:100,000			35.126111	-79.406669
1:100,000			31.345192	-89.404461
1:100,000			30.501111	-83.393750
1:100,000			+35.786500	-80.916300
1:100,000			+38.288100	-85.465400
1:100,000			35.559581	-77.074450
1:100,000			+32.376100	-86.379100
1:100,000			36.299719	-78.606389
1:100,000			31.831669	-86.613050
1:100,000			33.688889	-86.633333
1:100,000	Meters		+31.012500	-87.625000
1:100,000			26.218675	-80.142768
1:100,000			31.710278	-90.393056
1:100,000			31.166111	-81.466667
1:100,000			+30.238610	-81.902777
1:100,000			25.489444	-80.396944
1:100,000			37.120138	-88.811111
Unknown			+34.698689	-79.912786
1:100,000			27.964083	-82.375139
1:100,000			36.843889	-83.371389
1:100,000			+35.602500	-88.797689
		EPA Region 4	32.777658	-83.639675
		EPA Region 4	35.931950	-84.539381
1:100,000			+35.083610	-89.372499
1:100,000			35.231667	-81.218889
1:100,000			34.646944	-86.673055
1:100,000			34.508888	-86.638194
1:100,000			39.070725	-84.491228
1:24,000			34.652194	-80.411472
1:100,000			34.343472	-77.891944
1:100,000			35.273472	-81.051250
1:100,000			31.242222	-81.528056
1:100,000			33.236694	-81.375778
1:24,000		EPA Region 4	27.914417	-82.410861
1:100,000			28.049444	-82.394722
			35.901944	-78.773611
1:100,000			+31.325000	-85.404167
1:24,000			35.228056	-80.606806
1:100,000			+32.382000	-86.306000
1:100,000			26.081944	-80.215556
1:100,000			28.040556	-82.510278
1:24,000		State	+36.2972	-78.606700
1:24,000			35.713611	-80.974583
Unknown		EPA Region 4	35.919444	-83.925833
1:100,000			32.838056	-79.951194
Unknown		State	35.197933	-81.189852
1:24,000			35.462372	-82.528358

Y	35.09333300000	-90.00333300000
Y	35.12611100000	-79.40666900000
Y	31.34519200000	-89.40446100000
Y	30.50111100000	-83.39375000000
Y	35.78650000000	-80.91630000000
Y	38.28810000000	-85.46540000000
Y	35.55958100000	-77.07445000000
Y	32.37610000000	-86.37910000000
Y	36.29971900000	-78.60638900000
Y	31.83166900000	-86.61305000000
Y	33.68888900000	-86.63333300000
Y	31.01250000000	-87.62500000000
Y	26.21867500000	-80.14276800000
Y	31.71027800000	-90.39305600000
Y	31.16611100000	-81.46666700000
Y	30.23861000000	-81.90277700000
Y	25.48944400000	-80.39694400000
Y	37.12013800000	-88.81111100000
Y	34.69868900000	-79.91278600000
Y	27.96408300000	-82.37513900000
Y	36.84388900000	-83.37138900000
Y	35.60250000000	-88.79768900000
Y	32.77765800000	-83.63967500000
Y	35.93195000000	-84.53938100000
Y	35.08361000000	-89.37249900000
Y	35.23166700000	-81.21888900000
Y	34.64694400000	-86.67305500000
Y	34.50888800000	-86.63819400000
Y	39.07072500000	-84.49122800000
Y	34.65219400000	-80.41147200000
Y	34.34347200000	-77.89194400000
Y	35.27347200000	-81.05125000000
Y	31.24222200000	-81.52805600000
Y	33.23669400000	-81.37577800000
Y	27.91441700000	-82.41086100000
Y	28.04944400000	-82.39472200000
Y	35.90194400000	-78.77361100000
Y	31.32500000000	-85.40416700000
Y	35.22805600000	-80.60680600000
Y	32.38200000000	-86.30600000000
Y	26.08194400000	-80.21555600000
Y	28.04055600000	-82.51027800000
Y	36.29720000000	-78.60670000000
Y	35.71361100000	-80.97458300000
Y	35.91944400000	-83.92583300000
Y	32.83805600000	-79.95119400000
Y	35.19793300000	-81.18985200000
Y	35.46237200000	-82.52835800000

Memphis, TN--MS--AR
Rural
Rural
Rural
Charlotte, NC--SC
Louisville/Jefferson County, KY--IN
Washington, NC
Rural
Oxford, NC
Greenville, AL
Birmingham, AL
Rural
Miami, FL
Rural
Brunswick, GA
Rural
Miami, FL
Rural
Cheraw, SC
Tampa--St. Petersburg, FL
Harlan, KY
Jackson, TN
Macon, GA
Harriman--Kingston--Rockwood, TN
Rural
Gastonia, NC--SC
Rural
Rural
Cincinnati, OH--KY--IN
Rural
Rural
Gastonia, NC--SC
Brunswick, GA
Rural
Tampa--St. Petersburg, FL
Tampa--St. Petersburg, FL
Raleigh, NC
Rural
Rural
Montgomery, AL
Miami, FL
Tampa--St. Petersburg, FL
Oxford, NC
Rural
Knoxville, TN
Charleston--North Charleston, SC
Gastonia, NC--SC
Asheville, NC

Memphis, TN--MS--AR Urbanized Area
Rural
Rural
Rural
Charlotte, NC--SC Urbanized Area
Louisville/Jefferson County, KY--IN Urbanized Area
Washington, NC Urban Cluster
Rural
Oxford, NC Urban Cluster
Greenville, AL Urban Cluster
Birmingham, AL Urbanized Area
Rural
Miami, FL Urbanized Area
Rural
Brunswick, GA Urbanized Area
Rural
Miami, FL Urbanized Area
Rural
Cheraw, SC Urban Cluster
Tampa--St. Petersburg, FL Urbanized Area
Harlan, KY Urban Cluster
Jackson, TN Urbanized Area
Macon, GA Urbanized Area
Harriman--Kingston--Rockwood, TN Urban Cluster
Rural
Gastonia, NC--SC Urbanized Area
Rural
Rural
Cincinnati, OH--KY--IN Urbanized Area
Rural
Rural
Gastonia, NC--SC Urbanized Area
Brunswick, GA Urbanized Area
Rural
Tampa--St. Petersburg, FL Urbanized Area
Tampa--St. Petersburg, FL Urbanized Area
Raleigh, NC Urbanized Area
Rural
Rural
Montgomery, AL Urbanized Area
Miami, FL Urbanized Area
Tampa--St. Petersburg, FL Urbanized Area
Oxford, NC Urban Cluster
Rural
Knoxville, TN Urbanized Area
Charleston--North Charleston, SC Urbanized Area
Gastonia, NC--SC Urbanized Area
Asheville, NC Urbanized Area

11	City-Large
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
32	Town-Distant
41	Rural-Fringe
32	Town-Distant
32	Town-Distant
21	Suburban-Large
42	Rural-Distant
12	City-Midsize
42	Rural-Distant
13	City-Small
41	Rural-Fringe
21	Suburban-Large
42	Rural-Distant
32	Town-Distant
11	City-Large
33	Town-Remote
13	City-Small
12	City-Midsize
32	Town-Distant
42	Rural-Distant
22	Suburban-Midsize
41	Rural-Fringe
42	Rural-Distant
21	Suburban-Large
42	Rural-Distant
41	Rural-Fringe
22	Suburban-Midsize
23	Suburban-Small
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
11	City-Large
41	Rural-Fringe
41	Rural-Fringe
12	City-Midsize
21	Suburban-Large
21	Suburban-Large
32	Town-Distant
41	Rural-Fringe
21	Suburban-Large
12	City-Midsize
22	Suburban-Midsize
13	City-Small

Active Inventory	NPL	04	0406909	FLSFN0406909
Active Inventory	NPL	04	0406989	NCSFN0406989
Active Inventory	NPL	04	0407378	TNN000407378
Active Inventory	NPL	04	0407447	NCN000407447
Active Inventory	NPL	04	0407449	GAN000407449
Active Inventory	NPL	04	0407480	NCN000407480
Active Inventory	NPL	04	0407492	FLD083111005
Active Inventory	NPL	04	0407714	SCN000407714
Active Inventory	NPL	04	0409895	NCN000409895
Active Inventory	NPL	04	0410013	FLR000091322
Active Inventory	NPL	04	0410033	GAN000410033
Active Inventory	NPL	04	0410124	TNN000410124
Active Inventory	NPL	04	0410161	NCN000410161
Active Inventory	NPL	04	0410203	TNN000410203
Active Inventory	NPL	04	0410232	FLN000410232
Active Inventory	NPL	04	0410335	FLD032728032
Active Inventory	NPL	04	0410384	FLD982130098
Active Inventory	NPL	04	0410582	FLD000623041
Active Inventory	NPL	04	0410686	TNN000410686
Active Inventory	NPL	04	0410750	ALN000410750
Active Inventory	NPL	05	0500018	IND982073785
Active Inventory	NPL	05	0500047	ILD000605790
Active Inventory	NPL	05	0500078	ILD000716852
Active Inventory	NPL	05	0500083	ILD000802827
Active Inventory	NPL	05	0500092	ILD000814673
Active Inventory	NPL	05	0500125	ILD002994259
Active Inventory	NPL	05	0500127	ILD003817137
Active Inventory	NPL	05	0500189	ILD005252432
Active Inventory	NPL	05	0500197	ILD005443544
Active Inventory	NPL	05	0500199	ILD005451711
Active Inventory	NPL	05	0500229	ILD006282479
Active Inventory	NPL	05	0500261	ILD010236230
Active Inventory	NPL	05	0500272	ILD021440375
Active Inventory	NPL	05	0500315	ILD042671248
Active Inventory	NPL	05	0500332	ILD047019732
Active Inventory	NPL	05	0500340	ILD048306138
Active Inventory	NPL	05	0500342	ILD048843809
Active Inventory	NPL	05	0500350	ILD050231976
Active Inventory	NPL	05	0500357	ILD053219259
Active Inventory	NPL	05	0500360	ILD053980454
Active Inventory	NPL	05	0500396	ILD062340641
Active Inventory	NPL	05	0500507	ILD096731468
Active Inventory	NPL	05	0500521	ILD099213498
Active Inventory	NPL	05	0500534	ILD980397079
Active Inventory	NPL	05	0500542	ILD980497663
Active Inventory	NPL	05	0500551	ILD980497788
Active Inventory	NPL	05	0500574	ILD980500102
Active Inventory	NPL	05	0500581	ILD980605836

ARKLA TERRA PROPERTY
BARBER ORCHARD
SMALLEY-PIPER
ABERDEEN CONTAMINATED GROUND WATER
PEACH ORCHARD RD PCE GROUNDWATER PLUME SITE
HORTON IRON AND METAL
FLASH CLEANERS
BARITE HILL/NEVADA GOLDFIELDS
ORE KNOB MINE
GENERAL DYNAMICS LONGWOOD
ARMSTRONG WORLD INDUSTRIES
WALKER MACHINE PRODUCTS, INC.
GMH ELECTRONICS
ALAMO CONTAMINATED GROUND WATER
JJ SEIFERT MACHINE
SANFORD DRY CLEANERS
CONTINENTAL CLEANERS
FAIRFAX ST. WOOD TREATERS
SOUTHSIDE CHATTANOOGA LEAD SITE
35TH AVENUE
LUSHER STREET GROUND WATER CONTAMINATION
SAUGET AREA 2
LAKE CALUMET CLUSTER
OUTBOARD MARINE CORP.
VELSICOL CHEMICAL CORP. (MARSHALL PLANT)
AMOCO CHEMICALS (JOLIET LANDFILL)
PETERSEN SAND & GRAVEL
PARSONS CASKET HARDWARE CO.
JOHNS-MANVILLE CORP.
LENZ OIL SERVICE, INC.
JENNISON-WRIGHT CORPORATION
BYRON SALVAGE YARD
BELOIT CORP.
INDIAN REFINERY-TEXACO LAWRENCEVILLE
WAUCONDA SAND & GRAVEL
TRI-COUNTY LANDFILL CO./WASTE MANAGEMENT OF ILLINOIS, INC.
CHEMETCO
CIRCLE SMELTING CORP.
ACME SOLVENT RECLAIMING, INC. (MORRISTOWN PLANT)
SANDOVAL ZINC COMPANY
DEPUE/NEW JERSEY ZINC/MOBIL CHEMICAL CORP.
NL INDUSTRIES/TARACORP LEAD SMELTER
ESTECH GENERAL CHEMICAL COMPANY
A & F MATERIAL RECLAIMING, INC.
BELVIDERE MUNICIPAL LANDFILL
MIG/DEWANE LANDFILL
YEOMAN CREEK LANDFILL
H.O.D. LANDFILL

F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
P	Proposed for NPL
P	Proposed for NPL
F	Currently on the Final NPL
P	Proposed for NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
P	Proposed for NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL

11706 US HWY 301
U.S. HIGHWAY 23/74
719 PIPER STREET
HWY 211, OLD PEE DEE RD, BLUES BRG RD
ADJACENT TO PEACH ORCHARD ROAD
2216 US HIGHWAY 421 N
4131 NORTH FEDERAL HIGHWAY
NORTHERN SIDE OF SECONDARY HWY S-33-30
ORE KNOB MINE RD&LTTL PK CRK RD,N NC H88
1333 NORTH US HIGHWAY 17/92
4520 BROADWAY ROAD
459 WASHINGTON STREET
1800 VIRGILINA ROAD
SOUTH BELLS STREET
4202-4212 OLD US HIGHWAY 41
121 SOUTH PALMETTO AVENUE
798 NORTHWEST 62ND STREET
2610 FAIRFAX STREET
Intersection of East 16th Street and Jefferson
3500 35TH N.
IN THE VICINITY OF 1619 AVALON STREET
MONSANTO AVENUE
122ND STREET AND STONY ISLAND AVENUE
200 SEA HORSE DR
RTE 1 1MI N OF MARSHALL
ROUTE 6 NEAR ROUTE 66
ILLINOIS ROUTES 21 & 137
424 FAIRVIEW AVENUE
GREENWOOD AVE
RTE 83 & JEANE RD
900 WEST 22ND ST
NW1/4 SEC 13 T24N R10E
1165 PRAIRIE HILL RD
SOUTH SEVENTH STREET
BONNER & GARLAND RD
7N 904 ILLINOIS ROUTE 25
3754 CHEMETCO LANE
STATE RTE 50
EAST OF LINDENWOOD RD
BOX 263 SMELTER ROAD HIGHWAY 51
DEPOT ST & MARQUETTE ST
16TH & CLEVELAND BLVD
150 MARBLE STREET
WEST CUMBERLAND
APPLETON RD
6505 Logan Avenue
1011 WASHINGTON STREET
55 MCMILLAN ROAD

THONOTOSASSA	HILLSBOROUGH
WAYNESVILLE	HAYWOOD
COLLIERVILLE	SHELBY
Aberdeen	MOORE
AUGUSTA	RICHMOND
WILMINGTON	NEW HANOVER
Pompano Beach	BROWARD
MCCORMICK	MCCORMICK
Ashe County	ASHE
LONGWOOD	SEMINOLE
MACON	BIBB
COLLIERVILLE	SHELBY
ROXBORO	PERSON
ALAMO	CROCKETT
RUSKIN	HILLSBOROUGH
SANFORD	SEMINOLE
MIAMI	MIAMI-DADE
JACKSONVILLE	DUVAL
CHATTANOOGA	HAMILTON
BIRMINGHAM	JEFFERSON
Elkhart	ELKHART
SAUGET	ST. CLAIR
CHICAGO	COOK
WAUKEGAN	LAKE
MARSHALL	CLARK
JOLIET	WILL
LIBERTYVILLE	LAKE
BELVIDERE	BOONE
WAUKEGAN	LAKE
LEMONT	DUPAGE
GRANITE CITY	MADISON
BYRON	OGLE
ROCKTON	WINNEBAGO
LAWRENCEVILLE	LAWRENCE
WAUCONDA	LAKE
ELGIN	KANE
HARTFORD	MADISON
BECKEMEYER	CLINTON
MORRISTOWN	WINNEBAGO
SANDOVAL	MARION
DEPUE	BUREAU
GRANITE CITY	MADISON
CALUMET CITY	COOK
GREENUP	CUMBERLAND
BELVIDERE	BOONE
BELVIDERE	BOONE
WAUKEGAN	LAKE
ANTIOCH	LAKE

FL	33592	18-FEB-99	N	+28.057778	-82.317500	N	N
NC	28786	27-AUG-99	N	35.445833	-83.063889	N	N
TN	38017	02-OCT-01	N	35.044444	-89.685833	N	N
NC	28315	15-APR-02	N	+35.122400	-79.402500	N	N
GA		26-APR-02	N	33.421178	-82.015139	N	N
NC	28401	11-JUL-02	N	34.266650	-77.954083	N	N
FL	33064	01-AUG-02	N	26.282400	-80.096900	N	N
SC	29835	03-DEC-03	N	33.873090	-82.300670	N	N
NC	28640	06-NOV-06	N	36.410011	-81.324606	N	N
FL	32750	07-FEB-07	N	28.716620	-81.321220	N	N
GA	31206	11-APR-07	N	32.773497	-83.651600	N	N
TN	38017	12-FEB-10	N	35.041589	-89.653469	N	N
NC	27574	05-DEC-07	N	36.416722	-78.941625	N	N
TN	38001	08-APR-08	N	35.784153	-89.118022	N	N
FL	33570	01-JAN-08	N	27.678611	-82.477778	N	N
FL	32771	21-JAN-09	N	28.811217	-81.265606	N	N
FL	33150	28-APR-09	N	+25.831842	-80.210178	N	N
FL	32209	01-DEC-10	N	30.354092	-81.686394	N	N
TN	37408	23-SEP-16	N	+35.032552	-85.300559	N	N
AL	35207	30-MAY-12	N	+33.557464	-86.799671	N	N
IN	46516	12-JAN-88	N	41.672922	-85.996225	N	N
IL	62201	01-APR-79	N	+38.605556	-090.175000	N	N
IL	60633	01-AUG-80	N	41.679444	-87.568889	N	N
IL	60085	01-AUG-80	N	+42.365278	-087.821111	N	N
IL	62441	01-JUN-77	N	+39.410833	-087.699167	N	N
IL	60434	01-APR-79	N	+41.441667	-088.172778	N	N
IL	60048	01-SEP-80	N	+42.315833	-087.953619	N	N
IL	61008-2308	01-APR-83	N	+42.269169	-088.835850	N	N
IL	60085	01-APR-82	N	+42.386667	-087.811667	N	N
IL	60439	01-FEB-84	N	+41.706681	-087.941969	N	N
IL	62040	01-DEC-83	N	+38.700000	-090.148333	N	N
IL	61010	11-DEC-80	N	+42.081667	-089.295833	N	N
IL	61072		N	+42.468611	-089.065556	N	N
IL	62439	01-JUN-81	N	+38.708333	-087.691667	N	N
IL	60084	01-APR-79	N	+42.281389	-088.137500	N	N
IL	60177	01-APR-79	N	+41.983069	-088.271119	N	N
IL	62048	01-AUG-80	N	38.799000	-90.098000	N	N
IL	62231	27-MAY-87	N	+38.608333	-089.443333	N	N
IL	61109	01-JAN-79	N	+42.157519	-089.045300	N	N
IL	62882	01-DEC-83	N	+38.613061	-089.108251	N	N
IL	61356	01-APR-79	N	+41.327778	-089.301389	N	N
IL	62040	01-AUG-80	N	+38.695000	-090.158333	N	N
IL	60409	01-OCT-80	N	+41.628303	-87.526905	N	N
IL	62428	01-OCT-79	N	+39.243889	-088.173900	N	N
IL	61008	01-OCT-79	N	+42.264300	-88.872300	N	N
IL	61008	01-APR-79	N	+42.255019	-088.811111	N	N
IL	60085-5428	11-DEC-80	N	+42.391111	-087.856111	N	N
IL	60002	01-JUN-81	N	+42.475281	-088.081689	N	N

1.00000000000	63631.00000000000	30-SEP-03
1.00000000000	37790.00000000000	
1.00000000000	37791.00000000000	
1.00000000000	64181.00000000000	08-APR-08
1.00000000000	42216.00000000000	
1.00000000000	46975.00000000000	08-FEB-11
1.00000000000	45745.00000000000	18-JUN-08
1.00000000000	62679.00000000000	06-NOV-08
1.00000000000	46865.00000000000	28-AUG-06
1.00000000000	63276.00000000000	07-JAN-07
1.00000000000	20874.00000000000	12-FEB-07
1.00000000000	6418975.00000000000	12-DEC-13
1.00000000000	64198.00000000000	05-DEC-07
1.00000000000	63566.00000000000	28-OCT-10
1.00000000000	63764.00000000000	01-MAY-08
1.00000000000	63920.00000000000	01-JAN-09
1.00000000000	90281.00000000000	01-AUG-11
1.00000000000	64843.00000000000	10-AUG-10
1.00000000000	65195.00000000000	27-APR-11
1.00000000000	6418935.00000000000	16-SEP-14
1.00000000000	5185.00000000000	13-JUN-06
1.00000000000	52843.00000000000	
1.00000000000	53584.00000000000	23-AUG-06
1.00000000000	52844.00000000000	
1.00000000000	53814.00000000000	
1.00000000000	55732.00000000000	
1.00000000000	52845.00000000000	
1.00000000000	52894.00000000000	
1.00000000000	52895.00000000000	
1.00000000000	53815.00000000000	
1.00000000000	52897.00000000000	
1.00000000000	52670.00000000000	
1.00000000000	52671.00000000000	
1.00000000000	52643.00000000000	
1.00000000000	55373.00000000000	
1.00000000000	52645.00000000000	
1.00000000000	28517.00000000000	01-OCT-09
1.00000000000	52646.00000000000	
1.00000000000	52647.00000000000	
1.00000000000	64997.00000000000	07-APR-11
1.00000000000	52648.00000000000	
1.00000000000	52649.00000000000	
1.00000000000	6420304.00000000000	26-MAR-15
1.00000000000	52650.00000000000	
1.00000000000	55375.00000000000	04-MAY-15
1.00000000000	52651.00000000000	
1.00000000000	52652.00000000000	
1.00000000000	52653.00000000000	

INFO OBTAINED FROM NPL LISTNG PACKAGE

USED GOOGLE EARTH

SOURCE: FOSC

DECIMAL LAT-LONGS TAKEN FROM SEP 29, 2009 FINAL SI REPORT, PAGE 2. BF, 2/9/11.

SOURCE: FOSC
CITY OF ALAMO WATER DEPARTMENT
MAPQUEST VERIFIED

SOURCE: FOSC
SOURCE: FOSC

LATITUDE/LONGITUDE PROVIDED BY LANDVIEW SOFTWARE. LAT/LONG DOES NOT MATCH ADDRESS BECAUSE LAT/LON

Record added by Randy Hippen

BWALDEN	10-APR-09		Y	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
JBORNHOL	08-APR-08		Y	Y	
SNAP	26-APR-05		N	N	
ASTEVENS	11-JUL-02		Y	Y	
ASTEVENS	01-AUG-02	0	Y	Y	
CMILLER	06-NOV-08		Y	Y	
ASTEVENS	29-AUG-06	0	Y	Y	
BDICK	28-JUL-08		Y	Y	
CCALLIHA	11-APR-07		Y	Y	
SSHAKIR	09-DEC-14	1	N	Y	0.1
ASTEVENS	06-DEC-07	0	Y	Y	
JNOLEN	08-APR-08		Y	Y	
BDICK	16-JUL-08		Y	Y	
BALFANO	21-SEP-09		Y	Y	
BALFANO	06-MAR-12		Y	Y	
ASTEVENS	11-AUG-10	0	Y	Y	
RHIPPEN	10-JAN-18	0	Y	Y	
RHIPPEN	08-DEC-14	2	N	Y	0.1
CERCLIS2 CNV	18-JAN-08		Y	Y	
REV EOQ	06-FEB-05		N	N	
DCOLLARD	23-AUG-06		Y	Y	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	N	
CERCLIS2 CNV	02-OCT-09		Y	Y	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	Y	
JSAMU03	07-APR-11		N	Y	1
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	N	
RHIPPEN	30-SEP-15		Y	Y	10
REV EOQ	06-FEB-05		N	Y	
CSANDS	04-MAY-15		N	Y	0
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	Y	

0.00000000000	Y	0406909	13-OCT-16
5.00000000000	Y	0406989	17-NOV-17
12.00000000000	Y	0407378	17-NOV-17
0.00000000000	Y	0407447	07-MAY-14
12.00000000000	Y	0407449	17-NOV-17
0.00000000000	Y	0407480	17-NOV-17
0.00000000000	Y	0407492	17-NOV-17
0.00000000000	Y	0407714	17-NOV-17
0.00000000000	Y	0409895	17-NOV-17
0.00000000000	Y	0410013	17-NOV-17
0.00000000000	Y	0410033	17-NOV-17
0.00000000000	Y	0410124	17-NOV-17
0.00000000000	Y	0410161	17-NOV-17
0.00000000000	Y	0410203	17-NOV-17
0.00000000000	Y	0410232	17-NOV-17
0.00000000000	Y	0410335	17-NOV-17
0.00000000000	Y	0410384	01-NOV-16
0.00000000000	Y	0410582	17-NOV-17
0.00000000000	Y	0410686	18-JAN-18
0.00000000000	Y	0410750	09-DEC-14
0.00000000000	Y	0500018	17-NOV-17
5.00000000000	Y	0500047	17-NOV-17
0.00000000000	Y	0500078	17-NOV-17
5.00000000000	Y	0500083	17-NOV-17
5.00000000000	Y	0500092	17-NOV-17
5.00000000000	Y	0500125	17-NOV-17
5.00000000000	Y	0500127	17-NOV-17
5.00000000000	Y	0500189	26-APR-14
5.00000000000	Y	0500197	17-NOV-17
5.00000000000	Y	0500199	16-AUG-17
5.00000000000	Y	0500229	17-NOV-17
5.00000000000	Y	0500261	17-NOV-17
5.00000000000	Y	0500272	17-NOV-17
5.00000000000	Y	0500315	17-NOV-17
5.00000000000	Y	0500332	17-NOV-17
5.00000000000	Y	0500340	26-APR-14
0.00000000000	Y	0500342	17-NOV-17
5.00000000000	Y	0500350	17-NOV-17
5.00000000000	Y	0500357	02-JUN-17
0.00000000000	Y	0500360	26-APR-14
5.00000000000	Y	0500396	17-NOV-17
5.00000000000	Y	0500507	17-NOV-17
0.00000000000	Y	0500521	17-DEC-15
5.00000000000	Y	0500534	02-JUN-17
5.00000000000	Y	0500542	17-DEC-15
5.00000000000	Y	0500551	17-NOV-17
5.00000000000	Y	0500574	17-NOV-17
5.00000000000	Y	0500581	12-JUN-17

Interpolation-TM	Not Verified
Interpolation-Digital Map Source (TIGER)	
Address Matching-Other	
Unknown	Verified, Unknown Method
Interpolation-Map	
GPS-Unspecified	
Interpolation-Satellite	Verified, Unknown Method
Unknown	
Address Matching-Nearest Intersection	
Unknown	Verified, Unknown Method
GPS-Unspecified	Not Verified
Unknown	Verified, Unknown Method
Address Matching-Primary Name	
GPS-Unspecified	Not Verified
Interpolation-Map	Verified, Unknown Method
Address Matching-Other	Not Verified
Unknown	Verified, Unknown Method
Address Matching-House Number	
Address Matching-Nearest Intersection	Verified, Unknown Method
Unknown	Verified, Unknown Method
Interpolation-Map	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Address Matching-Nearest Intersection	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Unknown	Verified Relative to Map Features (Other)
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Unknown	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Unknown	Not Verified
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	

Unknown	Process Unit Area Centroid	Point
NAD83	Other	
WGS84	Facility Center/Centroid	
Unknown	Unknown	
NAD83	Other	
NAD83	Other	Point
Unknown	Facility Center/Centroid	Area
Unknown		Point
Other	Facility Center/Centroid	Area
Unknown	Facility Center/Centroid	Point
NAD27	Facility Center/Centroid	Point
Unknown	Unknown	
Other	Well	Area
NAD83	Well	Point
Unknown	Facility Center/Centroid	Point
Unknown	Monitoring Point	Point
Unknown	Release Point	Point
Other	Facility/Station Building Entrance or Street Address	Area
Other	Facility/Station Building Entrance or Street Address	Area
Unknown	Unknown	
Unknown	Facility Center/Centroid	Point
NAD83	Other	
Other	Other	Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
Unknown	Unknown	Point
NAD83	Other	
NAD83	Other	
Unknown	Unknown	Point
NAD83	Other	
NAD83	Other	
Unknown	Unknown	Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	

1:24,000		Epic	+28.057778	-82.317500
1:100,000			35.445833	-83.063889
1:24,000			35.044444	-89.685833
Unknown		Other	+35.122400	-79.402500
1:24,000			33.421178	-82.015139
Unknown			34.266650	-77.954083
Unknown		EPA Region 4	26.282400	-80.096900
Unknown			33.873090	-82.300670
1:250,000		EPA Region 4	36.410011	-81.324606
Unknown		State	28.716620	-81.321220
1:50,000		State	32.773497	-83.651600
None			35.041589	-89.653469
1:25,000		EPA Region 4	36.416722	-78.941625
1:1,200		EPA Region 4	35.784153	-89.118022
Unknown		State	27.678611	-82.477778
Unknown		State	28.811217	-81.265606
None		Contractor	+25.831842	-80.210178
1:25,000		EPA Region 4	30.354092	-81.686394
1:25,000		EPA Region 4	+35.032552	-85.300559
None			+33.557464	-86.799671
Unknown	Seconds	State	41.672922	-85.996225
1:100,000			38.597361	-90.182222
Unknown			41.679444	-87.568889
1:100,000			42.365281	-87.821111
1:100,000			39.410831	-87.699169
1:100,000			41.441669	-88.172781
1:100,000			42.315831	-087.953700
1:100,000			+42.269200	-088.836000
1:100,000			42.386669	-87.811669
1:100,000			+41.706800	-87.942200
1:100,000			38.708333	-90.152500
1:100,000			42.081669	-89.295831
1:100,000			42.468611	-89.065550
1:100,000			38.715556	-87.682222
1:100,000			42.281389	-088.137500
1:100,000			+41.983200	-088.271200
Unknown		Geograph	38.799000	-90.098000
1:100,000			38.608333	-89.420833
1:100,000			+42.157700	-89.045500
Unknown			+38.613061	-089.108251
1:100,000			41.327778	-89.304167
1:100,000			+38.695000	-90.158331
Unknown	Meters	Unknown	+41.628303	-87.526905
1:100,000			+39.243900	-88.174000
1:100,000			+42.264300	-88.872300
1:100,000			42.255917	-88.806944
1:100,000			42.388889	-87.848611
1:100,000			+42.475300	-88.081900

Y	28.05777800000	-82.31750000000
Y	35.44583300000	-83.06388900000
Y	35.04444400000	-89.68583300000
Y	35.12240000000	-79.40250000000
Y	33.42117800000	-82.01513900000
Y	34.26665000000	-77.95408300000
Y	26.28240000000	-80.09690000000
Y	33.87309000000	-82.30067000000
Y	36.41001100000	-81.32460600000
Y	28.71662000000	-81.32122000000
Y	32.77349700000	-83.65160000000
Y	35.04158900000	-89.65346900000
Y	36.41672200000	-78.94162500000
Y	35.78415300000	-89.11802200000
Y	27.67861100000	-82.47777800000
Y	28.81121700000	-81.26560600000
Y	25.83184200000	-80.21017800000
Y	30.35409200000	-81.68639400000
Y	35.03255200000	-85.30055900000
Y	33.55746400000	-86.79967100000
Y	41.67292200000	-85.99622500000
Y	38.59736100000	-90.18222200000
Y	41.67944400000	-87.56888900000
Y	42.36528100000	-87.82111100000
Y	39.41083100000	-87.69916900000
Y	41.44166900000	-88.17278100000
Y	42.31583100000	-87.95370000000
Y	42.26920000000	-88.83600000000
Y	42.38666900000	-87.81166900000
Y	41.70680000000	-87.94220000000
Y	38.70833300000	-90.15250000000
Y	42.08166900000	-89.29583100000
Y	42.46861100000	-89.06555000000
Y	38.71555600000	-87.68222200000
Y	42.28138900000	-88.13750000000
Y	41.98320000000	-88.27120000000
Y	38.79900000000	-90.09800000000
Y	38.60833300000	-89.42083300000
Y	42.15770000000	-89.04550000000
Y	38.61306100000	-89.10825100000
Y	41.32777800000	-89.30416700000
Y	38.69500000000	-90.15833100000
Y	41.62830300000	-87.52690500000
Y	39.24390000000	-88.17400000000
Y	42.26430000000	-88.87230000000
Y	42.25591700000	-88.80694400000
Y	42.38888900000	-87.84861100000
Y	42.47530000000	-88.08190000000

Tampa--St. Petersburg, FL
Rural
Memphis, TN--MS--AR
Rural
Augusta-Richmond County, GA--SC
Rural
Miami, FL
Rural
Rural
Orlando, FL
Macon, GA
Memphis, TN--MS--AR
Rural
Bells, TN
Tampa--St. Petersburg, FL
Orlando, FL
Miami, FL
Jacksonville, FL
Chattanooga, TN--GA
Birmingham, AL
Elkhart, IN--MI
St. Louis, MO--IL
Chicago, IL--IN
Chicago, IL--IN
Rural
Rural
Chicago, IL--IN
Rockford, IL
Chicago, IL--IN
Chicago, IL--IN
St. Louis, MO--IL
Rural
Rural
Lawrenceville, IL
Chicago, IL--IN
Chicago, IL--IN
Alton, IL--MO
Rural
Rural
Rural
Rural
St. Louis, MO--IL
Chicago, IL--IN
Rural
Rural
Rural
Chicago, IL--IN
Round Lake Beach--McHenry--Grayslake, IL--WI

Tampa--St. Petersburg, FL Urbanized Area
Rural
Memphis, TN--MS--AR Urbanized Area
Rural
Augusta-Richmond County, GA--SC Urbanized Area
Rural
Miami, FL Urbanized Area
Rural
Rural
Orlando, FL Urbanized Area
Macon, GA Urbanized Area
Memphis, TN--MS--AR Urbanized Area
Rural
Bells, TN Urban Cluster
Tampa--St. Petersburg, FL Urbanized Area
Orlando, FL Urbanized Area
Miami, FL Urbanized Area
Jacksonville, FL Urbanized Area
Chattanooga, TN--GA Urbanized Area
Birmingham, AL Urbanized Area
Elkhart, IN--MI Urbanized Area
St. Louis, MO--IL Urbanized Area
Chicago, IL--IN Urbanized Area
Chicago, IL--IN Urbanized Area
Rural
Rural
Chicago, IL--IN Urbanized Area
Rockford, IL Urbanized Area
Chicago, IL--IN Urbanized Area
Chicago, IL--IN Urbanized Area
St. Louis, MO--IL Urbanized Area
Rural
Rural
Lawrenceville, IL Urban Cluster
Chicago, IL--IN Urbanized Area
Chicago, IL--IN Urbanized Area
Alton, IL--MO Urbanized Area
Rural
Rural
Rural
Rural
St. Louis, MO--IL Urbanized Area
Chicago, IL--IN Urbanized Area
Rural
Rural
Rural
Chicago, IL--IN Urbanized Area
Round Lake Beach--McHenry--Grayslake, IL--WI Urbanized Area

21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
12	City-Midsize
41	Rural-Fringe
12	City-Midsize
42	Rural-Distant
42	Rural-Distant
21	Suburban-Large
12	City-Midsize
21	Suburban-Large
41	Rural-Fringe
32	Town-Distant
21	Suburban-Large
13	City-Small
11	City-Large
11	City-Large
12	City-Midsize
12	City-Midsize
13	City-Small
21	Suburban-Large
11	City-Large
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
42	Rural-Distant
41	Rural-Fringe
33	Town-Remote
21	Suburban-Large
21	Suburban-Large
23	Suburban-Small
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
42	Rural-Distant
21	Suburban-Large
21	Suburban-Large
42	Rural-Distant
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large

Active Inventory	NPL	05	0500585	ILD980605943
Active Inventory	NPL	05	0500606	ILD980606305
Active Inventory	NPL	05	0500628	ILD980606685
Active Inventory	NPL	05	0500634	ILD980606750
Active Inventory	NPL	05	0500648	ILD980606941
Active Inventory	NPL	05	0500656	ILD980607055
Active Inventory	NPL	05	0500753	ILD980792006
Active Inventory	NPL	05	0500754	ILD980792303
Active Inventory	NPL	05	0500755	ILD980794333
Active Inventory	NPL	05	0500760	ILD980823991
Active Inventory	NPL	05	0500761	ILD980824007
Active Inventory	NPL	05	0500762	ILD980824015
Active Inventory	NPL	05	0500763	ILD980824031
Active Inventory	NPL	05	0500942	ILD980996789
Active Inventory	NPL	05	0500955	ILD981000417
Active Inventory	NPL	05	0501082	ILD981781065
Active Inventory	NPL	05	0501154	ILD990817991
Active Inventory	NPL	05	0501164	ILT180011975
Active Inventory	NPL	05	0501170	IL0210090049
Active Inventory	NPL	05	0501172	IL1570024157
Active Inventory	NPL	05	0501174	IL3210020803
Active Inventory	NPL	05	0501179	IL7213820460
Active Inventory	NPL	05	0501181	IL8143609487
Active Inventory	NPL	05	0501199	IND000715490
Active Inventory	NPL	05	0501215	IND000807107
Active Inventory	NPL	05	0501228	IND001213503
Active Inventory	NPL	05	0501297	IND005480462
Active Inventory	NPL	05	0501308	IND006038764
Active Inventory	NPL	05	0501330	IND006377048
Active Inventory	NPL	05	0501343	IND006418651
Active Inventory	NPL	05	0501373	IND016360265
Active Inventory	NPL	05	0501376	IND016395899
Active Inventory	NPL	05	0501404	IND040313017
Active Inventory	NPL	05	0501433	IND047030226
Active Inventory	NPL	05	0501439	IND048989479
Active Inventory	NPL	05	0501442	IND050530872
Active Inventory	NPL	05	0501482	IND064703200
Active Inventory	NPL	05	0501504	IND074315896
Active Inventory	NPL	05	0501517	IND077005916
Active Inventory	NPL	05	0501540	IND084259951
Active Inventory	NPL	05	0501596	IND980500292
Active Inventory	NPL	05	0501611	IND980500524
Active Inventory	NPL	05	0501630	IND980504005
Active Inventory	NPL	05	0501655	IND980607360
Active Inventory	NPL	05	0501673	IND980607626
Active Inventory	NPL	05	0501696	IND980607881
Active Inventory	NPL	05	0501759	IND980614556
Active Inventory	NPL	05	0501761	IND980615421

WOODSTOCK MUNICIPAL LANDFILL
DUPAGE COUNTY LANDFILL/BLACKWELL FOREST PRESERVE
PAGEL'S PIT
OTTAWA RADIATION AREAS
EAGLE ZINC CO DIV T L DIAMOND
ADAMS COUNTY QUINCY LANDFILLS 2&3
SAUGET AREA 1
CROSS BROTHERS PAIL RECYCLING (PEMBROKE)
LASALLE ELECTRIC UTILITIES
KERR-MCGEE (KRESS CREEK/WEST BRANCH OF DUPAGE RIVER)
KERR-MCGEE (REED-KEPPLER PARK)
KERR-MCGEE (RESIDENTIAL AREAS)
KERR-MCGEE (SEWAGE TREATMENT PLANT)
ILADA ENERGY CO.
SOUTHEAST ROCKFORD GROUND WATER CONTAMINATION
CENTRAL ILLINOIS PUBLIC SERVICE CO.
GALESBURG/KOPPERS CO.
INTERSTATE POLLUTION CONTROL, INC.
JOLIET ARMY AMMUNITION PLANT (LOAD-ASSEMBLY-PACKING AREA)
CHANUTE AIR FORCE BASE
SAVANNA ARMY DEPOT ACTIVITY
JOLIET ARMY AMMUNITION PLANT (MANUFACTURING AREA)
SANGAMO ELECTRIC DUMP/CRAB ORCHARD NATIONAL WILDLIFE REFUGE (USDOI)
CONRAIL RAIL YARD (ELKHART)
REILLY TAR & CHEMICAL CORP. (INDIANAPOLIS PLANT)
CONTINENTAL STEEL CORP.
CAM-OR INC.
TRI-STATE PLATING
PRESTOLITE BATTERY DIVISION
BENNETT STONE QUARRY
AMERICAN CHEMICAL SERVICE, INC.
CARTER LEE LUMBER CO.
SEYMOUR RECYCLING CORP.
U.S. SMELTER AND LEAD REFINERY, INC.
WAYNE WASTE OIL
NORTHSIDE SANITARY LANDFILL, INC
LAKELAND DISPOSAL SERVICE, INC.
FISHER-CALO
GARY DEVELOPMENT LANDFILL
ENVIROCHEM CORP.
HIMCO DUMP
LAKE SANDY JO (M&M LANDFILL)
WASTE, INC., LANDFILL
SOUTHSIDE SANITARY LANDFILL
COLUMBUS OLD MUNICIPAL LANDFILL #1
DOUGLASS ROAD/UNIROYAL, INC., LANDFILL
NEAL'S LANDFILL (BLOOMINGTON)
MIDCO I

F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
P	Proposed for NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
P	Proposed for NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL

DAVIS ROAD
ROUTE 56
BAXTER & LINDENWOOD RD
RTE 6 & RTE 71, OTTAWA AREA
218 INDUSTRIAL PARK DRIVE
2 MILES NORTH OF BURTON TWP 1/2 MI WEST
W OF FALLING SPRINGS RD, N OF JUDITH LN
ADDRESS UNREPORTED
ST VINCENT RD
KRESS CREEK JUST EAST OF EJ&E RR TRACKS
NEAR JCT OF YALE & NATIONAL
ADJACENT TO PLT AT 258 ANN STREET
59TH ST & ROOSEVELT RD
ROUTE 3
2613 S 11TH ST
SOUTH WEBSTER STREET
HWY 41S PO BOX 1191
NW OF MAGNOLIA & PEOPLES AVE
HWY 53 & ARSENAL AVE
AFBCA/DA-CHANUTE
7MI N OF SAVANNA ON RTE 84
6MI S OF ELWOOD OFF RTE 53
EAST OF STATE ROUTE 148
SR 33
1500 S TIBBS AVE
W MARKLAND AVE
STATE ROAD 2 AND HIGHWAY 421
1716 KELLER AVE
US HIGHWAY 41N
ST RTE 37 & ST RTE 46
420 SOUTH COLFAX AVENUE
1621 WEST WASHINGTON STREET
G AVE WEST - FREEMAN MUNICIPAL AIRPORT
5300 KENNEDY AVE
DANIEL DR PO BOX 467
985 S ST RD 421
RURAL ROUTE 1
PO BOX 684 KINGSBURY IND PK
479 N. CLINE AVENUE
865 SOUTH STATE ROAD 421
COUNTY ROAD 10 AND NAPANEE EXTENSION
3615 WEST 25TH AVENUE
1701 EAST US 12
2561 KENTUCKY AVENUE
3RD ST BRIDGE AT WHITE RIVER
NW INTERSECTION OF DOUGLASS AND GRAPE RD
HWY #48
7400 W 15TH AVE

WOODSTOCK	MCHENRY
WARRENVILLE	DUPAGE
ROCKFORD	WINNEBAGO
OTTAWA	LA SALLE
HILLSBORO	MONTGOMERY
QUINCY	ADAMS
SAUGET	ST. CLAIR
PEMBROKE TOWNSHIP	KANKAKEE
LA SALLE	LA SALLE
DUPAGE COUNTY	DUPAGE
WEST CHICAGO	DUPAGE
WEST CHICAGO	DUPAGE
WEST CHICAGO	DUPAGE
EAST CAPE GIRARDEAU	ALEXANDER
ROCKFORD	WINNEBAGO
TAYLORVILLE	CHRISTIAN
GALESBURG	KNOX
ROCKFORD	WINNEBAGO
JOLIET	WILL
RANTOUL	CHAMPAIGN
SAVANNA	JO DAVIESS
JOLIET	WILL
CARTERVILLE	WILLIAMSON
ELKHART	ELKHART
INDIANAPOLIS	MARION
KOKOMO	HOWARD
WESTVILLE	LA PORTE
COLUMBUS	BARTHOLOMEW
VINCENNES	KNOX
BLOOMINGTON	MONROE
GRIFFITH	LAKE
INDIANAPOLIS	MARION
SEYMOUR	JACKSON
EAST CHICAGO	LAKE
COLUMBIA CITY	WHITLEY
ZIONSVILLE	BOONE
CLAYPOOL	KOSCIUSKO
LA PORTE	LA PORTE
GARY	LAKE
ZIONSVILLE	BOONE
ELKHART	ELKHART
GARY	LAKE
MICHIGAN CITY	LA PORTE
INDIANAPOLIS	MARION
COLUMBUS	BARTHOLOMEW
MISHAWAKA	ST. JOSEPH
BLOOMINGTON	MONROE
GARY	LAKE

IL	60098	01-JUN-81	N	+42.292231	-088.440019	N	N
IL	60555	01-JUN-81	N	+41.832511	-088.178619	N	N
IL	61109	01-MAY-80	N	+42.158333	-089.056667	N	N
IL	61350	01-MAY-78	N	+41.351667	-088.846667	N	N
IL	62049	01-JUN-81	N	39.161167	-89.476417	N	N
IL	62301	01-MAY-81	N	+39.926389	-091.282514	N	N
IL	62206	01-OCT-80	N	+38.589736	-090.171686	N	N
IL	60944	01-APR-80	N	+41.090839	-087.589181	N	N
IL	61301	01-FEB-81	N	+41.354167	-089.097500	N	N
IL	60185	01-FEB-83	N	+41.863611	-088.209181	N	N
IL	60185	01-JUN-83	N	+41.891944	-088.208333	N	N
IL	60185	01-JUN-83	N	+41.886667	-088.203333	N	N
IL	60185	01-JUN-83	N	+41.864181	-088.192239	N	N
IL	62957	17-JUN-85	N	+37.258339	-089.463350	N	N
IL	61109	01-FEB-85	N	+42.230569	-089.071111	N	N
IL	62568	03-DEC-86	N	+39.540289	-089.297500	N	N
IL	60401	01-APR-79	N	+40.895833	-090.395833	N	N
IL	61109	01-APR-81	N	+42.240850	-089.097800	N	N
IL	60434	11-DEC-80	N	+41.366119	-088.076969	N	N
IL	61866	01-AUG-80	N	+40.291667	-088.141667	N	N
IL	61074	01-DEC-79	N	+42.210000	-090.313333	N	N
IL	60434	11-DEC-80	N	+41.376119	-088.156131	N	N
IL	62959	01-APR-79	N	+37.765000	-089.080000	N	N
IN	46514	01-JUL-83	N	+41.663339	-086.011400	N	N
IN	46241	01-AUG-80	N	+39.740278	-086.218333	N	N
IN	46902	01-DEC-83	N	+40.474167	-086.149444	N	N
IN	46391	01-AUG-80	N	+41.547778	-086.900556	N	N
IN	47201	01-FEB-85	N	+39.216389	-085.900569	N	N
IN	47591	01-AUG-80	N	+38.691667	-087.501667	N	N
IN	47401	01-MAY-83	N	+39.190019	-086.561119	N	N
IN	46319	01-APR-79	N	+41.514169	-087.418911	N	N
IN	46222	01-MAY-83	N	+39.765289	-086.191681	N	N
IN	47274	01-APR-79	N	+38.935019	-085.921131	N	N
IN	46312	01-JAN-80	N	+41.616758	-087.464046	N	N
IN	46725	01-MAY-82	N	+41.152500	-085.476111	N	N
IN	46077	01-APR-79	N	+40.028333	-086.273333	N	N
IN	46510	01-AUG-80	N	+41.147500	-085.917222	N	N
IN	46350	01-DEC-80	N	+41.508061	-086.670839	N	N
IN	46406	01-APR-79	N	41.614061	-87.426447	N	N
IN	46077	01-APR-79	N	+40.030000	-086.278333	N	N
IN	46514	01-JAN-79	N	+41.707231	-086.008339	N	N
IN	46404	01-DEC-79	N	+41.570833	-087.382222	N	N
IN	46360	01-APR-79	N	+41.721667	-086.880000	N	N
IN	46221-5004	01-APR-79	N	+39.716111	-086.205000	N	N
IN	47201	01-AUG-81	N	+39.197239	-085.925850	N	N
IN	46544	01-JUN-81	N	+41.713069	-086.192511	N	N
IN	47401	01-AUG-80	N	+39.166669	-086.640300	N	N
IN	46401	01-JAN-75	N	+41.589450	-087.428339	N	N

1.00000000000	52654.00000000000	
1.00000000000	52655.00000000000	
1.00000000000	55376.00000000000	
1.00000000000	52656.00000000000	
1.00000000000	4440.00000000000	28-FEB-97
1.00000000000	52658.00000000000	
1.00000000000	52276.00000000000	
1.00000000000	52277.00000000000	
1.00000000000	52278.00000000000	
1.00000000000	52279.00000000000	
1.00000000000	55377.00000000000	
1.00000000000	52280.00000000000	
1.00000000000	52281.00000000000	
1.00000000000	52282.00000000000	
1.00000000000	52283.00000000000	
1.00000000000	52284.00000000000	
1.00000000000	55380.00000000000	
1.00000000000	52285.00000000000	
1.00000000000	52286.00000000000	
1.00000000000	52287.00000000000	
1.00000000000	53816.00000000000	
1.00000000000	52288.00000000000	
1.00000000000	52289.00000000000	
1.00000000000	52290.00000000000	
1.00000000000	55381.00000000000	
1.00000000000	52291.00000000000	
1.00000000000	53817.00000000000	
1.00000000000	52292.00000000000	
1.00000000000	52293.00000000000	
1.00000000000	52294.00000000000	
1.00000000000	52295.00000000000	
1.00000000000	51817.00000000000	
1.00000000000	53818.00000000000	
1.00000000000	55382.00000000000	26-AUG-08
1.00000000000	51818.00000000000	
1.00000000000	51819.00000000000	
1.00000000000	51820.00000000000	
1.00000000000	53819.00000000000	
1.00000000000	64996.00000000000	07-APR-11
1.00000000000	51821.00000000000	
1.00000000000	51822.00000000000	
1.00000000000	51832.00000000000	
1.00000000000	51833.00000000000	
1.00000000000	54732.00000000000	
1.00000000000	54733.00000000000	
1.00000000000	54734.00000000000	
1.00000000000	55385.00000000000	
1.00000000000	54377.00000000000	

LATITUDE/LONGITUDE PROVIDED BY LANDVIEW SOFTWARE

REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	N	
CERCLIS2 CNV	05-FEB-08	Y	Y	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	Y	N	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	Y	
JSAMU03	07-APR-11	N	Y	1
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	Y	

5.00000000000	Y	0500585	26-APR-14
5.00000000000	Y	0500606	07-JUN-17
5.00000000000	Y	0500628	17-NOV-17
5.00000000000	Y	0500634	17-NOV-17
0.00000000000	Y	0500648	17-NOV-17
5.00000000000	Y	0500656	17-NOV-17
5.00000000000	Y	0500753	17-NOV-17
5.00000000000	Y	0500754	05-JUN-17
5.00000000000	Y	0500755	17-NOV-17
5.00000000000	Y	0500760	17-NOV-17
5.00000000000	Y	0500761	17-NOV-17
5.00000000000	Y	0500762	17-NOV-17
5.00000000000	Y	0500763	16-AUG-17
5.00000000000	Y	0500942	12-JUN-17
5.00000000000	Y	0500955	17-NOV-17
5.00000000000	Y	0501082	05-JUN-17
5.00000000000	Y	0501154	17-NOV-17
5.00000000000	Y	0501164	12-JUN-17
5.00000000000	Y	0501170	11-AUG-17
5.00000000000	Y	0501172	17-NOV-17
5.00000000000	Y	0501174	17-NOV-17
5.00000000000	Y	0501179	13-JAN-16
5.00000000000	Y	0501181	17-NOV-17
5.00000000000	Y	0501199	05-JUN-17
5.00000000000	Y	0501215	17-NOV-17
5.00000000000	Y	0501228	17-NOV-17
5.00000000000	Y	0501297	17-NOV-17
5.00000000000	Y	0501308	26-APR-14
5.00000000000	Y	0501330	17-NOV-17
5.00000000000	Y	0501343	05-JUN-17
5.00000000000	Y	0501373	02-JUN-17
5.00000000000	Y	0501376	05-JUN-17
5.00000000000	Y	0501404	26-APR-14
5.00000000000	Y	0501433	26-APR-14
5.00000000000	Y	0501439	17-NOV-17
5.00000000000	Y	0501442	17-NOV-17
5.00000000000	Y	0501482	17-NOV-17
5.00000000000	Y	0501504	07-JUN-17
0.00000000000	Y	0501517	17-NOV-17
5.00000000000	Y	0501540	17-NOV-17
5.00000000000	Y	0501596	12-JUN-17
5.00000000000	Y	0501611	17-NOV-17
5.00000000000	Y	0501630	17-NOV-17
5.00000000000	Y	0501655	17-NOV-17
5.00000000000	Y	0501673	05-JUN-17
5.00000000000	Y	0501696	07-JUN-17
5.00000000000	Y	0501759	26-APR-14
5.00000000000	Y	0501761	18-SEP-17

Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Address Matching-Other	Not Verified
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Unknown	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	

NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
Unknown	Facility Center/Centroid	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
Unknown	Unknown	Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	

1:100,000			+42.292300	-088.440200
1:100,000			+41.832600	-88.178700
1:100,000			42.158331	-89.056661
1:100,000			41.351667	-88.836111
Unknown	Seconds	EPA Region 5	39.161167	-89.476417
1:100,000			39.929444	-91.268472
1:100,000			38.585833	-90.172917
1:100,000			+41.090900	-87.589300
1:100,000			41.354169	-89.097500
1:100,000			41.863611	-88.209300
1:100,000			41.891939	-88.208339
1:100,000			41.878333	-88.207500
1:100,000			+41.864300	-88.192400
1:100,000			+37.258400	-89.463500
1:100,000			42.230689	-89.071111
1:100,000			+39.540400	-89.297500
1:100,000			40.895831	-90.395839
1:100,000			+42.241000	-89.098000
1:100,000			+41.366200	-88.077200
1:100,000			40.288611	-88.138611
1:100,000			+42.210000	-90.313331
1:100,000			+41.376200	-88.156300
1:100,000			37.693194	-89.014722
1:100,000			+41.663400	-86.011500
1:100,000			39.740281	-86.218331
1:100,000			40.474169	-86.156299
1:100,000			41.546528	-86.899306
1:100,000			+39.216400	-085.900700
1:100,000			38.691669	-87.501661
1:100,000			+39.190200	-86.561200
1:100,000			+41.514200	-87.419100
1:100,000			+39.765400	-86.191800
1:100,000			+38.935200	-085.921300
1:100,000		Contractor	+41.616758	-087.464046
1:100,000			+41.152500	-85.476111
1:100,000			40.028331	-86.273331
1:100,000			+41.147500	-85.917219
1:100,000			+41.508100	-86.670900
Unknown			41.614061	-87.426447
1:100,000			+40.030000	-86.278339
1:100,000			+41.707300	-86.008400
1:100,000			41.570839	-87.382231
1:100,000			41.721669	-086.880000
1:100,000			39.716111	-086.205000
1:100,000			+39.197400	-85.926000
1:100,000			+41.713200	-86.192600
1:100,000			+39.166700	-086.640500
1:100,000			+41.589500	-87.428400

Y	42.29230000000	-88.44020000000
Y	41.83260000000	-88.17870000000
Y	42.15833100000	-89.05666100000
Y	41.35166700000	-88.83611100000
Y	39.16116700000	-89.47641700000
Y	39.92944400000	-91.26847200000
Y	38.58583300000	-90.17291700000
Y	41.09090000000	-87.58930000000
Y	41.35416900000	-89.09750000000
Y	41.86361100000	-88.20930000000
Y	41.89193900000	-88.20833900000
Y	41.87833300000	-88.20750000000
Y	41.86430000000	-88.19240000000
Y	37.25840000000	-89.46350000000
Y	42.23068900000	-89.07111100000
Y	39.54040000000	-89.29750000000
Y	40.89583100000	-90.39583900000
Y	42.24100000000	-89.09800000000
Y	41.36620000000	-88.07720000000
Y	40.28861100000	-88.13861100000
Y	42.21000000000	-90.31333100000
Y	41.37620000000	-88.15630000000
Y	37.69319400000	-89.01472200000
Y	41.66340000000	-86.01150000000
Y	39.74028100000	-86.21833100000
Y	40.47416900000	-86.15629900000
Y	41.54652800000	-86.89930600000
Y	39.21640000000	-85.90070000000
Y	38.69166900000	-87.50166100000
Y	39.19020000000	-86.56120000000
Y	41.51420000000	-87.41910000000
Y	39.76540000000	-86.19180000000
Y	38.93520000000	-85.92130000000
Y	41.61675800000	-87.46404600000
Y	41.15250000000	-85.47611100000
Y	40.02833100000	-86.27333100000
Y	41.14750000000	-85.91721900000
Y	41.50810000000	-86.67090000000
Y	41.61406100000	-87.42644700000
Y	40.03000000000	-86.27833900000
Y	41.70730000000	-86.00840000000
Y	41.57083900000	-87.38223100000
Y	41.72166900000	-86.88000000000
Y	39.71611100000	-86.20500000000
Y	39.19740000000	-85.92600000000
Y	41.71320000000	-86.19260000000
Y	39.16670000000	-86.64050000000
Y	41.58950000000	-87.42840000000

Woodstock, IL
Chicago, IL--IN
Rural
Ottawa, IL
Hillsboro, IL
Rural
St. Louis, MO--IL
Rural
Peru--LaSalle, IL
Rural
Chicago, IL--IN
Chicago, IL--IN
Chicago, IL--IN
Rural
Rockford, IL
Taylorville, IL
Galesburg, IL
Rockford, IL
Rural
Rural
Rural
Rural
Rural
Elkhart, IN--MI
Indianapolis, IN
Kokomo, IN
Rural
Columbus, IN
Vincennes, IN
Bloomington, IN
Chicago, IL--IN
Indianapolis, IN
Rural
Chicago, IL--IN
Columbia City, IN
Rural
Rural
Rural
Chicago, IL--IN
Rural
Rural
Chicago, IL--IN
Michigan City--La Porte, IN--MI
Indianapolis, IN
Rural
South Bend, IN--MI
Rural
Chicago, IL--IN

Woodstock, IL Urban Cluster
Chicago, IL--IN Urbanized Area
Rural
Ottawa, IL Urban Cluster
Hillsboro, IL Urban Cluster
Rural
St. Louis, MO--IL Urbanized Area
Rural
Peru--LaSalle, IL Urban Cluster
Rural
Chicago, IL--IN Urbanized Area
Chicago, IL--IN Urbanized Area
Chicago, IL--IN Urbanized Area
Rural
Rockford, IL Urbanized Area
Taylorville, IL Urban Cluster
Galesburg, IL Urban Cluster
Rockford, IL Urbanized Area
Rural
Rural
Rural
Rural
Rural
Elkhart, IN--MI Urbanized Area
Indianapolis, IN Urbanized Area
Kokomo, IN Urbanized Area
Rural
Columbus, IN Urbanized Area
Vincennes, IN Urban Cluster
Bloomington, IN Urbanized Area
Chicago, IL--IN Urbanized Area
Indianapolis, IN Urbanized Area
Rural
Chicago, IL--IN Urbanized Area
Columbia City, IN Urban Cluster
Rural
Rural
Rural
Chicago, IL--IN Urbanized Area
Rural
Rural
Chicago, IL--IN Urbanized Area
Michigan City--La Porte, IN--MI Urbanized Area
Indianapolis, IN Urbanized Area
Rural
South Bend, IN--MI Urbanized Area
Rural
Chicago, IL--IN Urbanized Area

31	Town - Fringe
21	Suburban-Large
41	Rural-Fringe
32	Town-Distant
32	Town-Distant
41	Rural-Fringe
21	Suburban-Large
42	Rural-Distant
32	Town-Distant
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
12	City-Midsize
32	Town-Distant
32	Town-Distant
12	City-Midsize
41	Rural-Fringe
41	Rural-Fringe
42	Rural-Distant
41	Rural-Fringe
41	Rural-Fringe
22	Suburban-Midsize
11	City-Large
13	City-Small
41	Rural-Fringe
13	City-Small
33	Town-Remote
22	Suburban-Midsize
21	Suburban-Large
11	City-Large
41	Rural-Fringe
21	Suburban-Large
31	Town - Fringe
41	Rural-Fringe
42	Rural-Distant
42	Rural-Distant
13	City-Small
41	Rural-Fringe
41	Rural-Fringe
13	City-Small
13	City-Small
11	City-Large
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
13	City-Small

Active Inventory	NPL	05	0501799	IND980679542
Active Inventory	NPL	05	0501800	IND980679559
Active Inventory	NPL	05	0501805	IND980684583
Active Inventory	NPL	05	0501812	IND980794341
Active Inventory	NPL	05	0501813	IND980794358
Active Inventory	NPL	05	0501814	IND980794366
Active Inventory	NPL	05	0501815	IND980794374
Active Inventory	NPL	05	0501816	IND980794432
Active Inventory	NPL	05	0501817	IND980794549
Active Inventory	NPL	05	0501954	IND980904379
Active Inventory	NPL	05	0501964	IND980997639
Active Inventory	NPL	05	0501967	IND980999635
Active Inventory	NPL	05	0501978	IND980999791
Active Inventory	NPL	05	0502150	INT190010876
Active Inventory	NPL	05	0502165	MID000260281
Active Inventory	NPL	05	0502168	MID000268136
Active Inventory	NPL	05	0502172	MID000605717
Active Inventory	NPL	05	0502194	MID000722439
Active Inventory	NPL	05	0502201	MID000724930
Active Inventory	NPL	05	0502202	MID000775957
Active Inventory	NPL	05	0502220	MID002931228
Active Inventory	NPL	05	0502237	MID005068143
Active Inventory	NPL	05	0502238	MID005107222
Active Inventory	NPL	05	0502254	MID005339676
Active Inventory	NPL	05	0502255	MID005340088
Active Inventory	NPL	05	0502256	MID005341714
Active Inventory	NPL	05	0502310	MID005480900
Active Inventory	NPL	05	0502325	MID006007306
Active Inventory	NPL	05	0502332	MID006013049
Active Inventory	NPL	05	0502342	MID006016703
Active Inventory	NPL	05	0502367	MID006028062
Active Inventory	NPL	05	0502369	MID006029102
Active Inventory	NPL	05	0502372	MID006030373
Active Inventory	NPL	05	0502373	MID006031348
Active Inventory	NPL	05	0502388	MID006522791
Active Inventory	NPL	05	0502419	MID017075136
Active Inventory	NPL	05	0502424	MID017188673
Active Inventory	NPL	05	0502432	MID017418559
Active Inventory	NPL	05	0502440	MID020883609
Active Inventory	NPL	05	0502480	MID043681840
Active Inventory	NPL	05	0502486	MID044567162
Active Inventory	NPL	05	0502566	MID060174240
Active Inventory	NPL	05	0502568	MID060179587
Active Inventory	NPL	05	0502576	MID062222997
Active Inventory	NPL	05	0502593	MID067340711
Active Inventory	NPL	05	0502600	MID069826170
Active Inventory	NPL	05	0502603	MID072569510
Active Inventory	NPL	05	0502634	MID079300125

FORT WAYNE REDUCTION DUMP
MIDCO II
POER FARM
LEMON LANE LANDFILL
MAIN STREET WELL FIELD
MARION (BRAGG) DUMP
WEDZEB ENTERPRISES, INC.
NINTH AVENUE DUMP
NEAL'S DUMP (SPENCER)
BECK'S LAKE
TIPPECANOE SANITARY LANDFILL, INC.
GALEN MYERS DUMP/DRUM SALVAGE
WHITEFORD SALES & SERVICE INC./NATIONALEASE
INTERNATIONAL MINERALS (E. PLANT)
KENTWOOD LANDFILL
SPARTA LANDFILL
BERLIN & FARRO
VELSICOL CHEMICAL CORP. (MICHIGAN)
SCA INDEPENDENT LANDFILL
MICHIGAN DISPOSAL SERVICE (CORK STREET LANDFILL)
ANDERSON DEVELOPMENT CO.
ELECTROVOICE
BENDIX CORP./ALLIED AUTOMOTIVE
MCGRAW EDISON CORP.
ROTO-FINISH CO., INC.
HI-MILL MANUFACTURING CO.
NORTH BRONSON INDUSTRIAL AREA
ALLIED PAPER, INC./PORTAGE CREEK/KALAMAZOO RIVER
PMC GROUNDWATER
KAYDON CORP.
ROCKWELL INTERNATIONAL CORP. (ALLEGAN PLANT)
AMERICAN ANODCO, INC.
BOFORS NOBEL, INC.
PEERLESS PLATING CO.
ADAM'S PLATING
H. BROWN CO., INC.
BARRELS, INC.
GRAND TRAVERSE OVERALL SUPPLY CO.
NORTHERNAIRE PLATING
KYSOR INDUSTRIAL CORP.
THERMO-CHEM, INC.
OTT/STORY/CORDOVA CHEMICAL CO.
WASTE MANAGEMENT OF MICHIGAN (HOLLAND LAGOONS)
BUTTERWORTH #2 LANDFILL
LIQUID DISPOSAL, INC.
SOUTH MACOMB DISPOSAL AUTHORITY (LANDFILLS #9 AND #9A)
MUSKEGON CHEMICAL CO.
SPARTAN CHEMICAL CO.

F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL

5225 OLD MAUMEE RD
5900 INDUSTRIAL HIGHWAY
CO RD 1050E & CR 400N
LEMON LANE
1120 N MAIN ST
2627-2629 CENTRAL AVE
320 SOUTH BALLARD STREET
7357 W NINTH AVE
T9N R4W SEC 12
INTERSECTION OF WASHINGTON AND FALCON STREETS
2801 NORTH 9TH RD, 1/2 MI N OF US 52
11303 EDISON
2020 WEST SAMPLE STREET
LOCKPORT RD
4900 WALMA AVENUE
10322 ALPINE AVENUE
8322 S MOORISH RD
500 N BANKSON STREET
BROADWAY & BROOKS
2800 E CORK ST
1415 EAST MICHIGAN STREET
600 CECIL STREET
3737 RED ARROW HIGHWAY
704 N CLARK ST
3700 MILHAM ROAD
1704 E HIGHLAND RD
135 INDUSTRIAL AVE
320 EAST ALCOTT STREET
200 W LAKE ST
2860 MCCRACKEN AVE
ONE GLASS ST
28 NORTH BEARDSLEY STREET
5025 EVANSTON AVE
2554 GETTY STREET
521 NORTH ROSEMARY
2200 TURNER AVENUE NORTHWEST
1404 NORTH LARCH STREET
10725 CHERRY BEND RD
1002 6TH ST
1100 WRIGHT STREET
4331 EVANSTON AVENUE
500 AGARD RD
2700 N 168TH ST
1450 BUTTERWORTH ST SW
3901 HAMLIN ROAD
20001 PLEASANT ST
1725 WARNER ST
2539 28TH STREET SW

FORT WAYNE	ALLEN
GARY	LAKE
HANCOCK COUNTY	HANCOCK
BLOOMINGTON	MONROE
ELKHART	ELKHART
MARION	GRANT
LEBANON	BOONE
GARY	LAKE
SPENCER	OWEN
SOUTH BEND	ST. JOSEPH
LAFAYETTE	TIPPECANOE
OSCEOLA	ST. JOSEPH
SOUTH BEND	ST. JOSEPH
TERRE HAUTE	VIGO
KENTWOOD	KENT
SPARTA TOWNSHIP	KENT
SWARTZ CREEK	GENESEE
ST. LOUIS	GRATIOT
MUSKEGON HEIGHTS	MUSKEGON
KALAMAZOO	KALAMAZOO
ADRIAN	LENAWEE
BUCHANAN	BERRIEN
ST. JOSEPH	BERRIEN
ALBION	CALHOUN
KALAMAZOO	KALAMAZOO
HIGHLAND	OAKLAND
BRONSON	BRANCH
KALAMAZOO	KALAMAZOO
PETOSKEY	EMMET
MUSKEGON	MUSKEGON
ALLEGAN	ALLEGAN
IONIA	IONIA
MUSKEGON	MUSKEGON
MUSKEGON	MUSKEGON
LANSING	INGHAM
GRAND RAPIDS	KENT
LANSING	INGHAM
GREILICKVILLE	LEELANAU
CADILLAC	WEXFORD
CADILLAC	WEXFORD
MUSKEGON	MUSKEGON
DALTON TOWNSHIP	MUSKEGON
HOLLAND	OTTAWA
GRAND RAPIDS	KENT
UTICA	MACOMB
MACOMB TOWNSHIP	MACOMB
WHITEHALL	MUSKEGON
WYOMING	KENT

IN	46803	01-AUG-82	N	+41.075000	-085.066667	N	N
IN	46406	01-AUG-82	N	+41.622778	-087.408611	N	N
IN	46117	01-MAY-83	N	+39.844722	-085.605278	N	N
IN	47401	01-JUL-81	N	+39.173061	-086.559731	N	N
IN	46514	01-JUN-82	N	+41.696389	-085.979167	N	N
IN	46952	11-DEC-80	N	+40.537778	-085.633056	N	N
IN	46052	01-MAY-81	N	+40.045281	-086.472231	N	N
IN	46402	01-JAN-75	N	+41.593339	-087.428900	N	N
IN	47460	01-MAY-81	N	+39.238061	-086.796681	N	N
IN	46619	01-APR-84	N	41.676581	-86.297514	N	N
IN	47905	01-JAN-85	N	+40.456111	-086.872222	N	N
IN	46561	15-JUN-84	N	+41.695833	-086.087500	N	N
IN	46619	01-OCT-84	N	+41.663889	-086.280278	N	N
IN	47802	01-OCT-79	N	+39.437778	-087.391389	N	N
MI	49512	11-DEC-80	N	+42.873631	-085.590561	N	N
MI	49345	11-DEC-80	N	+43.152500	-085.681944	N	N
MI	48473	01-JUN-75	N	+42.903900	-083.834731	N	N
MI	48880	01-JUL-78	N	+43.410556	-084.618611	Y	N
MI	49444	01-AUG-80	N	+43.201111	-086.142500	N	N
MI	49001	01-AUG-80	N	+42.254450	-085.543081	N	N
MI	49221	01-APR-79	N	+41.893611	-084.017222	N	N
MI	49107	01-JUN-82	N	+41.820561	-086.354450	N	N
MI	49085	01-AUG-80	N	+42.049444	-086.511944	N	N
MI	49224	01-AUG-80	N	+42.252222	-084.733056	N	N
MI	49002	01-SEP-79	N	+42.229169	-085.544181	N	N
MI	48356	01-DEC-79	N	+42.649733	-083.593058	N	N
MI	49028	01-AUG-80	N	+41.880278	-085.193333	N	N
MI	49003	01-APR-79	N	+42.268333	-085.565000	Y	N
MI	49770	01-APR-79	N	+45.375850	-084.963900	N	N
MI	49441	01-DEC-84	N	+43.200569	-086.290581	N	N
MI	49010	01-AUG-80	N	+42.536667	-085.850000	N	N
MI	48846	01-AUG-80	N	+42.987500	-085.030000	N	N
MI	49442	11-DEC-80	N	+43.207778	-086.118056	N	N
MI	49444	11-DEC-80	N	+43.205561	-086.223619	N	N
MI	48917	01-JUN-84	N	+42.739444	-084.587778	N	N
MI	49544	01-AUG-80	N	+43.003333	-085.678333	N	N
MI	48906	01-AUG-82	N	+42.748903	-084.543333	N	N
MI	49684	01-JUL-82	N	+44.794189	-085.638069	Y	N
MI	49601	01-NOV-79	N	+44.265000	-085.410000	N	N
MI	49601	01-AUG-80	N	+44.256681	-085.422511	N	N
MI	49442	01-APR-79	N	+43.210833	-086.136667	N	N
MI	49445	01-DEC-79	N	+43.303333	-086.256667	N	N
MI	49424	01-AUG-80	N	+42.824172	-086.189189	N	N
MI	49504	01-DEC-79	N	+42.952222	-085.700278	N	N
MI	48317	01-APR-79	N	+42.652778	-083.073611	N	N
MI	48083	01-DEC-79	N	+42.681958	-082.907239	N	N
MI	49461	01-DEC-79	N	+43.388911	-086.333900	N	N
MI	49509	01-APR-79	N	+42.915833	-085.727778	N	N

	1.00000000000	54378.00000000000	
	1.00000000000	54379.00000000000	
	1.00000000000	54382.00000000000	
	1.00000000000	54383.00000000000	
	1.00000000000	54384.00000000000	
	1.00000000000	55387.00000000000	
	1.00000000000	54385.00000000000	
	1.00000000000	54386.00000000000	
	1.00000000000	54387.00000000000	
	1.00000000000	1129.00000000000	03-APR-13
	1.00000000000	54388.00000000000	
	1.00000000000	54390.00000000000	
	1.00000000000	55119.00000000000	
	1.00000000000	54391.00000000000	
	1.00000000000	54392.00000000000	
	1.00000000000	52404.00000000000	
	1.00000000000	52405.00000000000	
Y	1.00000000000	52406.00000000000	
	1.00000000000	54073.00000000000	
	1.00000000000	55687.00000000000	
	1.00000000000	54076.00000000000	
	1.00000000000	54077.00000000000	
	1.00000000000	54078.00000000000	
	1.00000000000	54079.00000000000	
	1.00000000000	55688.00000000000	
	1.00000000000	54080.00000000000	
	1.00000000000	54081.00000000000	
Y	1.00000000000	54075.00000000000	
	1.00000000000	54858.00000000000	
	1.00000000000	54139.00000000000	
	1.00000000000	55691.00000000000	
	1.00000000000	54140.00000000000	
	1.00000000000	54859.00000000000	
	1.00000000000	54141.00000000000	
	1.00000000000	54142.00000000000	
	1.00000000000	54143.00000000000	
	1.00000000000	54144.00000000000	
Y	1.00000000000	54145.00000000000	
	1.00000000000	54860.00000000000	
	1.00000000000	55694.00000000000	
	1.00000000000	54146.00000000000	
	1.00000000000	54148.00000000000	
	1.00000000000	54864.00000000000	
	1.00000000000	54149.00000000000	
	1.00000000000	54150.00000000000	
	1.00000000000	55685.00000000000	
	1.00000000000	54151.00000000000	
	1.00000000000	54152.00000000000	

UPDATED USING GOOGLE EARTH

REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	N
CERCLIS2 CNV	21-JAN-08	Y	Y
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	N

5.00000000000	Y	0501799	17-NOV-17
5.00000000000	Y	0501800	17-NOV-17
5.00000000000	Y	0501805	17-NOV-17
5.00000000000	Y	0501812	16-AUG-17
5.00000000000	Y	0501813	17-NOV-17
5.00000000000	Y	0501814	17-NOV-17
5.00000000000	Y	0501815	26-APR-14
5.00000000000	Y	0501816	26-APR-14
5.00000000000	Y	0501817	26-APR-14
0.00000000000	Y	0501954	17-NOV-17
5.00000000000	Y	0501964	17-NOV-17
5.00000000000	Y	0501967	17-NOV-17
5.00000000000	Y	0501978	17-NOV-17
5.00000000000	Y	0502150	17-NOV-17
5.00000000000	Y	0502165	16-AUG-17
5.00000000000	Y	0502168	26-APR-14
5.00000000000	Y	0502172	05-JUN-17
5.00000000000	Y	0502194	17-NOV-17
5.00000000000	Y	0502201	17-NOV-17
5.00000000000	Y	0502202	18-SEP-17
5.00000000000	Y	0502220	17-NOV-17
5.00000000000	Y	0502237	07-JUN-17
5.00000000000	Y	0502238	05-JUN-17
5.00000000000	Y	0502254	17-NOV-17
5.00000000000	Y	0502255	26-APR-14
5.00000000000	Y	0502256	17-NOV-17
5.00000000000	Y	0502310	17-NOV-17
5.00000000000	Y	0502325	17-NOV-17
5.00000000000	Y	0502332	26-APR-14
5.00000000000	Y	0502342	16-AUG-17
5.00000000000	Y	0502367	17-NOV-17
5.00000000000	Y	0502369	02-JUN-17
5.00000000000	Y	0502372	17-NOV-17
5.00000000000	Y	0502373	26-APR-14
5.00000000000	Y	0502388	17-NOV-17
5.00000000000	Y	0502419	17-NOV-17
5.00000000000	Y	0502424	17-NOV-17
5.00000000000	Y	0502432	26-APR-14
5.00000000000	Y	0502440	26-APR-14
5.00000000000	Y	0502480	16-AUG-17
5.00000000000	Y	0502486	17-NOV-17
5.00000000000	Y	0502566	17-NOV-17
5.00000000000	Y	0502568	17-NOV-17
5.00000000000	Y	0502576	17-NOV-17
5.00000000000	Y	0502593	17-NOV-17
5.00000000000	Y	0502600	17-NOV-17
5.00000000000	Y	0502603	18-SEP-17
5.00000000000	Y	0502634	17-NOV-17

Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Address Matching-Other
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)

NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
Unknown	Facility Center/Centroid	Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	

1:100,000			+41.075000	-85.066669
1:100,000			41.622781	-87.408611
1:100,000			39.844719	-85.605281
1:100,000			+39.173100	-86.559800
1:100,000			41.696389	-85.979161
1:100,000			40.537781	-85.633061
1:100,000			+40.045300	-086.472300
1:100,000			+41.593400	-087.429000
1:100,000			+39.238100	-086.796800
Unknown	Seconds	EPA Region 5	41.676581	-86.297514
1:100,000			40.456111	-86.872219
1:100,000			41.695839	-086.087500
1:100,000			41.663889	-86.280281
1:100,000			39.437781	-87.391389
1:100,000			+42.873800	-85.590600
1:100,000			+43.152500	-085.681950
1:100,000			+42.904000	-83.834800
1:100,000			43.410561	-84.618611
1:100,000			43.201111	-086.142500
1:100,000			+42.254500	-85.543300
1:100,000			41.893611	-84.017219
1:100,000			+41.820600	-86.354500
1:100,000			+42.049450	-86.511950
1:100,000			42.252219	-84.733061
1:100,000			+42.229200	-085.544300
1:100,000			42.649831	-83.593089
1:100,000			41.880281	-85.193339
1:100,000			42.303333	-85.576083
1:100,000			+45.376000	-084.964000
1:100,000			+43.200700	-86.290800
1:100,000			42.536669	-085.850000
1:100,000			+42.987500	-85.030000
1:100,000			43.209364	-86.117460
1:100,000			+43.205600	-086.223700
1:100,000			42.739439	-84.587781
1:100,000			43.003331	-85.678339
1:100,000			42.749031	-84.543331
1:100,000			+44.794400	-085.638200
1:100,000			+44.265000	-085.410000
1:100,000			+44.256800	-85.422600
1:100,000			43.210831	-86.136669
1:100,000			43.303331	-86.256669
1:100,000			42.824219	-86.189389
1:100,000			42.952219	-85.700281
1:100,000			42.652781	-83.073611
1:100,000			42.682081	-82.907389
1:100,000			+43.389100	-86.334000
1:100,000			42.915831	-85.727781

Y	41.07500000000	-85.06666900000
Y	41.62278100000	-87.40861100000
Y	39.84471900000	-85.60528100000
Y	39.17310000000	-86.55980000000
Y	41.69638900000	-85.97916100000
Y	40.53778100000	-85.63306100000
Y	40.04530000000	-86.47230000000
Y	41.59340000000	-87.42900000000
Y	39.23810000000	-86.79680000000
Y	41.67658100000	-86.29751400000
Y	40.45611100000	-86.87221900000
Y	41.69583900000	-86.08750000000
Y	41.66388900000	-86.28028100000
Y	39.43778100000	-87.39138900000
Y	42.87380000000	-85.59060000000
Y	43.15250000000	-85.68195000000
Y	42.90400000000	-83.83480000000
Y	43.41056100000	-84.61861100000
Y	43.20111100000	-86.14250000000
Y	42.25450000000	-85.54330000000
Y	41.89361100000	-84.01721900000
Y	41.82060000000	-86.35450000000
Y	42.04945000000	-86.51195000000
Y	42.25221900000	-84.73306100000
Y	42.22920000000	-85.54430000000
Y	42.64983100000	-83.59308900000
Y	41.88028100000	-85.19333900000
Y	42.30333300000	-85.57608300000
Y	45.37600000000	-84.96400000000
Y	43.20070000000	-86.29080000000
Y	42.53666900000	-85.85000000000
Y	42.98750000000	-85.03000000000
Y	43.20936400000	-86.11746000000
Y	43.20560000000	-86.22370000000
Y	42.73943900000	-84.58778100000
Y	43.00333100000	-85.67833900000
Y	42.74903100000	-84.54333100000
Y	44.79440000000	-85.63820000000
Y	44.26500000000	-85.41000000000
Y	44.25680000000	-85.42260000000
Y	43.21083100000	-86.13666900000
Y	43.30333100000	-86.25666900000
Y	42.82421900000	-86.18938900000
Y	42.95221900000	-85.70028100000
Y	42.65278100000	-83.07361100000
Y	42.68208100000	-82.90738900000
Y	43.38910000000	-86.33400000000
Y	42.91583100000	-85.72778100000

Fort Wayne, IN
Chicago, IL--IN
Rural
Bloomington, IN
Elkhart, IN--MI
Rural
Lebanon, IN
Chicago, IL--IN
Rural
South Bend, IN--MI
Rural
South Bend, IN--MI
South Bend, IN--MI
Terre Haute, IN
Grand Rapids, MI
Rural
Rural
Rural
Rural
Kalamazoo, MI
Adrian, MI
South Bend, IN--MI
Benton Harbor--St. Joseph--Fair Plain, MI
Albion, MI
Kalamazoo, MI
Rural
Rural
Kalamazoo, MI
Petoskey, MI
Muskegon, MI
Rural
Ionia, MI
Rural
Muskegon, MI
Lansing, MI
Grand Rapids, MI
Lansing, MI
Traverse City, MI
Cadillac, MI
Cadillac, MI
Rural
Rural
Rural
Grand Rapids, MI
Detroit, MI
Detroit, MI
Whitehall, MI
Grand Rapids, MI

Fort Wayne, IN Urbanized Area
Chicago, IL--IN Urbanized Area
Rural
Bloomington, IN Urbanized Area
Elkhart, IN--MI Urbanized Area
Rural
Lebanon, IN Urban Cluster
Chicago, IL--IN Urbanized Area
Rural
South Bend, IN--MI Urbanized Area
Rural
South Bend, IN--MI Urbanized Area
South Bend, IN--MI Urbanized Area
Terre Haute, IN Urbanized Area
Grand Rapids, MI Urbanized Area
Rural
Rural
Rural
Rural
Kalamazoo, MI Urbanized Area
Adrian, MI Urban Cluster
South Bend, IN--MI Urbanized Area
Benton Harbor--St. Joseph--Fair Plain, MI Urbanized Area
Albion, MI Urban Cluster
Kalamazoo, MI Urbanized Area
Rural
Rural
Kalamazoo, MI Urbanized Area
Petoskey, MI Urban Cluster
Muskegon, MI Urbanized Area
Rural
Ionia, MI Urban Cluster
Rural
Muskegon, MI Urbanized Area
Lansing, MI Urbanized Area
Grand Rapids, MI Urbanized Area
Lansing, MI Urbanized Area
Traverse City, MI Urban Cluster
Cadillac, MI Urban Cluster
Cadillac, MI Urban Cluster
Rural
Rural
Rural
Grand Rapids, MI Urbanized Area
Detroit, MI Urbanized Area
Detroit, MI Urbanized Area
Whitehall, MI Urban Cluster
Grand Rapids, MI Urbanized Area

21	Suburban-Large
13	City-Small
42	Rural-Distant
13	City-Small
13	City-Small
41	Rural-Fringe
31	Town - Fringe
13	City-Small
42	Rural-Distant
12	City-Midsize
41	Rural-Fringe
21	Suburban-Large
12	City-Midsize
13	City-Small
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
13	City-Small
32	Town-Distant
21	Suburban-Large
23	Suburban-Small
31	Town - Fringe
13	City-Small
41	Rural-Fringe
42	Rural-Distant
13	City-Small
33	Town-Remote
22	Suburban-Midsize
41	Rural-Fringe
32	Town-Distant
41	Rural-Fringe
22	Suburban-Midsize
21	Suburban-Large
21	Suburban-Large
12	City-Midsize
33	Town-Remote
33	Town-Remote
33	Town-Remote
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
12	City-Midsize
21	Suburban-Large
21	Suburban-Large
31	Town - Fringe
13	City-Small

Active Inventory	NPL	05	0502651	MID084566900
Active Inventory	NPL	05	0502686	MID095402210
Active Inventory	NPL	05	0502719	MID980002273
Active Inventory	NPL	05	0502729	MID980274179
Active Inventory	NPL	05	0502733	MID980410617
Active Inventory	NPL	05	0502734	MID980410740
Active Inventory	NPL	05	0502735	MID980410823
Active Inventory	NPL	05	0502742	MID980476907
Active Inventory	NPL	05	0502743	MID980477079
Active Inventory	NPL	05	0502756	MID980499842
Active Inventory	NPL	05	0502765	MID980499966
Active Inventory	NPL	05	0502775	MID980504450
Active Inventory	NPL	05	0502793	MID980504716
Active Inventory	NPL	05	0502802	MID980506281
Active Inventory	NPL	05	0502812	MID980506463
Active Inventory	NPL	05	0502819	MID980506562
Active Inventory	NPL	05	0502845	MID980608780
Active Inventory	NPL	05	0502860	MID980608970
Active Inventory	NPL	05	0502874	MID980609341
Active Inventory	NPL	05	0502876	MID980609366
Active Inventory	NPL	05	0502882	MID980609440
Active Inventory	NPL	05	0502931	MID980678627
Active Inventory	NPL	05	0502963	MNN000502963
Active Inventory	NPL	05	0502992	MID980701247
Active Inventory	NPL	05	0502993	MID980701254
Active Inventory	NPL	05	0502997	MID980702989
Active Inventory	NPL	05	0503000	MID980703011
Active Inventory	NPL	05	0503006	MID980791461
Active Inventory	NPL	05	0503011	MID980793806
Active Inventory	NPL	05	0503012	MID980794382
Active Inventory	NPL	05	0503013	MID980794390
Active Inventory	NPL	05	0503014	MID980794408
Active Inventory	NPL	05	0503015	MID980794416
Active Inventory	NPL	05	0503017	MID980794440
Active Inventory	NPL	05	0503019	MID980794465
Active Inventory	NPL	05	0503020	MID980794473
Active Inventory	NPL	05	0503021	MID980794481
Active Inventory	NPL	05	0503022	MID980794531
Active Inventory	NPL	05	0503023	MID980794556
Active Inventory	NPL	05	0503024	MID980794655
Active Inventory	NPL	05	0503025	MID980794663
Active Inventory	NPL	05	0503026	MID980794747
Active Inventory	NPL	05	0503034	MID980901946
Active Inventory	NPL	05	0503169	MID980992952
Active Inventory	NPL	05	0503350	MID981089915
Active Inventory	NPL	05	0503364	MID981092935
Active Inventory	NPL	05	0503649	MID990858003
Active Inventory	NPL	05	0503675	MI5570024278

NOVACO INDUSTRIES
RASMUSSEN'S DUMP
CLARE WATER SUPPLY
CARTER INDUSTRIALS, INC.
BURROWS SANITATION
FOREST WASTE PRODUCTS
G&H LANDFILL
PARSONS CHEMICAL WORKS, INC.
CHEM CENTRAL
ROSE TOWNSHIP DUMP
SPRINGFIELD TOWNSHIP DUMP
ALBION-SHERIDAN TOWNSHIP LANDFILL
DUELL & GARDNER LANDFILL
GRATIOT COUNTY LANDFILL
K&L AVENUE LANDFILL
METAMORA LANDFILL
SOUTHWEST OTTAWA COUNTY LANDFILL
CLIFF/DOW DUMP
STATE DISPOSAL LANDFILL, INC.
FOLKERTSMA REFUSE
J & L LANDFILL
CANNELTON INDUSTRIES, INC.
SPRING PARK MUNICIPAL WELL FIELD
WASH KING LAUNDRY
WHITEHALL MUNICIPAL WELLS
MOTOR WHEEL, INC.
STURGIS MUNICIPAL WELLS
AVENUE "E" GROUND WATER CONTAMINATION
VERONA WELL FIELD
AUTO ION CHEMICALS, INC.
CHARLEVOIX MUNICIPAL WELL
HEDBLUM INDUSTRIES
IONIA CITY LANDFILL
OSSINEKE GROUND WATER CONTAMINATION
MASON COUNTY LANDFILL
SHIAWASSEE RIVER
SPIEGELBERG LANDFILL
GRATIOT COUNTY GOLF COURSE
U.S. AVIEX
TAR LAKE
CEMETERY DUMP
PACKAGING CORP. OF AMERICA
TORCH LAKE
METAL WORKING SHOP
KENT CITY MOBILE HOME PARK
BAY CITY MIDDLEGROUNDS
ORGANIC CHEMICALS, INC.
WURTSMITH AIR FORCE BASE

D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
P	Proposed for NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
P	Proposed for NPL
F	Currently on the Final NPL
P	Proposed for NPL

9411 SUMMERFIELD ROAD
9040 SPICER RD
CITY HALL 202 W 5TH ST
4690 HUMBOLDT
ME1/4 SEC10 R16W T3S
8359 E FARRAND RD
3160 23 MILE RD
BOX 146 RFD
2940 STAFFORD AVE SW
1065 DEMODE RD
12955 SHINDLER RD
13355 29 MILE ROAD
1285 E BARD RD
585 EAST JACKSON ROAD
8606 WEST K L AVE
1636 DRYDEN ROAD
2901 N 160TH AVE
CO RD 550 1/2MI N DEAD RIV
EAST BELTLINE BETWEEN 4 MILE RD NE & 5 MILE RD NE
1426 PANNELL ROAD NORTHWEST
HAMLIN RD
ADDRESS UNREPORTED
4333 WARREN AVENUE
NW1/4 SEC22 T17N R13W
718 EAST COLBY
2401 N HIGH ST (REAR)
505 W CHICAGO ROAD
AVENUE E
TWP 10S RTE 07W SEC 32E 1/2
74 MILL STREET
LAKE SHORE DRIVE
1000 AUSABLE RD
CLEVELAND STREET
US 23 N OF NICHOLSON ROAD
W1/4 NE1/4 T18N R18W
M59 TO STATE ROAD LIVINGSTON COU
SPICER RD
EDGEWOOD GOLF COURSE
1056 HUNTLEY RD
NE COR SEC30 T29N R6W
8905 N MILFORD RD
EAST LAKE SIDE RD STROMAC TWP
STE RTE 26 N OF QUINCY MILLS
REYNOLDS ROAD
135 SOUTH MAIN STREET
800 EVERGREEN DRIVE
3291 CHICAGO DRIVE SOUTHWEST
AFBCA/DB

TEMPERANCE	MONROE
BRIGHTON	LIVINGSTON
CLARE	CLARE
DETROIT	WAYNE
HARTFORD	VAN BUREN
OTISVILLE	GENESEE
UTICA	MACOMB
GRAND LEDGE	EATON
WYOMING TOWNSHIP	KENT
ROSE TOWNSHIP	OAKLAND
DAVISBURG	OAKLAND
ALBION	CALHOUN
DALTON TOWNSHIP	MUSKEGON
ST. LOUIS	GRATIOT
OSHTEMO TOWNSHIP	KALAMAZOO
METAMORA	LAPEER
PARK TOWNSHIP	OTTAWA
MARQUETTE	MARQUETTE
GRAND RAPIDS	KENT
GRAND RAPIDS	KENT
ROCHESTER HILLS	OAKLAND
SAULT STE MARIE	CHIPPEWA
SPRING PARK	HENNEPIN
PLEASANT PLAINS TWP	LAKE
WHITEHALL	MUSKEGON
LANSING TOWNSHIP	INGHAM
STURGIS	ST. JOSEPH
TRAVERSE CITY	GRAND TRAVERSE
BATTLE CREEK	CALHOUN
KALAMAZOO	KALAMAZOO
CHARLEVOIX	CHARLEVOIX
OSCODA	IOSCO
IONIA	IONIA
OSSINEKE	ALPENA
PERE MARQUETTE TWP	MASON
HOWELL	LIVINGSTON
GREEN OAK TOWNSHIP	LIVINGSTON
ST. LOUIS	GRATIOT
HOWARD TOWNSHIP	CASS
MANCELONA TOWNSHIP	ANTRIM
ROSE CENTER	OAKLAND
FILER CITY	MANISTEE
HOUGHTON COUNTY	HOUGHTON
LAKE ANN	BENZIE
KENT CITY	KENT
BAY CITY	BAY
GRANDVILLE	KENT
OSCODA	IOSCO

MI	48182	01-JUN-82	N	+41.785561	-083.644181	N	N
MI	48116	01-JAN-81	N	+42.454189	-083.769181	N	N
MI	48617	01-JUL-82	N	+43.815000	-084.762500	N	N
MI	48208	06-JUN-86	N	+42.345278	-083.091667	N	N
MI	49057	01-AUG-76	N	+42.223300	-86.150200	N	N
MI	48463	01-APR-79	N	+43.198333	-083.545833	N	N
MI	48316	01-JAN-79	N	+42.664722	-083.077778	N	N
MI	48837	01-JUN-84	N	+42.754469	-084.767519	N	N
MI	49548	01-OCT-78	N	+42.910000	-085.674167	N	N
MI	48654	01-DEC-79	N	+42.720833	-083.631944	N	N
MI	49405	01-DEC-79	N	+42.704189	-083.541689	N	N
MI	49224	11-DEC-80	N	+42.249456	-084.719450	N	N
MI	49445	01-OCT-79	N	+43.319444	-086.208333	N	N
MI	48880	01-FEB-77	N	+43.395000	-084.595278	N	N
MI	49009	01-APR-79	N	+42.283333	-085.718889	N	N
MI	48455	11-DEC-80	N	+42.946944	-083.274444	N	N
MI	49424	01-APR-79	N	+42.820292	-086.185022	N	N
MI	49855	01-JUN-81	N	+46.574444	-087.420000	N	N
MI	49505	01-DEC-79	N	+43.038889	-085.583333	N	N
MI	49504	01-JUN-81	N	+43.001667	-085.703333	N	N
MI	48307	01-JUN-81	N	+42.655561	-083.095839	N	N
MI	49783	01-MAR-79	N	+46.488889	-084.393056	Y	N
MN	55384	11-MAR-14	N	+44.935944	-93.633306	N	N
MI	49304	01-SEP-80	N	+43.853069	-085.852800	N	N
MI	49461	01-SEP-80	N	+43.412222	-086.328889	N	N
MI	48906	01-JUN-81	N	+42.760833	-084.535000	N	N
MI	49091	01-MAR-83	N	+41.798631	-085.425561	N	N
MI	49684	01-JUN-82	N	+44.750572	-085.577500	N	N
MI	49017	01-SEP-81	N	+42.341667	-085.143333	N	N
MI	49006	01-JAN-75	N	+42.293889	-085.567222	N	N
MI	49720		N	+45.317778	-085.266667	N	N
MI	48750	01-DEC-81	N	+44.411131	-083.346689	N	N
MI	48846	01-MAY-82	N	+42.976667	-085.046111	N	N
MI	49766	01-JUN-82	N	+44.903333	-083.442222	N	N
MI	49431	01-JUN-82	N	+43.918350	-086.429169	N	N
MI	48843	01-JUL-82	N	+42.622778	-083.963611	N	N
MI	48116	01-APR-79	N	+42.424064	-083.763259	N	N
MI	48880	01-JUN-81	N	+43.416392	-084.623347	N	N
MI	49120	01-JAN-80	N	+41.830839	-086.196681	N	N
MI	49659	01-JUN-81	N	+44.886411	-085.072800	Y	N
MI	48442	01-OCT-79	N	+42.725278	-083.610278	N	N
MI	49634	01-JUL-80	N	+44.226389	-086.273333	N	N
MI	49934	01-JAN-84	N	47.169719	-88.397781	Y	N
MI	49650	01-JUN-84	N	+44.730000	-085.857500	N	N
MI	49330	01-APR-85	N	+43.216667	-085.753333	N	N
MI	48706	24-JUL-85	N	+43.605000	-083.893333	N	N
MI	49418	01-APR-79	N	+42.917781	-085.747500	N	N
MI	54961	01-AUG-80	N	+44.458333	-083.373333	N	N

	1.00000000000	54865.00000000000	
	1.00000000000	53420.00000000000	
	1.00000000000	53421.00000000000	
	1.00000000000	52778.00000000000	
	1.00000000000	52779.00000000000	15-MAY-15
	1.00000000000	55686.00000000000	
	1.00000000000	52780.00000000000	
	1.00000000000	52781.00000000000	
	1.00000000000	53075.00000000000	
	1.00000000000	53076.00000000000	
	1.00000000000	53077.00000000000	
	1.00000000000	53078.00000000000	
	1.00000000000	55689.00000000000	
	1.00000000000	53079.00000000000	
	1.00000000000	53080.00000000000	
	1.00000000000	52695.00000000000	
	1.00000000000	52696.00000000000	
	1.00000000000	52697.00000000000	
	1.00000000000	55690.00000000000	
	1.00000000000	52703.00000000000	
	1.00000000000	52705.00000000000	
Y	1.00000000000	52707.00000000000	
	1.00000000000	6435351.00000000000	10-APR-17
	1.00000000000	52708.00000000000	
	1.00000000000	52709.00000000000	
	1.00000000000	52710.00000000000	
	1.00000000000	55692.00000000000	
	1.00000000000	52711.00000000000	
	1.00000000000	52712.00000000000	
	1.00000000000	52713.00000000000	
	1.00000000000	52714.00000000000	
	1.00000000000	52715.00000000000	
	1.00000000000	55693.00000000000	
	1.00000000000	52716.00000000000	
	1.00000000000	52718.00000000000	
	1.00000000000	54935.00000000000	
	1.00000000000	52719.00000000000	
	1.00000000000	52720.00000000000	
	1.00000000000	52792.00000000000	
Y	1.00000000000	55695.00000000000	
	1.00000000000	52793.00000000000	
	1.00000000000	54937.00000000000	
Y	1.00000000000	52794.00000000000	01-JAN-00
	1.00000000000	50695.00000000000	
	1.00000000000	50697.00000000000	
	1.00000000000	50698.00000000000	
	1.00000000000	52037.00000000000	
	1.00000000000	55696.00000000000	

REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	Y	
FLOVE	31-AUG-15		Y	Y	10
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	Y	
RHIPPEN	18-JAN-18	2	Y	Y	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	N	
CSANDS	26-NOV-14		N	Y	0
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	N	

5.00000000000	Y	0502651	26-APR-14
5.00000000000	Y	0502686	26-APR-14
5.00000000000	Y	0502719	05-JUN-17
5.00000000000	Y	0502729	17-NOV-17
5.00000000000	Y	0502733	17-DEC-15
5.00000000000	Y	0502734	17-NOV-17
5.00000000000	Y	0502735	17-NOV-17
5.00000000000	Y	0502742	26-APR-14
5.00000000000	Y	0502743	17-NOV-17
5.00000000000	Y	0502756	17-NOV-17
5.00000000000	Y	0502765	26-APR-14
5.00000000000	Y	0502775	02-JUN-17
5.00000000000	Y	0502793	17-NOV-17
5.00000000000	Y	0502802	17-NOV-17
5.00000000000	Y	0502812	17-NOV-17
5.00000000000	Y	0502819	17-NOV-17
5.00000000000	Y	0502845	17-NOV-17
5.00000000000	Y	0502860	17-NOV-17
5.00000000000	Y	0502874	17-NOV-17
5.00000000000	Y	0502876	17-NOV-17
5.00000000000	Y	0502882	14-JUL-17
5.00000000000	Y	0502931	17-NOV-17
0.00000000000	Y	0502963	18-JAN-18
5.00000000000	Y	0502992	26-APR-14
5.00000000000	Y	0502993	17-NOV-17
5.00000000000	Y	0502997	17-NOV-17
5.00000000000	Y	0503000	26-APR-14
5.00000000000	Y	0503006	17-NOV-17
5.00000000000	Y	0503011	17-NOV-17
5.00000000000	Y	0503012	17-NOV-17
5.00000000000	Y	0503013	17-NOV-17
5.00000000000	Y	0503014	12-JUN-17
5.00000000000	Y	0503015	17-NOV-17
5.00000000000	Y	0503017	17-NOV-17
5.00000000000	Y	0503019	18-SEP-17
5.00000000000	Y	0503020	17-NOV-17
5.00000000000	Y	0503021	17-NOV-17
5.00000000000	Y	0503022	17-NOV-17
5.00000000000	Y	0503023	26-APR-14
5.00000000000	Y	0503024	26-APR-14
5.00000000000	Y	0503025	17-NOV-17
5.00000000000	Y	0503026	17-NOV-17
5.00000000000	Y	0503034	17-NOV-17
5.00000000000	Y	0503169	18-SEP-17
5.00000000000	Y	0503350	17-NOV-17
5.00000000000	Y	0503364	17-NOV-17
5.00000000000	Y	0503649	26-APR-14
5.00000000000	Y	0503675	17-NOV-17

Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Not Verified
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Map	Verified Relative to Map Features (Other)
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	

NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Facility Center/Centroid	Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	

1:100,000		+41.785600	-083.644300
1:100,000		+42.454400	-083.769300
1:100,000		+43.815000	-84.762500
1:100,000		42.345281	-83.091669
1:100,000		+42.223300	-86.150200
1:100,000		43.198331	-83.545831
1:100,000		42.664719	-83.077769
1:100,000		+42.754700	-084.767700
1:100,000		+42.910000	-85.674161
1:100,000		42.720831	-83.631939
1:100,000		+42.704400	-083.541900
1:100,000		+42.249550	-84.719500
1:100,000		43.319439	-86.208339
1:100,000		+43.395000	-84.595281
1:100,000		42.283331	-85.718889
1:100,000		+42.946950	-83.274439
1:100,000		42.820419	-86.185219
1:100,000		46.574439	-87.420000
1:100,000		43.013397	-85.590506
1:100,000		43.001669	-85.703331
1:100,000		+42.655600	-83.095900
1:100,000		46.488889	-84.393061
Unknown	Contractor	+44.935944	-93.633306
1:100,000		+43.853200	-085.853000
1:100,000		43.412219	-86.328889
1:100,000		42.760831	-84.535000
1:100,000		+41.798800	-085.425600
1:100,000		44.750719	-85.577500
1:100,000		42.341669	-85.143331
1:100,000		42.293889	-85.567219
1:100,000		45.317781	-85.266669
1:100,000		+44.411300	-83.346900
1:100,000		42.976669	-85.046111
1:100,000		44.903331	-83.442219
1:100,000		+43.918500	-86.429200
1:100,000		42.622781	-83.963611
1:100,000		42.454169	-83.772219
1:100,000		43.416419	-84.623469
1:100,000		+41.830900	-086.196800
1:100,000		+44.886600	-085.073000
1:100,000		42.725281	-83.610281
1:100,000		44.226389	-86.273331
1:100,000		47.169719	-88.397781
1:100,000		+44.730000	-85.857500
1:100,000		43.216669	-85.753331
1:100,000		43.572083	-83.907222
1:100,000		+42.917800	-085.747500
1:100,000		+44.450000	-83.366666

Y	41.78560000000	-83.64430000000
Y	42.45440000000	-83.76930000000
Y	43.81500000000	-84.76250000000
Y	42.34528100000	-83.09166900000
Y	42.22330000000	-86.15020000000
Y	43.19833100000	-83.54583100000
Y	42.66471900000	-83.07776900000
Y	42.75470000000	-84.76770000000
Y	42.91000000000	-85.67416100000
Y	42.72083100000	-83.63193900000
Y	42.70440000000	-83.54190000000
Y	42.24955000000	-84.71950000000
Y	43.31943900000	-86.20833900000
Y	43.39500000000	-84.59528100000
Y	42.28333100000	-85.71888900000
Y	42.94695000000	-83.27443900000
Y	42.82041900000	-86.18521900000
Y	46.57443900000	-87.42000000000
Y	43.01339700000	-85.59050600000
Y	43.00166900000	-85.70333100000
Y	42.65560000000	-83.09590000000
Y	46.48888900000	-84.39306100000
Y	44.93594400000	-93.63330600000
Y	43.85320000000	-85.85300000000
Y	43.41221900000	-86.32888900000
Y	42.76083100000	-84.53500000000
Y	41.79880000000	-85.42560000000
Y	44.75071900000	-85.57750000000
Y	42.34166900000	-85.14333100000
Y	42.29388900000	-85.56721900000
Y	45.31778100000	-85.26666900000
Y	44.41130000000	-83.34690000000
Y	42.97666900000	-85.04611100000
Y	44.90333100000	-83.44221900000
Y	43.91850000000	-86.42920000000
Y	42.62278100000	-83.96361100000
Y	42.45416900000	-83.77221900000
Y	43.41641900000	-84.62346900000
Y	41.83090000000	-86.19680000000
Y	44.88660000000	-85.07300000000
Y	42.72528100000	-83.61028100000
Y	44.22638900000	-86.27333100000
Y	47.16971900000	-88.39778100000
Y	44.73000000000	-85.85750000000
Y	43.21666900000	-85.75333100000
Y	43.57208300000	-83.90722200000
Y	42.91780000000	-85.74750000000
Y	44.45000000000	-83.36666600000

Toledo, OH--MI
Rural
Clare, MI
Detroit, MI
Rural
Rural
Detroit, MI
Lansing, MI
Grand Rapids, MI
Rural
Rural
Albion, MI
Rural
Rural
Rural
Rural
Rural
Marquette, MI
Grand Rapids, MI
Grand Rapids, MI
Detroit, MI
Rural
Minneapolis--St. Paul, MN--WI
Rural
Rural
Lansing, MI
Sturgis, MI
Traverse City, MI
Rural
Kalamazoo, MI
Charlevoix, MI
Au Sable, MI
Ionia, MI
Rural
Rural
Rural
Rural
Rural
South Bend, IN--MI
Rural
Rural
Rural
Rural
Rural
Rural
Bay City, MI
Grand Rapids, MI
Au Sable, MI

Toledo, OH--MI Urbanized Area
Rural
Clare, MI Urban Cluster
Detroit, MI Urbanized Area
Rural
Rural
Detroit, MI Urbanized Area
Lansing, MI Urbanized Area
Grand Rapids, MI Urbanized Area
Rural
Rural
Albion, MI Urban Cluster
Rural
Rural
Rural
Rural
Rural
Marquette, MI Urban Cluster
Grand Rapids, MI Urbanized Area
Grand Rapids, MI Urbanized Area
Detroit, MI Urbanized Area
Rural
Minneapolis--St. Paul, MN--WI Urbanized Area
Rural
Rural
Lansing, MI Urbanized Area
Sturgis, MI Urban Cluster
Traverse City, MI Urban Cluster
Rural
Kalamazoo, MI Urbanized Area
Charlevoix, MI Urban Cluster
Au Sable, MI Urban Cluster
Ionia, MI Urban Cluster
Rural
Rural
Rural
Rural
Rural
South Bend, IN--MI Urbanized Area
Rural
Rural
Rural
Rural
Rural
Rural
Bay City, MI Urbanized Area
Grand Rapids, MI Urbanized Area
Au Sable, MI Urban Cluster

21	Suburban-Large
41	Rural-Fringe
32	Town-Distant
11	City-Large
41	Rural-Fringe
42	Rural-Distant
21	Suburban-Large
21	Suburban-Large
13	City-Small
41	Rural-Fringe
41	Rural-Fringe
31	Town - Fringe
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
33	Town-Remote
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
43	Rural-Remote
41	Rural-Fringe
12	City-Midsize
32	Town-Distant
33	Town-Remote
41	Rural-Fringe
13	City-Small
33	Town-Remote
33	Town-Remote
32	Town-Distant
42	Rural-Distant
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
42	Rural-Distant
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
42	Rural-Distant
42	Rural-Distant
13	City-Small
21	Suburban-Large
33	Town-Remote

Active Inventory	NPL	05	0503678	MND000245795
Active Inventory	NPL	05	0503686	MND000686071
Active Inventory	NPL	05	0503688	MND000686196
Active Inventory	NPL	05	0503695	MND000819359
Active Inventory	NPL	05	0503697	MND000874354
Active Inventory	NPL	05	0503705	MND006154017
Active Inventory	NPL	05	0503722	MND006192694
Active Inventory	NPL	05	0503730	MND006252233
Active Inventory	NPL	05	0503738	MND006481543
Active Inventory	NPL	05	0503754	MND022949192
Active Inventory	NPL	05	0503760	MND038384004
Active Inventory	NPL	05	0503761	MND039045430
Active Inventory	NPL	05	0503767	MND044799856
Active Inventory	NPL	05	0503775	MND051441731
Active Inventory	NPL	05	0503776	MND053417515
Active Inventory	NPL	05	0503781	MND057597940
Active Inventory	NPL	05	0503786	MND059680165
Active Inventory	NPL	05	0503817	MND097891634
Active Inventory	NPL	05	0503823	MND980034516
Active Inventory	NPL	05	0503834	MND980609119
Active Inventory	NPL	05	0503840	MND980609515
Active Inventory	NPL	05	0503842	MND980609572
Active Inventory	NPL	05	0503845	MND980609614
Active Inventory	NPL	05	0503858	MND980609804
Active Inventory	NPL	05	0503878	MND980613780
Active Inventory	NPL	05	0503888	MND980704738
Active Inventory	NPL	05	0503891	MND980792287
Active Inventory	NPL	05	0503892	MND980792469
Active Inventory	NPL	05	0503894	MND980823975
Active Inventory	NPL	05	0503896	MND980898068
Active Inventory	NPL	05	0503898	MND980904023
Active Inventory	NPL	05	0503900	MND980904049
Active Inventory	NPL	05	0503901	MND980904056
Active Inventory	NPL	05	0503902	MND980904064
Active Inventory	NPL	05	0503903	MND980904072
Active Inventory	NPL	05	0503924	MND981002249
Active Inventory	NPL	05	0503925	MND981002256
Active Inventory	NPL	05	0503926	MND981088180
Active Inventory	NPL	05	0503937	MND981090483
Active Inventory	NPL	05	0503946	MND981191570
Active Inventory	NPL	05	0504009	MN3170022914
Active Inventory	NPL	05	0504010	MN7213820908
Active Inventory	NPL	05	0504012	MN8570024275
Active Inventory	NPL	05	0504014	OHD000377911
Active Inventory	NPL	05	0504015	OHD000382663
Active Inventory	NPL	05	0504128	OHD004179339
Active Inventory	NPL	05	0504150	OHD004210563
Active Inventory	NPL	05	0504223	OHD004379970

PINE BEND SANITARY LANDFILL
KOCH REFINING CO./N-REN CORP.
BURLINGTON NORTHERN (BRAINERD/BAXTER PLANT)
KOPPERS COKE
OLMSTED COUNTY SANITARY LANDFILL
NUTTING TRUCK & CASTER CO.
MACGILLIS & GIBBS CO./BELL LUMBER & POLE CO.
WHITTAKER CORP.
FMC CORP. (FRIDLEY PLANT)
UNION SCRAP IRON & METAL CO.
FREEWAY SANITARY LANDFILL
ST. LOUIS RIVER SITE
JOSLYN MANUFACTURING & SUPPLY CO.
GENERAL MILLS/HENKEL CORP.
BOISE CASCADE/ONAN CORP./MEDTRONICS, INC.
ST. REGIS PAPER CO.
KURT MANUFACTURING CO.
NL INDUSTRIES/TARACORP/GOLDEN AUTO
WINDOM DUMP
WASTE DISPOSAL ENGINEERING
OAKDALE DUMP
PERHAM ARSENIC SITE
SOUTH ANDOVER SITE
REILLY TAR & CHEMICAL CORP. (ST. LOUIS PARK PLANT)
UNIVERSITY OF MINNESOTA (ROSEMOUNT RESEARCH CENTER)
WASHINGTON COUNTY LANDFILL
MORRIS ARSENIC DUMP
LEHILLIER/MANKATO
ARROWHEAD REFINERY CO.
AGATE LAKE SCRAPYARD
ADRIAN MUNICIPAL WELL FIELD
KUMMER SANITARY LANDFILL
OAK GROVE SANITARY LANDFILL
RITARI POST & POLE
LONG PRAIRIE GROUND WATER CONTAMINATION
WAITE PARK WELLS
ST. AUGUSTA SANITARY LANDFILL/ENGEN DUMP
EAST BETHEL DEMOLITION LANDFILL
LAGRAND SANITARY LANDFILL
DAKHUE SANITARY LANDFILL
NAVAL INDUSTRIAL RESERVE ORDNANCE PLANT
NEW BRIGHTON/ARDEN HILLS/TCAAP (USARMY)
TWIN CITIES AIR FORCE RESERVE BASE (SMALL ARMS RANGE LANDFILL)
INDUSTRIAL EXCESS LANDFILL
POWELL ROAD LANDFILL
TRW, INC. (MINERVA PLANT)
DOVER CHEMICAL CORP.
ORMET CORP.

D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
P	Proposed for NPL
F	Currently on the Final NPL

2495 E 117TH ST
12555 US HIGHWAY 55
WEST CITY LIMITS
1000 N HAMLINE AVENUE
1MI EAST HWY 52 1/2MI NORTH HWY 154
1201 WEST DIVISION STREET
440 5TH AVE NW
3134 CALIFORNIA STREET
4800 E RIVER RD
1608 WASHINGTON AVENUE
WEST 113TH STREET & I-HWY 35WEST
MORGAN PARK
49TH & FRANCE AVE
2010 E HENNEPIN AVE
1400 73RD AVENUE NE
2ND STREET SOUTH & CENTRAL AVENUE
5280 NORTHEAST MAIN STREET
3645 HAMPSHIRE AVENUE
NEAR LAKEVIEW AVE
14435 NW CROSSTOWN BLVD
N HADLEY AVE & N GRANADA AVE
SOUTH CO RD 8
2052 1/2 BUNKER LAKE RD
LOUISIANA & WALKER STREET
15325 BABCOCK AVE
LAKE JANE ROAD & JAMACA AVENUE
ADJACENT TO HWY 28 & HWY 59
W. SIBLEY PK & LEHILLIER/SOUTH BEND TWP
NW CORNER HWY 53 & UGSTAD ROAD
WESTERN SHORE OF AGATE LAKE
ADRIAN CITY LIMITS
ANNE ST
2536 VIKING BLVD NORTHWEST
RTE 1
LONG PRAIRIE CITY LIMITS
253 N 5TH AVE
EAST OF I-94, WEST OF RAILROAD
HWY 65 AT 22 1ST AVE
1MI N OF I-94 W OF CSAH 40
260TH & HOGAN AVE
4800 E RIVER RD
JCT HWY 10 & MN HWY 96S
MINNEAPOLIS ST PAUL IAP
4MI S INTER 619 & CLEVELAND AVENUE
SO SIDE OF POWELL RD 1MI W 202
3860 UNION AVE S
3676 DAVIS ROAD NW
ST RTE #7

DAKOTA COUNTY	DAKOTA
ROSEMOUNT	DAKOTA
BRAINERD/BAXTER	CROW WING
ST. PAUL	RAMSEY
ORONOCO	OLMSTED
FARIBAULT	RICE
NEW BRIGHTON	RAMSEY
MINNEAPOLIS	HENNEPIN
FRIDLEY	ANOKA
MINNEAPOLIS	HENNEPIN
BURNSVILLE	DAKOTA
ST. LOUIS COUNTY	ST. LOUIS
BROOKLYN CENTER	HENNEPIN
MINNEAPOLIS	HENNEPIN
FRIDLEY	ANOKA
CASS LAKE	CASS
FRIDLEY	ANOKA
ST. LOUIS PARK	HENNEPIN
WINDOM	COTTONWOOD
ANDOVER	ANOKA
OAKDALE	WASHINGTON
PERHAM	OTTER TAIL
ANDOVER	ANOKA
ST. LOUIS PARK	HENNEPIN
ROSEMOUNT	DAKOTA
LAKE ELMO	WASHINGTON
MORRIS	STEVENS
LEHILLIER	BLUE EARTH
HERMANTOWN	ST. LOUIS
FAIRVIEW TOWNSHIP	CASS
ADRIAN	NOBLES
BEMIDJI	BELTRAMI
OAK GROVE TOWNSHIP	ANOKA
SEBEKA	WADENA
LONG PRAIRIE	TODD
WAITE PARK	STEARNS
ST. AUGUSTA TOWNSHIP	STEARNS
EAST BETHEL TOWNSHIP	ANOKA
LAGRAND TOWNSHIP	DOUGLAS
CANNON FALLS	DAKOTA
FRIDLEY	ANOKA
NEW BRIGHTON	RAMSEY
MINNEAPOLIS	HENNEPIN
UNIONTOWN	STARK
DAYTON	MONTGOMERY
MINERVA	STARK
DOVER	TUSCARAWAS
HANNIBAL	MONROE

MN	55075	01-JUN-81	N	+44.784722	-093.050556	N	N
MN	55058	01-AUG-79	N	+44.768339	-093.040561	N	N
MN	56401	01-AUG-79	N	+46.353069	-094.228069	N	N
MN	55104	01-APR-79	N	+44.972222	-093.152778	N	N
MN	55960	01-NOV-79	N	+44.130836	-092.500564	N	N
MN	55021	01-AUG-79	N	+44.289169	-93.286389	N	N
MN	55112	01-AUG-80	N	+45.055000	-093.194722	N	N
MN	55418	01-AUG-80	N	+45.026389	-093.270833	N	N
MN	55421	01-AUG-80	N	+45.056400	-093.276119	N	N
MN	55411	01-AUG-79	N	+44.995556	-093.280556	N	N
MN	55337	01-JUN-81	N	+44.795000	-093.293333	N	N
MN	55808	01-JUN-81	N	+46.677778	-092.212222	Y	N
MN	55422	01-AUG-79	N	+45.045000	-093.333333	N	N
MN	55414	01-JUL-80	N	+44.990000	-093.222778	N	N
MN	55432	01-SEP-80	N	+45.095833	-093.233333	N	N
MN	56633	01-AUG-79	N	+47.375556	-094.605556	Y	N
MN	55421	01-FEB-81	N	+45.064192	-093.268336	N	N
MN	55426	01-AUG-80	N	+44.936111	-093.363611	N	N
MN	56101	01-DEC-83	N	+43.868625	-095.100844	N	N
MN	55304	01-JUN-81	N	+45.227800	-093.311969	N	N
MN	55128	01-AUG-81	N	+45.000000	-092.966667	N	N
MN	56573	01-JUN-81	N	+46.587778	-095.571667	N	N
MN	55303	01-JUN-81	N	+45.217789	-093.317800	N	N
MN	55426	01-DEC-78	N	+44.941667	-093.372222	N	N
MN	55068	01-NOV-80	N	+44.719444	-093.072781	N	N
MN	55042	01-FEB-81	N	+45.008614	-092.918064	N	N
MN	56267	01-NOV-80	N	+45.606411	-095.884450	N	N
MN	56001	01-JUL-82	N	+44.153333	-094.038333	N	N
MN	55810	01-JAN-82	N	+46.837519	-092.239731	N	N
MN	56473	01-OCT-81	N	+46.453356	-094.375833	N	N
MN	56110	01-APR-84	N	+43.638072	-095.933900	N	N
MN	56601	01-APR-84	N	+47.506403	-094.892522	N	N
MN	55011	01-APR-84	N	+45.316950	-093.331669	N	N
MN	56477	01-APR-84	N	+46.660581	-095.029731	N	N
MN	56347	01-APR-84	N	+45.978353	-094.856414	N	N
MN	56387	01-APR-85	N	+45.561667	-094.215000	N	N
MN	56301	01-APR-85	N	+45.481667	-094.135000	N	N
MN	55011	01-APR-85	N	+45.365281	-093.224461	N	N
MN	56308	15-APR-85	N	+45.900000	-095.496667	N	N
MN	55031	10-JAN-86	N	+44.571681	-092.927519	N	N
MN	55421	01-APR-84	N	45.058831	-93.273669	N	N
MN	55112	01-AUG-80	N	+45.079167	-093.197500	N	N
MN	55450	01-JUN-81	N	+44.863056	-093.204722	N	N
OH	44685	01-DEC-80	N	+40.968333	-081.404167	N	N
OH	45424	01-MAY-83	N	+39.833333	-084.160000	N	N
OH	44657	01-AUG-84	N	+40.745000	-081.090000	N	N
OH	44622	01-APR-79	N	+40.533333	-081.493611	N	N
OH	43946	01-APR-85	N	+39.705000	-080.841667	N	N

		1.00000000000	50699.00000000000	
		1.00000000000	50700.00000000000	
		1.00000000000	50706.00000000000	
		1.00000000000	52041.00000000000	
		1.00000000000	50707.00000000000	
		1.00000000000	50708.00000000000	25-SEP-17
		1.00000000000	55697.00000000000	
		1.00000000000	51883.00000000000	
		1.00000000000	51884.00000000000	
		1.00000000000	52042.00000000000	
		1.00000000000	53070.00000000000	
Y		1.00000000000	54608.00000000000	
		1.00000000000	53071.00000000000	
		1.00000000000	53072.00000000000	
		1.00000000000	53073.00000000000	
Y	Y	1.00000000000	55534.00000000000	
		1.00000000000	53074.00000000000	
		1.00000000000	53370.00000000000	
		1.00000000000	53371.00000000000	
		1.00000000000	53372.00000000000	
		1.00000000000	53373.00000000000	
		1.00000000000	53374.00000000000	
		1.00000000000	55538.00000000000	
		1.00000000000	53375.00000000000	
		1.00000000000	53376.00000000000	
		1.00000000000	53377.00000000000	
		1.00000000000	53378.00000000000	
		1.00000000000	52672.00000000000	
		1.00000000000	55539.00000000000	
		1.00000000000	52673.00000000000	
		1.00000000000	52674.00000000000	
		1.00000000000	52675.00000000000	
		1.00000000000	52676.00000000000	
		1.00000000000	52677.00000000000	
		1.00000000000	52678.00000000000	
		1.00000000000	55540.00000000000	
		1.00000000000	52679.00000000000	
		1.00000000000	52680.00000000000	
		1.00000000000	52681.00000000000	
		1.00000000000	52682.00000000000	
		1.00000000000	52683.00000000000	01-JAN-00
		1.00000000000	52684.00000000000	
		1.00000000000	55541.00000000000	
		1.00000000000	52685.00000000000	
		1.00000000000	54861.00000000000	
		1.00000000000	52686.00000000000	
		1.00000000000	52687.00000000000	
		1.00000000000	52689.00000000000	

REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	N	
FLOVE	27-NOV-17	Y	Y	0
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	Y	
SEMSTST11	16-APR-15	N	Y	0
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	N	
REV EOQ	06-FEB-05	N	Y	
REV EOQ	06-FEB-05	N	N	

5.00000000000	Y	0503678	17-NOV-17
5.00000000000	Y	0503686	16-AUG-17
5.00000000000	Y	0503688	05-JUN-17
5.00000000000	Y	0503695	17-NOV-17
5.00000000000	Y	0503697	17-NOV-17
5.00000000000	Y	0503705	27-NOV-17
5.00000000000	Y	0503722	17-NOV-17
5.00000000000	Y	0503730	17-NOV-17
5.00000000000	Y	0503738	07-JUN-17
5.00000000000	Y	0503754	17-NOV-17
5.00000000000	Y	0503760	17-NOV-17
5.00000000000	Y	0503761	17-NOV-17
5.00000000000	Y	0503767	17-NOV-17
5.00000000000	Y	0503775	17-NOV-17
5.00000000000	Y	0503776	17-NOV-17
5.00000000000	Y	0503781	17-NOV-17
5.00000000000	Y	0503786	17-NOV-17
5.00000000000	Y	0503817	17-NOV-17
5.00000000000	Y	0503823	17-NOV-17
5.00000000000	Y	0503834	26-APR-14
5.00000000000	Y	0503840	17-NOV-17
5.00000000000	Y	0503842	17-NOV-17
5.00000000000	Y	0503845	26-APR-14
5.00000000000	Y	0503858	17-NOV-17
5.00000000000	Y	0503878	17-NOV-17
5.00000000000	Y	0503888	17-NOV-17
5.00000000000	Y	0503891	18-SEP-17
5.00000000000	Y	0503892	17-NOV-17
5.00000000000	Y	0503894	02-JUN-17
5.00000000000	Y	0503896	17-NOV-17
5.00000000000	Y	0503898	17-NOV-17
5.00000000000	Y	0503900	17-NOV-17
5.00000000000	Y	0503901	26-APR-14
5.00000000000	Y	0503902	26-APR-14
5.00000000000	Y	0503903	17-NOV-17
5.00000000000	Y	0503924	17-NOV-17
5.00000000000	Y	0503925	17-NOV-17
5.00000000000	Y	0503926	07-JUN-17
5.00000000000	Y	0503937	17-NOV-17
5.00000000000	Y	0503946	07-JUN-17
5.00000000000	Y	0504009	17-NOV-17
5.00000000000	Y	0504010	17-NOV-17
5.00000000000	Y	0504012	17-NOV-17
5.00000000000	Y	0504014	17-NOV-17
5.00000000000	Y	0504015	17-NOV-17
5.00000000000	Y	0504128	26-APR-14
5.00000000000	Y	0504150	17-NOV-17
5.00000000000	Y	0504223	17-NOV-17

Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	

NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other

1:100,000	44.784719	-093.050550
1:100,000	+44.768400	-93.040600
1:100,000	+46.353200	-94.228200
1:100,000	44.972219	-93.152781
1:100,000	44.130861	-92.500639
1:100,000	+44.289169	-93.286389
1:100,000	+45.055000	-93.194731
1:100,000	45.026389	-93.270839
1:100,000	+45.056500	-93.276200
1:100,000	44.995561	-93.280561
1:100,000	+44.795000	-93.293331
1:100,000	46.677781	-92.212219
1:100,000	+45.045000	-93.333339
1:100,000	+44.990000	-93.222781
1:100,000	45.095831	-93.233331
1:100,000	47.375561	-094.605550
1:100,000	45.064411	-93.268361
1:100,000	44.936111	-93.363611
1:100,000	+43.868750	-95.100939
1:100,000	+45.228000	-093.312200
1:100,000	+45.000000	-92.966669
1:100,000	46.587781	-95.571661
1:100,000	+45.217900	-093.318000
1:100,000	44.941669	-93.372219
1:100,000	44.719439	-93.072811
1:100,000	45.008639	-92.918139
1:100,000	+45.606600	-95.884500
1:100,000	44.153331	-94.038331
1:100,000	+46.837700	-92.239800
1:100,000	46.453561	-94.375831
1:100,000	43.638219	-95.934000
1:100,000	47.506531	-94.892719
1:100,000	+45.317000	-093.331700
1:100,000	+46.660800	-095.029800
1:100,000	45.978531	-94.856639
1:100,000	45.561669	-094.215000
1:100,000	45.481669	-094.135000
1:100,000	+45.365300	-93.224600
1:100,000	+45.900000	-95.496669
1:100,000	+44.571800	-92.927700
1:100,000	45.058831	-93.273669
1:100,000	45.079169	-093.197500
1:100,000	44.863061	-93.204719
1:100,000	40.968331	-81.404169
1:100,000	39.833331	-084.160000
1:100,000	+40.745000	-081.090000
1:100,000	40.539823	-81.494444
1:100,000	+39.705000	-80.841669

Y	44.78471900000	-93.05055000000
Y	44.76840000000	-93.04060000000
Y	46.35320000000	-94.22820000000
Y	44.97221900000	-93.15278100000
Y	44.13086100000	-92.50063900000
Y	44.28916900000	-93.28638900000
Y	45.05500000000	-93.19473100000
Y	45.02638900000	-93.27083900000
Y	45.05650000000	-93.27620000000
Y	44.99556100000	-93.28056100000
Y	44.79500000000	-93.29333100000
Y	46.67778100000	-92.21221900000
Y	45.04500000000	-93.33333900000
Y	44.99000000000	-93.22278100000
Y	45.09583100000	-93.23333100000
Y	47.37556100000	-94.60555000000
Y	45.06441100000	-93.26836100000
Y	44.93611100000	-93.36361100000
Y	43.86875000000	-95.10093900000
Y	45.22800000000	-93.31220000000
Y	45.00000000000	-92.96666900000
Y	46.58778100000	-95.57166100000
Y	45.21790000000	-93.31800000000
Y	44.94166900000	-93.37221900000
Y	44.71943900000	-93.07281100000
Y	45.00863900000	-92.91813900000
Y	45.60660000000	-95.88450000000
Y	44.15333100000	-94.03833100000
Y	46.83770000000	-92.23980000000
Y	46.45356100000	-94.37583100000
Y	43.63821900000	-95.93400000000
Y	47.50653100000	-94.89271900000
Y	45.31700000000	-93.33170000000
Y	46.66080000000	-95.02980000000
Y	45.97853100000	-94.85663900000
Y	45.56166900000	-94.21500000000
Y	45.48166900000	-94.13500000000
Y	45.36530000000	-93.22460000000
Y	45.90000000000	-95.49666900000
Y	44.57180000000	-92.92770000000
Y	45.05883100000	-93.27366900000
Y	45.07916900000	-93.19750000000
Y	44.86306100000	-93.20471900000
Y	40.96833100000	-81.40416900000
Y	39.83333100000	-84.16000000000
Y	40.74500000000	-81.09000000000
Y	40.53982300000	-81.49444400000
Y	39.70500000000	-80.84166900000

Rural
Rural
Brainerd, MN
Minneapolis--St. Paul, MN--WI
Rural
Faribault, MN
Minneapolis--St. Paul, MN--WI
Minneapolis--St. Paul, MN--WI
Minneapolis--St. Paul, MN--WI
Minneapolis--St. Paul, MN--WI
Minneapolis--St. Paul, MN--WI
Rural
Minneapolis--St. Paul, MN--WI
Minneapolis--St. Paul, MN--WI
Minneapolis--St. Paul, MN--WI
Rural
Minneapolis--St. Paul, MN--WI
Minneapolis--St. Paul, MN--WI
Rural
Minneapolis--St. Paul, MN--WI
Minneapolis--St. Paul, MN--WI
Rural
Minneapolis--St. Paul, MN--WI
Minneapolis--St. Paul, MN--WI
Rural
Rural
Morris, MN
Mankato, MN
Rural
Rural
Rural
Rural
Rural
Rural
Long Prairie, MN
St. Cloud, MN
St. Cloud, MN
Rural
Rural
Rural
Minneapolis--St. Paul, MN--WI
Minneapolis--St. Paul, MN--WI
Minneapolis--St. Paul, MN--WI
Akron, OH
Dayton, OH
Rural
New Philadelphia--Dover, OH
New Martinsville, WV--OH

Rural
Rural
Brainerd, MN Urban Cluster
Minneapolis--St. Paul, MN--WI Urbanized Area
Rural
Faribault, MN Urban Cluster
Minneapolis--St. Paul, MN--WI Urbanized Area
Minneapolis--St. Paul, MN--WI Urbanized Area
Minneapolis--St. Paul, MN--WI Urbanized Area
Minneapolis--St. Paul, MN--WI Urbanized Area
Minneapolis--St. Paul, MN--WI Urbanized Area
Rural
Minneapolis--St. Paul, MN--WI Urbanized Area
Minneapolis--St. Paul, MN--WI Urbanized Area
Minneapolis--St. Paul, MN--WI Urbanized Area
Rural
Minneapolis--St. Paul, MN--WI Urbanized Area
Minneapolis--St. Paul, MN--WI Urbanized Area
Rural
Minneapolis--St. Paul, MN--WI Urbanized Area
Minneapolis--St. Paul, MN--WI Urbanized Area
Rural
Minneapolis--St. Paul, MN--WI Urbanized Area
Minneapolis--St. Paul, MN--WI Urbanized Area
Rural
Rural
Morris, MN Urban Cluster
Mankato, MN Urbanized Area
Rural
Rural
Rural
Rural
Rural
Rural
Long Prairie, MN Urban Cluster
St. Cloud, MN Urbanized Area
St. Cloud, MN Urbanized Area
Rural
Rural
Rural
Minneapolis--St. Paul, MN--WI Urbanized Area
Minneapolis--St. Paul, MN--WI Urbanized Area
Minneapolis--St. Paul, MN--WI Urbanized Area
Akron, OH Urbanized Area
Dayton, OH Urbanized Area
Rural
New Philadelphia--Dover, OH Urban Cluster
New Martinsville, WV--OH Urban Cluster

41	Rural-Fringe
41	Rural-Fringe
33	Town-Remote
11	City-Large
41	Rural-Fringe
32	Town-Distant
21	Suburban-Large
11	City-Large
21	Suburban-Large
11	City-Large
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
11	City-Large
21	Suburban-Large
43	Rural-Remote
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
33	Town-Remote
23	Suburban-Small
41	Rural-Fringe
42	Rural-Distant
43	Rural-Remote
41	Rural-Fringe
41	Rural-Fringe
43	Rural-Remote
33	Town-Remote
22	Suburban-Midsize
13	City-Small
41	Rural-Fringe
42	Rural-Distant
42	Rural-Distant
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
32	Town-Distant
32	Town-Distant

Active Inventory	NPL	05	0504287	OHD017506171
Active Inventory	NPL	05	0504305	OHD018392928
Active Inventory	NPL	05	0504336	OHD043730217
Active Inventory	NPL	05	0504385	OHD057243610
Active Inventory	NPL	05	0504401	OHD061722211
Active Inventory	NPL	05	0504404	OHD063963714
Active Inventory	NPL	05	0504434	OHD071650592
Active Inventory	NPL	05	0504438	OHD074705930
Active Inventory	NPL	05	0504440	OHD074727793
Active Inventory	NPL	05	0504445	OHD076773712
Active Inventory	NPL	05	0504496	OHD093895787
Active Inventory	NPL	05	0504541	OHD980509616
Active Inventory	NPL	05	0504544	OHD980509657
Active Inventory	NPL	05	0504558	OHD980509830
Active Inventory	NPL	05	0504568	OHD980509947
Active Inventory	NPL	05	0504586	OHD980510200
Active Inventory	NPL	05	0504617	OHD980609994
Active Inventory	NPL	05	0504619	OHD980610018
Active Inventory	NPL	05	0504620	OHD980610042
Active Inventory	NPL	05	0504661	OHD980611388
Active Inventory	NPL	05	0504684	OHD980611735
Active Inventory	NPL	05	0504688	OHD980611800
Active Inventory	NPL	05	0504693	OHD980611875
Active Inventory	NPL	05	0504696	OHD980611909
Active Inventory	NPL	05	0504722	OHD980614549
Active Inventory	NPL	05	0504723	OHD980614572
Active Inventory	NPL	05	0504820	OHD980794598
Active Inventory	NPL	05	0504821	OHD980794606
Active Inventory	NPL	05	0504822	OHD980794614
Active Inventory	NPL	05	0504824	OHD980794630
Active Inventory	NPL	05	0504850	OHD980903447
Active Inventory	NPL	05	0504896	OHD981537582
Active Inventory	NPL	05	0504928	OH1170090004
Active Inventory	NPL	05	0504934	OH6890008976
Active Inventory	NPL	05	0504935	OH6890008984
Active Inventory	NPL	05	0504939	OH7571724312
Active Inventory	NPL	05	0504945	WID000712950
Active Inventory	NPL	05	0504946	WID000713180
Active Inventory	NPL	05	0504952	WID000808568
Active Inventory	NPL	05	0504973	WID006073225
Active Inventory	NPL	05	0504986	WID006100275
Active Inventory	NPL	05	0505007	WID006183826
Active Inventory	NPL	05	0505009	WID006196174
Active Inventory	NPL	05	0505024	WID039052626
Active Inventory	NPL	05	0505029	WID046536785
Active Inventory	NPL	05	0505034	WID052906088
Active Inventory	NPL	05	0505040	WID056247208
Active Inventory	NPL	05	0505043	WID058735994

ARCANUM IRON & METAL
UNITED SCRAP LEAD CO., INC.
ALLIED CHEMICAL & IRONTON COKE
ALSCO ANACONDA
LASKIN/POPLAR OIL CO.
SKINNER LANDFILL
SOUTH POINT PLANT
ARMCO INCORPORATION-HAMILTON PLANT
CHEM-DYNE
PRISTINE, INC.
SANITARY LANDFILL CO. (INDUSTRIAL WASTE DISPOSAL CO., INC.)
BOWERS LANDFILL
BUCKEYE RECLAMATION
COSHOCTON LANDFILL
E.H. SCHILLING LANDFILL
OLD MILL
SUMMIT NATIONAL
NEASE CHEMICAL
REILLY TAR & CHEMICAL CORP. (DOVER PLANT)
SOUTH DAYTON DUMP & LANDFILL
BIG D CAMPGROUND
MIAMI COUNTY INCINERATOR
NORTH SANITARY LANDFILL
DIAMOND SHAMROCK CORP. (PAINESVILLE WORKS)
CHEMICAL & MINERALS RECLAMATION
FIELDS BROOK
ZANESVILLE WELL FIELD
VAN DALE JUNKYARD
NEW LYME LANDFILL
FULTZ LANDFILL
REPUBLIC STEEL CORP. QUARRY
LAMMERS BARREL FACTORY
AIR FORCE PLANT 85
FEED MATERIALS PRODUCTION CENTER (USDOE)
MOUND PLANT (USDOE)
WRIGHT-PATTERSON AIR FORCE BASE
JANESVILLE ASH BEDS
MUSKEGO SANITARY LANDFILL
OMEGA HILLS NORTH LANDFILL
KOHLER CO. LANDFILL
OCONOMOWOC ELECTROPLATING CO., INC.
NORTHERN ENGRAVING CO.
NATIONAL PRESTO INDUSTRIES, INC.
MOSS-AMERICAN CO., INC. (KERR-MCGEE OIL CO.)
SCRAP PROCESSING CO., INC.
HECHIMOVICH SANITARY LANDFILL
LEMBERGER TRANSPORT & RECYCLING
LAUER I SANITARY LANDFILL

D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
P	Proposed for NPL	SA
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
P	Proposed for NPL	SA
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
P	Proposed for NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
P	Proposed for NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	

Remedial Activities Under EPA Enforcement

Remedial Activities Under EPA Enforcement

POP-RITE LN 5MI OFF RTE 49
1425 S DIXIE HWY PO BOX 25
3330 S 3RD ST
ONE ANACONDA DR
717 N POPLAR STREET
8750 CINCINNATI DAYTON HIGHWAY
OLD RTE 52 1MILE SOUTH OF OHIO RIVER
401 AUGSBERGER ROAD
500 FORD BLVD
410 CAVETT AVENUE
1855 CARDINGTON ROAD
ROCK ISLAND ROAD
STATE ROUTE 214 1MI SOUTH OF I-90
ST RTE 83
RTE 52 & PATRIC RD
MILL RD & STATION
1240 ALLIANCE ROAD
BENTON RD AKA ST RTE 14A
THIRD ST
1976 SPRINGBORO ROAD
3678 CREEK RD
2200 N COUNTY RD
200 VALLEYCREST DRIVE
STATE ROUTE 535
5418 CRESCENT AVENUE
WATER BED OF CREEK R3W T13N
2200 LINDEN
GOOSE RUN RD
RTE 11 ON DODGEVILLE RD
CO RD 52
525 15TH STREET
EAST PATTERSON & GRANGE HALL
ALUM CREEK DRIVE
2 MI W OF JUNCTION RT 128 & RT 126
MOUND RD
ST RTE 444
BLACK BRIDGE RD
HIGHWAY 24 & CROWBAR ROAD
W124 N9451 BOUNDARY ROAD
444 HIGHLAND DRIVE
W2573 OAK STREET
803 S BLACK RIVER ST
3925 N HASTINGS WAY
8716 N GRANVILLE ROAD
510 W ALLMAN
EAST END OF RAASCH HILL ROAD
RTE 1 2MI N OF WHITELAW
W124 N8925 BOUNDARY RD

DARKE COUNTY	DARKE
TROY	MIAMI
IRONTON	LAWRENCE
GNADENHUTTEN	TUSCARAWAS
JEFFERSON TOWNSHIP	ASHTABULA
WEST CHESTER	BUTLER
SOUTH POINT	LAWRENCE
HAMILTON	BUTLER
HAMILTON	BUTLER
READING	HAMILTON
MORAINE	MONTGOMERY
CIRCLEVILLE	PICKAWAY
ST. CLAIRSVILLE	BELMONT
FRANKLIN TOWNSHIP	COSHOCTON
HAMILTON TOWNSHIP	LAWRENCE
ROCK CREEK	ASHTABULA
DEERFIELD TOWNSHIP	PORTAGE
SALEM	MAHONING
DOVER	TUSCARAWAS
MORAINE	MONTGOMERY
KINGSVILLE	ASHTABULA
TROY	MIAMI
DAYTON	MONTGOMERY
PAINESVILLE	LAKE
CLEVELAND	CUYAHOGA
ASHTABULA	ASHTABULA
ZANESVILLE	MUSKINGUM
MARIETTA	WASHINGTON
NEW LYME	ASHTABULA
JACKSON TOWNSHIP	GUERNSEY
ELYRIA	LORAIN
BEAVERCREEK	GREENE
COLUMBUS	FRANKLIN
FERNALD	
MIAMISBURG	MONTGOMERY
DAYTON	
JANESVILLE	ROCK
MUSKEGO	WAUKESHA
GERMANTOWN	WASHINGTON
KOHLER	SHEBOYGAN
ASHIPPUN	DODGE
SPARTA	MONROE
EAU CLAIRE	CHIPPEWA
MILWAUKEE	MILWAUKEE
MEDFORD	TAYLOR
WILLIAMSTOWN	DODGE
FRANKLIN TOWNSHIP	MANITOWOC
MENOMONEE FALLS	WAUKESHA

OH	45304	01-AUG-80	N	+39.981944	-084.549167	N	N
OH	45373	01-MAR-83	N	+40.008889	-084.198611	N	N
OH	45638	01-APR-79	N	+38.505569	-082.657800	N	N
OH	44629	01-AUG-80	N	+40.361111	-081.440833	N	N
OH	44047	01-APR-79	N	+41.743611	-080.781400	N	N
OH	45069	01-APR-79	N	+39.333333	-084.399722	N	N
OH	45680	01-JUN-81	N	+38.437500	-082.591667	N	N
OH	45011	01-AUG-80	N	+39.426944	-084.535556	N	N
OH	45011	01-APR-79	N	+39.407789	-084.551950	N	N
OH	45215	01-APR-79	N	+39.236111	-084.437222	N	N
OH	45409	01-JUN-81	N	+39.716408	-084.201403	N	N
OH	43113	01-APR-79	N	+39.637500	-082.965278	N	N
OH	43950	01-APR-79	N	+40.047222	-080.841667	N	N
OH	43812	01-APR-79	N	+40.225000	-081.848611	N	N
OH	45695	01-APR-79	N	+38.572500	-082.755556	N	N
OH	44084	01-JUL-79	N	+41.660011	-080.845561	N	N
OH	44411	01-APR-79	N	+41.023900	-081.096961	N	N
OH	44460	11-DEC-80	N	+40.916667	-080.891667	N	N
OH	44622	01-JUN-81	N	+40.517500	-081.478900	N	N
OH	45439	01-JUN-81	N	+39.727778	-084.216944	N	N
OH	44048	01-APR-79	N	+41.904167	-080.652778	N	N
OH	45337	01-JUN-81	N	+40.074167	-084.224167	N	N
OH	45404	01-JUN-81	N	+39.791667	-084.166667	N	N
OH	44077	01-JUN-81	N	+41.283333	-081.260569	N	N
OH	44102	01-APR-79	N	+41.492241	-081.690973	N	N
OH	44004	01-NOV-81	N	+41.891400	-080.775289	N	N
OH	43701	01-JUN-82	N	+39.967778	-081.992222	N	N
OH	45750	01-DEC-80	N	+39.431944	-081.402500	N	N
OH	44076	01-MAY-82	N	+41.584722	-080.729167	N	N
OH	43723	01-JUN-82	N	+39.984722	-081.541667	N	N
OH	44035	01-JUL-83	N	+41.356119	-082.117783	N	N
OH	45385	23-OCT-86	N	+39.726380	-084.084300	N	N
OH	43219	01-AUG-80	N	+39.977778	-082.896667	N	N
OH	45030	01-JAN-81	N	+39.225000	-084.588333	N	N
OH	45342	01-NOV-80	N	+39.626389	-084.286119	N	N
OH	45324	01-AUG-80	N	+39.806961	-084.069469	N	N
WI	53545	01-MAY-83	N	+42.703056	-089.027500	N	N
WI	53150	01-APR-79	N	+42.892789	-088.182789	N	N
WI	53022	01-APR-79	N	+43.194444	-088.072222	N	N
WI	53044	01-AUG-80	N	+43.737500	-087.763889	N	N
WI	53003	01-MAY-83	N	+43.213911	-088.521961	N	N
WI	54656	01-JUN-81	N	+43.934444	-090.814444	N	N
WI	54701	01-DEC-83	N	+44.860011	-091.451950	N	N
WI	53244	01-JUN-81	N	+43.176969	-088.041669	N	N
WI	54451	01-JUN-83	N	+45.145561	-090.352789	N	N
WI	53032	01-SEP-83	N	+43.459453	-088.553914	N	N
WI	54247	01-JUN-81	N	+44.165300	-087.844731	N	N
WI	53051	01-APR-79	N	+43.181389	-088.066667	N	N

1.00000000000	54862.00000000000	
1.00000000000	55542.00000000000	
1.00000000000	52690.00000000000	
1.00000000000	52691.00000000000	
1.00000000000	52981.00000000000	
1.00000000000	52982.00000000000	
1.00000000000	54863.00000000000	
1.00000000000	52983.00000000000	
1.00000000000	52984.00000000000	
1.00000000000	55543.00000000000	
1.00000000000	53841.00000000000	
1.00000000000	53842.00000000000	
1.00000000000	54866.00000000000	
1.00000000000	53844.00000000000	
1.00000000000	53845.00000000000	
1.00000000000	53846.00000000000	
1.00000000000	55544.00000000000	
1.00000000000	53847.00000000000	
1.00000000000	54936.00000000000	
1.00000000000	53848.00000000000	
1.00000000000	55545.00000000000	
1.00000000000	55004.00000000000	
1.00000000000	55005.00000000000	
1.00000000000	55006.00000000000	
1.00000000000	55007.00000000000	
1.00000000000	55008.00000000000	
1.00000000000	55546.00000000000	
1.00000000000	55750.00000000000	
1.00000000000	55751.00000000000	
1.00000000000	55752.00000000000	
1.00000000000	55754.00000000000	
1.00000000000	53583.00000000000	23-AUG-06
1.00000000000	55768.00000000000	
1.00000000000	55717.00000000000	
1.00000000000	55770.00000000000	
1.00000000000	55771.00000000000	
1.00000000000	55772.00000000000	
1.00000000000	55773.00000000000	
1.00000000000	55774.00000000000	
1.00000000000	55718.00000000000	
1.00000000000	55775.00000000000	
1.00000000000	55777.00000000000	
1.00000000000	55778.00000000000	
1.00000000000	55779.00000000000	
1.00000000000	55780.00000000000	
1.00000000000	55719.00000000000	
1.00000000000	55781.00000000000	
1.00000000000	54830.00000000000	

REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	N
DCOLLARD	23-AUG-06	Y	Y
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	N
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	Y
REV EOQ	06-FEB-05	N	Y

5.00000000000	Y	0504287	17-NOV-17
5.00000000000	Y	0504305	17-NOV-17
5.00000000000	Y	0504336	02-JUN-17
5.00000000000	Y	0504385	17-NOV-17
5.00000000000	Y	0504401	16-AUG-17
5.00000000000	Y	0504404	17-NOV-17
5.00000000000	Y	0504434	17-NOV-17
12.00000000000	Y	0504438	17-NOV-17
5.00000000000	Y	0504440	05-JUN-17
5.00000000000	Y	0504445	17-NOV-17
5.00000000000	Y	0504496	17-NOV-17
5.00000000000	Y	0504541	17-NOV-17
5.00000000000	Y	0504544	17-NOV-17
5.00000000000	Y	0504558	17-NOV-17
5.00000000000	Y	0504568	07-JUN-17
5.00000000000	Y	0504586	26-APR-14
5.00000000000	Y	0504617	26-APR-14
5.00000000000	Y	0504619	17-NOV-17
5.00000000000	Y	0504620	26-APR-14
5.00000000000	Y	0504661	17-NOV-17
5.00000000000	Y	0504684	17-NOV-17
5.00000000000	Y	0504688	17-NOV-17
5.00000000000	Y	0504693	26-APR-14
5.00000000000	Y	0504696	17-NOV-17
5.00000000000	Y	0504722	17-NOV-17
5.00000000000	Y	0504723	07-JUN-17
5.00000000000	Y	0504820	17-NOV-17
5.00000000000	Y	0504821	26-APR-14
5.00000000000	Y	0504822	17-NOV-17
5.00000000000	Y	0504824	17-NOV-17
5.00000000000	Y	0504850	17-NOV-17
0.00000000000	Y	0504896	17-NOV-17
5.00000000000	Y	0504928	17-NOV-17
5.00000000000	Y	0504934	17-NOV-17
5.00000000000	Y	0504935	18-SEP-17
5.00000000000	Y	0504939	26-APR-14
5.00000000000	Y	0504945	17-NOV-17
5.00000000000	Y	0504946	18-SEP-17
5.00000000000	Y	0504952	17-NOV-17
5.00000000000	Y	0504973	17-NOV-17
5.00000000000	Y	0504986	26-APR-14
5.00000000000	Y	0505007	17-NOV-17
5.00000000000	Y	0505009	26-APR-14
5.00000000000	Y	0505024	18-SEP-17
5.00000000000	Y	0505029	26-APR-14
5.00000000000	Y	0505034	17-NOV-17
5.00000000000	Y	0505040	16-AUG-17
5.00000000000	Y	0505043	17-NOV-17

Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Map
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Map
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Address Matching-Nearest Intersection
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)
Interpolation-Digital Map Source (TIGER)

NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD27	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	NE Corner of Land Parcel	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
Other	Other	Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	

1:100,000		+39.981950	-84.549161
1:100,000		40.008889	-84.198611
1:100,000		+38.505700	-82.658000
1:100,000		40.361111	-81.440831
1:100,000		+41.743600	-80.781500
1:100,000		39.333331	-84.399719
1:100,000		+38.437500	-82.591669
1:24,000		39.429861	-84.531000
1:100,000		+39.407900	-84.552000
1:100,000		39.236111	-84.437231
1:100,000		39.716581	-84.201531
1:100,000		+39.637500	-82.965281
1:100,000		40.047219	-80.841669
1:100,000		+40.225000	-81.848611
1:100,000		+38.572500	-82.755550
1:100,000		+41.660100	-080.845600
1:100,000		+41.024000	-081.097100
1:100,000		40.916669	-80.891669
1:100,000		+40.517500	-081.479000
Other		39.729444	-84.219444
1:100,000		41.904169	-80.652781
1:100,000		40.074169	-84.224169
1:100,000		+39.786110	-084.152500
1:100,000		41.758333	-81.258333
1:100,000		41.490361	-81.725031
1:100,000		+41.891500	-80.775400
1:100,000		39.967781	-81.992231
1:100,000		+39.431950	-081.402500
1:100,000		41.584719	-80.729161
1:100,000		39.984719	-81.541661
1:100,000		41.356189	-82.117839
Unknown	EPA Region 5	39.726389	-84.084306
1:100,000		39.987777	-82.887221
1:100,000		+39.299450	-84.688331
1:100,000		+39.626400	-84.286200
1:100,000		+39.807100	-084.069700
1:100,000		42.703061	-89.027500
1:100,000		+42.892900	-88.182900
1:100,000		43.194439	-88.072219
1:100,000		+43.737500	-87.763889
1:100,000		+43.214100	-088.522100
1:100,000		43.934439	-090.814450
1:100,000		+44.860100	-091.452000
1:100,000		+43.177200	-88.041700
1:100,000		+45.145600	-090.352900
1:100,000		43.459531	-88.554139
1:100,000		+44.165500	-87.844800
1:100,000		43.181389	-88.066669

Y	39.98195000000	-84.54916100000
Y	40.00888900000	-84.19861100000
Y	38.50570000000	-82.65800000000
Y	40.36111100000	-81.44083100000
Y	41.74360000000	-80.78150000000
Y	39.33333100000	-84.39971900000
Y	38.43750000000	-82.59166900000
Y	39.42986100000	-84.53100000000
Y	39.40790000000	-84.55200000000
Y	39.23611100000	-84.43723100000
Y	39.71658100000	-84.20153100000
Y	39.63750000000	-82.96528100000
Y	40.04721900000	-80.84166900000
Y	40.22500000000	-81.84861100000
Y	38.57250000000	-82.75555000000
Y	41.66010000000	-80.84560000000
Y	41.02400000000	-81.09710000000
Y	40.91666900000	-80.89166900000
Y	40.51750000000	-81.47900000000
Y	39.72944400000	-84.21944400000
Y	41.90416900000	-80.65278100000
Y	40.07416900000	-84.22416900000
Y	39.78611000000	-84.15250000000
Y	41.75833300000	-81.25833300000
Y	41.49036100000	-81.72503100000
Y	41.89150000000	-80.77540000000
Y	39.96778100000	-81.99223100000
Y	39.43195000000	-81.40250000000
Y	41.58471900000	-80.72916100000
Y	39.98471900000	-81.54166100000
Y	41.35618900000	-82.11783900000
Y	39.72638900000	-84.08430600000
Y	39.98777700000	-82.88722100000
Y	39.29945000000	-84.68833100000
Y	39.62640000000	-84.28620000000
Y	39.80710000000	-84.06970000000
Y	42.70306100000	-89.02750000000
Y	42.89290000000	-88.18290000000
Y	43.19443900000	-88.07221900000
Y	43.73750000000	-87.76388900000
Y	43.21410000000	-88.52210000000
Y	43.93443900000	-90.81445000000
Y	44.86010000000	-91.45200000000
Y	43.17720000000	-88.04170000000
Y	45.14560000000	-90.35290000000
Y	43.45953100000	-88.55413900000
Y	44.16550000000	-87.84480000000
Y	43.18138900000	-88.06666900000

Rural
Dayton, OH
Huntington, WV--KY--OH
Rural
Rural
Cincinnati, OH--KY--IN
Huntington, WV--KY--OH
Cincinnati, OH--KY--IN
Cincinnati, OH--KY--IN
Cincinnati, OH--KY--IN
Dayton, OH
Rural
Rural
Rural
Rural
Rural
Rural
Rural
New Philadelphia--Dover, OH
Dayton, OH
Rural
Rural
Dayton, OH
Cleveland, OH
Cleveland, OH
Ashtabula, OH
Zanesville, OH
Rural
Rural
Rural
Lorain--Elyria, OH
Dayton, OH
Columbus, OH
Rural
Dayton, OH
Rural
Janesville, WI
Milwaukee, WI
Rural
Rural
Rural
Sparta, WI
Eau Claire, WI
Milwaukee, WI
Medford, WI
Rural
Rural
Milwaukee, WI

Rural
Dayton, OH Urbanized Area
Huntington, WV--KY--OH Urbanized Area
Rural
Rural
Cincinnati, OH--KY--IN Urbanized Area
Huntington, WV--KY--OH Urbanized Area
Cincinnati, OH--KY--IN Urbanized Area
Cincinnati, OH--KY--IN Urbanized Area
Cincinnati, OH--KY--IN Urbanized Area
Dayton, OH Urbanized Area
Rural
Rural
Rural
Rural
Rural
Rural
Rural
New Philadelphia--Dover, OH Urban Cluster
Dayton, OH Urbanized Area
Rural
Rural
Dayton, OH Urbanized Area
Cleveland, OH Urbanized Area
Cleveland, OH Urbanized Area
Ashtabula, OH Urban Cluster
Zanesville, OH Urban Cluster
Rural
Rural
Rural
Lorain--Elyria, OH Urbanized Area
Dayton, OH Urbanized Area
Columbus, OH Urbanized Area
Rural
Dayton, OH Urbanized Area
Rural
Janesville, WI Urbanized Area
Milwaukee, WI Urbanized Area
Rural
Rural
Rural
Sparta, WI Urban Cluster
Eau Claire, WI Urbanized Area
Milwaukee, WI Urbanized Area
Medford, WI Urban Cluster
Rural
Rural
Milwaukee, WI Urbanized Area

42	Rural-Distant
21	Suburban-Large
22	Suburban-Midsize
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
22	Suburban-Midsize
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
42	Rural-Distant
42	Rural-Distant
41	Rural-Fringe
32	Town-Distant
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
12	City-Midsize
21	Suburban-Large
11	City-Large
32	Town-Distant
32	Town-Distant
41	Rural-Fringe
42	Rural-Distant
41	Rural-Fringe
13	City-Small
21	Suburban-Large
11	City-Large
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
13	City-Small
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
32	Town-Distant
13	City-Small
11	City-Large
32	Town-Distant
41	Rural-Fringe
42	Rural-Distant
21	Suburban-Large

Active Inventory	NPL	05	0505057	WID078934403
Active Inventory	NPL	05	0505061	WID083290981
Active Inventory	NPL	05	0505068	WID980511919
Active Inventory	NPL	05	0505071	WID980610059
Active Inventory	NPL	05	0505073	WID980610141
Active Inventory	NPL	05	0505078	WID980610190
Active Inventory	NPL	05	0505087	WID980610299
Active Inventory	NPL	05	0505088	WID980610307
Active Inventory	NPL	05	0505095	WID980610380
Active Inventory	NPL	05	0505114	WID980610604
Active Inventory	NPL	05	0505115	WID980610620
Active Inventory	NPL	05	0505117	WID980610646
Active Inventory	NPL	05	0505136	WID980614044
Active Inventory	NPL	05	0505142	WID980616841
Active Inventory	NPL	05	0505164	WID980820054
Active Inventory	NPL	05	0505165	WID980820062
Active Inventory	NPL	05	0505166	WID980820070
Active Inventory	NPL	05	0505168	WID980820096
Active Inventory	NPL	05	0505169	WID980821656
Active Inventory	NPL	05	0505170	WID980823082
Active Inventory	NPL	05	0505177	WID980901219
Active Inventory	NPL	05	0505178	WID980901227
Active Inventory	NPL	05	0505179	WID980901235
Active Inventory	NPL	05	0505180	WID980901243
Active Inventory	NPL	05	0505181	WID980902969
Active Inventory	NPL	05	0505186	WID980993521
Active Inventory	NPL	05	0505188	WID980996367
Active Inventory	NPL	05	0505256	WID990829475
Active Inventory	NPL	05	0505257	WIT560010118
Active Inventory	NPL	05	0505340	MND982425209
Active Inventory	NPL	05	0506252	MID985574227
Active Inventory	NPL	05	0506449	MND985701309
Active Inventory	NPL	05	0506898	WID006176945
Active Inventory	NPL	05	0507087	OHD987051083
Active Inventory	NPL	05	0507352	IL0000034355
Active Inventory	NPL	05	0507364	IL0000064782
Active Inventory	NPL	05	0507548	OH0000563122
Active Inventory	NPL	05	0507629	MI0001119106
Active Inventory	NPL	05	0507645	MI0001271535
Active Inventory	NPL	05	0507723	WI0001954841
Active Inventory	NPL	05	0507828	INSFN0507828
Active Inventory	NPL	05	0507952	WISFN0507952
Active Inventory	NPL	05	0507962	OHSFN0507962
Active Inventory	NPL	05	0507973	OHSFN0507973
Active Inventory	NPL	05	0508132	OHN000508132
Active Inventory	NPL	05	0508134	ILN000508134
Active Inventory	NPL	05	0508142	INN000508142
Active Inventory	NPL	05	0508170	ILN000508170

MADISON METROPOLITAN SEWERAGE DISTRICT LAGOONS
N.W. MAUTHE CO., INC.
HUNTS DISPOSAL LANDFILL
HAGEN FARM
SAUK COUNTY LANDFILL
RIPON CITY LANDFILL
TOMAH ARMORY
TOMAH MUNICIPAL SANITARY LANDFILL
ALGOMA MUNICIPAL LANDFILL
REFUSE HIDEAWAY LANDFILL
WHEELER PIT
CITY DISPOSAL CORP. LANDFILL
JANESVILLE OLD LANDFILL
TOMAH FAIRGROUNDS
EAU CLAIRE MUNICIPAL WELL FIELD
DELAVAN MUNICIPAL WELL #4
MASTER DISPOSAL SERVICE LANDFILL
SCHMALZ DUMP
ONALASKA MUNICIPAL LANDFILL
MID-STATE DISPOSAL, INC. LANDFILL
STOUGHTON CITY LANDFILL
FADROWSKI DRUM DISPOSAL
WASTE MANAGEMENT OF WISCONSIN, INC. (BROOKFIELD SANITARY LANDFILL)
LEMBERGER LANDFILL, INC.
SPICKLER LANDFILL
WAUSAU GROUND WATER CONTAMINATION
SHEBOYGAN HARBOR & RIVER
WASTE RESEARCH & RECLAMATION CO.
BETTER BRITE PLATING CO. CHROME AND ZINC SHOPS
BAYTOWN TOWNSHIP GROUND WATER PLUME
LOWER ECORSE CREEK DUMP
FRIDLEY COMMONS PARK WELL FIELD
PENTA WOOD PRODUCTS
PETERS CARTRIDGE FACTORY
OLD AMERICAN ZINC PLANT
MATTHIESSEN AND HEGELER ZINC COMPANY
COPLEY SQUARE PLAZA
AIRCRAFT COMPONENTS (D & L SALES)
H & K SALES
FOX RIVER NRDA/PCB RELEASES
NORTH SHORE DRIVE
ASHLAND/NORTHERN STATES POWER LAKEFRONT
EAST TROY CONTAMINATED AQUIFER
MILFORD CONTAMINATED AQUIFER
WEST TROY CONTAMINATED AQUIFER
HEGELER ZINC
JACOBSVILLE NEIGHBORHOOD SOIL CONTAMINATION
ASARCO TAYLOR SPRINGS

F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
P	Proposed for NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL

1610 MOORLAND RD
725 SOUTH OUTAGAMIE STREET
CO LINE RD & FOLEY RD
2318 COUNTY TRUNK HIGHWAY A
LANDFILL ROAD 10 MILE WEST BARABOO
S OF COUNTY HWY FF
1MI NE OF LAKE TOMAH
WEST 24TH AVENUE
SEC32 T25N R25E TOWN OF AHNAPEE
SW1/4 OF NW1/4 SEC8 T7N R8E
CO TRK O & CO TRK J
SAND HILL RD
BLACK BRIDGE ROAD
1MI S OF LAKE TOMAH
SEC5 T27N R9W
SOUTH WRIGHT STREET
SW1/4 OF SW1/4 SEC5 T7N R20E
ROUTE 2 FIRE LANE 1
SPORTMAN RD
SW1/4 SEC4 T27N R4E
AMUNDSON PKWY & SKOGDALEN DR
6800 S 27TH ST
1365 N BROOKFIELD RD
ROUTE 1 HEMPTON LAKE ROAD
ROUTE 2 (ECKES ROAD)
S24 & 25 T29N R7E
HARBOR
ROUTE 7
519 LANDE ST
35TH STREET N
Postal Address is unavailable for the Site
61ST AVENUE, NE & 7TH STREET, NE
8682 STATE RD 70, DANIELS TOWNSHIP
1415 GRANDIN ROAD
JUNCTION OF 45TH ST AND COOKSON ROAD
PARTS OF SECT. 10, 11, 14 & 15, T33N-R1E
2777 COPLEY ROAD
671 NORTH SHORE DRIVE
BRIDGE STREET
FOX RIVER AND GREEN BAY
NORTH SHORE DRIVE
300 ST. CLAIRE ST.
EAST TROY ALONG WEST BANK OF MIAMI RIVER
101 RACE STREET
ADAMS STREET AND CR 25A
1 HEGELER LANE
MAIN AND ILLINOIS
PUBLIC ROAD AND BROADWAY STREET

BLOOMING GROVE	DANE
APPLETON	OUTAGAMIE
CALEDONIA	RACINE
STOUGHTON	DANE
EXCELSIOR	SAUK
FOND DU LAC COUNTY	FOND DU LAC
TOMAH	MONROE
TOMAH	MONROE
ALGOMA	KEWAUNEE
MIDDLETON	DANE
LA PRAIRIE TOWNSHIP	ROCK
DUNN	DANE
JANESVILLE	ROCK
TOMAH	MONROE
EAU CLAIRE	EAU CLAIRE
DELAVAN	WALWORTH
BROOKFIELD	WAUKESHA
HARRISON	CALUMET
ONALASKA	LA CROSSE
CLEVELAND TOWNSHIP	MARATHON
STOUGHTON	DANE
FRANKLIN	MILWAUKEE
BROOKFIELD	WAUKESHA
WHITELAW	MANITOWOC
SPENCER	MARATHON
WAUSAU	MARATHON
SHEBOYGAN	SHEBOYGAN
EAU CLAIRE	EAU CLAIRE
DE PERE	BROWN
BAYTOWN TOWNSHIP	WASHINGTON
WYANDOTTE	WAYNE
FRIDLEY	ANOKA
DANIELS	BURNETT
KINGS MILLS	WARREN
FAIRMONT CITY	ST. CLAIR
LA SALLE	LA SALLE
COPLEY	SUMMIT
BENTON HARBOR	BERRIEN
BELDING	IONIA
GREEN BAY	BROWN
ELKHART	ELKHART
ASHLAND	ASHLAND
TROY	MIAMI
MILFORD	CLERMONT
TROY	MIAMI
DANVILLE	VERMILION
EVANSVILLE	VANDERBURGH
TAYLOR SPRINGS	MONTGOMERY

WI	53713	01-JUN-83	N	+43.034181	-089.346128	N	N
WI	54914	01-JUN-83	N	+44.255556	-088.430000	N	N
WI	53108	01-APR-79	N	+42.835000	-087.880000	N	N
WI	53589	01-JUN-81	N	+42.908889	-089.183069	N	N
WI	53959	01-JUN-81	N	+43.514450	-089.877500	N	N
WI	54971	01-JUN-81	N	+43.866667	-088.871111	N	N
WI	54660	01-MAR-83	N	+43.992519	-090.500289	N	N
WI	54660	01-JUN-81	N	+43.994189	-090.521950	N	N
WI	54201	01-JUN-81	N	+44.596950	-087.491119	N	N
WI	53562	01-JUN-81	N	+43.098056	-089.577778	N	N
WI	53545	01-JUN-81	N	+42.666667	-088.980556	N	N
WI	53575	01-JUN-81	N	+42.946389	-089.356944	N	N
WI	53545	01-JUN-81	N	+42.702778	-089.023611	N	N
WI	54660	01-JUN-81	N	+43.970581	-090.519733	N	N
WI	54701	01-MAY-83	N	44.853331	-91.503331	N	N
WI	53115	01-MAY-83	N	+42.631667	-088.623889	N	N
WI	53005	01-MAY-83	N	+43.092778	-088.163333	N	N
WI	54911	01-MAY-83	N	+44.210000	-088.396667	N	N
WI	54650	01-JUN-83	N	+43.957231	-091.338069	N	N
WI	53013	01-MAY-83	N	+44.848333	-090.040000	N	N
WI	53589	01-JAN-84	N	+42.924842	-089.206632	N	N
WI	53132	01-JAN-84	N	+42.920569	-087.952244	N	N
WI	53005	01-DEC-83	N	+43.048067	-088.148061	N	N
WI	54247	01-JAN-84	N	+44.173333	-087.841667	N	N
WI	54479	01-DEC-83	N	+44.689469	-090.265561	N	N
WI	54401	01-JUN-84	N	+44.977231	-089.629169	N	N
WI	53081	01-NOV-84	N	+43.748081	-087.721969	N	N
WI	54701	01-APR-79	N	+44.756667	-091.458333	N	N
WI	54115	01-SEP-81	N	+44.438056	-088.075300	N	N
MN	55042	06-APR-88	N	+45.000000	-92.833333	N	N
MI	48192	01-OCT-91	N	42.234166	-83.157777	N	N
MN	55432	20-FEB-91	N	+45.080556	-093.255556	N	N
WI	54872	19-JUN-92	N	45.784508	-92.431204	Y	N
OH	45039	02-DEC-92	N	+39.349444	-084.243056	N	N
IL	62201	13-OCT-93	N	+38.648000	-90.099000	N	N
IL	61301	27-SEP-93	N	+41.333333	-089.086944	N	N
OH	44321	22-JUL-94	N	+41.091944	-081.616667	N	N
MI	49022	11-DEC-80	N	+42.123889	-086.455000	N	N
MI	48809	02-OCT-95	N	43.098611	-85.228333	N	N
WI	54302	24-JUN-97	N	+44.533100	-88.001500	Y	N
IN	46514	16-SEP-98	N	+41.684722	-86.055000	N	N
WI	54806	16-APR-99	N	46.595972	-90.883333	Y	N
OH	45373	15-AUG-99	N	40.038100	-84.196100	N	N
OH	45150	05-JAN-00	N	39.177814	-84.293786	N	N
OH	45373	10-JAN-01	N	40.046408	-84.208928	N	N
IL	61832	15-SEP-00	N	40.076322	-87.650092	N	N
IN	47710	01-FEB-01	N	37.979297	-87.563989	N	N
IL	62089	23-MAY-00	N	+39.130672	-089.495006	N	N

	1.00000000000	54831.00000000000	
	1.00000000000	54832.00000000000	
	1.00000000000	54833.00000000000	
	1.00000000000	55720.00000000000	
	1.00000000000	54834.00000000000	
	1.00000000000	54835.00000000000	
	1.00000000000	51213.00000000000	
	1.00000000000	52030.00000000000	
	1.00000000000	54841.00000000000	
	1.00000000000	54842.00000000000	
	1.00000000000	54174.00000000000	
	1.00000000000	55721.00000000000	
	1.00000000000	54175.00000000000	
	1.00000000000	54836.00000000000	
	1.00000000000	54176.00000000000	28-MAR-14
	1.00000000000	54177.00000000000	
	1.00000000000	54178.00000000000	
	1.00000000000	54179.00000000000	
	1.00000000000	51215.00000000000	
	1.00000000000	55722.00000000000	
	1.00000000000	54180.00000000000	
	1.00000000000	54181.00000000000	
	1.00000000000	54182.00000000000	
	1.00000000000	54183.00000000000	
	1.00000000000	51216.00000000000	
	1.00000000000	54184.00000000000	
	1.00000000000	54185.00000000000	
	1.00000000000	55723.00000000000	
	1.00000000000	54186.00000000000	
	1.00000000000	53555.00000000000	
	1.00000000000	55535.00000000000	
	1.00000000000	51217.00000000000	
Y	1.00000000000	54601.00000000000	
	1.00000000000	54602.00000000000	
	1.00000000000	6425366.00000000000	07-APR-16
	1.00000000000	54603.00000000000	
	1.00000000000	54605.00000000000	
	1.00000000000	53901.00000000000	
	1.00000000000	51385.00000000000	
Y	1.00000000000	54606.00000000000	
	1.00000000000	6418960.00000000000	12-MAY-14
Y	1.00000000000	54607.00000000000	
	1.00000000000	32335.00000000000	18-NOV-99
	1.00000000000	44888.00000000000	02-FEB-00
	1.00000000000	30586.00000000000	31-JAN-01
	1.00000000000	54609.00000000000	
	1.00000000000	54610.00000000000	
	1.00000000000	19138.00000000000	10-APR-01

REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	N	
SEMSTST11	15-JUN-15		Y	Y	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	N	
REV EOQ	06-FEB-05		N	Y	
RHIPPEN	07-APR-16		N	Y	10
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	Y	
SSHAKIR	09-DEC-14	2	N	Y	0.1
REV EOQ	06-FEB-05		N	Y	
TJONES	09-FEB-00		Y	Y	
RPARIKH	14-JUN-02		N	Y	1
JSAMUEL	31-JAN-01		N	Y	1
REV EOQ	06-FEB-05		N	Y	
REV EOQ	06-FEB-05		N	Y	
JSAMUEL	03-MAY-01		Y	Y	

5.00000000000	Y	0505057	17-NOV-17
5.00000000000	Y	0505061	26-APR-14
5.00000000000	Y	0505068	12-JUN-17
5.00000000000	Y	0505071	12-JUN-17
5.00000000000	Y	0505073	26-APR-14
5.00000000000	Y	0505078	17-NOV-17
5.00000000000	Y	0505087	26-APR-14
5.00000000000	Y	0505088	26-APR-14
5.00000000000	Y	0505095	02-JUN-17
5.00000000000	Y	0505114	17-NOV-17
5.00000000000	Y	0505115	17-NOV-17
5.00000000000	Y	0505117	17-NOV-17
5.00000000000	Y	0505136	17-NOV-17
5.00000000000	Y	0505142	17-NOV-17
5.00000000000	Y	0505164	17-NOV-17
5.00000000000	Y	0505165	17-NOV-17
5.00000000000	Y	0505166	17-NOV-17
5.00000000000	Y	0505168	17-NOV-17
5.00000000000	Y	0505169	26-APR-14
5.00000000000	Y	0505170	17-NOV-17
5.00000000000	Y	0505177	17-NOV-17
5.00000000000	Y	0505178	07-JUN-17
5.00000000000	Y	0505179	17-NOV-17
5.00000000000	Y	0505180	17-NOV-17
5.00000000000	Y	0505181	17-NOV-17
5.00000000000	Y	0505186	26-APR-14
5.00000000000	Y	0505188	17-NOV-17
5.00000000000	Y	0505256	17-NOV-17
5.00000000000	Y	0505257	17-NOV-17
5.00000000000	Y	0505340	17-NOV-17
5.00000000000	Y	0506252	17-NOV-17
5.00000000000	Y	0506449	17-NOV-17
5.00000000000	Y	0506898	17-NOV-17
12.00000000000	Y	0507087	17-NOV-17
0.00000000000	Y	0507352	10-APR-16
5.00000000000	Y	0507364	17-NOV-17
5.00000000000	Y	0507548	17-NOV-17
5.00000000000	Y	0507629	17-NOV-17
5.00000000000	Y	0507645	17-NOV-17
5.00000000000	Y	0507723	07-JUN-17
0.00000000000	Y	0507828	10-DEC-14
5.00000000000	Y	0507952	17-NOV-17
0.00000000000	Y	0507962	17-NOV-17
0.00000000000	Y	0507973	17-NOV-17
0.00000000000	Y	0508132	17-NOV-17
12.00000000000	Y	0508134	17-NOV-17
12.00000000000	Y	0508142	17-NOV-17
0.00000000000	Y	0508170	17-NOV-17

Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Not Verified
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Map	
Unknown	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Other	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Unknown	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Unknown	
Address Matching-Nearest Intersection	
Unknown	
Interpolation-Map	
Interpolation-TM	
Address Matching-Nearest Intersection	

NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD27	Administrative Building	
Unknown	Unknown	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
Unknown	Unknown	
NAD83	Other	
Unknown	Unknown	
Unknown	Unknown	Point
Unknown	Unknown	
NAD27	Facility Center/Centroid	
WGS84	Other	
Other	Other	

1:100,000		43.034311	-89.346281
1:100,000		+44.255550	-088.430000
1:100,000		+42.835000	-87.880000
1:100,000		+42.908900	-89.183200
1:100,000		+43.514500	-089.877500
1:100,000		43.866806	-88.870556
1:100,000		+43.992700	-090.500400
1:100,000		+43.994400	-090.522000
1:100,000		+44.597000	-87.491200
1:100,000		43.086111	-89.584722
1:100,000		42.666669	-088.980550
1:100,000		42.946389	-89.356939
1:100,000		42.702781	-89.023611
1:100,000		43.970811	-90.519839
1:100,000		44.853331	-91.503331
1:100,000		42.631669	-88.623889
1:100,000		43.092781	-88.163331
1:100,000		+44.210000	-88.396669
1:100,000		+43.957300	-091.338200
1:100,000		44.848331	-90.040000
1:100,000		42.923889	-89.206389
1:100,000		+42.920700	-87.952450
1:100,000		43.048169	-88.148111
1:100,000		44.173331	-87.841669
1:100,000		44.689689	-90.265611
1:100,000		+44.977300	-089.629200
1:100,000		43.749444	-087.700750
1:100,000		44.756669	-91.458339
1:100,000		44.438061	-88.075500
1:100,000		+45.000000	-92.833333
1:100,000		42.234166	-83.157777
1:100,000		45.080556	-93.255556
1:100,000		45.784508	-92.431204
1:24,000		39.350694	-84.242222
Unknown		+38.648000	-90.099000
1:100,000		+41.342150	-89.083067
1:10,000		41.092839	-81.617472
1:100,000		42.126944	-86.454444
1:100,000		43.098611	-85.228333
1:100,000		+44.533100	-88.001500
None		+41.684722	-86.055000
1:100,000		46.595972	-90.883333
Unknown		40.038100	-84.196100
Unknown		39.177814	-84.293786
Unknown	EPA Region 5	40.046408	-84.208928
1:24,000		40.076322	-87.650092
1:24,000		37.979297	-87.563989
None	EPA Region 5	39.118677	-89.505458

Y	43.03431100000	-89.34628100000
Y	44.25555000000	-88.43000000000
Y	42.83500000000	-87.88000000000
Y	42.90890000000	-89.18320000000
Y	43.51450000000	-89.87750000000
Y	43.86680600000	-88.87055600000
Y	43.99270000000	-90.50040000000
Y	43.99440000000	-90.52200000000
Y	44.59700000000	-87.49120000000
Y	43.08611100000	-89.58472200000
Y	42.66666900000	-88.98055000000
Y	42.94638900000	-89.35693900000
Y	42.70278100000	-89.02361100000
Y	43.97081100000	-90.51983900000
Y	44.85333100000	-91.50333100000
Y	42.63166900000	-88.62388900000
Y	43.09278100000	-88.16333100000
Y	44.21000000000	-88.39666900000
Y	43.95730000000	-91.33820000000
Y	44.84833100000	-90.04000000000
Y	42.92388900000	-89.20638900000
Y	42.92070000000	-87.95245000000
Y	43.04816900000	-88.14811100000
Y	44.17333100000	-87.84166900000
Y	44.68968900000	-90.26561100000
Y	44.97730000000	-89.62920000000
Y	43.74944400000	-87.70075000000
Y	44.75666900000	-91.45833900000
Y	44.43806100000	-88.07550000000
Y	45.00000000000	-92.83333300000
Y	42.23416600000	-83.15777700000
Y	45.08055600000	-93.25555600000
Y	45.78450800000	-92.43120400000
Y	39.35069400000	-84.24222200000
Y	38.64800000000	-90.09900000000
Y	41.34215000000	-89.08306700000
Y	41.09283900000	-81.61747200000
Y	42.12694400000	-86.45444400000
Y	43.09861100000	-85.22833300000
Y	44.53310000000	-88.00150000000
Y	41.68472200000	-86.05500000000
Y	46.59597200000	-90.88333300000
Y	40.03810000000	-84.19610000000
Y	39.17781400000	-84.29378600000
Y	40.04640800000	-84.20892800000
Y	40.07632200000	-87.65009200000
Y	37.97929700000	-87.56398900000
Y	39.11867700000	-89.50545800000

Rural
Appleton, WI
Rural
Rural
Rural
Rural
Tomah, WI
Rural
Rural
Rural
Rural
Rural
Janesville, WI
Tomah, WI
Eau Claire, WI
Delavan, WI
Rural
Appleton, WI
Rural
Rural
Madison, WI
Milwaukee, WI
Milwaukee, WI
Rural
Rural
Wausau, WI
Sheboygan, WI
Rural
Green Bay, WI
Rural
Detroit, MI
Minneapolis--St. Paul, MN--WI
Rural
Cincinnati, OH--KY--IN
St. Louis, MO--IL
Rural
Akron, OH
Benton Harbor--St. Joseph--Fair Plain, MI
Belding, MI
Green Bay, WI
Elkhart, IN--MI
Ashland, WI
Dayton, OH
Cincinnati, OH--KY--IN
Dayton, OH
Rural
Evansville, IN--KY
Rural

Rural
Appleton, WI Urbanized Area
Rural
Rural
Rural
Rural
Tomah, WI Urban Cluster
Rural
Rural
Rural
Rural
Rural
Janesville, WI Urbanized Area
Tomah, WI Urban Cluster
Eau Claire, WI Urbanized Area
Delavan, WI Urban Cluster
Rural
Appleton, WI Urbanized Area
Rural
Rural
Madison, WI Urbanized Area
Milwaukee, WI Urbanized Area
Milwaukee, WI Urbanized Area
Rural
Rural
Wausau, WI Urbanized Area
Sheboygan, WI Urbanized Area
Rural
Green Bay, WI Urbanized Area
Rural
Detroit, MI Urbanized Area
Minneapolis--St. Paul, MN--WI Urbanized Area
Rural
Cincinnati, OH--KY--IN Urbanized Area
St. Louis, MO--IL Urbanized Area
Rural
Akron, OH Urbanized Area
Benton Harbor--St. Joseph--Fair Plain, MI Urbanized Area
Belding, MI Urban Cluster
Green Bay, WI Urbanized Area
Elkhart, IN--MI Urbanized Area
Ashland, WI Urban Cluster
Dayton, OH Urbanized Area
Cincinnati, OH--KY--IN Urbanized Area
Dayton, OH Urbanized Area
Rural
Evansville, IN--KY Urbanized Area
Rural

41	Rural-Fringe
13	City-Small
41	Rural-Fringe
41	Rural-Fringe
42	Rural-Distant
41	Rural-Fringe
32	Town-Distant
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
13	City-Small
32	Town-Distant
13	City-Small
32	Town-Distant
41	Rural-Fringe
22	Suburban-Midsize
41	Rural-Fringe
42	Rural-Distant
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
42	Rural-Distant
41	Rural-Fringe
13	City-Small
13	City-Small
41	Rural-Fringe
22	Suburban-Midsize
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
43	Rural-Remote
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
23	Suburban-Small
32	Town-Distant
12	City-Midsize
22	Suburban-Midsize
33	Town-Remote
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
12	City-Midsize
41	Rural-Fringe

Active Inventory	NPL	05	0508642	INN000508642
Active Inventory	NPL	05	0508678	INN000508678
Active Inventory	NPL	05	0509136	MNN000509136
Active Inventory	NPL	05	0509238	OHN000509238
Active Inventory	NPL	05	0509938	INN000509938
Active Inventory	NPL	05	0509950	OHN000509950
Active Inventory	NPL	05	0510063	MIN000510063
Active Inventory	NPL	05	0510164	OHN000510164
Active Inventory	NPL	05	0510210	WIN000510210
Active Inventory	NPL	05	0510229	INN000510229
Active Inventory	NPL	05	0510362	MIN000510362
Active Inventory	NPL	05	0510389	MIN000510389
Active Inventory	NPL	05	0510399	INN000510399
Active Inventory	NPL	05	0510407	ILN000510407
Active Inventory	NPL	05	0510429	INN000510429
Active Inventory	NPL	05	0510479	INN000510479
Active Inventory	NPL	05	0510489	OHN000510489
Active Inventory	NPL	05	0510915	INN000510915
Active Inventory	NPL	05	0510936	INN000510936
Active Inventory	NPL	05	0510959	INN000510959
Active Inventory	NPL	06	0600006	TXD089793046
Active Inventory	NPL	06	0600023	ARD000023440
Active Inventory	NPL	06	0600064	ARD008049207
Active Inventory	NPL	06	0600077	ARD035662469
Active Inventory	NPL	06	0600106	ARD059636456
Active Inventory	NPL	06	0600124	ARD084930148
Active Inventory	NPL	06	0600136	ARD092916188
Active Inventory	NPL	06	0600151	ARD980496186
Active Inventory	NPL	06	0600163	ARD980496368
Active Inventory	NPL	06	0600184	ARD980496723
Active Inventory	NPL	06	0600216	ARD980745665
Active Inventory	NPL	06	0600236	ARD980809941
Active Inventory	NPL	06	0600246	ARD980864110
Active Inventory	NPL	06	0600269	ARD981055809
Active Inventory	NPL	06	0600295	ARD990660649
Active Inventory	NPL	06	0600317	LAD000239814
Active Inventory	NPL	06	0600428	LAD052510344
Active Inventory	NPL	06	0600442	LAD057482713
Active Inventory	NPL	06	0600444	LAD058475419
Active Inventory	NPL	06	0600472	LAD072606627
Active Inventory	NPL	06	0600512	LAD980501456
Active Inventory	NPL	06	0600572	LAD980745533
Active Inventory	NPL	06	0600573	LAD980745541
Active Inventory	NPL	06	0600574	LAD980745632
Active Inventory	NPL	06	0600576	LAD980749139
Active Inventory	NPL	06	0600592	LAD980750137
Active Inventory	NPL	06	0600633	LAD980879449
Active Inventory	NPL	06	0600641	LAD981054075

GARDEN CITY GROUND WATER PLUME
PIKE AND MULBERRY STREETS PCE PLUME
SOUTH MINNEAPOLIS RESIDENTIAL SOIL CONTAMINATION
NEW CARLISLE LANDFILL
ELM STREET GROUND WATER CONTAMINATION
LITTLE SCIOTO RIVER
TEN-MILE DRAIN
BEHR DAYTON THERMAL SYSTEM VOC PLUME
AMCAST INDUSTRIAL CORPORATION
LANE STREET GROUND WATER CONTAMINATION
DSC MCLOUTH STEEL GIBRALTAR PLANT
VELSICOL BURN PIT
KEYSTONE CORRIDOR GROUND WATER CONTAMINATION
BAUTSCH-GRAY MINE
WEST VERMONT DRINKING WATER CONTAMINATION
KOKOMO CONTAMINATED GROUND WATER PLUME
VALLEY PIKE VOCS
BROADWAY STREET CORRIDOR GROUNDWATER CONTAMINATION
RIVERSIDE GROUND WATER CONTAMINATION
FRANKLIN STREET GROUNDWATER CONTAMINATION
DIXIE OIL PROCESSORS, INC.
VERTAC, INC.
MACMILLAN RING FREE OIL
GURLEY PIT
FRIT INDUSTRIES
ARKWOOD, INC.
MID-SOUTH WOOD PRODUCTS
CECIL LINDSEY
INDUSTRIAL WASTE CONTROL
SOUTH 8TH STREET LANDFILL
MIDLAND PRODUCTS
JACKSONVILLE MUNICIPAL LANDFILL
MONROE AUTO EQUIPMENT CO. (PARAGOULD PIT)
ROGERS ROAD MUNICIPAL LANDFILL
CEDAR CHEMICAL CORPORATION
AMERICAN CREOSOTE WORKS, INC. (WINNFIELD PLANT)
DELATTE METALS
PETRO-PROCESSORS OF LOUISIANA, INC.
DELTA SHIPYARD
COMBUSTION, INC.
CLEVE REBER
OLD INGER OIL REFINERY
BAYOU SORREL
BAYOU BONFOUCA
PAB OIL & CHEMICAL SERVICE, INC.
GULF COAST VACUUM SERVICES
DUTCHTOWN TREATMENT PLANT
HIGHWAY 71/72 REFINERY

F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
P	Proposed for NPL	
P	Proposed for NPL	SD
P	Proposed for NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	
P	Proposed for NPL	

Formal State Deferral

Intersection of Jonesville Road (State Road 11)
INTERSECTION OF PIKE AND MULBERRY STREET
27TH ST EAST & 17TH AV SOUTH
715 N. DAYTON-LAKEVIEW ROAD
ELM STREET AND HIGHWAY 41
HOLLAND ROAD AT LITTLE SCIOTO RIVER
INTERSECTION OF BON BRAE ST & HARPER AVE
1600 WEBSTER ST
N39 W5789 HAMILTON ROAD
LANE STREET AT COUNTY ROAD 106
28000 WEST JEFFERSON STREET
1270 W MONROE ROAD
INTERSECTION OF N. KEYSTONE AVE
1000 SOUTH BLACKJACK ROAD
INTERSECTION OF WEST VERMONT ST AND COSSELL ROAD
INTERSECTION OF S. ELIZABETH ST. AND E. VAILE AVE
2949 VALLEY PIKE
INTERSECTION OF BROADWAY STREET AND GRAND AVENUE
LLOYD PETERSON LANE
INTERSECTION OF S. MONTGOMERY STREET AND W.
2505 CHOATE RD
MARSHALL RD
MACMILLAN ROAD OFF ARKANSAS HIGHWAY 335
1 MI N OF EDMONDSON
INDUSTRIAL PARK
S. OF CITY @ CRICKETT RR JUNC.
HWY 71 SOUTH
SEC 32 T12N R2W
BONANZA ROAD
SOUTH EIGHTH STREET
1/2 MI E ON HIGHWAY 10
GRAHAM RD
HWY 358 2 1/2 MI W OF TOWN
ROGER RD 2/10MI S OF GRAHAM RD
49 PHILLIPS ROAD 311 (HIGHWAY 242 SOUTH)
1006 FRONT STREET
1541 WEINBERGER ROAD
BROOKLAWN DRIVE
200 DEAN COURT
RT 1; NE OF DENHAM SPRINGS
SEC 36 T10S R3E
HWY 75 4 1/2 MI N OF TOWN
CNFLNCE PAT BAYOU & UPR GRAND
BAYOU BONFOUCA
607 JEAN EDIAS
P-7-31 OFF LA335
I10 & HWY 74
INT I-20 & BENTON & OLD MINDEN

GARDEN CITY	BARTHOLOMEW
MARTINSVILLE	MORGAN
MINNEAPOLIS	HENNEPIN
NEW CARLISLE	CLARK
TERRE HAUTE	VIGO
MARION COUNTY	MARION
ST. CLAIR SHORES	MACOMB
DAYTON	MONTGOMERY
CEDARBURG	OZAUKEE
ELKHART	ELKHART
GIBRALTAR	WAYNE
ST. LOUIS	GRATIOT
INDIANAPOLIS	MARION
GALENA	JO DAVIESS
INDIANAPOLIS	MARION
KOKOMO	HOWARD
RIVERSIDE	MONTGOMERY
ANDERSON	MADISON
INDIANAPOLIS	MARION
SPENCER	OWEN
FRIENDSWOOD	HARRIS
JACKSONVILLE	PULASKI
NORPHLET	UNION
EDMONDSEN	CRITTENDEN
WALNUT RIDGE	LAWRENCE
OMAHA	BOONE
MENA	POLK
NEWPORT	JACKSON
FORT SMITH	SEBASTIAN
WEST MEMPHIS	CRITTENDEN
OLA/BIRTA	YELL
JACKSONVILLE	LONOKE
PARAGOULD	GREENE
JACKSONVILLE	PULASKI
WEST HELENA	PHILLIPS
WINNFIELD	WINN
PONCHATOULA	TANGIPAHOA
SCOTLANDVILLE	EAST BATON ROUGE
HOUMA	TERREBONNE
DENHAM SPRINGS	LIVINGSTON
SORRENTO	ASCENSION
DARROW	ASCENSION
BAYOU SORREL	IBERVILLE
SLIDELL	ST. TAMMANY
ABBEVILLE	VERMILION
ABBEVILLE	VERMILION
ASCENSION PARISH	ASCENSION
BOSSIER CITY	BOSSIER

IN	47201	10-SEP-02	N	39.186075	-85.930472	N	N
IN	46151	21-JAN-03	N	39.428661	-86.431789	N	N
MN	55407	15-DEC-04	N	+44.9528	-093.2427	Y	N
OH	45344	01-JUN-81	N	+39.923333	-84.033694	N	N
IN	47807-1920	06-NOV-86	N	+39.476586	-87.414319	N	N
OH	43302	26-SEP-06	N	40.593061	-83.183461	N	N
MI	48081	30-MAR-07	N	42.486944	-82.899167	N	N
OH	45404	28-NOV-06	N	39.784444	-84.179444	N	N
WI	53012	27-JUL-07	N	43.288444	-87.982056	N	N
IN	46514	26-SEP-07	N	41.716847	-85.921006	N	N
MI	48173-9736	01-AUG-80	N	+42.103075	-83.200292	N	N
MI	48880	01-JUN-81	N	43.415842	-84.623247	N	N
IN	46205	31-MAR-09	N	39.834722	-86.121667	N	N
IL	61036	15-MAY-00	N	42.357422	-90.398569	N	N
IN	46222	07-OCT-14	N	+39.771944	-086.229142	N	N
IN	46901-4900	23-JUN-10	N	+40.479444	-86.114128	N	N
OH	45404-2609	31-MAR-09	N	+39.797222	-84.132500	N	N
IN	46016	27-MAR-13	N	+40.118400	-85.678900	N	N
IN	46202	20-FEB-13	N	+39.781899	-86.185825	N	N
IN	47460	23-OCT-13	N	+39.284900	-86.764500	N	N
TX	77546	01-MAY-82	N	+29.568600	-95.204700	N	N
AR	72076	01-NOV-79	N	34.876944	-92.133056	N	N
AR	71759	01-DEC-79	N	+33.308360	-92.656880	N	N
AR	72332	30-DEC-82	N	35.103333	-90.311667	N	N
AR	72476	01-JUL-79	N	36.118889	-90.932778	N	N
AR	72662	09-APR-85	N	+36.445833	-93.200000	N	N
AR	71953	01-DEC-80	N	34.570556	-94.257500	N	N
AR	72112	01-DEC-79	N	35.635278	-91.226111	N	N
AR	72901	01-JUN-77	N	35.234167	-94.350278	N	N
AR	72301	01-NOV-79	N	35.125	-90.158333	N	N
AR	72853	01-JUL-81	N	35.025278	-93.204444	N	N
AR	72076	01-MAY-83	N	34.865278	-92.070833	N	N
AR	72450	01-JUN-77	N	36.020831	-90.575000	N	N
AR	72076	03-JUN-85	N	34.865	-92.111667	N	N
AR	72342	01-JUL-79	N	+34.518611	-90.652500	N	N
LA	71483	01-MAR-87	N	31.918611	-92.634722	N	N
LA	70454	01-NOV-81	N	30.42	-90.410278	N	N
LA	70807	08-SEP-83	N	30.5775	-91.236389	N	N
LA	70363	01-JAN-80	N	+29.565818	-90.705141	N	N
LA	70726	01-NOV-79	N	30.516667	-90.850000	N	N
LA	70778	01-NOV-78	N	30.156667	-90.888889	N	N
LA	70725	01-AUG-78	N	30.166667	-91.000000	N	N
LA	70764	01-AUG-78	N	30.221667	-91.461667	N	N
LA	70458	01-JUN-80	N	30.266667	-89.783333	N	N
LA	70510	01-JUL-80	N	30.016667	-92.104167	N	N
LA	70510	01-JUL-80	N	29.957778	-92.186667	N	N
LA	70734	01-OCT-84	N	30.203333	-91.023333	N	N
LA	71111	16-APR-85	N	32.516667	-93.701944	N	N

1.00000000000	52343.00000000000	15-OCT-02
1.00000000000	54706.00000000000	21-FEB-03
1.00000000000	53761.00000000000	01-SEP-06
1.00000000000	63124.00000000000	11-AUG-08
1.00000000000	53585.00000000000	24-AUG-06
1.00000000000	55062.00000000000	20-MAY-05
1.00000000000	52756.00000000000	26-JAN-06
1.00000000000	55655.00000000000	29-NOV-06
1.00000000000	63349.00000000000	14-SEP-07
1.00000000000	63577.00000000000	24-SEP-07
1.00000000000	6418957.00000000000	16-SEP-14
1.00000000000	63046.00000000000	22-SEP-09
1.00000000000	63345.00000000000	02-OCT-09
1.00000000000	32261.00000000000	02-APR-12
1.00000000000	6434870.00000000000	
1.00000000000	6418959.00000000000	16-SEP-14
1.00000000000	6425384.00000000000	07-APR-16
1.00000000000	6435350.00000000000	01-JAN-13
1.00000000000	6425383.00000000000	07-APR-16
1.00000000000	6435370.00000000000	04-OCT-16
1.00000000000	57181.00000000000	
1.00000000000	57183.00000000000	
1.00000000000	6418961.00000000000	12-DEC-13
1.00000000000	55942.00000000000	
1.00000000000	55943.00000000000	
1.00000000000	55944.00000000000	
1.00000000000	55945.00000000000	
1.00000000000	56626.00000000000	
1.00000000000	56627.00000000000	
1.00000000000	52986.00000000000	
1.00000000000	56628.00000000000	
1.00000000000	56632.00000000000	
1.00000000000	56633.00000000000	01-JAN-00
1.00000000000	56634.00000000000	
1.00000000000	55973.00000000000	16-JUL-03
1.00000000000	52987.00000000000	
1.00000000000	56635.00000000000	
1.00000000000	57157.00000000000	
1.00000000000	6418956.00000000000	12-MAY-14
1.00000000000	57158.00000000000	
1.00000000000	57159.00000000000	
1.00000000000	57160.00000000000	
1.00000000000	52988.00000000000	
1.00000000000	57308.00000000000	
1.00000000000	57309.00000000000	
1.00000000000	57310.00000000000	
1.00000000000	57311.00000000000	
1.00000000000	57312.00000000000	

JSAMUEL	15-OCT-02		N	Y	1
JSAMUEL	21-FEB-03		N	Y	1
LRIPLEY	14-SEP-06		Y	N	
LRIPLEY	11-AUG-08		Y	Y	
LRIPLEY	24-AUG-06		Y	Y	
JHEATHER	06-JUL-05		N	Y	1
JSAMUEL	24-JAN-06		N	Y	1
JSAMUEL	29-NOV-06		N	Y	1
TJONES	09-AUG-07		Y	Y	
TJONES	24-SEP-07		Y	Y	
RHIPPEN	26-MAR-15	1	N	Y	0.1
DZAMASTI	23-SEP-09		Y	Y	
JSAMU03	02-OCT-09		N	Y	1
JSAMUEL	12-OCT-00		Y	Y	
SEMSDEV-2774	17-NOV-17		Y	N	
RHIPPEN	26-MAR-15	2	N	Y	0.1
RHIPPEN	08-SEP-16		N	Y	10
RHIPPEN	18-JAN-18	2	Y	Y	
RHIPPEN	07-APR-16		N	Y	10
RHIPPEN	18-JAN-18	2	Y	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
SSHAKIR	09-DEC-14	2	N	Y	0.1
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
CSANDS	24-NOV-14		N	Y	0
REV EOQ	05-FEB-05		N	Y	
DORTIZ	02-MAR-05	1	N	N	3
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
SSHAKIR	09-DEC-14	2	N	Y	0.1
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	

0.00000000000	Y	0508642	17-NOV-17
0.00000000000	Y	0508678	17-NOV-17
0.00000000000	Y	0509136	17-NOV-17
0.00000000000	Y	0509238	17-NOV-17
0.00000000000	Y	0509938	07-JUN-17
0.00000000000	Y	0509950	17-NOV-17
0.00000000000	Y	0510063	17-NOV-17
0.00000000000	Y	0510164	17-NOV-17
0.00000000000	Y	0510210	17-NOV-17
0.00000000000	Y	0510229	17-NOV-17
0.00000000000	Y	0510362	17-DEC-15
0.00000000000	Y	0510389	17-NOV-17
0.00000000000	Y	0510399	17-NOV-17
0.00000000000	Y	0510407	17-NOV-17
0.00000000000	Y	0510429	17-NOV-17
0.00000000000	Y	0510479	17-DEC-15
0.00000000000	Y	0510489	09-SEP-16
0.00000000000	Y	0510915	18-JAN-18
0.00000000000	Y	0510936	10-APR-16
0.00000000000	Y	0510959	18-JAN-18
5.00000000000	Y	0600006	24-MAR-17
5.00000000000	Y	0600023	24-MAR-17
0.00000000000	Y	0600064	10-DEC-14
5.00000000000	Y	0600077	24-MAR-17
5.00000000000	Y	0600106	17-NOV-17
5.00000000000	Y	0600124	28-MAR-17
5.00000000000	Y	0600136	24-MAR-17
5.00000000000	Y	0600151	24-MAR-17
5.00000000000	Y	0600163	24-MAR-17
5.00000000000	Y	0600184	17-NOV-17
5.00000000000	Y	0600216	17-NOV-17
5.00000000000	Y	0600236	17-NOV-17
5.00000000000	Y	0600246	17-NOV-17
5.00000000000	Y	0600269	24-MAR-17
0.00000000000	Y	0600295	16-FEB-16
5.00000000000	Y	0600317	17-NOV-17
5.00000000000	Y	0600428	17-NOV-17
5.00000000000	Y	0600442	17-NOV-17
0.00000000000	Y	0600444	10-DEC-14
5.00000000000	Y	0600472	24-MAR-17
5.00000000000	Y	0600512	17-NOV-17
5.00000000000	Y	0600572	24-MAR-17
5.00000000000	Y	0600573	24-MAR-17
5.00000000000	Y	0600574	17-NOV-17
5.00000000000	Y	0600576	24-MAR-17
5.00000000000	Y	0600592	24-MAR-17
5.00000000000	Y	0600633	17-NOV-17
5.00000000000	Y	0600641	17-NOV-17

Unknown	
Unknown	
Interpolation-TM	Verified, Unknown Method
Interpolation-Map	Verified, Unknown Method
Interpolation-Map	Verified, Unknown Method
Unknown	
Unknown	
Unknown	
Unknown	
Unknown	
Unknown	Verified, Unknown Method
Unknown	Verified Relative to Map Features (Other)
Unknown	
Unknown	
Unknown	Verified, Unknown Method
Unknown	Verified, Unknown Method
Interpolation-Map	Verified Relative to Map Features (1:24K)
Unknown	Verified, Unknown Method
Interpolation-Map	Verified Relative to Map Features (1:24K)
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Unknown	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
GPS Code (Pseudo Range) Standard Position (SA On)	Verified Relative to Map Features (Other)
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Unknown	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	

Unknown	Unknown	Point
Unknown	Unknown	Point
Other	Other	Point
Unknown	Release Point	Point
Unknown	Administrative Building	Point
Unknown	Unknown	Point
Unknown	Unknown	Point
Unknown	Unknown	Point
Unknown		
Unknown	Unknown	
Unknown	Unknown	
Unknown	Unknown	Point
Unknown	Unknown	Point
Unknown	Unknown	Point
Unknown	Unknown	
Unknown	Unknown	
NAD83	Facility Center/Centroid	Point
Unknown	Unknown	
NAD83	Facility Center/Centroid	Point
NAD83	Other	
NAD83	Other	
Unknown	Unknown	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
Other	Plant Entrance (General)	Region
NAD83	Other	
NAD83	Other	
NAD83	Other	
Unknown	Unknown	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	

Unknown		39.186075	-85.930472
Unknown		39.428661	-86.431789
Unknown	EPA Region 5	44.952800	-93.242700
Unknown	Contractor	+39.923333	-84.033694
Unknown	State	+39.476586	-87.414319
Unknown		40.593061	-83.183461
Unknown		42.486944	-82.899167
Unknown		39.784444	-84.179444
Unknown	State	43.288444	-87.982056
Unknown		41.716847	-85.921006
None		+42.103075	-83.200292
Unknown	Unknown	43.415842	-84.623247
Unknown		39.834722	-86.121667
Unknown	EPA Region 5	42.357422	-90.398569
		39.772453	-86.228934
None		+40.479444	-86.114128
Unknown		+39.797222	-84.132500
1:24,000	Other Federal Agency	+40.118400	-85.678900
Unknown		+39.781899	-86.185825
1:24,000	Other Federal Agency	+39.284900	-86.764500
1:100,000		+29.568600	-95.204700
1:100,000		+34.878000	-92.131200
None		+33.308360	-92.656880
1:100,000		+35.120900	-90.311600
1:100,000		+36.105000	-90.941669
1:100,000		+36.445000	-93.196400
1:100,000		+34.569700	-94.256600
1:100,000		+35.634900	-91.225500
1:100,000		+35.240200	-94.352500
1:100,000		35.124444	-90.169444
1:100,000		+35.025000	-93.203889
1:100,000		34.863331	-92.071661
1:100,000		36.020831	-90.575000
1:100,000		+34.862700	-92.077800
Other		+34.520600	-90.651700
1:100,000		31.918611	-92.634722
1:100,000		+30.422500	-90.410833
1:100,000		30.583331	-91.243331
None		+29.565818	-90.705141
1:100,000		+30.512900	-90.893900
1:100,000		+30.155000	-90.873339
1:100,000		+30.164700	-90.995500
1:100,000		+30.224400	-91.409500
1:100,000		30.282219	-89.784161
1:100,000		+30.015900	-92.115400
1:100,000		+29.958100	-92.185700
1:100,000		30.256669	-90.980000
1:100,000		32.516667	-93.711667

Y	39.18607500000	-85.93047200000
Y	39.42866100000	-86.43178900000
Y	44.95280000000	-93.24270000000
Y	39.92333300000	-84.03369400000
Y	39.47658600000	-87.41431900000
Y	40.59306100000	-83.18346100000
Y	42.48694400000	-82.89916700000
Y	39.78444400000	-84.17944400000
Y	43.28844400000	-87.98205600000
Y	41.71684700000	-85.92100600000
Y	42.10307500000	-83.20029200000
Y	43.41584200000	-84.62324700000
Y	39.83472200000	-86.12166700000
Y	42.35742200000	-90.39856900000
Y	39.77245300000	-86.22893400000
Y	40.47944400000	-86.11412800000
Y	39.79722200000	-84.13250000000
Y	40.11840000000	-85.67890000000
Y	39.78189900000	-86.18582500000
Y	39.28490000000	-86.76450000000
Y	29.56860000000	-95.20470000000
Y	34.87800000000	-92.13120000000
Y	33.30836000000	-92.65688000000
Y	35.12090000000	-90.31160000000
Y	36.10500000000	-90.94166900000
Y	36.44500000000	-93.19640000000
Y	34.56970000000	-94.25660000000
Y	35.63490000000	-91.22550000000
Y	35.24020000000	-94.35250000000
Y	35.12444400000	-90.16944400000
Y	35.02500000000	-93.20388900000
Y	34.86333100000	-92.07166100000
Y	36.02083100000	-90.57500000000
Y	34.86270000000	-92.07780000000
Y	34.52060000000	-90.65170000000
Y	31.91861100000	-92.63472200000
Y	30.42250000000	-90.41083300000
Y	30.58333100000	-91.24333100000
Y	29.56581800000	-90.70514100000
Y	30.51290000000	-90.89390000000
Y	30.15500000000	-90.87333900000
Y	30.16470000000	-90.99550000000
Y	30.22440000000	-91.40950000000
Y	30.28221900000	-89.78416100000
Y	30.01590000000	-92.11540000000
Y	29.95810000000	-92.18570000000
Y	30.25666900000	-90.98000000000
Y	32.51666700000	-93.71166700000

Rural
Martinsville, IN
Minneapolis--St. Paul, MN--WI
Dayton, OH
Terre Haute, IN
Rural
Detroit, MI
Dayton, OH
Milwaukee, WI
Elkhart, IN--MI
Detroit, MI
Rural
Indianapolis, IN
Rural
Indianapolis, IN
Kokomo, IN
Dayton, OH
Anderson, IN
Indianapolis, IN
Rural
Houston, TX
Little Rock, AR
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Little Rock, AR
Rural
Rural
Rural
Rural
Rural
Baton Rouge, LA
Rural
Rural
Rural
Slidell, LA
Rural
Rural
Baton Rouge, LA
Shreveport, LA

Rural
Martinsville, IN Urban Cluster
Minneapolis--St. Paul, MN--WI Urbanized Area
Dayton, OH Urbanized Area
Terre Haute, IN Urbanized Area
Rural
Detroit, MI Urbanized Area
Dayton, OH Urbanized Area
Milwaukee, WI Urbanized Area
Elkhart, IN--MI Urbanized Area
Detroit, MI Urbanized Area
Rural
Indianapolis, IN Urbanized Area
Rural
Indianapolis, IN Urbanized Area
Kokomo, IN Urbanized Area
Dayton, OH Urbanized Area
Anderson, IN Urbanized Area
Indianapolis, IN Urbanized Area
Rural
Houston, TX Urbanized Area
Little Rock, AR Urbanized Area
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Little Rock, AR Urbanized Area
Rural
Rural
Rural
Rural
Rural
Baton Rouge, LA Urbanized Area
Rural
Rural
Rural
Slidell, LA Urbanized Area
Rural
Rural
Baton Rouge, LA Urbanized Area
Shreveport, LA Urbanized Area

41	Rural-Fringe
31	Town - Fringe
11	City-Large
21	Suburban-Large
13	City-Small
41	Rural-Fringe
21	Suburban-Large
12	City-Midsize
21	Suburban-Large
13	City-Small
21	Suburban-Large
41	Rural-Fringe
11	City-Large
42	Rural-Distant
11	City-Large
13	City-Small
21	Suburban-Large
13	City-Small
11	City-Large
42	Rural-Distant
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
43	Rural-Remote
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
43	Rural-Remote
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
42	Rural-Distant
23	Suburban-Small
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
13	City-Small

Active Inventory	NPL	06	0600646	LAD981056997
Active Inventory	NPL	06	0600647	LAD981058019
Active Inventory	NPL	06	0600652	LAD981155872
Active Inventory	NPL	06	0600653	LAD981522998
Active Inventory	NPL	06	0600770	LA0213820533
Active Inventory	NPL	06	0600805	NMD001829506
Active Inventory	NPL	06	0600806	NMD002899094
Active Inventory	NPL	06	0600816	NMD007860935
Active Inventory	NPL	06	0600819	NMD030443303
Active Inventory	NPL	06	0600827	NMD043158591
Active Inventory	NPL	06	0600877	NMD980622773
Active Inventory	NPL	06	0600879	NMD980622864
Active Inventory	NPL	06	0600881	NMD980745558
Active Inventory	NPL	06	0600897	NMD980749378
Active Inventory	NPL	06	0600907	NMD980749980
Active Inventory	NPL	06	0600911	NMD980750020
Active Inventory	NPL	06	0600952	NMD981155930
Active Inventory	NPL	06	0600988	OKD000400093
Active Inventory	NPL	06	0601010	OKD000829440
Active Inventory	NPL	06	0601029	OKD007188717
Active Inventory	NPL	06	0601160	OKD082471988
Active Inventory	NPL	06	0601172	OKD091598870
Active Inventory	NPL	06	0601251	OKD980620868
Active Inventory	NPL	06	0601256	OKD980620967
Active Inventory	NPL	06	0601258	OKD980620983
Active Inventory	NPL	06	0601269	OKD980629844
Active Inventory	NPL	06	0601297	OKD980696470
Active Inventory	NPL	06	0601357	OKD980748446
Active Inventory	NPL	06	0601494	LAD008149015
Active Inventory	NPL	06	0601510	OK1571724391
Active Inventory	NPL	06	0601644	TXD007330053
Active Inventory	NPL	06	0601695	TXD008056152
Active Inventory	NPL	06	0601732	TXD008091951
Active Inventory	NPL	06	0601735	TXD008096240
Active Inventory	NPL	06	0601752	TXD008123168
Active Inventory	NPL	06	0601975	TXD050299577
Active Inventory	NPL	06	0602026	TXD055143705
Active Inventory	NPL	06	0602027	TXD055144539
Active Inventory	NPL	06	0602033	TXD055337281
Active Inventory	NPL	06	0602105	TXD062113329
Active Inventory	NPL	06	0602108	TXD062132147
Active Inventory	NPL	06	0602297	TXD079348397
Active Inventory	NPL	06	0602349	TXD086278058
Active Inventory	NPL	06	0602444	TXD099801102
Active Inventory	NPL	06	0602464	TXD980340889
Active Inventory	NPL	06	0602482	TXD980513808
Active Inventory	NPL	06	0602488	TXD980513956
Active Inventory	NPL	06	0602498	TXD980514814

AGRICULTURE STREET LANDFILL
D.L. MUD, INC.
DEVIL'S SWAMP LAKE
MADISONVILLE CREOSOTE WORKS
LOUISIANA ARMY AMMUNITION PLANT
EAGLE PICHER CAREFREE BATTERY
CHEVRON QUESTA MINE
HOMESTAKE MINING CO.
UNITED NUCLEAR CORP.
AT & SF (CLOVIS)
PREWITT ABANDONED REFINERY
AT&SF (ALBUQUERQUE)
SOUTH VALLEY
CIMARRON MINING CORP.
PAGANO SALVAGE
LEE ACRES LANDFILL (USDOI)
CLEVELAND MILL
HARDAGE/CRINER
NATIONAL ZINC CORP.
DOUBLE EAGLE REFINERY CO.
HUDSON REFINERY
OKLAHOMA REFINING CO.
MOSLEY ROAD SANITARY LANDFILL
TENTH STREET DUMP/JUNKYARD
COMPASS INDUSTRIES (AVERY DRIVE)
TAR CREEK (OTTAWA COUNTY)
FOURTH STREET ABANDONED REFINERY
SAND SPRINGS PETROCHEMICAL COMPLEX
SOUTHERN SHIPBUILDING
TINKER AIR FORCE BASE (SOLDIER CREEK/BUILDING 3001)
GARLAND CREOSOTING
TEXARKANA WOOD PRESERVING CO.
CONROE CREOSOTING CO.
JASPER CREOSOTING COMPANY INC.
ALCOA (POINT COMFORT)/LAVACA BAY
HART CREOSOTING COMPANY
TRIANGLE CHEMICAL CO.
GULFCO MARINE MAINTENANCE
STEWCO, INC.
TEX-TIN CORP.
SHERIDAN DISPOSAL SERVICES
RSR CORPORATION
FALCON REFINERY
STATE MARINE OF PORT ARTHUR
BIO-ECOLOGY SYSTEMS, INC.
OLD ESCO MANUFACTURING
SIKES DISPOSAL PITS
FRENCH, LTD.

F	Currently on the Final NPL
D	Deleted from the Final NPL
P	Proposed for NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
P	Proposed for NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL

ABUNDANCE STREET
408 SOUTHEAST ST./LA HWY 335
SEC 44 AND 45, T5S R1W
STATE HGWY 22, 2.5 MILES W OF CITY
HWY 80 E/PO BOX 30059
EXIT 152 I-25
NM HIGHWAY 38 RED RIVER CANYON
HWY 53
HWY 566 21 MI NE OF GALLUP
SEC 18 & 19 T2N R36E
US HWY 66
3300 2ND STREET , SW
BROADWAY & WOODWARD
EAST OF HWY 380
UNKNOWN
NEAR FARMINGTON
FOREST ROUTE 804, 1.5 MI
3/4 MI W OF TOWN ON HWY 122
11TH ST & VIRGINIA STREET
301 N RHODE ISLAND
400 W MAIN ST
SOUTH BASKETT ST
MOSELEY RD BTWN NE 23 & NE 36
3200 NE 10TH ST
7600 W 26TH ST
MIAMI/PICHER/SURROUNDINGS
22OO BLOCK NE 4TH
2 BLKS S 198 E MORRO
999 CANULETTE ROAD
SOUTH AIR DEPOT BLVD
3915 GARLAND ROAD
1001 LUBBOCK ST.
HIGHWAY 105 EAST, BOX 9
600 NORTH MCQUEEN STREET BOX 6021
Postal Address is unavailable for the Site
STATE HIGHWAY 96
HWY 87 3 MI N OF TOWN
BRAZORIA COUNTY RD 756
FM 9 1 & 1/2 MI S OF I-20
STATE HGWY 146 & FARM RD 519
CLARK BOTTOM RD
WESTMORELAND RD & SINGLETON BLVD
FM 2725 AT BISHOP ROAD
OLD YATCH CLUB ROAD ON PLEASURE ISLET
4100 E JEFFERSON
500 FORRESTER STREET
US HWY 90
SAN JACINTO RIVER CROSSING

NEW ORLEANS	ORLEANS
ABBEVILLE	VERMILION
SCOTLANDVILLE	EAST BATON ROUGE
MADISONVILLE	ST. TAMMANY
DOYLINE	WEBSTER
SOCORRO	SOCORRO
QUESTA	TAOS
MILAN	CIBOLA
CHURCH ROCK	MCKINLEY
CLOVIS	CURRY
PREWITT	MCKINLEY
ALBUQUERQUE	BERNALILLO
ALBUQUERQUE	BERNALILLO
CARRIZOZO	LINCOLN
LOS LUNAS	VALENCIA
FARMINGTON	SAN JUAN
SILVER CITY	GRANT
CRINER	MCCLAIN
BARTLESVILLE	WASHINGTON
OKLAHOMA CITY	OKLAHOMA
CUSHING	PAYNE
CYRIL	CADDO
OKLAHOMA CITY	OKLAHOMA
OKLAHOMA CITY	OKLAHOMA
TULSA	TULSA
OTTAWA COUNTY	OTTAWA
OKLAHOMA CITY	OKLAHOMA
SAND SPRINGS	TULSA
SLIDELL	ST. TAMMANY
OKLAHOMA CITY	OKLAHOMA
LONGVIEW	GREGG
TEXARKANA	BOWIE
CONROE	MONTGOMERY
JASPER	JASPER
POINT COMFORT	CALHOUN
JASPER	JASPER
BRIDGE CITY	ORANGE
FREEPORT	BRAZORIA
WASKOM	HARRISON
TEXAS CITY	GALVESTON
HEMPSTEAD	WALLER
DALLAS	DALLAS
INGLESIDE	SAN PATRICIO
JEFFERSON COUNTY	JEFFERSON
GRAND PRAIRIE	DALLAS
Greenville	HUNT
CROSBY	HARRIS
CROSBY	HARRIS

LA	70126	01-JUL-85	N	29.988611	-90.045278	N	N
LA	70510	01-JUL-85	N	29.958333	-92.175000	N	N
LA	70813	17-APR-86	N	30.523333	-91.193333	N	N
LA	70447	01-AUG-86	N	30.401667	-90.158333	N	N
LA	71130	01-AUG-80	N	32.556944	-93.402778	N	N
NM	87801	01-APR-81	N	34.099517	-106.901239	N	N
NM	87556	01-FEB-80	N	36.696111	-105.492222	N	N
NM	87020	01-JUL-80	N	35.243333	-107.863333	Y	N
NM	87311	01-JUL-79	N	35.659444	-108.503333	Y	N
NM	88101	01-FEB-80	N	34.396389	-103.201667	N	N
NM	87045	01-FEB-80	N	32.359722	-108.031944	Y	N
NM	87102	01-APR-82	N	35.033333	-106.655278	N	N
NM	87105	01-FEB-80	N	35.434722	-106.618056	N	N
NM	88301	01-MAY-80	N	+33.643333	-105.864722	N	N
NM	87031	01-FEB-81	N	34.805	-106.728333	N	N
NM	87413	01-SEP-81	N	36.71	-107.985000	N	N
NM	88062	17-APR-86	N	32.863889	-108.256111	N	N
OK	73080	01-JUN-79	N	34.961111	-97.581944	N	N
OK	74003	01-NOV-79	N	36.741111	-95.927500	N	N
OK	73152	01-JUN-80	N	35.468056	-97.479444	N	N
OK	74023	01-JUN-80	N	35.983333	-96.770833	Y	N
OK	73029	01-SEP-80	N	34.895278	-98.192500	Y	N
OK	73117	01-MAY-80	N	35.503333	-97.411111	N	N
OK	73111	22-JAN-83	N	35.476389	-97.451944	N	N
OK	74107	01-OCT-80	N	36.13	-96.078333	N	N
OK	74339	01-MAY-82	N	37	-95.000000	Y	N
OK	73117	01-JUL-80	N	35.470278	-97.473056	N	N
OK	74063	01-AUG-80	N	36.130833	-96.103333	N	N
LA	70459	01-OCT-87	N	+30.272500	-89.800833	N	N
OK	73145	01-JAN-80	N	35.423333	-97.393333	N	N
TX	75602	01-DEC-84	N	32.438889	-94.711111	N	N
TX	75501	01-DEC-84	N	33.41	-94.086667	N	N
TX	77301	01-DEC-84	N	30.316667	-95.433333	N	N
TX	75951	01-JUL-85	N	30.932778	-94.982222	N	N
TX	77979	01-NOV-80	N	28.650833	-96.562222	N	N
TX	75951	01-JAN-86	N	30.883333	-93.993056	N	N
TX	77611	01-NOV-79	N	30.058889	-93.806944	N	N
TX	77541	01-JAN-81	N	29.416667	-95.283333	N	N
TX	75692	15-OCT-84	N	32.466111	-94.069167	N	N
TX	77568	01-NOV-79	N	29.356667	-94.941667	N	N
TX	77445	01-NOV-79	N	30.166667	-96.133333	N	N
TX	75115	01-APR-81	N	32.776944	-96.872500	N	N
TX	78362	01-JUN-87	N	27.868056	-97.188889	N	N
TX	77642	15-SEP-80	N	29.960833	-93.859167	N	N
TX	75051	01-JAN-79	N	32.75	-96.937500	N	N
TX	75401	01-DEC-80	N	+33.138300	-96.075500	N	N
TX	77532	01-NOV-79	N	29.883333	-95.083333	N	N
TX	77532	01-JAN-79	N	29.883333	-95.083333	N	N

		1.00000000000	57313.00000000000	
		1.00000000000	52989.00000000000	
		1.00000000000	57315.00000000000	
		1.00000000000	57316.00000000000	
		1.00000000000	57317.00000000000	
		1.00000000000	64052.00000000000	07-MAR-07
		1.00000000000	57318.00000000000	
Y		1.00000000000	52990.00000000000	
Y		1.00000000000	57319.00000000000	
		1.00000000000	57320.00000000000	
Y		1.00000000000	57322.00000000000	
		1.00000000000	57323.00000000000	
		1.00000000000	57324.00000000000	
		1.00000000000	52991.00000000000	
		1.00000000000	57325.00000000000	
		1.00000000000	57383.00000000000	
		1.00000000000	57384.00000000000	
		1.00000000000	57385.00000000000	
		1.00000000000	52992.00000000000	
		1.00000000000	57387.00000000000	
Y		1.00000000000	57388.00000000000	
Y	Y	1.00000000000	57389.00000000000	
		1.00000000000	57721.00000000000	
		1.00000000000	57391.00000000000	
		1.00000000000	57392.00000000000	
Y	Y	1.00000000000	52993.00000000000	
		1.00000000000	57393.00000000000	
		1.00000000000	57722.00000000000	
		1.00000000000	57394.00000000000	
		1.00000000000	57395.00000000000	
		1.00000000000	56950.00000000000	
		1.00000000000	56951.00000000000	
		1.00000000000	52994.00000000000	
		1.00000000000	57723.00000000000	
		1.00000000000	56952.00000000000	
		1.00000000000	56953.00000000000	
		1.00000000000	56954.00000000000	
		1.00000000000	56955.00000000000	
		1.00000000000	56956.00000000000	
		1.00000000000	56957.00000000000	
		1.00000000000	57724.00000000000	
		1.00000000000	52995.00000000000	
		1.00000000000	56958.00000000000	
		1.00000000000	56959.00000000000	
		1.00000000000	56960.00000000000	
		1.00000000000	64178.00000000000	19-MAR-08
		1.00000000000	56961.00000000000	
		1.00000000000	56962.00000000000	

REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
BCOOK	05-MAR-08		Y	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05	1	N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y
BCOOK	25-MAR-08		Y	Y
REV EOQ	05-FEB-05		N	Y
REV EOQ	05-FEB-05		N	Y

5.00000000000	Y	0600646	17-NOV-17
5.00000000000	Y	0600647	24-MAR-17
12.00000000000	Y	0600652	17-NOV-17
5.00000000000	Y	0600653	17-NOV-17
5.00000000000	Y	0600770	21-MAR-17
0.00000000000	Y	0600805	17-NOV-17
5.00000000000	Y	0600806	17-NOV-17
5.00000000000	Y	0600816	17-NOV-17
5.00000000000	Y	0600819	17-NOV-17
5.00000000000	Y	0600827	17-NOV-17
5.00000000000	Y	0600877	24-MAR-17
5.00000000000	Y	0600879	17-NOV-17
5.00000000000	Y	0600881	24-MAR-17
5.00000000000	Y	0600897	17-NOV-17
5.00000000000	Y	0600907	24-MAR-17
5.00000000000	Y	0600911	21-MAR-17
5.00000000000	Y	0600952	24-MAR-17
5.00000000000	Y	0600988	24-MAR-17
5.00000000000	Y	0601010	17-NOV-17
5.00000000000	Y	0601029	17-NOV-17
5.00000000000	Y	0601160	17-NOV-17
5.00000000000	Y	0601172	17-NOV-17
5.00000000000	Y	0601251	17-NOV-17
5.00000000000	Y	0601256	17-NOV-17
5.00000000000	Y	0601258	17-NOV-17
5.00000000000	Y	0601269	17-NOV-17
5.00000000000	Y	0601297	17-NOV-17
5.00000000000	Y	0601357	17-NOV-17
5.00000000000	Y	0601494	17-NOV-17
5.00000000000	Y	0601510	17-NOV-17
5.00000000000	Y	0601644	17-NOV-17
5.00000000000	Y	0601695	17-NOV-17
5.00000000000	Y	0601732	17-NOV-17
5.00000000000	Y	0601735	17-NOV-17
5.00000000000	Y	0601752	17-NOV-17
5.00000000000	Y	0601975	17-NOV-17
5.00000000000	Y	0602026	24-MAR-17
0.00000000000	Y	0602027	17-NOV-17
5.00000000000	Y	0602033	17-NOV-17
5.00000000000	Y	0602105	17-NOV-17
5.00000000000	Y	0602108	24-MAR-17
5.00000000000	Y	0602297	17-NOV-17
0.00000000000	Y	0602349	17-NOV-17
5.00000000000	Y	0602444	17-NOV-17
5.00000000000	Y	0602464	17-NOV-17
0.00000000000	Y	0602482	24-MAR-17
5.00000000000	Y	0602488	17-NOV-17
5.00000000000	Y	0602498	24-MAR-17

Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Map	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Map	Verified Relative to Map Features (1:24K)
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Address Matching-Digitized	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Map	Verified Relative to Map Features (Other)
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	

NAD83	Other	
NAD83	Other	
NAD27	Other	
NAD83	Other	
NAD83	Other	
Other	Other	Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD27	SW Corner of Land Parcel	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
Unknown	Facility Center/Centroid	Point
NAD83	Other	
NAD83	Other	

1:100,000		+29.988660	-90.040165
1:100,000		+29.955500	-92.186700
1:24,000		30.561944	-91.220556
1:100,000		30.427222	-90.198611
1:100,000		+32.542200	-93.421000
1:24,000	Private	34.099517	-106.901239
1:100,000		36.700294	-105.497706
1:100,000		35.243331	-107.863300
1:100,000		35.643331	-108.500000
1:100,000		34.378331	-103.211700
1:100,000		+35.359600	-108.034800
1:100,000		35.033333	-106.655278
1:100,000		+35.044100	-106.641100
1:100,000		33.643469	-105.864700
1:100,000		+34.789600	-106.720500
1:100,000		+36.711100	-108.092100
1:100,000		+32.862600	-108.255800
1:100,000		+34.976400	-97.580900
1:100,000		36.746667	-95.995000
1:100,000		35.468331	-97.478331
1:100,000		35.985556	-96.779722
1:100,000		34.898331	-98.193339
1:100,000		+35.502500	-97.414861
1:100,000		+35.478050	-97.451939
1:100,000		36.126389	-96.083339
1:100,000		36.943603	-94.841914
1:100,000		35.470278	-97.473056
1:100,000		36.130831	-96.101389
1:100,000		+30.272500	-89.800833
1:100,000		35.413973	-97.401494
1:100,000		32.442272	-94.710903
1:100,000		33.408331	-94.053339
1:24,000		30.318744	-95.435428
1:100,000		30.933889	-93.982500
1:100,000		28.650833	-96.562222
1:100,000		30.893611	-93.995278
1:100,000		+30.058000	-93.809300
		28.966847	-95.289656
1:100,000		32.465831	-94.069169
1:100,000		29.356667	-94.941667
1:100,000		+30.207400	-96.135700
1:100,000		32.776944	-96.872500
		27.860725	-97.179306
1:100,000		29.960833	-93.859167
1:100,000		32.743331	-96.936669
1:24,000	EPA Region 6	+33.138300	-96.075500
1:100,000		29.881669	-95.086669
1:100,000		+29.879600	-95.073900

Y	29.98866000000	-90.04016500000
Y	29.95550000000	-92.18670000000
Y	30.56194400000	-91.22055600000
Y	30.42722200000	-90.19861100000
Y	32.54220000000	-93.42100000000
Y	34.09951700000	-106.90123900000
Y	36.70029400000	-105.49770600000
Y	35.24333100000	-107.86330000000
Y	35.64333100000	-108.50000000000
Y	34.37833100000	-103.21170000000
Y	35.35960000000	-108.03480000000
Y	35.03333300000	-106.65527800000
Y	35.04410000000	-106.64110000000
Y	33.64346900000	-105.86470000000
Y	34.78960000000	-106.72050000000
Y	36.71110000000	-108.09210000000
Y	32.86260000000	-108.25580000000
Y	34.97640000000	-97.58090000000
Y	36.74666700000	-95.99500000000
Y	35.46833100000	-97.47833100000
Y	35.98555600000	-96.77972200000
Y	34.89833100000	-98.19333900000
Y	35.50250000000	-97.41486100000
Y	35.47805000000	-97.45193900000
Y	36.12638900000	-96.08333900000
Y	36.94360300000	-94.84191400000
Y	35.47027800000	-97.47305600000
Y	36.13083100000	-96.10138900000
Y	30.27250000000	-89.80083300000
Y	35.41397300000	-97.40149400000
Y	32.44227200000	-94.71090300000
Y	33.40833100000	-94.05333900000
Y	30.31874400000	-95.43542800000
Y	30.93388900000	-93.98250000000
Y	28.65083300000	-96.56222200000
Y	30.89361100000	-93.99527800000
Y	30.05800000000	-93.80930000000
Y	28.96684700000	-95.28965600000
Y	32.46583100000	-94.06916900000
Y	29.35666700000	-94.94166700000
Y	30.20740000000	-96.13570000000
Y	32.77694400000	-96.87250000000
Y	27.86072500000	-97.17930600000
Y	29.96083300000	-93.85916700000
Y	32.74333100000	-96.93666900000
Y	33.13830000000	-96.07550000000
Y	29.88166900000	-95.08666900000
Y	29.87960000000	-95.07390000000

New Orleans, LA
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Albuquerque, NM
Albuquerque, NM
Rural
Los Lunas, NM
Rural
Rural
Rural
Bartlesville, OK
Oklahoma City, OK
Rural
Rural
Rural
Oklahoma City, OK
Rural
Rural
Oklahoma City, OK
Tulsa, OK
Slidell, LA
Oklahoma City, OK
Longview, TX
Texarkana--Texarkana, TX--AR
Conroe--The Woodlands, TX
Jasper, TX
Rural
Rural
Rural
Rural
Rural
Texas City, TX
Rural
Dallas--Fort Worth--Arlington, TX
Rural
Rural
Dallas--Fort Worth--Arlington, TX
Rural
Rural
Rural

New Orleans, LA Urbanized Area
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Albuquerque, NM Urbanized Area
Albuquerque, NM Urbanized Area
Rural
Los Lunas, NM Urbanized Area
Rural
Rural
Rural
Bartlesville, OK Urban Cluster
Oklahoma City, OK Urbanized Area
Rural
Rural
Rural
Oklahoma City, OK Urbanized Area
Rural
Rural
Oklahoma City, OK Urbanized Area
Tulsa, OK Urbanized Area
Slidell, LA Urbanized Area
Oklahoma City, OK Urbanized Area
Longview, TX Urbanized Area
Texarkana--Texarkana, TX--AR Urbanized Area
Conroe--The Woodlands, TX Urbanized Area
Jasper, TX Urban Cluster
Rural
Rural
Rural
Rural
Rural
Texas City, TX Urbanized Area
Rural
Dallas--Fort Worth--Arlington, TX Urbanized Area
Rural
Rural
Dallas--Fort Worth--Arlington, TX Urbanized Area
Rural
Rural
Rural

11	City-Large
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
43	Rural-Remote
42	Rural-Distant
43	Rural-Remote
41	Rural-Fringe
43	Rural-Remote
21	Suburban-Large
21	Suburban-Large
43	Rural-Remote
23	Suburban-Small
41	Rural-Fringe
42	Rural-Distant
42	Rural-Distant
32	Town-Distant
11	City-Large
41	Rural-Fringe
42	Rural-Distant
41	Rural-Fringe
11	City-Large
41	Rural-Fringe
41	Rural-Fringe
11	City-Large
21	Suburban-Large
23	Suburban-Small
11	City-Large
13	City-Small
23	Suburban-Small
13	City-Small
33	Town-Remote
42	Rural-Distant
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
42	Rural-Distant
22	Suburban-Midsize
42	Rural-Distant
11	City-Large
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe

Active Inventory	NPL	06	0602505	TXD980514996
Active Inventory	NPL	06	0602570	TXD980623904
Active Inventory	NPL	06	0602601	TXD980625453
Active Inventory	NPL	06	0602673	TXD980629851
Active Inventory	NPL	06	0602703	TXD980697114
Active Inventory	NPL	06	0602800	TXD980699656
Active Inventory	NPL	06	0602803	TXD980745574
Active Inventory	NPL	06	0602804	TXD980745582
Active Inventory	NPL	06	0602809	TXD980748453
Active Inventory	NPL	06	0602895	TXD980810386
Active Inventory	NPL	06	0602911	TXD980864649
Active Inventory	NPL	06	0602920	TXD980864763
Active Inventory	NPL	06	0602922	TXD980864789
Active Inventory	NPL	06	0602943	TXD980867279
Active Inventory	NPL	06	0602954	TXD980873327
Active Inventory	NPL	06	0602956	TXD980873343
Active Inventory	NPL	06	0602957	TXD980873350
Active Inventory	NPL	06	0603555	TXD990707010
Active Inventory	NPL	06	0603606	TX6213820529
Active Inventory	NPL	06	0603609	TX7213821831
Active Inventory	NPL	06	0603610	TX7572024605
Active Inventory	NPL	06	0603651	ARD049658628
Active Inventory	NPL	06	0603790	ARD008052508
Active Inventory	NPL	06	0603977	LAD985169317
Active Inventory	NPL	06	0604050	NMD097960272
Active Inventory	NPL	06	0604060	TX4890110527
Active Inventory	NPL	06	0604068	NMD986668911
Active Inventory	NPL	06	0604293	LAN000604293
Active Inventory	NPL	06	0604299	NMD986670156
Active Inventory	NPL	06	0604348	LAD985185107
Active Inventory	NPL	06	0604486	ARD042755231
Active Inventory	NPL	06	0604491	LAD008473142
Active Inventory	NPL	06	0604527	LAD008187940
Active Inventory	NPL	06	0604674	OKD987096195
Active Inventory	NPL	06	0604848	LA0000187518
Active Inventory	NPL	06	0604942	OK0001010917
Active Inventory	NPL	06	0605008	TXD008083404
Active Inventory	NPL	06	0605009	TXD066379645
Active Inventory	NPL	06	0605015	TX0001399435
Active Inventory	NPL	06	0605023	TX0001407444
Active Inventory	NPL	06	0605043	TX0001414341
Active Inventory	NPL	06	0605091	OK0002024099
Active Inventory	NPL	06	0605116	NM0002271286
Active Inventory	NPL	06	0605132	TXD057577579
Active Inventory	NPL	06	0605144	NM0007271768
Active Inventory	NPL	06	0605177	TXSFN0605177
Active Inventory	NPL	06	0605212	TXD068104561
Active Inventory	NPL	06	0605240	TXN000605240

HIGHLANDS ACID PIT
KOPPERS CO., INC. (TEXARKANA PLANT)
BRIO REFINING, INC.
MOTCO, INC.
ODESSA CHROMIUM #2 (ANDREWS HIGHWAY)
PESSES CHEMICAL CO.
UNITED CREOSOTING CO.
HARRIS (FARLEY STREET)
GENEVA INDUSTRIES/FUHRMANN ENERGY
SOUTH CAVALCADE STREET
BAILEY WASTE DISPOSAL
CRYSTAL CITY AIRPORT
MALONE SERVICE CO - SWAN LAKE PLANT
ODESSA CHROMIUM #1
SOL LYNN/INDUSTRIAL TRANSFORMERS
NORTH CAVALCADE STREET
PETRO-CHEMICAL SYSTEMS, INC. (TURTLE BAYOU)
CRYSTAL CHEMICAL CO.
LONGHORN ARMY AMMUNITION PLANT
LONE STAR ARMY AMMUNITION PLANT
AIR FORCE PLANT #4 (GENERAL DYNAMICS)
MOUNTAIN PINE PRESSURE TREATING
POPILE, INC.
GULF STATE UTILITIES-NORTH RYAN STREET
CAL WEST METALS (USSBA)
PANTEX PLANT (USDOE)
FRUIT AVENUE PLUME
AMERICAN CREOSOTE DERIDDER
NORTH RAILROAD AVENUE PLUME
RUSTON FOUNDRY
OUACHITA NEVADA WOOD TREATER
MARION PRESSURE TREATING
CENTRAL WOOD PRESERVING CO.
TULSA FUEL AND MANUFACTURING
MALLARD BAY LANDING BULK PLANT
WILCOX OIL COMPANY
MANY DIVERSIFIED INTERESTS, INC.
ROCKWOOL INDUSTRIES INC.
CITY OF PERRYTON WELL NO. 2
SPRAGUE ROAD GROUND WATER PLUME
STAR LAKE CANAL
IMPERIAL REFINING COMPANY
GRIGGS & WALNUT GROUND WATER PLUME
R & H OIL/TROPICANA
GRANTS CHLORINATED SOLVENTS
STATE ROAD 114 GROUNDWATER PLUME
PALMER BARGE LINE
LANE PLATING WORKS, INC

F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
P	Proposed for NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
P	Proposed for NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
P	Proposed for NPL

611 BATTLEBELL - CLEAR LAKE ROAD
WEST 3RD ST
2501 DIXIE FARM ROAD
JCT HIGHWAYS 3 6 & 75
5201 ANDREWS HWY
2301 S MAIN ST
2ND & HILBIG
1000'S OF GENOA RED BLUFF RD
9334 CANIFF RD
SE OF CAVALCADE AND MAURY/BTWN BH&T RR
HWY 87 S @ RAINBOW BRIDGE
101 E DIMMIT
LOOP 197 S
4318 BRAZOS AVE
1415, 1417, 1419 S LOOP WEST
NE OF CAVALCADE AND MAURY/BTWN BH&T RR
1 MI E OF FM563/7 MI N OF I-10
3502 ROGERDALE RD
HWY 43
HWY 82 W
GRANTS LANE
HIGHWAY 28
SOUTHFIELD RD. APPROX. 1/2 MI S OF CITY
303 NORTH RYAN STREET
I-25 & US60 & 85 W FRONTAGE
2000 S HOUSTON
NEAR INTERSECTION OF EDITH AND GRAND AVE
Washington St/Post Plant Rd
162 NORTH RAILROAD AVENUE
1010 BOGAN STREET
N OF HWY 368 APPROX. 1/4 MI N OF READER
STATE HIGHWAY 551 NEAR SH 33 JUNCTION
N AND S OF STATE HW 959 & EAST OF HW 67
1.3 MILES SOUTH OF DOWNTOWN COLLINSVILLE
0.6 MI. FROM CAMERON PARISH RD (PR) 109
WEST 221ST STREET SOUTH/REFINERY ROAD
3617 BAER STREET
1741 TAYLOR'S VALLEY ROAD
NORTH AMHERST STREET AND SANTA FE AVENUE
WEST 81ST ST AND MARY FRANCIS ST
NEAR STATE HWY 366 & SARA JANE RD
EAST OF REFINERY ROAD/S. HWY 42
153 NORTH COTTONWOOD ST.
403 SOMERSET ROAD
JEFFERSON AND NORTH FIRST STREETS
W. STATE ROAD 114
8700 FERRY ROAD
5322 Bonnie View Road

HIGHLANDS	HARRIS
TEXARKANA	BOWIE
FRIENDSWOOD	HARRIS
LA MARQUE	GALVESTON
ODESSA	ECTOR
FORT WORTH	TARRANT
CONROE	MONTGOMERY
HOUSTON	HARRIS
HOUSTON	HARRIS
HOUSTON	HARRIS
BRIDGE CITY	ORANGE
CRYSTAL CITY	ZAVALA
TEXAS CITY	GALVESTON
ODESSA	ECTOR
HOUSTON	HARRIS
HOUSTON	HARRIS
LIBERTY	LIBERTY
HOUSTON	HARRIS
KARNACK	HARRISON
TEXARKANA	BOWIE
FORT WORTH	TARRANT
PLAINVIEW	YELL
EL DORADO	UNION
LAKE CHARLES	
LEMITAR	SOCORRO
PANTEX VILLAGE	CARSON
ALBUQUERQUE	BERNALILLO
DERIDDER	BEAUREGARD
ESPANOLA	RIO ARRIBA
ALEXANDRIA	RAPIDES
READER	OUACHITA
MARION	UNION
SLAUGHTER	EAST FELICIANA
COLLINSVILLE	TULSA
GRAND CHENIERE	CAMERON
CREEK COUNTY	CREEK
HOUSTON	HARRIS
BELL COUNTY	BELL
PERRYTON	OCHILTREE
ODESSA	ECTOR
PORT NECHES	JEFFERSON
ARDMORE	CARTER
LAS CRUCES	DONA ANA
SAN ANTONIO	BEXAR
GRANTS	CIBOLA
LEVELLAND	HOCKLEY
PORT ARTHUR	JEFFERSON
DALLAS	DALLAS

TX	77562	01-MAR-79	N	29.641111	-95.066667	N	N
TX	75501	01-NOV-79	N	33.418056	-94.065556	N	N
TX	77089	01-NOV-82	N	29.719444	-95.200000	N	N
TX	77590	01-JAN-79	N	29.5	-94.950000	N	N
TX	79762	15-OCT-84	N	31.883333	-102.375000	N	N
TX	76110	01-MAR-83	N	32.706667	-97.343333	N	N
TX	77301	01-AUG-81	N	30.318333	-95.438333	N	N
TX	77034	01-JAN-82	N	29.624167	-95.160556	N	N
TX	77017	01-AUG-81	N	29.660278	-95.250000	N	N
TX	77020	01-JUL-83	N	29.798333	-95.347778	N	N
TX	77611	01-NOV-79	N	29.989444	-93.873333	N	N
TX	78839	26-DEC-84	N	28.68	-99.826667	N	N
TX	77590	01-NOV-79	N	29.333333	-94.900000	N	N
TX	79762	01-OCT-83	N	31.883333	-102.375000	N	N
TX	77054	01-MAY-84	N	29.683333	-95.396667	N	N
TX	77070	01-MAY-84	N	29.806667	-95.349167	N	N
TX	77575	01-MAY-84	N	30.055	-94.795000	N	N
TX	77042	01-FEB-80	N	29.733333	-95.541667	N	N
TX	75670	01-SEP-80	N	32.55	-94.383333	N	N
TX	75501	01-SEP-80	N	33.41	-94.086667	N	N
TX	76108	01-NOV-82	N	+32.773611	-97.448889	N	N
AR	72857	01-OCT-87	N	34.984167	-93.302222	N	N
AR	71730	01-JUL-88	N	+33.182500	-92.673333	N	N
LA	70601	01-AUG-89	N	30.240833	-93.219167	N	N
NM	87823	01-JUL-81	N	34.163331	-106.920100	N	N
TX	79111	01-OCT-80	N	35.321944	-101.563611	N	N
NM	87102	01-JAN-90	N	35.086444	-106.640611	N	N
LA	70634	08-DEC-14	N	+30.831693	-93.276863	N	N
NM	87532	01-AUG-90	N	+35.991400	-106.081384	Y	N
LA	71302	01-OCT-90	N	+31.297220	-92.439583	N	N
AR	71726	01-FEB-92	N	33.759453	-93.104258	N	N
LA	71260	22-OCT-91	N	32.908333	-92.252944	N	N
LA	70722	15-NOV-94	N	30.758889	-91.009444	N	N
OK	74021	28-JUL-92	N	+36.345997	-095.847578	Y	N
LA	70542	07-APR-93	N	29.934014	-92.655469	N	N
OK	74010	15-DEC-94	N	35.840805	-96.380193	Y	N
TX	77020	06-DEC-94	N	29.767778	-95.331667	N	N
TX	76903	08-DEC-95	N	31.051667	-97.438056	N	N
TX	79070	09-FEB-93	N	36.400556	-100.804722	N	N
TX	79764	12-APR-96	N	31.918611	-102.428333	N	N
TX	77651	23-JUL-96	N	+29.975000	-93.917000	N	N
OK	73402	07-OCT-97	N	34.195486	-97.107931	N	N
NM	88004	30-APR-97	N	32.315556	-106.760000	N	N
TX	78211	21-APR-98	N	29.372203	-98.537608	N	N
NM		30-SEP-98	N	35.155778	-107.843889	N	N
TX	79336	12-APR-99	N	33.599883	-102.405561	N	N
TX	77640	13-OCT-99	N	29.961453	-93.855083	N	N
TX	75241	28-JAN-16	N	+32.687886	-96.769485	N	N

		1.00000000000	57725.00000000000	
		1.00000000000	52996.00000000000	
		1.00000000000	56963.00000000000	
		1.00000000000	56964.00000000000	
		1.00000000000	56965.00000000000	
		1.00000000000	57726.00000000000	
		1.00000000000	56966.00000000000	
		1.00000000000	56161.00000000000	
		1.00000000000	56163.00000000000	
		1.00000000000	52997.00000000000	
		1.00000000000	56165.00000000000	
		1.00000000000	56166.00000000000	
		1.00000000000	57727.00000000000	
		1.00000000000	56167.00000000000	
		1.00000000000	56168.00000000000	
		1.00000000000	56169.00000000000	
		1.00000000000	56170.00000000000	
		1.00000000000	52998.00000000000	
		1.00000000000	57728.00000000000	
		1.00000000000	56171.00000000000	
		1.00000000000	56172.00000000000	
		1.00000000000	56173.00000000000	
		1.00000000000	56174.00000000000	
		1.00000000000	57729.00000000000	
		1.00000000000	56175.00000000000	
		1.00000000000	52999.00000000000	
		1.00000000000	56176.00000000000	
		1.00000000000	6430926.00000000000	08-DEC-14
Y		1.00000000000	56177.00000000000	
		1.00000000000	55953.00000000000	
		1.00000000000	57730.00000000000	
		1.00000000000	55954.00000000000	
		1.00000000000	55955.00000000000	
Y	Y	1.00000000000	55956.00000000000	
		1.00000000000	53000.00000000000	
Y		1.00000000000	103241.00000000000	01-APR-13
		1.00000000000	57731.00000000000	
		1.00000000000	55957.00000000000	
		1.00000000000	55958.00000000000	
		1.00000000000	55959.00000000000	
		1.00000000000	55960.00000000000	
		1.00000000000	55961.00000000000	
		1.00000000000	57732.00000000000	
		1.00000000000	53001.00000000000	
		1.00000000000	55962.00000000000	
		1.00000000000	55963.00000000000	
		1.00000000000	55964.00000000000	
		1.00000000000	6430548.00000000000	23-JAN-17

REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
RHIPPEN	10-JAN-18	1	N	Y	1
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
BCOOK	01-APR-13		Y	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
RHIPPEN	10-JAN-18	1	N	Y	2

5.00000000000	Y	0602505	24-MAR-17
5.00000000000	Y	0602570	17-NOV-17
5.00000000000	Y	0602601	17-NOV-17
5.00000000000	Y	0602673	17-NOV-17
5.00000000000	Y	0602703	24-MAR-17
5.00000000000	Y	0602800	24-MAR-17
5.00000000000	Y	0602803	17-NOV-17
5.00000000000	Y	0602804	24-MAR-17
5.00000000000	Y	0602809	24-MAR-17
5.00000000000	Y	0602895	17-NOV-17
5.00000000000	Y	0602911	17-NOV-17
5.00000000000	Y	0602920	24-MAR-17
5.00000000000	Y	0602922	17-NOV-17
5.00000000000	Y	0602943	17-NOV-17
5.00000000000	Y	0602954	17-NOV-17
5.00000000000	Y	0602956	17-NOV-17
5.00000000000	Y	0602957	17-NOV-17
5.00000000000	Y	0603555	24-MAR-17
5.00000000000	Y	0603606	17-NOV-17
5.00000000000	Y	0603609	21-MAR-17
5.00000000000	Y	0603610	17-NOV-17
5.00000000000	Y	0603651	17-NOV-17
5.00000000000	Y	0603790	17-NOV-17
5.00000000000	Y	0603977	17-NOV-17
5.00000000000	Y	0604050	17-NOV-17
5.00000000000	Y	0604060	17-NOV-17
5.00000000000	Y	0604068	17-NOV-17
0.00000000000	Y	0604293	18-JAN-18
5.00000000000	Y	0604299	17-NOV-17
5.00000000000	Y	0604348	17-NOV-17
5.00000000000	Y	0604486	17-NOV-17
5.00000000000	Y	0604491	17-NOV-17
5.00000000000	Y	0604527	17-NOV-17
5.00000000000	Y	0604674	17-NOV-17
5.00000000000	Y	0604848	17-NOV-17
0.00000000000	Y	0604942	17-NOV-17
5.00000000000	Y	0605008	17-NOV-17
5.00000000000	Y	0605009	17-NOV-17
5.00000000000	Y	0605015	17-NOV-17
5.00000000000	Y	0605023	17-NOV-17
5.00000000000	Y	0605043	24-MAR-17
5.00000000000	Y	0605091	17-NOV-17
5.00000000000	Y	0605116	17-NOV-17
5.00000000000	Y	0605132	17-NOV-17
12.00000000000	Y	0605144	17-NOV-17
5.00000000000	Y	0605177	17-NOV-17
5.00000000000	Y	0605212	17-NOV-17
0.00000000000	Y	0605240	18-JAN-18

Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Map	Ground Truth Conducted
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-TM	Verified Relative to Map Features (1:24K)
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Map	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Unknown	Not Verified

NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD27	Other	Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
Other	Other	Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD27	Other	
NAD83	Other	
NAD83	Other	
Unknown	Unknown	

1:100,000		+29.814100	-95.078600
1:100,000		33.416669	-94.065000
1:100,000		+29.570000	-95.203331
1:100,000		29.334719	-94.933331
1:100,000		+31.893400	-102.390500
1:100,000		+32.717400	-97.325600
1:100,000		30.331669	-95.456669
1:100,000		+29.624400	-95.162700
1:100,000		+29.660000	-95.250000
1:100,000		29.798331	-95.347781
1:100,000		+29.990550	-93.879169
1:100,000		+28.696900	-99.817600
1:100,000		29.333056	-94.902778
1:100,000		31.881669	-102.403300
1:100,000		29.678889	-95.398611
1:100,000		29.806669	-95.349169
1:100,000		+29.920000	-94.688061
1:100,000		+29.720600	-95.564400
1:100,000		+32.665000	-94.123339
1:100,000		+33.434400	-94.248300
1:100,000		32.777781	-97.450000
1:100,000		34.984167	-93.302222
1:100,000		+33.182500	-92.673333
1:100,000		30.240833	-93.219167
1:100,000		34.163331	-106.920100
1:100,000		35.321944	-101.563611
1:100,000		35.086444	-106.640611
1:24,000	Contractor	+30.831693	-93.276863
1:100,000		+35.991400	-106.081384
1:100,000		+31.297220	-92.439583
1:100,000		33.759453	-93.104258
1:100,000		32.908333	-92.252944
1:100,000		30.758889	-91.009444
1:100,000		+36.346250	-95.848611
1:100,000		29.934014	-92.655469
1:24,000		35.840805	-96.380193
1:100,000		29.767778	-95.331667
1:100,000		31.051667	-97.438056
1:100,000		36.400556	-100.804722
1:100,000		31.918611	-102.428333
1:100,000		+29.975000	-93.917000
1:100,000		34.195486	-97.107931
1:100,000		32.315556	-106.760000
1:100,000		29.372203	-98.537608
1:24,000		35.155778	-107.843889
1:100,000		33.599883	-102.405561
1:100,000		29.961453	-93.855083
Unknown		+32.687886	-96.769485

Y	29.81410000000	-95.07860000000
Y	33.41666900000	-94.06500000000
Y	29.57000000000	-95.20333100000
Y	29.33471900000	-94.93333100000
Y	31.89340000000	-102.39050000000
Y	32.71740000000	-97.32560000000
Y	30.33166900000	-95.45666900000
Y	29.62440000000	-95.16270000000
Y	29.66000000000	-95.25000000000
Y	29.79833100000	-95.34778100000
Y	29.99055000000	-93.87916900000
Y	28.69690000000	-99.81760000000
Y	29.33305600000	-94.90277800000
Y	31.88166900000	-102.40330000000
Y	29.67888900000	-95.39861100000
Y	29.80666900000	-95.34916900000
Y	29.92000000000	-94.68806100000
Y	29.72060000000	-95.56440000000
Y	32.66500000000	-94.12333900000
Y	33.43440000000	-94.24830000000
Y	32.77778100000	-97.45000000000
Y	34.98416700000	-93.30222200000
Y	33.18250000000	-92.67333300000
Y	30.24083300000	-93.21916700000
Y	34.16333100000	-106.92010000000
Y	35.32194400000	-101.56361100000
Y	35.08644400000	-106.64061100000
Y	30.83169300000	-93.27686300000
Y	35.99140000000	-106.08138400000
Y	31.29722000000	-92.43958300000
Y	33.75945300000	-93.10425800000
Y	32.90833300000	-92.25294400000
Y	30.75888900000	-91.00944400000
Y	36.34625000000	-95.84861100000
Y	29.93401400000	-92.65546900000
Y	35.84080500000	-96.38019300000
Y	29.76777800000	-95.33166700000
Y	31.05166700000	-97.43805600000
Y	36.40055600000	-100.80472200000
Y	31.91861100000	-102.42833300000
Y	29.97500000000	-93.91700000000
Y	34.19548600000	-97.10793100000
Y	32.31555600000	-106.76000000000
Y	29.37220300000	-98.53760800000
Y	35.15577800000	-107.84388900000
Y	33.59988300000	-102.40556100000
Y	29.96145300000	-93.85508300000
Y	32.68788600000	-96.76948500000

Rural
Texarkana--Texarkana, TX--AR
Houston, TX
Rural
Odessa, TX
Dallas--Fort Worth--Arlington, TX
Conroe--The Woodlands, TX
Houston, TX
Houston, TX
Houston, TX
Rural
Crystal City, TX
Rural
Odessa, TX
Houston, TX
Houston, TX
Rural
Houston, TX
Rural
Rural
Dallas--Fort Worth--Arlington, TX
Rural
Rural
Lake Charles, LA
Rural
Rural
Albuquerque, NM
Rural
Espanola, NM
Alexandria, LA
Rural
Rural
Rural
Rural
Rural
Rural
Houston, TX
Temple, TX
Perryton, TX
Odessa, TX
Rural
Rural
Las Cruces, NM
San Antonio, TX
Grants, NM
Rural
Rural
Dallas--Fort Worth--Arlington, TX

Rural
Texarkana--Texarkana, TX--AR Urbanized Area
Houston, TX Urbanized Area
Rural
Odessa, TX Urbanized Area
Dallas--Fort Worth--Arlington, TX Urbanized Area
Conroe--The Woodlands, TX Urbanized Area
Houston, TX Urbanized Area
Houston, TX Urbanized Area
Houston, TX Urbanized Area
Rural
Crystal City, TX Urban Cluster
Rural
Odessa, TX Urbanized Area
Houston, TX Urbanized Area
Houston, TX Urbanized Area
Rural
Houston, TX Urbanized Area
Rural
Rural
Dallas--Fort Worth--Arlington, TX Urbanized Area
Rural
Rural
Lake Charles, LA Urbanized Area
Rural
Rural
Albuquerque, NM Urbanized Area
Rural
Espanola, NM Urban Cluster
Alexandria, LA Urbanized Area
Rural
Rural
Rural
Rural
Rural
Rural
Houston, TX Urbanized Area
Temple, TX Urbanized Area
Perryton, TX Urban Cluster
Odessa, TX Urbanized Area
Rural
Rural
Las Cruces, NM Urbanized Area
San Antonio, TX Urbanized Area
Grants, NM Urban Cluster
Rural
Rural
Dallas--Fort Worth--Arlington, TX Urbanized Area

41	Rural-Fringe
13	City-Small
21	Suburban-Large
41	Rural-Fringe
22	Suburban-Midsize
11	City-Large
13	City-Small
11	City-Large
11	City-Large
11	City-Large
41	Rural-Fringe
33	Town-Remote
41	Rural-Fringe
22	Suburban-Midsize
11	City-Large
11	City-Large
42	Rural-Distant
11	City-Large
42	Rural-Distant
41	Rural-Fringe
11	City-Large
43	Rural-Remote
41	Rural-Fringe
13	City-Small
42	Rural-Distant
42	Rural-Distant
11	City-Large
41	Rural-Fringe
32	Town-Distant
13	City-Small
43	Rural-Remote
42	Rural-Distant
42	Rural-Distant
41	Rural-Fringe
42	Rural-Distant
41	Rural-Fringe
11	City-Large
23	Suburban-Small
33	Town-Remote
22	Suburban-Midsize
41	Rural-Fringe
41	Rural-Fringe
12	City-Midsize
11	City-Large
33	Town-Remote
41	Rural-Fringe
41	Rural-Fringe
11	City-Large

Active Inventory	NPL	06	0605264	TX0000605264
Active Inventory	NPL	06	0605329	TX0000605329
Active Inventory	NPL	06	0605363	TX0000605363
Active Inventory	NPL	06	0605386	NM0000605386
Active Inventory	NPL	06	0605460	TXN000605460
Active Inventory	NPL	06	0605517	LAN000605517
Active Inventory	NPL	06	0605649	TXN000605649
Active Inventory	NPL	06	0606565	TXN000606565
Active Inventory	NPL	06	0606611	TXN000606611
Active Inventory	NPL	06	0606614	TXN000606614
Active Inventory	NPL	06	0606668	TXN000606668
Active Inventory	NPL	06	0606716	TXN000606716
Active Inventory	NPL	06	0606760	TXN000606760
Active Inventory	NPL	06	0606869	TXD007357932
Active Inventory	NPL	06	0606915	TXN000606915
Active Inventory	NPL	06	0606965	TXN000606965
Active Inventory	NPL	06	0606992	TXN000606992
Active Inventory	NPL	06	0607012	TXD057567216
Active Inventory	NPL	06	0607033	NMN000607033
Active Inventory	NPL	06	0607057	NMN000607057
Active Inventory	NPL	06	0607068	OKN000607068
Active Inventory	NPL	06	0607093	TXN000607093
Active Inventory	NPL	06	0607134	LAN000607134
Active Inventory	NPL	06	0607441	TXN000607441
Active Inventory	NPL	06	0607497	LAD008434185
Active Inventory	NPL	07	0700020	MOD981717036
Active Inventory	NPL	07	0700034	IAD984566356
Active Inventory	NPL	07	0700039	IAD000606038
Active Inventory	NPL	07	0700094	IAD005279039
Active Inventory	NPL	07	0700110	IAD005291182
Active Inventory	NPL	07	0700137	IAD022193577
Active Inventory	NPL	07	0700145	IAD039954300
Active Inventory	NPL	07	0700155	IAD042581256
Active Inventory	NPL	07	0700181	IAD065210734
Active Inventory	NPL	07	0700185	IAD069625655
Active Inventory	NPL	07	0700204	IAD085824688
Active Inventory	NPL	07	0700237	IAD980630487
Active Inventory	NPL	07	0700244	IAD980630560
Active Inventory	NPL	07	0700260	IAD980630750
Active Inventory	NPL	07	0700286	IAD980631063
Active Inventory	NPL	07	0700297	IAD980632509
Active Inventory	NPL	07	0700312	IAD980685804
Active Inventory	NPL	07	0700316	IAD980687933
Active Inventory	NPL	07	0700324	IAD980852461
Active Inventory	NPL	07	0700325	IAD980852578
Active Inventory	NPL	07	0700337	IAD980969190
Active Inventory	NPL	07	0700347	IAD981124167
Active Inventory	NPL	07	0700413	IA7213820445

BRINE SERVICE COMPANY
PATRICK BAYOU
DONNA RESERVOIR AND CANAL SYSTEM
MCGAFFEY AND MAIN GROUNDWATER PLUME
JONES ROAD GROUND WATER PLUME
EVR-WOOD TREATING/EVANGELINE REFINING COMPANY
SANDY BEACH ROAD GROUND WATER PLUME
BANDERA ROAD GROUND WATER PLUME
SAN JACINTO RIVER WASTE PITS
EAST 67TH STREET GROUND WATER PLUME
MIDESSA GROUND WATER PLUME
HIGHWAY 18 GROUND WATER
NORTH EAST 2ND STREET SITE
VAN DER HORST USA CORPORATION
RIVER CITY METAL FINISHING
CIRCLE COURT GROUND WATER PLUME
WEST COUNTY ROAD 112 GROUND WATER
ELDORADO CHEMICAL CO., INC.
JACKPILE-PAGUATE URANIUM MINE
LEA AND WEST SECOND STREET
EAGLE INDUSTRIES
US OIL RECOVERY
COLONIAL CREOSOTE
MAIN STREET GROUND WATER PLUME
SBA SHIPYARD
OAK GROVE VILLAGE WELL
WATERLOO COAL GASIFICATION PLANT
LAWRENCE TODTZ FARM
ELECTRO-COATINGS, INC.
JOHN DEERE (OTTUMWA WORKS LANDFILLS)
FARMERS' MUTUAL COOPERATIVE
PCE FORMER DRY CLEANER
AIDEX CORP.
WHITE FARM EQUIPMENT CO. DUMP
MIDWEST MANUFACTURING/NORTH FARM
MID-AMERICA TANNING CO.
VOGEL PAINT & WAX CO.
SHAW AVENUE DUMP
SHELLER-GLOBE CORP. DISPOSAL
LABOUNTY
RED OAK CITY LANDFILL
E.I. DU PONT DE NEMOURS & CO., INC. (COUNTY ROAD X23)
DES MOINES TCE
NORTHWESTERN STATES PORTLAND CEMENT CO.
PEOPLES NATURAL GAS CO.
MASON CITY COAL GASIFICATION PLANT
FAIRFIELD COAL GASIFICATION PLANT
IOWA ARMY AMMUNITION PLANT

F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
P	Proposed for NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
P	Proposed for NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL

NORTHEAST OF INTERSECTION AT IH-37 AND
N 29 43'55"/W 95 06'52.5"
SOUTH TEXAS, NORTH OF RIO GRANDE RIVER
INTERSECTION OF SOUTH MAIN MCGAFFEY
Postal Address is unavailable for the Site
HWY 97N,1 MILE EAST OF INTERSTATE HWY 10
1653 JASON COURT
INTERSECTION OF BANDERA ROAD AND
W BANK OF SAN JACINTO RIVER, N OF HWY 10
102 23', 23.36" WEST, 31, 54', 22.26"
INTERSECTION OF COUNTY RD 1290 & CR 128
INTERSECTION OF HIGHWAY 18 AND JEFFEE DRIVE
201 NORTH GORDON STREET
410 AND 419 EAST GROVE STREET
12040 POTRANCO ROAD
117 CIRCLE COURT
INT. BETWEEN CTY ROAD (CR) 112 & CR 1205
14350 LOOKOUT RD.
SR279 NEAR PAGUATE, LAGUNA PUEBLO
LEA AND WEST SECOND STREET
10901 S.E. 29th St.
400 AND 200 N. RICHEY STREET
HICKORY AVE
COUNTY ROAD 340
END of State Hwy 3166 Adj to W Bank Mermentau
NE 1/4, SW 1/4, NW 1/4, SECTION 17
SYCAMORE & ELM ST
RR 1
911 SHAVER RD NE
VINE & MADISON
HWY 60 & PINE ST
1205 East 7th Street
I-29 & HIGHWAY 370
S.E. CORNER OF KELLOGG AVENUE AND
101 HIGH ST
PORT NEAL ROAD
GRANT AVENUE BETWEEN 490TH ST.
SHAW AVE
AIRPORT RD (34OTH ST) AND 260TH AVENUE
910 S GRAND AVE
US 34 HWY 48 1 MI W ON HWY 34
FF X23 3.5 MI S OF
SEC 8 & 9 T78N R24W
SEC 33 T97N R20W
502 E 11TH ST
5TH ST, BETWEEN DELAWARE & PENNSYLVANIA
101 S 7TH ST
HWY 79 OFF MIDDLETOWN RD

CORPUS CHRISTI	NUECES
DEER PARK	HARRIS
Donna	HIDALGO
ROSWELL	CHAVES
HOUSTON	HARRIS
JENNINGS	ACADIA
PELICAN BAY	TARRANT
SAN ANTONIO	BEXAR
Channelview	HARRIS
ODESSA	ECTOR
MIDLAND	MIDLAND
KERMIT	WINKLER
Happy	SWISHER
TERRELL	KAUFMAN
SAN ANTONIO	BEXAR
WILLOW PARK	PARKER
MIDLAND	MIDLAND
LIVE OAK	BEXAR
LAGUNA PUEBLO	CIBOLA
ROSWELL	CHAVES
MIDWEST CITY	OKLAHOMA
PASADENA	HARRIS
BOGALUSA	WASHINGTON
BURNET	BURNET
JENNINGS	JEFFERSON DAVIS
SULLIVAN	FRANKLIN
WATERLOO	BLACK HAWK
CAMANCHE	CLINTON
CEDAR RAPIDS	LINN
OTTUMWA	WAPELLO
HOSPERS	SIOUX
ATLANTIC	CASS
MINEOLA	MILLS
CHARLES CITY	FLOYD
KELLOGG	JASPER
SERGEANT BLUFF	WOODBURY
MAURICE	SIOUX
CHARLES CITY	FLOYD
KEOKUK	LEE
CHARLES CITY	FLOYD
RED OAK	MONTGOMERY
WEST POINT	LEE
DES MOINES	POLK
MASON CITY	CERRO GORDO
DUBUQUE	DUBUQUE
MASON CITY	CERRO GORDO
FAIRFIELD	JEFFERSON
MIDDLETOWN	DES MOINES

TX	78409	03-NOV-97	N	27.815372	-97.508606	N	N
TX	77536	01-JAN-93	N	29.731944	-95.114583	N	N
TX	78537	15-FEB-01	N	26.112286	-98.086469	N	N
NM	88201	09-MAR-01	N	33.379792	-104.518722	N	N
TX		01-APR-02	N	+29.904650	-95.584319	N	N
LA	70546	10-MAR-03	N	+30.248056	-092.617500	N	N
TX	76020	01-JUN-95	N	+32.921	-097.5184	N	N
TX	78238	15-JUN-04	N	+29.494433	-98.620500	N	N
TX	77530	14-APR-05	N	+29.794400	-95.062500	N	N
TX	79762	18-APR-05	N	+31.908611	-102.385833	N	N
TX	79706	03-JUL-06	N	31.906350	-102.233669	N	N
TX	79745	18-SEP-13	N	31.852000	-103.090681	N	N
TX	79042	07-AUG-06	N	+34.745000	-101.853333	N	N
TX	75160	16-JUL-08	N	32.734167	-96.273889	N	N
TX	78253	22-SEP-08	N	+29.430489	-98.731875	N	N
TX	76087	04-MAY-07	N	32.744778	-097.679763	N	N
TX	79706	09-APR-09	N	+31.964129	-102.094921	N	N
TX	78233	13-AUG-09	N	+29.568833	-98.350042	N	N
NM	87040	06-OCT-09	N	35.133728	-107.347372	Y	N
NM	88202	14-JAN-10	N	+33.394079	-104.529951	N	N
OK	73130	19-APR-10	N	+35.435631	-97.337507	N	N
TX	77506	05-JUL-10	N	29.718389	-95.221528	N	N
LA	70429	01-OCT-10	N	+30.768056	-89.863889	N	N
TX	78611	12-OCT-11	N	+30.737148	-98.225440	N	N
LA	70546	14-JAN-14	N	30.160603	-92.612236	N	N
MO	63080	03-APR-87	N	38.223414	-91.154325	N	N
IA	50703	15-APR-88	N	+42.492458	-092.326103	N	N
IA	52730	01-DEC-79	N	+41.786483	-090.294050	N	N
IA	52402	28-NOV-83	N	+41.995300	-91.671389	N	N
IA	52501	01-AUG-80	N	41.006314	-92.411794	N	N
IA	51238	12-MAR-85	N	+43.075603	-095.906767	N	N
IA	50022	13-JAN-86	N	+41.403717	-94.995764	N	N
IA	51554	01-JAN-80	N	+41.143333	-095.813333	N	N
IA	50616	01-JAN-85	N	+43.083217	-092.682375	N	N
IA	50135	01-OCT-79	N	+41.703233	-097.692803	N	N
IA	51054	01-FEB-80	N	42.336828	-96.360150	N	N
IA	51306	01-OCT-79	N	+42.932967	-095.194858	N	N
IA	50616	01-MAY-81	N	+43.053997	-092.666983	N	N
IA	52632	01-JUN-81	N	+40.466081	-091.414400	N	N
IA	50616	01-APR-80	N	+43.060531	-092.671108	N	N
IA	51566	01-JUN-81	N	41.034542	-95.251481	N	N
IA	52656	01-FEB-85	N	+40.645975	-091.439586	N	N
IA	50309	01-APR-80	N	+41.583522	-093.640686	N	N
IA	50401	12-MAY-86	N	+43.171947	-093.216711	N	N
IA	52001	01-OCT-83	N	+42.505406	-090.661067	N	N
IA	50401	01-MAR-85	N	43.141667	-93.208333	N	N
IA	52556	19-SEP-85	N	41.005822	-91.972942	N	N
IA	52638	01-OCT-79	N	+40.813739	-091.309589	N	N

		1.00000000000	55965.00000000000	
		1.00000000000	57733.00000000000	
		1.00000000000	64049.00000000000	19-SEP-07
		1.00000000000	55966.00000000000	
		1.00000000000	55967.00000000000	
		1.00000000000	94821.00000000000	01-OCT-99
		1.00000000000	57590.00000000000	
		1.00000000000	63456.00000000000	20-SEP-06
		1.00000000000	64051.00000000000	19-SEP-07
		1.00000000000	63457.00000000000	27-SEP-06
		1.00000000000	64050.00000000000	19-SEP-07
		1.00000000000	6430544.00000000000	27-JUL-15
		1.00000000000	62595.00000000000	19-MAR-08
		1.00000000000	63347.00000000000	15-JUN-08
		1.00000000000	6430557.00000000000	22-NOV-16
		1.00000000000	94841.00000000000	15-MAR-12
		1.00000000000	62421.00000000000	29-APR-10
		1.00000000000	6425382.00000000000	07-APR-16
Y	Y	1.00000000000	62883.00000000000	15-MAR-12
		1.00000000000	6423718.00000000000	17-AUG-15
		1.00000000000	6430970.00000000000	19-APR-10
		1.00000000000	64234.00000000000	02-JUL-10
		1.00000000000	6420303.00000000000	26-MAR-15
		1.00000000000	6420305.00000000000	26-MAR-15
		1.00000000000	100465.00000000000	23-OCT-12
		1.00000000000	56760.00000000000	
		1.00000000000	56761.00000000000	
		1.00000000000	57424.00000000000	
		1.00000000000	57428.00000000000	
		1.00000000000	57430.00000000000	
		1.00000000000	57432.00000000000	
		1.00000000000	6424518.00000000000	30-SEP-15
		1.00000000000	57434.00000000000	
		1.00000000000	57622.00000000000	
		1.00000000000	57623.00000000000	
		1.00000000000	57624.00000000000	
		1.00000000000	56122.00000000000	
		1.00000000000	57122.00000000000	
		1.00000000000	56123.00000000000	
		1.00000000000	56124.00000000000	
		1.00000000000	57418.00000000000	
		1.00000000000	57419.00000000000	
		1.00000000000	57420.00000000000	
		1.00000000000	57421.00000000000	
		1.00000000000	58123.00000000000	
		1.00000000000	57422.00000000000	
		1.00000000000	55983.00000000000	
		1.00000000000	56060.00000000000	

CENTER OF GW PLUME

HRS LAT/LONG AT PROPOSAL

Reference of coordinates for Source 1 - Denio's: HRS Ref. 4, Calculating the Latitude and Longitude coordinates of the Site

Record added by Randy Hippen
Record added by Randy Hippen
TAKEN FROM RCRA INFO

REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
BCOOK	05-MAR-08		Y	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
MHEBERT	11-JUN-12		Y	Y	
SNAP	26-APR-05		N	Y	
BCOOK	22-OCT-07		Y	Y	
BCOOK	05-MAR-08		Y	Y	
BCOOK	22-OCT-07		Y	Y	
BCOOK	05-MAR-08		Y	Y	
RHIPPEN	12-APR-17	1	N	Y	2
BCOOK	25-MAR-08		Y	Y	
BKENDRIC	14-OCT-09		Y	Y	
RHIPPEN	10-JAN-18	1	N	Y	2
BCOOK	14-JUN-12		Y	Y	
BKENDRIC	03-FEB-11		Y	Y	
RHIPPEN	08-SEP-16		Y	Y	
DORTIZ	08-OCT-09		Y	Y	
RHIPPEN	06-APR-16	1	Y	Y	
RHIPPEN	10-JAN-18	1	N	Y	1
DORTIZ	08-JUL-10		Y	Y	
RHIPPEN	30-SEP-15		Y	Y	10
RHIPPEN	30-SEP-15		Y	Y	10
RHIPPEN	08-SEP-16		Y	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
RHIPPEN	06-APR-16	11	N	Y	10
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	

5.00000000000	Y	0605264	17-NOV-17
5.00000000000	Y	0605329	17-NOV-17
0.00000000000	Y	0605363	17-NOV-17
5.00000000000	Y	0605386	17-NOV-17
12.00000000000	Y	0605460	17-NOV-17
0.00000000000	Y	0605517	26-APR-14
12.00000000000	Y	0605649	17-NOV-17
0.00000000000	Y	0606565	24-MAR-17
0.00000000000	Y	0606611	24-MAR-17
0.00000000000	Y	0606614	24-MAR-17
0.00000000000	Y	0606668	17-NOV-17
0.00000000000	Y	0606716	17-NOV-17
0.00000000000	Y	0606760	24-MAR-17
0.00000000000	Y	0606869	17-NOV-17
0.00000000000	Y	0606915	18-JAN-18
0.00000000000	Y	0606965	17-NOV-17
0.00000000000	Y	0606992	24-MAR-17
0.00000000000	Y	0607012	09-SEP-16
0.00000000000	Y	0607033	17-NOV-17
0.00000000000	Y	0607057	10-APR-16
0.00000000000	Y	0607068	18-JAN-18
0.00000000000	Y	0607093	17-NOV-17
0.00000000000	Y	0607134	17-DEC-15
0.00000000000	Y	0607441	17-DEC-15
0.00000000000	Y	0607497	17-NOV-17
5.00000000000	Y	0700020	17-NOV-17
5.00000000000	Y	0700034	17-NOV-17
5.00000000000	Y	0700039	17-NOV-17
5.00000000000	Y	0700094	17-NOV-17
5.00000000000	Y	0700110	17-NOV-17
5.00000000000	Y	0700137	17-NOV-17
0.00000000000	Y	0700145	10-APR-16
5.00000000000	Y	0700155	17-NOV-17
5.00000000000	Y	0700181	17-NOV-17
5.00000000000	Y	0700185	17-NOV-17
5.00000000000	Y	0700204	17-NOV-17
5.00000000000	Y	0700237	17-NOV-17
5.00000000000	Y	0700244	17-DEC-15
5.00000000000	Y	0700260	17-DEC-15
5.00000000000	Y	0700286	17-DEC-15
5.00000000000	Y	0700297	17-NOV-17
5.00000000000	Y	0700312	17-NOV-17
5.00000000000	Y	0700316	17-DEC-15
5.00000000000	Y	0700324	17-DEC-15
5.00000000000	Y	0700325	17-NOV-17
5.00000000000	Y	0700337	17-DEC-15
5.00000000000	Y	0700347	17-DEC-15
5.00000000000	Y	0700413	17-NOV-17

Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
GPS-Unspecified	Verified Relative to Map Features (1:24K)
Interpolation-Digital Map Source (TIGER)	
Interpolation-Map	
Unknown	
Interpolation-Map	
Unknown	Verified Relative to Map Features (Other)
GPS-Unspecified	Verified Relative to Map Features (1:24K)
Unknown	Verified, Unknown Method
GPS-Unspecified	Verified Relative to Map Features (1:24K)
Unknown	Not Verified
GPS-Unspecified	Verified Relative to Map Features (1:24K)
GPS-Unspecified	Verified, Unknown Method
Unknown	Not Verified
Unknown	
GPS-Unspecified	
Unknown	Not Verified
Unknown	
Interpolation-Map	Verified, Unknown Method
Interpolation-Map	Ground Truth Conducted
Unknown	
Unknown	Not Verified
Unknown	Not Verified
Unknown	Not Verified
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Unknown	Not Verified
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	

NAD83	Other	
NAD83	Other	
NAD83	Other	Point
NAD83	Other	
NAD27	Other	
Unknown	Unknown	Point
NAD83	Other	
Unknown	Unknown	Point
NAD83	Other	Point
Unknown	Unknown	Point
NAD83	Other	Point
Unknown	Unknown	
NAD83	Other	Point
Unknown	Facility Center/Centroid	Point
Unknown	Unknown	
Unknown	Unknown	
Unknown	Unknown	Point
Unknown	Unknown	
Unknown	Unknown	
Unknown	Unknown	Point
Other	Other	Point
Unknown	Unknown	
Unknown	Unknown	Point
Unknown	Unknown	Point
Other	Other	Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
Unknown	Unknown	Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	

1:100,000			27.815372	-97.508606
1:100,000			29.731944	-95.114583
1:24,000		Private	26.112286	-98.086469
1:100,000			33.379792	-104.518722
1:24,000			+29.904650	-95.584319
Unknown			+30.248056	-092.617500
1:24,000			32.928472	-97.525000
Unknown		State	+29.494433	-98.620500
1:24,000		State	+29.794400	-95.062500
Unknown		State	+31.908611	-102.385833
1:24,000		State	31.906350	-102.233669
Unknown			31.852000	-103.090681
1:24,000		EPA Region 6	+34.745000	-101.853333
Unknown		Contractor	32.734167	-96.273889
Unknown			+29.430489	-98.731875
1:24,000			32.744778	-097.679763
Unknown			+31.964129	-102.094921
Unknown	Meters	Unknown	+29.568833	-98.350042
Unknown			35.133728	-107.347372
Unknown		EPA Region 6	+33.394079	-104.529951
1:24,000		State	+35.435631	-97.337507
Unknown			29.718389	-95.221528
Unknown	Meters	Unknown	+30.768056	-89.863889
Unknown	Meters	Unknown	+30.737148	-98.225440
1:1,630	Feet	EPA Region 6	30.160603	-92.612236
1:100,000			38.220972	-91.149461
1:100,000			42.491389	-92.326389
1:100,000			41.787781	-90.292639
1:100,000			+41.995300	-91.671389
1:100,000			+41.002500	-92.409719
1:100,000			43.074169	-95.905000
Other	Degrees	Unknown	+41.403717	-94.995764
1:100,000			41.143331	-95.813331
1:100,000			+43.085000	-92.680781
1:100,000			41.746811	-92.893061
1:100,000			+42.337500	-96.352219
1:100,000			42.934439	-96.193339
1:100,000			+43.056300	-92.663100
1:100,000			+40.466600	-91.413900
1:100,000			+43.058000	-92.669600
1:100,000			41.036444	-95.249111
1:100,000			40.655831	-91.434719
1:100,000			+41.578100	-93.636000
1:100,000			+43.175000	-93.205000
1:100,000			42.505281	-90.658889
1:100,000			+43.147600	-93.199200
1:100,000			+41.006200	-91.972400
1:100,000			40.808331	-91.246669

Y	27.81537200000	-97.50860600000
Y	29.73194400000	-95.11458300000
Y	26.11228600000	-98.08646900000
Y	33.37979200000	-104.51872200000
Y	29.90465000000	-95.58431900000
Y	30.24805600000	-92.61750000000
Y	32.92847200000	-97.52500000000
Y	29.49443300000	-98.62050000000
Y	29.79440000000	-95.06250000000
Y	31.90861100000	-102.38583300000
Y	31.90635000000	-102.23366900000
Y	31.85200000000	-103.09068100000
Y	34.74500000000	-101.85333300000
Y	32.73416700000	-96.27388900000
Y	29.43048900000	-98.73187500000
Y	32.74477800000	-97.67976300000
Y	31.96412900000	-102.09492100000
Y	29.56883300000	-98.35004200000
Y	35.13372800000	-107.34737200000
Y	33.39407900000	-104.52995100000
Y	35.43563100000	-97.33750700000
Y	29.71838900000	-95.22152800000
Y	30.76805600000	-89.86388900000
Y	30.73714800000	-98.22544000000
Y	30.16060300000	-92.61223600000
Y	38.22097200000	-91.14946100000
Y	42.49138900000	-92.32638900000
Y	41.78778100000	-90.29263900000
Y	41.99530000000	-91.67138900000
Y	41.00250000000	-92.40971900000
Y	43.07416900000	-95.90500000000
Y	41.40371700000	-94.99576400000
Y	41.14333100000	-95.81333100000
Y	43.08500000000	-92.68078100000
Y	41.74681100000	-92.89306100000
Y	42.33750000000	-96.35221900000
Y	42.93443900000	-96.19333900000
Y	43.05630000000	-92.66310000000
Y	40.46660000000	-91.41390000000
Y	43.05800000000	-92.66960000000
Y	41.03644400000	-95.24911100000
Y	40.65583100000	-91.43471900000
Y	41.57810000000	-93.63600000000
Y	43.17500000000	-93.20500000000
Y	42.50528100000	-90.65888900000
Y	43.14760000000	-93.19920000000
Y	41.00620000000	-91.97240000000
Y	40.80833100000	-91.24666900000

Corpus Christi, TX
Houston, TX
Rural
Roswell, NM
Houston, TX
Rural
Dallas--Fort Worth--Arlington, TX
San Antonio, TX
Rural
Odessa, TX
Rural
Kermit, TX
Rural
Terrell, TX
San Antonio, TX
Weatherford, TX
Midland, TX
San Antonio, TX
Rural
Roswell, NM
Oklahoma City, OK
Houston, TX
Bogalusa, LA
Rural
Rural
Sullivan, MO
Waterloo, IA
Rural
Cedar Rapids, IA
Ottumwa, IA
Rural
Atlantic, IA
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Charles City, IA
Rural
Rural
Des Moines, IA
Mason City, IA
Dubuque, IA--IL
Mason City, IA
Fairfield, IA
Rural

Corpus Christi, TX Urbanized Area
Houston, TX Urbanized Area
Rural
Roswell, NM Urban Cluster
Houston, TX Urbanized Area
Rural
Dallas--Fort Worth--Arlington, TX Urbanized Area
San Antonio, TX Urbanized Area
Rural
Odessa, TX Urbanized Area
Rural
Kermit, TX Urban Cluster
Rural
Terrell, TX Urban Cluster
San Antonio, TX Urbanized Area
Weatherford, TX Urban Cluster
Midland, TX Urbanized Area
San Antonio, TX Urbanized Area
Rural
Roswell, NM Urban Cluster
Oklahoma City, OK Urbanized Area
Houston, TX Urbanized Area
Bogalusa, LA Urban Cluster
Rural
Rural
Sullivan, MO Urban Cluster
Waterloo, IA Urbanized Area
Rural
Cedar Rapids, IA Urbanized Area
Ottumwa, IA Urban Cluster
Rural
Atlantic, IA Urban Cluster
Rural
Rural
Rural
Rural
Rural
Rural
Rural
Charles City, IA Urban Cluster
Rural
Rural
Des Moines, IA Urbanized Area
Mason City, IA Urban Cluster
Dubuque, IA--IL Urbanized Area
Mason City, IA Urban Cluster
Fairfield, IA Urban Cluster
Rural

11	City-Large
21	Suburban-Large
41	Rural-Fringe
33	Town-Remote
11	City-Large
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
12	City-Midsize
41	Rural-Fringe
32	Town-Distant
42	Rural-Distant
32	Town-Distant
21	Suburban-Large
31	Town - Fringe
22	Suburban-Midsize
21	Suburban-Large
43	Rural-Remote
33	Town-Remote
21	Suburban-Large
21	Suburban-Large
32	Town-Distant
41	Rural-Fringe
42	Rural-Distant
32	Town-Distant
13	City-Small
41	Rural-Fringe
12	City-Midsize
33	Town-Remote
42	Rural-Distant
33	Town-Remote
41	Rural-Fringe
41	Rural-Fringe
42	Rural-Distant
41	Rural-Fringe
42	Rural-Distant
41	Rural-Fringe
41	Rural-Fringe
33	Town-Remote
41	Rural-Fringe
42	Rural-Distant
12	City-Midsize
33	Town-Remote
13	City-Small
33	Town-Remote
33	Town-Remote
41	Rural-Fringe

Active Inventory	NPL	07	0700447	KSD000829846
Active Inventory	NPL	07	0700468	KSD007135429
Active Inventory	NPL	07	0700496	KSD007241656
Active Inventory	NPL	07	0700513	KSD031349624
Active Inventory	NPL	07	0700521	KSD046746731
Active Inventory	NPL	07	0700559	KSD980500789
Active Inventory	NPL	07	0700580	KSD980631766
Active Inventory	NPL	07	0700602	KSD980631980
Active Inventory	NPL	07	0700631	KSD980632301
Active Inventory	NPL	07	0700663	KSD980686174
Active Inventory	NPL	07	0700667	KSD980741862
Active Inventory	NPL	07	0700677	KSD980862726
Active Inventory	NPL	07	0700694	KSD981710247
Active Inventory	NPL	07	0700743	KS6214020756
Active Inventory	NPL	07	0700777	MOD000829705
Active Inventory	NPL	07	0700780	MOD000830554
Active Inventory	NPL	07	0700878	MOD007163108
Active Inventory	NPL	07	0700881	MOD007452154
Active Inventory	NPL	07	0701039	MOD079900932
Active Inventory	NPL	07	0701102	MOD098633415
Active Inventory	NPL	07	0701151	MOD980631113
Active Inventory	NPL	07	0701153	MOD980631139
Active Inventory	NPL	07	0701205	MOD980633010
Active Inventory	NPL	07	0701210	MOD980633176
Active Inventory	NPL	07	0701237	MOD980685226
Active Inventory	NPL	07	0701266	MOD980685838
Active Inventory	NPL	07	0701290	MOD980686281
Active Inventory	NPL	07	0701345	MOD980741912
Active Inventory	NPL	07	0701378	MOD980853519
Active Inventory	NPL	07	0701392	MOD980854111
Active Inventory	NPL	07	0701439	MOD980860522
Active Inventory	NPL	07	0701442	MOD980860555
Active Inventory	NPL	07	0701474	MOD980965982
Active Inventory	NPL	07	0701494	MOD980968341
Active Inventory	NPL	07	0701639	MOD981126899
Active Inventory	NPL	07	0701651	MOD981507585
Active Inventory	NPL	07	0701753	MO3210090004
Active Inventory	NPL	07	0701757	MO3213890012
Active Inventory	NPL	07	0701773	MO5210021288
Active Inventory	NPL	07	0701913	NED068645696
Active Inventory	NPL	07	0701973	NED980862668
Active Inventory	NPL	07	0701974	NED980862718
Active Inventory	NPL	07	0701986	NED981499312
Active Inventory	NPL	07	0702000	NED981713829
Active Inventory	NPL	07	0702001	NED981713837
Active Inventory	NPL	07	0702020	NE2213820234
Active Inventory	NPL	07	0702031	NE6211890011
Active Inventory	NPL	07	0702086	NED084626100

PESTER REFINERY CO.
HYDRO-FLEX INC.
29TH & MEAD GROUND WATER CONTAMINATION
CHEMICAL COMMODITIES, INC.
ACE SERVICES
ARKANSAS CITY DUMP
OBEE ROAD
JOHNS' SLUDGE POND
DOEPKE DISPOSAL (HOLLIDAY)
BIG RIVER SAND CO.
CHEROKEE COUNTY
STROTHER FIELD INDUSTRIAL PARK
57TH AND NORTH BROADWAY STREETS SITE
FORT RILEY
CONSERVATION CHEMICAL CO.
WHEELING DISPOSAL SERVICE CO., INC., LANDFILL
NORTH-U DRIVE WELL CONTAMINATION
SYNTEX FACILITY
WESTLAKE LANDFILL
MADISON COUNTY MINES
KEM-PEST LABORATORIES
FULBRIGHT LANDFILL
ELLISVILLE SITE
ST. LOUIS AIRPORT/HAZELWOOD INTERIM STORAGE/FUTURA COATINGS CO.
TIMES BEACH
SHENANDOAH STABLES
ORONOGO-DUENWEG MINING BELT
MINKER/STOUT/ROMAINE CREEK
LEE CHEMICAL
SOLID STATE CIRCUITS, INC.
BEE CEE MANUFACTURING CO.
QUALITY PLATING
MISSOURI ELECTRIC WORKS
VALLEY PARK TCE
BIG RIVER MINE TAILINGS/ST. JOE MINERALS CORP.
NEWTON COUNTY MINE TAILINGS
WELDON SPRING QUARRY/PLANT/PITS (USDOE/ARMY)
LAKE CITY ARMY AMMUNITION PLANT (NORTHWEST LAGOON)
WELDON SPRING FORMER ARMY ORDNANCE WORKS
LINDSAY MANUFACTURING CO.
HASTINGS GROUND WATER CONTAMINATION
WAVERLY GROUND WATER CONTAMINATION
CLEBURN STREET WELL
BRUNO CO-OP ASSOCIATION/ASSOCIATED PROPERTIES
10TH STREET SITE
CORNHUSKER ARMY AMMUNITION PLANT
NEBRASKA ORDNANCE PLANT (FORMER)
SHERWOOD MEDICAL CO.

F	Currently on the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	SD
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	NF
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	NF
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	

Formal State Deferral

NFRAP-Site does not qualify for the NPL based on existing information

NFRAP-Site does not qualify for the NPL based on existing information

N TOPEKA ST
2101 NW BRICKYARD RD
412 E 29TH N 26S 1E SW 1/4 S 33
S. KEELER ST
345 CONVESSE
HWY 166 S
OBEE RD
29TH ST NE OF HYDRAULIC
HOLLIDAY DR
4900 W 21ST
SOUTHEAST PORTION OF THE STATE OF KS
NE 1/4 SEC 19 T33S R4E
57TH & N BROADWAY STREETS
DICKMAN AVE
3900 FRONT ST
OFF HWY K 1 1/2 MI S OF
OLD HWY 13 RT 5
1ST ST
13570 ST CHARLES ROCK ROAD
401 N MINE LAMOTTE ST
E OF ST HWY 177
BOLIVAR RD
NEAR ELLISVILLE
BROWN ROAD N OF AIRPORT
VARIOUS UNPAVED STREETS
W 1/2 NE 1/4 SEC 17 T48N R1E
VARIOUS LOCATIONS
4037 W ROCK CREEK RD & SWALLER
HWY 210 E OF HWY 291
MAIN ST
MALDEN INDUSTRIAL PARK
RT 2
S HIGHWAY 61 2 MI S HIGHWAY K
HIGHWAY 141 N OF MERAMEC RIVER
SECTION 25 26 35 & 36 T37N R4E
ENTIRE TOWN OF
25 MI W OF ST LOUIS
JCT OF HWY 7 & HWY 78
ST HWY 94 2 MI S US 40
HWY 91
E CENTRAL HASTINGS
SEC 16 T11N R8E
NORTH FRONT STREET
FREMONT ST & RAILROAD ST
28TH AVE & 10TH ST
6 MI W OF
.5 MI E OF
RT 4 S HWY 81 1 MI S OF

EL DORADO	BUTLER
TOPEKA	SHAWNEE
WICHITA	SEDGWICK
OLATHE	JOHNSON
COLBY	THOMAS
ARKANSAS CITY	COWLEY
HUTCHINSON	RENO
WICHITA	SEDGWICK
SHAWNEE MISSION	JOHNSON
WICHITA	SEDGWICK
GALENA	CHEROKEE
WINFIELD	COWLEY
WICHITA	SEDGWICK
JUNCTION CITY	GEARY
KANSAS CITY	JACKSON
AMAZONIA	ANDREW
SPRINGFIELD	GREENE
VERONA	LAWRENCE
BRIDGETON	ST. LOUIS
FREDERICKTOWN	MADISON
CAPE GIRARDEAU	CAPE GIRARDEAU
SPRINGFIELD	GREENE
ELLISVILLE	ST. LOUIS
ST. LOUIS	ST. LOUIS
TIMES BEACH	ST. LOUIS
MOSCOW MILLS	LINCOLN
JOPLIN	JASPER
IMPERIAL	JEFFERSON
LIBERTY	CLAY
REPUBLIC	GREENE
MALDEN	DUNKLIN
SIKESTON	SCOTT
CAPE GIRARDEAU	CAPE GIRARDEAU
VALLEY PARK	ST. LOUIS
DESLOGE	ST. FRANCOIS
GRANBY	NEWTON
ST. CHARLES	ST. CHARLES
INDEPENDENCE	JACKSON
ST. CHARLES	ST. CHARLES
LINDSAY	PLATTE
HASTINGS	ADAMS
WAVERLY	LANCASTER
GRAND ISLAND	HALL
BRUNO	BUTLER
COLUMBUS	PLATTE
GRAND ISLAND	HALL
MEAD	SAUNDERS
NORFOLK	MADISON

KS	67042	01-OCT-79	N	+37.839081	-096.861667	N	N
KS	66618	01-OCT-80	N	+39.087078	-99.725792	N	N
KS	67219	01-OCT-81	N	+37.735692	-97.333250	N	N
KS	66061	01-NOV-80	N	+38.878653	-094.805853	N	N
KS	67701	01-AUG-80	N	39.395775	-101.040892	N	N
KS	67005	01-SEP-80	N	+37.056369	-097.056819	N	N
KS	67501	01-MAY-81	N	+38.047936	-097.866944	N	N
KS	67212	01-SEP-80	N	+37.737328	-097.316931	N	N
KS	66218	01-NOV-79	N	+39.029000	-094.798853	N	N
KS	67205	01-SEP-82	N	+37.731864	-097.402006	N	N
KS	66739	01-NOV-79	N	+37.25056	-094.644117	Y	N
KS	67156	01-JUL-84	N	+37.178603	-097.033058	N	N
KS	67219	04-FEB-87	N	+37.783636	-97.337547	N	N
KS	66441	01-AUG-84	N	39.233972	-96.919667	N	N
MO	64120	01-JAN-79	N	+38.665000	-090.188333	N	N
MO	64421	01-NOV-79	N	+39.872900	-094.872081	N	N
MO	65801	01-JAN-84	N	39.269167	-93.318056	N	N
MO	65769	01-OCT-79	N	+36.964140	-093.797330	N	N
MO	63044	01-NOV-79	N	+38.765150	-090.449270	N	N
MO	63645	01-FEB-81	N	37.54025	-90.277694	N	N
MO	63701	09-JUN-81	N	+37.339500	-089.489036	N	N
MO	65803	01-JUN-81	N	+37.276667	-093.310000	N	N
MO	63011	01-AUG-80	N	38.603331	-90.618331	N	N
MO	63145	01-JAN-80	N	+38.763889	-090.344444	N	N
MO	63025	01-MAR-82	N	+38.509167	-090.602778	N	N
MO	63362	01-APR-80	N	+38.924278	-090.927797	N	N
MO	64801	01-NOV-79	N	+37.290797	-094.617906	N	N
MO	63052	01-MAR-82	N	38.44	-90.480000	N	N
MO	64068	01-MAR-83	N	+39.21683	-094.394133	N	N
MO	65738	01-SEP-83	N	+37.118147	-093.479822	N	N
MO	63863	01-MAY-84	N	+36.604508	-089.981792	N	N
MO	63801	01-MAR-84	N	+36.964006	-089.557078	N	N
MO	63701	25-OCT-84	N	+37.286636	-089.555550	N	N
MO	63088	01-FEB-85	N	+38.556578	-090.491964	N	N
MO	63601	11-MAR-80	N	37.887422	-90.559792	N	N
MO	64844	26-MAR-86	N	36.916667	-94.256667	N	N
MO	63301	01-NOV-79	N	+38.699244	-090.733697	N	N
MO	64050	01-JUL-84	N	+39.094283	-094.281986	N	N
MO	63301	01-JUN-81	N	+38.698239	-090.792972	N	N
NE	68644	01-SEP-84	N	+41.703233	-097.692803	N	N
NE	68901	01-JUL-84	N	+40.586111	-098.375278	N	N
NE	68462	01-MAR-83	N	+40.921000	-096.533083	N	N
NE	68801	14-APR-86	N	+40.924900	-098.350900	N	N
NE	68014	13-FEB-87	N	+41.288033	-096.959572	N	N
NE	68601	13-FEB-87	N	+41.426561	-97.362219	N	N
NE	68802	28-MAY-81	N	+40.960450	-098.474369	N	N
NE	68041	01-JUN-81	N	+41.208581	-096.503386	N	N
NE	68701	20-NOV-87	N	+41.994556	-097.423194	N	N

1.00000000000	56061.00000000000	
1.00000000000	56062.00000000000	
1.00000000000	56063.00000000000	
1.00000000000	58124.00000000000	
1.00000000000	56064.00000000000	
1.00000000000	56066.00000000000	
1.00000000000	56067.00000000000	
1.00000000000	56068.00000000000	
1.00000000000	58126.00000000000	
1.00000000000	56114.00000000000	
1.00000000000	56115.00000000000	
1.00000000000	56116.00000000000	
1.00000000000	56117.00000000000	
1.00000000000	56119.00000000000	
1.00000000000	58127.00000000000	
1.00000000000	56120.00000000000	
1.00000000000	57001.00000000000	
1.00000000000	57002.00000000000	
1.00000000000	57003.00000000000	
1.00000000000	57676.00000000000	
1.00000000000	57004.00000000000	
1.00000000000	57005.00000000000	
1.00000000000	56711.00000000000	18-MAR-16
1.00000000000	57006.00000000000	
1.00000000000	57007.00000000000	
1.00000000000	57008.00000000000	
1.00000000000	57010.00000000000	
1.00000000000	56712.00000000000	
1.00000000000	57011.00000000000	
1.00000000000	57012.00000000000	
1.00000000000	57161.00000000000	
1.00000000000	57162.00000000000	
1.00000000000	57163.00000000000	
1.00000000000	56713.00000000000	
1.00000000000	57164.00000000000	
1.00000000000	57678.00000000000	
1.00000000000	57000.00000000000	
1.00000000000	56796.00000000000	
1.00000000000	56798.00000000000	
1.00000000000	56800.00000000000	
1.00000000000	57121.00000000000	
1.00000000000	56801.00000000000	
1.00000000000	56802.00000000000	
1.00000000000	56715.00000000000	
1.00000000000	57123.00000000000	
1.00000000000	56771.00000000000	
1.00000000000	56716.00000000000	
1.00000000000	56772.00000000000	

REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
CSANDS	01-AUG-17	Y	Y	0
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	N	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	
REV EOQ	05-FEB-05	N	Y	

5.00000000000	Y	0700447	26-APR-14
5.00000000000	Y	0700468	17-NOV-17
5.00000000000	Y	0700496	26-APR-14
5.00000000000	Y	0700513	17-NOV-17
5.00000000000	Y	0700521	17-NOV-17
5.00000000000	Y	0700559	17-NOV-17
5.00000000000	Y	0700580	17-NOV-17
5.00000000000	Y	0700602	26-APR-14
5.00000000000	Y	0700631	17-NOV-17
5.00000000000	Y	0700663	17-NOV-17
5.00000000000	Y	0700667	17-NOV-17
5.00000000000	Y	0700677	17-NOV-17
5.00000000000	Y	0700694	17-NOV-17
5.00000000000	Y	0700743	17-NOV-17
5.00000000000	Y	0700777	17-DEC-15
5.00000000000	Y	0700780	17-DEC-15
5.00000000000	Y	0700878	17-NOV-17
5.00000000000	Y	0700881	17-NOV-17
5.00000000000	Y	0701039	17-NOV-17
20.00000000000	Y	0701102	17-NOV-17
5.00000000000	Y	0701151	17-NOV-17
5.00000000000	Y	0701153	17-NOV-17
5.00000000000	Y	0701205	17-NOV-17
5.00000000000	Y	0701210	17-NOV-17
5.00000000000	Y	0701237	17-NOV-17
5.00000000000	Y	0701266	17-NOV-17
5.00000000000	Y	0701290	17-NOV-17
5.00000000000	Y	0701345	17-DEC-15
5.00000000000	Y	0701378	17-NOV-17
5.00000000000	Y	0701392	17-NOV-17
5.00000000000	Y	0701439	17-NOV-17
5.00000000000	Y	0701442	17-NOV-17
5.00000000000	Y	0701474	17-NOV-17
5.00000000000	Y	0701494	17-NOV-17
5.00000000000	Y	0701639	17-NOV-17
12.00000000000	Y	0701651	17-DEC-15
5.00000000000	Y	0701753	17-NOV-17
5.00000000000	Y	0701757	17-DEC-15
5.00000000000	Y	0701773	17-NOV-17
5.00000000000	Y	0701913	17-NOV-17
5.00000000000	Y	0701973	17-NOV-17
5.00000000000	Y	0701974	17-NOV-17
5.00000000000	Y	0701986	17-NOV-17
5.00000000000	Y	0702000	17-NOV-17
5.00000000000	Y	0702001	17-NOV-17
5.00000000000	Y	0702020	17-NOV-17
5.00000000000	Y	0702031	17-NOV-17
5.00000000000	Y	0702086	17-NOV-17

Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Address Matching-Other	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Map	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	

NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD27	Other
NAD83	Other
NAD83	Other
NAD83	Unknown
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD27	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other

1:100,000	+37.843800	-096.857400
1:100,000	39.086939	-95.726111
1:100,000	+37.733600	-097.326600
1:100,000	38.878194	-94.805556
1:100,000	39.396944	-101.039167
1:100,000	37.051669	-97.051669
1:100,000	38.063889	-97.851389
1:100,000	+37.737100	-097.315600
1:100,000	39.033331	-094.800000
1:100,000	37.726111	-97.400831
1:100,000	37.003889	-94.823889
1:100,000	37.170831	-97.031939
1:100,000	+37.775000	-97.316667
1:100,000	39.166669	-096.750000
1:100,000	+39.127900	-94.472200
1:100,000	+39.875000	-94.870000
1:100,000	37.271389	-93.317781
1:100,000	+36.965000	-93.798331
1:100,000	+38.770000	-90.445269
1:24,000	37.546111	-90.276111
1:100,000	37.339611	-89.489444
1:100,000	37.273056	-93.312500
1:100,000	38.603331	-90.618331
1:100,000	38.759719	-90.360419
1:100,000	38.508339	-90.601669
1:100,000	+38.924450	-90.926939
1:100,000	37.101111	-94.420561
1:100,000	+38.440000	-90.480000
1:100,000	39.201111	-94.392500
1:100,000	37.118061	-93.480281
1:100,000	36.603331	-089.980000
1:100,000	+36.963050	-89.557219
1:100,000	+37.286250	-89.555056
1:100,000	38.552781	-90.466669
1:100,000	37.886389	-090.550000
1:24,000	+36.992100	-94.384800
1:100,000	38.696944	-90.724999
1:100,000	+39.103000	-94.278300
1:100,000	38.696389	-90.729161
1:100,000	41.701669	-97.690000
1:100,000	40.583331	-98.383331
1:100,000	40.917219	-96.529439
1:100,000	40.925139	-98.347778
1:100,000	41.284722	-96.959722
1:100,000	41.426561	-97.362219
1:100,000	40.923331	-98.492500
1:100,000	41.176669	-96.453331
1:100,000	41.993611	-97.421389

Y	37.84380000000	-96.85740000000
Y	39.08693900000	-95.72611100000
Y	37.73360000000	-97.32660000000
Y	38.87819400000	-94.80555600000
Y	39.39694400000	-101.03916700000
Y	37.05166900000	-97.05166900000
Y	38.06388900000	-97.85138900000
Y	37.73710000000	-97.31560000000
Y	39.03333100000	-94.80000000000
Y	37.72611100000	-97.40083100000
Y	37.00388900000	-94.82388900000
Y	37.17083100000	-97.03193900000
Y	37.77500000000	-97.31666700000
Y	39.16666900000	-96.75000000000
Y	39.12790000000	-94.47220000000
Y	39.87500000000	-94.87000000000
Y	37.27138900000	-93.31778100000
Y	36.96500000000	-93.79833100000
Y	38.77000000000	-90.44526900000
Y	37.54611100000	-90.27611100000
Y	37.33961100000	-89.48944400000
Y	37.27305600000	-93.31250000000
Y	38.60333100000	-90.61833100000
Y	38.75971900000	-90.36041900000
Y	38.50833900000	-90.60166900000
Y	38.92445000000	-90.92693900000
Y	37.10111100000	-94.42056100000
Y	38.44000000000	-90.48000000000
Y	39.20111100000	-94.39250000000
Y	37.11806100000	-93.48028100000
Y	36.60333100000	-89.98000000000
Y	36.96305000000	-89.55721900000
Y	37.28625000000	-89.55505600000
Y	38.55278100000	-90.46666900000
Y	37.88638900000	-90.55000000000
Y	36.99210000000	-94.38480000000
Y	38.69694400000	-90.72499900000
Y	39.10300000000	-94.27830000000
Y	38.69638900000	-90.72916100000
Y	41.70166900000	-97.69000000000
Y	40.58333100000	-98.38333100000
Y	40.91721900000	-96.52943900000
Y	40.92513900000	-98.34777800000
Y	41.28472200000	-96.95972200000
Y	41.42656100000	-97.36221900000
Y	40.92333100000	-98.49250000000
Y	41.17666900000	-96.45333100000
Y	41.99361100000	-97.42138900000

Rural
Topeka, KS
Wichita, KS
Kansas City, MO--KS
Colby, KS
Arkansas City, KS
Rural
Wichita, KS
Rural
Rural
Rural
Rural
Wichita, KS
Rural
Kansas City, MO--KS
Rural
Springfield, MO
Rural
St. Louis, MO--IL
Rural
Rural
Springfield, MO
St. Louis, MO--IL
St. Louis, MO--IL
Eureka, MO
Rural
Joplin, MO
St. Louis, MO--IL
Rural
Springfield, MO
Rural
Rural
Cape Girardeau, MO--IL
St. Louis, MO--IL
Rural
Rural
Rural
Rural
Rural
Rural
Hastings, NE
Waverly, NE
Grand Island, NE
Rural
Columbus, NE
Rural
Rural
Norfolk, NE

Rural
Topeka, KS Urbanized Area
Wichita, KS Urbanized Area
Kansas City, MO--KS Urbanized Area
Colby, KS Urban Cluster
Arkansas City, KS Urban Cluster
Rural
Wichita, KS Urbanized Area
Rural
Rural
Rural
Rural
Wichita, KS Urbanized Area
Rural
Kansas City, MO--KS Urbanized Area
Rural
Springfield, MO Urbanized Area
Rural
St. Louis, MO--IL Urbanized Area
Rural
Rural
Springfield, MO Urbanized Area
St. Louis, MO--IL Urbanized Area
St. Louis, MO--IL Urbanized Area
Eureka, MO Urban Cluster
Rural
Joplin, MO Urbanized Area
St. Louis, MO--IL Urbanized Area
Rural
Springfield, MO Urbanized Area
Rural
Rural
Cape Girardeau, MO--IL Urbanized Area
St. Louis, MO--IL Urbanized Area
Rural
Rural
Rural
Rural
Rural
Rural
Hastings, NE Urban Cluster
Waverly, NE Urban Cluster
Grand Island, NE Urbanized Area
Rural
Columbus, NE Urban Cluster
Rural
Rural
Norfolk, NE Urban Cluster

41	Rural-Fringe
12	City-Midsize
11	City-Large
21	Suburban-Large
33	Town-Remote
32	Town-Distant
41	Rural-Fringe
11	City-Large
41	Rural-Fringe
41	Rural-Fringe
42	Rural-Distant
42	Rural-Distant
21	Suburban-Large
41	Rural-Fringe
11	City-Large
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
31	Town - Fringe
41	Rural-Fringe
23	Suburban-Small
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
42	Rural-Distant
13	City-Small
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
43	Rural-Remote
32	Town-Distant
31	Town - Fringe
13	City-Small
42	Rural-Distant
33	Town-Remote
41	Rural-Fringe
42	Rural-Distant
33	Town-Remote

Active Inventory	NPL	07	0702089	MOD981720246
Active Inventory	NPL	07	0702287	NED986369247
Active Inventory	NPL	07	0702377	NED986373678
Active Inventory	NPL	07	0702403	KSD984985929
Active Inventory	NPL	07	0702514	MOD985798339
Active Inventory	NPL	07	0702515	MOD046750253
Active Inventory	NPL	07	0702917	MO0000958611
Active Inventory	NPL	07	0702918	MO0000958835
Active Inventory	NPL	07	0703044	KS0001402320
Active Inventory	NPL	07	0703065	IA0001610963
Active Inventory	NPL	07	0703481	NESFN0703481
Active Inventory	NPL	07	0704272	NEN000704272
Active Inventory	NPL	07	0704351	NEN000704351
Active Inventory	NPL	07	0704456	NEN000704456
Active Inventory	NPL	07	0704738	NEN000704738
Active Inventory	NPL	07	0705023	MON000705023
Active Inventory	NPL	07	0705026	KSN000705026
Active Inventory	NPL	07	0705027	MON000705027
Active Inventory	NPL	07	0705032	MON000705032
Active Inventory	NPL	07	0705326	KSD065735912
Active Inventory	NPL	07	0705443	MON000705443
Active Inventory	NPL	07	0705803	MON000705803
Active Inventory	NPL	07	0705842	MON000705842
Active Inventory	NPL	07	0706105	NEN000706105
Active Inventory	NPL	07	0706143	MON000706143
Active Inventory	NPL	07	0706200	NEN000706200
Active Inventory	NPL	08	0800017	WY5571924179
Active Inventory	NPL	08	0800030	COD000110254
Active Inventory	NPL	08	0800076	COD007063274
Active Inventory	NPL	08	0800115	COD042167858
Active Inventory	NPL	08	0800159	COD081961518
Active Inventory	NPL	08	0800186	COD980499248
Active Inventory	NPL	08	0800187	COD980499255
Active Inventory	NPL	08	0800244	COD980667075
Active Inventory	NPL	08	0800247	COD980716955
Active Inventory	NPL	08	0800257	COD980717557
Active Inventory	NPL	08	0800260	COD980717953
Active Inventory	NPL	08	0800261	COD980806277
Active Inventory	NPL	08	0800357	CO5210020769
Active Inventory	NPL	08	0800359	CO7570090038
Active Inventory	NPL	08	0800360	CO7890010526
Active Inventory	NPL	08	0800377	MTD006230346
Active Inventory	NPL	08	0800378	MTD006230635
Active Inventory	NPL	08	0800379	MTD006232276
Active Inventory	NPL	08	0800384	MTD021997689
Active Inventory	NPL	08	0800392	MTD057561763
Active Inventory	NPL	08	0800402	MTD093291599
Active Inventory	NPL	08	0800403	MTD093291656

RIVERFRONT
OGALLALA GROUND WATER CONTAMINATION
IOWA-NEBRASKA LIGHT & POWER CO
WRIGHT GROUND WATER CONTAMINATION
NEWTON COUNTY WELLS
ARMOUR ROAD
ANNAPOLIS LEAD MINE
POOLS PRAIRIE
TRI-COUNTY PUBLIC AIRPORT
RAILROAD AVENUE GROUNDWATER CONTAMINATION
OMAHA LEAD
OLD HWY 275 AND N 288TH STREET
GARVEY ELEVATOR
PARKVIEW WELL
WEST HIGHWAY 6 & HIGHWAY 281
WASHINGTON COUNTY LEAD DISTRICT - POTOSI
FORMER UNITED ZINC & ASSOCIATED SMELTERS
WASHINGTON COUNTY LEAD DISTRICT - OLD MINES
WASHINGTON COUNTY LEAD DISTRICT - RICHWOODS
PLATING, INC.
SOUTHWEST JEFFERSON COUNTY MINING
VIENNA WELLS
WASHINGTON COUNTY LEAD DISTRICT - FURNACE CREEK
PCE/TCE NORTHEAST CONTAMINATION
COMPASS PLAZA WELL TCE
PCE SOUTHEAST CONTAMINATION
F.E. WARREN AIR FORCE BASE
BRODERICK WOOD PRODUCTS
URAVAN URANIUM PROJECT (UNION CARBIDE CORP.)
LINCOLN PARK
EAGLE MINE
LOWRY LANDFILL
MARSHALL LANDFILL
WOODBURY CHEMICAL CO.
DENVER RADIUM SITE
CENTRAL CITY, CLEAR CREEK
SAND CREEK INDUSTRIAL
SMUGGLER MOUNTAIN
ROCKY MOUNTAIN ARSENAL (USARMY)
AIR FORCE PLANT PJKS
ROCKY FLATS PLANT (USDOE)
EAST HELENA SITE
MONTANA POLE AND TREATING
IDAHO POLE CO.
MOUAT INDUSTRIES
ANACONDA ALUMINUM CO COLUMBIA FALLS REDUCTION PLANT
ACM SMELTER AND REFINERY
ANACONDA CO. SMELTER

F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
P	Proposed for NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL

PLUME, NEW HAVEN
SW CORNER OF W 1ST & C ST
102-104 SOUTH 7TH STREET
7 MILES NE OF DODGE CITY OFF HWY 50/56
3200 MOORHEAD DRIVE
2251 ARMOUR ROAD
EAST SIDE OF IRON COUNTY ROAD 138
US HWY. 60 AND US HWY. 71
HERINGTON INDUSTRIAL PARK
12TH & MAPLE
INTERSECTION I480 & ABBOTT DRIVE
U.S. HIGHWAY 275 AND N 288TH ST.
INDUSTRIAL PARK WEST-HIGHWAY 6 & SUMMIT
INTERSECTION OF BLAINE STREET & STOLLEY
INDUSTRIAL PARK WEST-HIGHWAY 6 &
500 FT EAST OF BELL ST AND VALLEY ROAD
HIGHWAY 54 & KANSAS DRIVE
INTERSECTION OF HIGHWAYS 21 AND 47
21 ACRES IN NORTHEAST WASHINGTON COUNTY
8801 WEST SIXTH STREET
SLVR LK TRL & THNDR RDG RD,.5M W HWY WW
545-547 N. CHESTNUT STREET
2 MI. N OF INT. OF BIG RIVER & HWY 21
522 W 26TH STREET
201 SOUTH MARSHALL STREET
INTERSECTION OF 5TH STREET AND LINCOLN AVENUE
I-25 AND RANDALL AVENUE
5600 HURON ST
NEAR URAVAN ON HWY 141
2 MI S OF CANON CY
W OF US HWY 24
4200 S GUN CLUB RD
1600 S 66TH STREET
5400 JACKSON ST
VARIOUS PLACES IN DENVER
NEAR TOWN
33RD AND DAHLIA
SPRUCE STREET
IMMED N STAPLETON INTL ARPT
12275 SOUTH HIGHWAY 75
HWY 93 BETWEEN GOLDEN&BOULDER
S OF E HELENA
202 W GREENWOOD AVENUE
CEDAR ST
ADJACENT TO AIR STRIP IN CY
EASTERN END OF ALUMINUM DRIVE
RIVER ROAD NORTH, 1 MILE EAST OF 15TH ST
3 MI SE OF ANACONDA

NEW HAVEN	FRANKLIN
OGALLALA	KEITH
NORFOLK	MADISON
WRIGHT	FORD
JOPLIN	NEWTON
NORTH KANSAS CITY	CLAY
ANNAPOLIS	IRON
NEOSHO	NEWTON
DELAVAN	MORRIS
WEST DES MOINES	POLK
OMAHA	DOUGLAS
VALLEY	DOUGLAS
HASTINGS	ADAMS
GRAND ISLAND	HALL
HASTINGS	ADAMS
Potosi	WASHINGTON
IOLA	ALLEN
Old Mines	WASHINGTON
Richwoods	WASHINGTON
Great Bend	BARTON
JEFFERSON COUNTY	JEFFERSON
VIENNA	MARIES
CALEDONIA	WASHINGTON
YORK	YORK
ROGERSVILLE	GREENE
YORK	YORK
CHEYENNE	LARAMIE
DENVER	ADAMS
URAVAN	MONTROSE
CANON CITY	FREMONT
MINTURN	EAGLE
AURORA	ARAPAHOE
BOULDER	BOULDER
COMMERCE CITY	ADAMS
DENVER	DENVER
IDAHO SPRINGS	CLEAR CREEK
COMMERCE CITY	ADAMS
ASPEN	PITKIN
ADAMS COUNTY	ADAMS
LITTLETON	JEFFERSON
GOLDEN	JEFFERSON
EAST HELENA	LEWIS AND CLARK
BUTTE	SILVER BOW
BOZEMAN	GALLATIN
COLUMBUS	STILLWATER
COLUMBIA FALLS	FLATHEAD
BLACK EAGLE	CASCADE
ANACONDA	DEER LODGE

MO	63068	21-AUG-87	N	+38.615217	-091.213503	N	N
NE	69153	08-DEC-89	N	+41.124903	-101.736075	N	N
NE	68701	02-OCT-90	N	42.032300	-97.417028	N	N
KS	67882	11-APR-89	N	+37.781744	-099.893319	N	N
MO	64804	23-APR-91	N	37.040472	-94.469350	N	N
MO	64116	13-MAR-90	N	+39.144264	-094.556297	N	N
MO	63620	05-NOV-93	N	37.355556	-90.675000	N	N
MO	64850	03-NOV-94	N	36.803056	-94.390278	N	N
KS	67449	29-FEB-96	N	+38.710408	-096.788339	N	N
IA	50265	04-OCT-96	N	41.578333	-93.702222	N	N
NE	68102-1895	24-SEP-98	N	41.267778	-95.929722	N	N
NE	68064	05-FEB-02	N	41.329092	-96.367333	N	N
NE	68901	29-AUG-02	N	40.563611	-98.415556	N	N
NE	68803-5604	04-FEB-03	N	40.895833	-98.365000	N	N
NE	68901	04-AUG-04	N	+40.571422	-098.418411	N	N
MO	63664	06-SEP-05	N	37.939900	-90.772400	N	N
KS	66749	04-OCT-05	N	37.922280	-95.385900	N	N
MO	63630	05-OCT-05	N	+38.075278	-90.738333	N	N
MO	63071	06-OCT-05	N	+38.166150	-90.814264	N	N
KS	67530	24-FEB-06	N	+38.346542	-98.849460	N	N
MO	63023	15-JUL-06	N	38.186794	-90.758975	N	N
MO	65582	29-NOV-07	N	38.189597	-91.944158	N	N
MO	63631	14-FEB-09	N	37.840531	-90.799556	N	N
NE	68467	01-DEC-08	N	40.888636	-97.600361	N	N
MO	65742	24-MAR-10	N	37.109009	-93.083168	N	N
NE	68467	08-SEP-10	N	40.859594	-97.580614	N	N
WY	82005	10-FEB-87	N	+41.152742	-104.862334	N	N
CO	80221	01-AUG-80	N	+39.803684	-104.998554	N	N
CO	81436	01-APR-80	N	+38.369015	-108.747527	N	N
CO	81212	01-OCT-80	N	+38.405864	-105.219379	N	N
CO	81645	01-AUG-80	N	+39.549005	-106.402863	N	N
CO	80018	01-OCT-78	N	+39.646081	-104.709141	N	N
CO	80303	01-JUN-79	N	+39.950304	-105.201260	N	N
CO	80022	01-JUN-79	N	+39.795025	-104.945326	N	N
CO	80204	01-MAR-79	N	+39.716519	-105.005441	N	N
CO	80452	01-MAR-82	N	+39.771820	-105.518170	N	N
CO	80022	01-MAR-82	N	+39.788216	-104.924898	N	N
CO	81611	01-MAR-83	N	+39.193693	-106.809840	N	N
CO	80022	01-JUL-75	N	+39.833398	-104.842445	N	N
CO	80127	01-DEC-85	N	+39.508686	-105.128965	N	N
CO	80402	01-AUG-85	N	+39.892897	-105.199600	N	N
MT	59635	01-AUG-80	N	+46.583866	-111.920692	N	N
MT	59701	01-AUG-80	N	+45.991340	-112.548242	N	N
MT	59715	01-AUG-80	N	+45.688454	-111.023672	N	N
MT	59019	01-JUL-79	N	+45.633612	-109.245678	N	N
MT	59912	01-AUG-80	N	+48.391660	-114.136514	N	N
MT	59414	01-AUG-80	N	+47.528610	-111.246480	N	N
MT	59711	01-AUG-80	N	+46.133576	-112.845493	Y	N

	1.00000000000	56773.00000000000	
	1.00000000000	56774.00000000000	
	1.00000000000	28428.00000000000	30-OCT-15
	1.00000000000	56775.00000000000	
	1.00000000000	56776.00000000000	
	1.00000000000	56717.00000000000	
	1.00000000000	57124.00000000000	
	1.00000000000	56777.00000000000	
	1.00000000000	56778.00000000000	
	1.00000000000	56779.00000000000	
	1.00000000000	56780.00000000000	22-SEP-16
	1.00000000000	55170.00000000000	12-APR-17
	1.00000000000	57016.00000000000	
	1.00000000000	56781.00000000000	
	1.00000000000	52907.00000000000	19-JUL-06
	1.00000000000	56403.00000000000	06-SEP-05
	1.00000000000	56836.00000000000	04-OCT-05
	1.00000000000	63118.00000000000	15-JAN-08
	1.00000000000	64200.00000000000	15-JAN-08
	1.00000000000	57249.00000000000	16-FEB-06
	1.00000000000	63674.00000000000	03-JUN-09
	1.00000000000	60739.00000000000	29-NOV-07
	1.00000000000	63490.00000000000	13-FEB-08
	1.00000000000	6418963.00000000000	12-DEC-13
	1.00000000000	62630.00000000000	24-APR-10
	1.00000000000	6418962.00000000000	12-DEC-13
	1.00000000000	53969.00000000000	
	1.00000000000	53970.00000000000	
	1.00000000000	53972.00000000000	
	1.00000000000	53973.00000000000	
	1.00000000000	53974.00000000000	
	1.00000000000	53975.00000000000	
	1.00000000000	53976.00000000000	
	1.00000000000	54047.00000000000	
	1.00000000000	53542.00000000000	
	1.00000000000	5276.00000000000	
	1.00000000000	53543.00000000000	
	1.00000000000	53544.00000000000	
	1.00000000000	53545.00000000000	
	1.00000000000	53627.00000000000	
	1.00000000000	53628.00000000000	
	1.00000000000	3209.00000000000	
	1.00000000000	53629.00000000000	
	1.00000000000	52300.00000000000	
	1.00000000000	52301.00000000000	
	1.00000000000	6420301.00000000000	26-MAR-15
	1.00000000000	60311.00000000000	17-SEP-09
Y	1.00000000000	52303.00000000000	

ACCURACY METERS S/B .01 NOT 1.00. THE SYSTEM WOULD NOT ALLOW THE ENTRY

Record added by Randy Hippen
POINT ON THE FORMER ANACONDA MINERALS CO REFINERY FACILITY NEAR THE MISSOURI RIVER

REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
RHIPPEN	06-APR-16		Y	Y	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	N	
REV EOQ	05-FEB-05		N	Y	
CSANDS	17-MAY-17		Y	Y	0
RHIPPEN	12-APR-17		N	Y	10
SNAP	26-APR-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
OMURPHY	31-AUG-04		N	Y	1
LLEDOUX	07-SEP-05		N	Y	10
LLEDOUX	04-OCT-05		Y	Y	
OMURPHY	15-JAN-08		Y	Y	
LLEDOUX	15-JAN-08		Y	Y	
LLEDOUX	24-FEB-06		N	Y	17
LLEDOUX	03-JUN-09		Y	Y	
LLEDOUX	29-NOV-07		Y	Y	
LLEDOUX	13-FEB-08		Y	Y	
SSHAKIR	09-DEC-14	2	N	Y	0.1
LLEDOUX	29-APR-10		Y	Y	
SSHAKIR	09-DEC-14	2	N	Y	0.1
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
RHIPPEN	08-SEP-16	1	Y	N	10
GCHRISTI	17-SEP-09	1	Y	N	
REV EOQ	05-FEB-05	1	N	N	

5.00000000000	Y	0702089	17-NOV-17
5.00000000000	Y	0702287	17-NOV-17
0.00000000000	Y	0702377	17-NOV-17
5.00000000000	Y	0702403	17-NOV-17
5.00000000000	Y	0702514	17-NOV-17
5.00000000000	Y	0702515	17-NOV-17
12.00000000000	Y	0702917	17-NOV-17
5.00000000000	Y	0702918	17-NOV-17
5.00000000000	Y	0703044	17-NOV-17
5.00000000000	Y	0703065	17-NOV-17
5.00000000000	Y	0703481	17-NOV-17
0.00000000000	Y	0704272	17-NOV-17
12.00000000000	Y	0704351	17-NOV-17
12.00000000000	Y	0704456	17-NOV-17
0.00000000000	Y	0704738	17-NOV-17
0.00000000000	Y	0705023	17-NOV-17
0.00000000000	Y	0705026	17-NOV-17
0.00000000000	Y	0705027	17-DEC-15
0.00000000000	Y	0705032	17-DEC-15
0.00000000000	Y	0705326	17-DEC-15
0.00000000000	Y	0705443	17-NOV-17
0.00000000000	Y	0705803	17-NOV-17
0.00000000000	Y	0705842	17-NOV-17
0.00000000000	Y	0706105	17-NOV-17
0.00000000000	Y	0706143	17-NOV-17
0.00000000000	Y	0706200	17-NOV-17
5.00000000000	Y	0800017	17-NOV-17
5.00000000000	Y	0800030	30-OCT-17
5.00000000000	Y	0800076	17-NOV-17
5.00000000000	Y	0800115	30-OCT-17
5.00000000000	Y	0800159	17-NOV-17
5.00000000000	Y	0800186	17-NOV-17
5.00000000000	Y	0800187	30-OCT-17
5.00000000000	Y	0800244	31-OCT-17
5.00000000000	Y	0800247	17-NOV-17
5.00000000000	Y	0800257	30-OCT-17
5.00000000000	Y	0800260	17-NOV-17
5.00000000000	Y	0800261	17-NOV-17
5.00000000000	Y	0800357	17-NOV-17
5.00000000000	Y	0800359	17-NOV-17
5.00000000000	Y	0800360	17-NOV-17
5.00000000000	Y	0800377	17-NOV-17
5.00000000000	Y	0800378	30-OCT-17
5.00000000000	Y	0800379	17-NOV-17
5.00000000000	Y	0800384	31-OCT-17
0.00000000000	Y	0800392	30-OCT-17
0.00000000000	Y	0800402	17-NOV-17
5.00000000000	Y	0800403	17-NOV-17

Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Unknown	Not Verified
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Map	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Verified, Unknown Method
Unknown	Verified, Unknown Method
Interpolation-Other	
Interpolation-Other	
GPS-Unspecified	
Interpolation-Map	Verified Relative to Map Features (Other)
Address Matching-Other	Verified Relative to Map Features (Other)
Unknown	
Unknown	
GPS-Unspecified	
Unknown	
GPS Code (Pseudo Range) Differential	
Unknown	
Unknown	Verified, Unknown Method
Interpolation-Map	Verified Relative to Map Features (1:24K)
Unknown	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Satellite	Verified Relative to Map Features (Other)
Unknown	Point in Polygon (Zip)
Interpolation-Digital Map Source (TIGER)	

NAD83	Other	
NAD83	Other	
NAD83	Facility Center/Centroid	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD27	Well	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Unknown	
Unknown	Unknown	Point
NAD27	Facility Center/Centroid	
NAD83	Well	
WGS84		Point
WGS84	Other	
Unknown	Unknown	
Unknown	Unknown	
Unknown	Unknown	
NAD83	Administrative Building	
Unknown	Unknown	
Unknown	Well	Point
Unknown	Unknown	
Unknown	Unknown	
NAD83	Well	Point
Unknown	Unknown	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Facility Center/Centroid	Point
NAD83	Other	Point
NAD83	Other	

1:100,000			38.613889	-91.214722
1:100,000			41.123889	-101.736111
Unknown		Geograph	42.032300	-97.417028
1:100,000			37.780556	-99.888889
1:100,000			37.044722	-94.473056
1:100,000			+39.145000	-94.556111
1:24,000			37.355556	-90.675000
1:100,000			36.803056	-94.390278
1:100,000			38.696122	-96.811583
1:100,000			41.578333	-93.702222
1:100,000			41.267778	-95.929722
Unknown			41.329092	-96.367333
1:24,000			40.563611	-98.415556
1:24,000			40.895833	-98.365000
None		Other	40.571200	-98.409500
Unknown		Other	37.939900	-90.772400
Unknown		Other	37.922280	-95.385900
Unknown		Unknown	+38.075278	-90.738333
Unknown		Unknown	+38.166150	-90.814264
Unknown		State	+38.346542	-98.849460
Unknown		Unknown	38.186794	-90.758975
Unknown		State	38.189597	-91.944158
Unknown		Contractor	37.840531	-90.799556
None			40.888636	-97.600361
1:24,000		State	37.109009	-93.083168
None			40.859594	-97.580614
1:100,000			41.156669	-104.862200
1:100,000			+39.814800	-104.998900
1:100,000			38.366661	-108.748300
1:100,000			+38.400000	-105.233300
1:100,000			39.533331	-106.391700
1:100,000			39.643331	-104.708300
1:100,000			+39.950000	-105.200000
1:100,000			+39.795000	-104.942400
1:100,000			39.716669	-105.000000
1:100,000			+39.750000	-105.500000
1:100,000			39.791669	-104.936100
1:100,000			39.191669	-106.810700
1:100,000			39.835561	-104.884200
1:100,000			39.514219	-105.133700
1:100,000			39.894169	-105.201700
1:100,000			46.581669	-111.918300
1:100,000			+45.990000	-112.548300
1:100,000			45.688331	-111.021700
1:100,000			+45.635000	-109.247500
Unknown	Meters	EPA Region 8	+48.387875	-114.130297
Unknown		Contractor	47.528603	-111.246467
1:100,000			46.116661	-112.915000

Y	38.61388900000	-91.21472200000
Y	41.12388900000	-101.73611100000
Y	42.03230000000	-97.41702800000
Y	37.78055600000	-99.88888900000
Y	37.04472200000	-94.47305600000
Y	39.14500000000	-94.55611100000
Y	37.35555600000	-90.67500000000
Y	36.80305600000	-94.39027800000
Y	38.69612200000	-96.81158300000
Y	41.57833300000	-93.70222200000
Y	41.26777800000	-95.92972200000
Y	41.32909200000	-96.36733300000
Y	40.56361100000	-98.41555600000
Y	40.89583300000	-98.36500000000
Y	40.57120000000	-98.40950000000
Y	37.93990000000	-90.77240000000
Y	37.92228000000	-95.38590000000
Y	38.07527800000	-90.73833300000
Y	38.16615000000	-90.81426400000
Y	38.34654200000	-98.84946000000
Y	38.18679400000	-90.75897500000
Y	38.18959700000	-91.94415800000
Y	37.84053100000	-90.79955600000
Y	40.88863600000	-97.60036100000
Y	37.10900900000	-93.08316800000
Y	40.85959400000	-97.58061400000
Y	41.15666900000	-104.86220000000
Y	39.81480000000	-104.99890000000
Y	38.36666100000	-108.74830000000
Y	38.40000000000	-105.23330000000
Y	39.53333100000	-106.39170000000
Y	39.64333100000	-104.70830000000
Y	39.95000000000	-105.20000000000
Y	39.79500000000	-104.94240000000
Y	39.71666900000	-105.00000000000
Y	39.75000000000	-105.50000000000
Y	39.79166900000	-104.93610000000
Y	39.19166900000	-106.81070000000
Y	39.83556100000	-104.88420000000
Y	39.51421900000	-105.13370000000
Y	39.89416900000	-105.20170000000
Y	46.58166900000	-111.91830000000
Y	45.99000000000	-112.54830000000
Y	45.68833100000	-111.02170000000
Y	45.63500000000	-109.24750000000
Y	48.38787500000	-114.13029700000
Y	47.52860300000	-111.24646700000
Y	46.11666100000	-112.91500000000

Rural
Ogallala, NE
Norfolk, NE
Rural
Joplin, MO
Kansas City, MO--KS
Rural
Rural
Rural
Des Moines, IA
Omaha, NE--IA
Rural
Rural
Grand Island, NE
Hastings, NE
Rural
Iola, KS
Rural
Rural
Rural
Rural
Rural
Rural
York, NE
Rural
York, NE
Cheyenne, WY
Denver--Aurora, CO
Rural
Rural
Rural
Rural
Rural
Denver--Aurora, CO
Denver--Aurora, CO
Rural
Denver--Aurora, CO
Aspen, CO
Rural
Rural
Rural
Rural
Rural
Bozeman, MT
Rural
Rural
Rural
Rural

Rural
Ogallala, NE Urban Cluster
Norfolk, NE Urban Cluster
Rural
Joplin, MO Urbanized Area
Kansas City, MO--KS Urbanized Area
Rural
Rural
Rural
Des Moines, IA Urbanized Area
Omaha, NE--IA Urbanized Area
Rural
Rural
Grand Island, NE Urbanized Area
Hastings, NE Urban Cluster
Rural
Iola, KS Urban Cluster
Rural
Rural
Rural
Rural
Rural
Rural
York, NE Urban Cluster
Rural
York, NE Urban Cluster
Cheyenne, WY Urbanized Area
Denver--Aurora, CO Urbanized Area
Rural
Rural
Rural
Rural
Rural
Denver--Aurora, CO Urbanized Area
Denver--Aurora, CO Urbanized Area
Rural
Denver--Aurora, CO Urbanized Area
Aspen, CO Urban Cluster
Rural
Rural
Rural
Rural
Rural
Bozeman, MT Urban Cluster
Rural
Rural
Rural
Rural

42	Rural-Distant
33	Town-Remote
33	Town-Remote
42	Rural-Distant
13	City-Small
21	Suburban-Large
43	Rural-Remote
41	Rural-Fringe
43	Rural-Remote
12	City-Midsize
11	City-Large
41	Rural-Fringe
41	Rural-Fringe
13	City-Small
32	Town-Distant
41	Rural-Fringe
33	Town-Remote
42	Rural-Distant
42	Rural-Distant
41	Rural-Fringe
42	Rural-Distant
42	Rural-Distant
42	Rural-Distant
33	Town-Remote
41	Rural-Fringe
33	Town-Remote
23	Suburban-Small
21	Suburban-Large
43	Rural-Remote
41	Rural-Fringe
42	Rural-Distant
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
11	City-Large
42	Rural-Distant
21	Suburban-Large
33	Town-Remote
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
33	Town-Remote
43	Rural-Remote
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe

Active Inventory	NPL	08	0800412	MTD980502736
Active Inventory	NPL	08	0800416	MTD980502777
Active Inventory	NPL	08	0800445	MTD980717565
Active Inventory	NPL	08	0800522	NDD980716963
Active Inventory	NPL	08	0800527	NDD980959548
Active Inventory	NPL	08	0800546	SDD000823559
Active Inventory	NPL	08	0800570	SDD980717136
Active Inventory	NPL	08	0800585	SD2571924644
Active Inventory	NPL	08	0800596	UTD000716399
Active Inventory	NPL	08	0800636	UTD070926811
Active Inventory	NPL	08	0800641	UTD081834277
Active Inventory	NPL	08	0800649	UTD093119196
Active Inventory	NPL	08	0800650	UTD093120921
Active Inventory	NPL	08	0800663	UTD980635452
Active Inventory	NPL	08	0800679	UTD980667208
Active Inventory	NPL	08	0800680	UTD980667240
Active Inventory	NPL	08	0800690	UTD980718670
Active Inventory	NPL	08	0800694	UTD980951388
Active Inventory	NPL	08	0800697	UTD980951420
Active Inventory	NPL	08	0800705	UTD980952840
Active Inventory	NPL	08	0800743	UTD981548985
Active Inventory	NPL	08	0800753	UT0571724350
Active Inventory	NPL	08	0800755	UT3213820894
Active Inventory	NPL	08	0800760	UT9210020922
Active Inventory	NPL	08	0800792	WYD061112470
Active Inventory	NPL	08	0800852	WYD981546005
Active Inventory	NPL	08	0800866	COD007431620
Active Inventory	NPL	08	0800867	UT3890090035
Active Inventory	NPL	08	0800892	COD981551427
Active Inventory	NPL	08	0801057	MTD982572562
Active Inventory	NPL	08	0801085	COD983769738
Active Inventory	NPL	08	0801194	COD983778432
Active Inventory	NPL	08	0801208	MT6122307485
Active Inventory	NPL	08	0801257	UTD988075719
Active Inventory	NPL	08	0801478	COD980717938
Active Inventory	NPL	08	0801507	MT0001096353
Active Inventory	NPL	08	0801528	UT0001119296
Active Inventory	NPL	08	0801545	UT0001277359
Active Inventory	NPL	08	0801644	UT0002240158
Active Inventory	NPL	08	0801646	CO0002259588
Active Inventory	NPL	08	0801668	SDD987673985
Active Inventory	NPL	08	0801669	CO0002378230
Active Inventory	NPL	08	0801674	UT0002391472
Active Inventory	NPL	08	0801699	MTSFN7578012
Active Inventory	NPL	08	0801709	MT0007623052
Active Inventory	NPL	08	0801744	MT0009083840
Active Inventory	NPL	08	0801914	MT0012694970
Active Inventory	NPL	08	0802497	CON000802497

LIBBY GROUND WATER CONTAMINATION
SILVER BOW CREEK/BUTTE AREA
MILLTOWN RESERVOIR SEDIMENTS
ARSENIC TRIOXIDE SITE
MINOT LANDFILL
WILLIAMS PIPE LINE CO. DISPOSAL PIT
WHITEWOOD CREEK
ELLSWORTH AIR FORCE BASE
WASATCH CHEMICAL CO. (LOT 6)
KENNECOTT (NORTH ZONE)
MIDVALE SLAG
PETROCHEM RECYCLING CORP./EKOTEK PLANT
INTERNATIONAL SMELTING AND REFINING
ROSE PARK SLUDGE PIT
MONTICELLO RADIOACTIVELY CONTAMINATED PROPERTIES
UTAH POWER & LIGHT/AMERICAN BARREL CO.
PORTLAND CEMENT (KILN DUST 2 & 3)
SHARON STEEL CORP. (MIDVALE TAILINGS)
MURRAY SMELTER
RICHARDSON FLAT TAILINGS
700 SOUTH 1600 EAST PCE PLUME
HILL AIR FORCE BASE
TOOELE ARMY DEPOT (NORTH AREA)
OGDEN DEFENSE DEPOT (DLA)
BAXTER/UNION PACIFIC TIE TREATING
MYSTERY BRIDGE RD/U.S. HIGHWAY 20
CHEMICAL SALES CO.
MONTICELLO MILL TAILINGS (USDOE)
CAPTAIN JACK MILL
BASIN MINING AREA
SMELTERTOWN SITE
SUMMITVILLE MINE
BARKER HUGHESVILLE MINING DISTRICT
DAVENPORT AND FLAGSTAFF SMELTERS
CALIFORNIA GULCH
CARPENTER SNOW CREEK MINING DISTRICT
BOUNTIFUL/WOODS CROSS 5TH S. PCE PLUME
INTERMOUNTAIN WASTE OIL REFINERY
EUREKA MILLS
VASQUEZ BOULEVARD AND I-70
GILT EDGE MINE
STANDARD MINE
JACOBS SMELTER
UPPER TENMILE CREEK MINING AREA
LOCKWOOD SOLVENT GROUND WATER PLUME
LIBBY ASBESTOS SITE
FLAT CREEK IMM
BONITA PEAK MINING DISTRICT

F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
P	Proposed for NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
P	Proposed for NPL	
P	Proposed for NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	DR
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
P	Proposed for NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	

Deferred to RCRA (Subtitle C)

1119 & 1415 DAKOTA
BUTTE TO MILLTOWN RESERVIOR
ADJACENT TO SE SIDE OF TWN
LIDGERWOOD, RUTLND, WYNDMERE
S27, T115N, R83W
5300 W 12TH ST
18 MI PART OF STREAM
44CSC/DE
1979 S 7TH W
12000 WEST 2100 SOUTH
JORDAN RIVER, 6400 SOUTH, 700 WEST
1628 N CHICAGO ST
2.5 MILES NE OF TOOELE
1420 N 1100 W
9 N 3RD E ST
600 W SOUTH TEMPLE
1000 SO. REDWOOD ROAD
7800 SOUTH 700 WEST
5300 S MAIN STREET
NW 1/4 SEC 1 T2S R 4E
INTERSECTION OF 700 SOUTH & 1600 EAST
00-ALC/EM
3 MI S OF TOOELE ON HWY 36
500 WEST 1200 SOUTH
2763 FT SANDERS DR
U.S.HWY 20,28 & MYSTERY BR. RD
4661 MONACO ST.
T335,R23E,S31-T335,R24E,S36
T1N R73 W, SE 1/4 SEC. 12
NORTH OF I-15
9000 COUNTY ROAD #152
Postal Address is unavailable for the Site
FOREST SERVICE ROAD 6403
1 MILE W OF INTERSECTION USH 209 AND 210
S OF CY-YAK TUNNEL DOWNSTREAM
NO SPECIFIC ADDRESS
500 SOUTH 800 WEST, BOUNTIFUL/WOODS CROS
995 SOUTH 500 WEST
1.25 MI W OF THE UTAH-JUAB COUNTY LINE
VASQUEZ BOULEVARD AND 1-70
4 MILES SE OF LEAD
COUNTY ROAD 12, RUBY MINING DISITRICT
NEAR INTERSECTION OF SMITH & JOHNSON STS
RIMINI ROAD
LOCKWOOD ROAD
512 CALIFORNIA AVENUE
FLAT CREEK ROAD AND HALL GULCH ROAD
Multiple sources near Animas River headwaters

LIBBY	LINCOLN
BUTTE	
MILLTOWN	MISSOULA
SOUTHEAST	
MINOT	WARD
SIOUX FALLS	MINNEHAHA
WHITEWOOD	LAWRENCE
ELLSWORTH AFB	
SALT LAKE CITY	SALT LAKE
MAGNA	SALT LAKE
MIDVALE	SALT LAKE
SALT LAKE CITY	SALT LAKE
TOOELE	TOOELE
SALT LAKE CITY	SALT LAKE
MONTICELLO	SAN JUAN
SALT LAKE CITY	SALT LAKE
SALT LAKE CITY	SALT LAKE
MIDVALE	SALT LAKE
MURRAY CITY	SALT LAKE
PARK CITY	SUMMIT
SALT LAKE CITY	SALT LAKE
HILL AFB	
TOOELE	TOOELE
OGDEN	WEBER
LARAMIE	ALBANY
EVANSVILLE	NATRONA
DENVER	DENVER
MONTICELLO	SAN JUAN
WARD	BOULDER
BASIN	JEFFERSON
SALIDA	CHAFFEE
RIO GRANDE COUNTY	RIO GRANDE
MONARCH	CASCADE
SANDY	SALT LAKE
LEADVILLE	LAKE
NEIHART	CASCADE
BOUNTIFUL	DAVIS
BOUNTIFUL	DAVIS
EUREKA	JUAB
DENVER	DENVER
LEAD	LAWRENCE
GUNNISON NATIONAL FOREST	GUNNISON
STOCKTON	TOOELE
HELENA	LEWIS AND CLARK
BILLINGS	YELLOWSTONE
LIBBY	LINCOLN
SUPERIOR	MINERAL
UNINCORPORATED	SAN JUAN

MT	59923	01-JUL-79	N	+48.381158	-115.539627	N	N
MT	59750	01-SEP-79	N	+46.002307	-112.616980	Y	N
MT	59851	01-MAY-81	N	+46.864520	-113.883364	Y	N
ND	58053	01-JUN-81	N	+46.125412	-97.250832	N	N
ND	58701	17-JUN-85	N	+48.217637	-101.326255	N	N
SD	57107	01-JUN-81	N	+43.545281	-96.795869	N	N
SD	57793	01-NOV-80	N	+44.548960	-103.555723	Y	N
SD	57706	01-AUG-80	N	+44.151681	-103.093332	N	N
UT	84104	01-AUG-80	N	+40.729002	-111.909924	N	N
UT	84044	19-AUG-86	N	+40.734036	-112.141040	N	N
UT	84047	01-JAN-83	N	+40.621540	-111.916014	N	N
UT	84116	01-JUL-80	N	+40.803190	-111.917713	N	N
UT	84074	01-OCT-84	N	+40.552690	-112.227965	N	N
UT	84116	01-OCT-78	N	+40.799952	-111.922880	N	N
UT	84535	01-AUG-81	N	+37.871092	-109.337034	N	N
UT	84104	01-JAN-81	N	+40.770342	-111.906580	N	N
UT	84116	01-JAN-83	N	+40.747464	-111.943991	N	N
UT	84047	01-OCT-84	N	+40.607022	-111.910576	N	N
UT	84107	01-MAR-84	N	+40.659460	-111.892980	N	N
UT	84060	01-OCT-84	N	+40.706879	-111.466970	N	N
UT	84102	06-MAR-87	N	+40.753944	-111.848034	N	N
UT	84056	01-AUG-80	N	+41.128547	-111.990643	N	N
UT	84074	01-AUG-84	N	+40.526461	-112.410368	N	N
UT	84407	20-DEC-96	N	+41.259092	-111.999567	N	N
WY	82070	01-OCT-79	N	+41.295174	-105.603235	N	N
WY	82636	01-OCT-86	N	+42.860390	-106.228538	N	N
CO	80216	03-NOV-86	N	+39.822695	-104.911952	N	N
UT	84535	01-SEP-80	N	+37.863079	-109.333240	N	N
CO	80481	15-SEP-87	N	+40.061319	-105.507611	N	N
MT	59631	20-DEC-89	N	+46.345479	-112.272079	N	N
CO	81201	20-MAR-86	N	+38.554014	-106.029046	N	N
CO	81132	27-NOV-91	N	+37.423917	-106.598491	N	N
MT	59465	12-FEB-88	N	+47.071683	-110.643788	N	N
UT	84092	20-APR-92	N	+40.576324	-111.793725	N	N
CO	80461	01-MAR-82	N	+39.231279	-106.295522	N	N
MT	59465	26-JAN-95	N	+46.956312	-110.709797	N	N
UT	84010	22-JUN-95	N	+40.887689	-111.904342	N	N
UT	84010	10-OCT-95	N	+40.879358	-111.890792	N	N
UT	84628	15-DEC-97	N	+39.953696	-112.114189	N	N
CO	80216	10-DEC-97	N	+39.774854	-104.962435	N	N
SD	57754	20-AUG-86	N	+44.332324	-103.668728	Y	N
CO	81224	18-MAY-98	N	+38.880894	-107.072129	N	N
UT	84071	24-MAY-95	N	+40.422185	-112.385736	N	N
MT	59601	01-AUG-98	N	+46.480910	-112.253990	N	N
MT	59101	02-MAY-98	N	+45.801471	-108.457075	N	N
MT	59923	22-NOV-99	N	+48.389154	-115.530115	N	N
MT	59872	14-SEP-01	N	+47.226375	-114.871355	N	N
CO	81433	24-JAN-96	N	+37.904037	-107.616630	Y	N

	1.00000000000	3210.00000000000	
Y	1.00000000000	52306.00000000000	
Y	1.00000000000	52310.00000000000	
	1.00000000000	52312.00000000000	
	1.00000000000	53537.00000000000	
	1.00000000000	53538.00000000000	
Y	1.00000000000	52422.00000000000	
	1.00000000000	53539.00000000000	
	1.00000000000	53541.00000000000	
	1.00000000000	53645.00000000000	
	1.00000000000	53646.00000000000	04-MAY-15
	1.00000000000	52423.00000000000	
	1.00000000000	55737.00000000000	
	1.00000000000	55739.00000000000	
	1.00000000000	55742.00000000000	
	1.00000000000	55743.00000000000	
	1.00000000000	55744.00000000000	
	1.00000000000	54991.00000000000	
	1.00000000000	52424.00000000000	
	1.00000000000	54995.00000000000	
	1.00000000000	44519.00000000000	10-NOV-09
	1.00000000000	54996.00000000000	
	1.00000000000	57697.00000000000	
	1.00000000000	54999.00000000000	
	1.00000000000	55009.00000000000	
	1.00000000000	52425.00000000000	23-JUN-17
	1.00000000000	55010.00000000000	
	1.00000000000	55755.00000000000	
	1.00000000000	55760.00000000000	
	1.00000000000	55762.00000000000	
	1.00000000000	55763.00000000000	
	1.00000000000	52426.00000000000	
	1.00000000000	57699.00000000000	
	1.00000000000	55764.00000000000	
	1.00000000000	55765.00000000000	11-APR-16
	1.00000000000	55766.00000000000	
	1.00000000000	55767.00000000000	
	1.00000000000	55769.00000000000	
	1.00000000000	57700.00000000000	
	1.00000000000	57701.00000000000	
Y	1.00000000000	55782.00000000000	
	1.00000000000	50349.00000000000	
	1.00000000000	55783.00000000000	
	1.00000000000	55784.00000000000	
	1.00000000000	57702.00000000000	
	1.00000000000	55785.00000000000	
	1.00000000000	59029.00000000000	14-SEP-01
Y	1.00000000000	6424878.00000000000	03-MAR-16

LOCATED USING GOOGLE EARTH.

REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
CSANDS	04-MAY-15	1	N	N	0
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
CERCLIS2 CNV	17-NOV-09		N	N	10
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
CSANDS	29-AUG-17	1	Y	N	0
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
CSANDS	12-OCT-16	1	N	N	5
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
SNAP	26-APR-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
REV EOQ	05-FEB-05	1	N	N	
DLIM	30-JAN-02	1	N	N	30
RHIPPEN	08-SEP-16	1	N	N	30

5.00000000000	Y	0800412	30-OCT-17
5.00000000000	Y	0800416	31-OCT-17
5.00000000000	Y	0800445	17-NOV-17
5.00000000000	Y	0800522	17-NOV-17
5.00000000000	Y	0800527	17-NOV-17
5.00000000000	Y	0800546	31-OCT-17
5.00000000000	Y	0800570	31-OCT-17
5.00000000000	Y	0800585	17-NOV-17
5.00000000000	Y	0800596	31-OCT-17
5.00000000000	Y	0800636	30-OCT-17
5.00000000000	Y	0800641	17-NOV-17
5.00000000000	Y	0800649	17-NOV-17
5.00000000000	Y	0800650	17-NOV-17
5.00000000000	Y	0800663	31-OCT-17
5.00000000000	Y	0800679	17-NOV-17
5.00000000000	Y	0800680	31-OCT-17
5.00000000000	Y	0800690	31-OCT-17
5.00000000000	Y	0800694	17-NOV-17
5.00000000000	Y	0800697	17-NOV-17
5.00000000000	Y	0800705	17-NOV-17
0.00000000000	Y	0800743	30-OCT-17
5.00000000000	Y	0800753	17-NOV-17
5.00000000000	Y	0800755	17-NOV-17
5.00000000000	Y	0800760	17-NOV-17
5.00000000000	Y	0800792	30-OCT-17
5.00000000000	Y	0800852	17-NOV-17
5.00000000000	Y	0800866	17-NOV-17
5.00000000000	Y	0800867	17-NOV-17
12.00000000000	Y	0800892	17-NOV-17
5.00000000000	Y	0801057	17-NOV-17
5.00000000000	Y	0801085	17-NOV-17
5.00000000000	Y	0801194	31-OCT-17
5.00000000000	Y	0801208	17-NOV-17
5.00000000000	Y	0801257	17-NOV-17
5.00000000000	Y	0801478	17-NOV-17
5.00000000000	Y	0801507	17-NOV-17
5.00000000000	Y	0801528	17-NOV-17
5.00000000000	Y	0801545	17-NOV-17
5.00000000000	Y	0801644	17-NOV-17
5.00000000000	Y	0801646	17-NOV-17
5.00000000000	Y	0801668	17-NOV-17
12.00000000000	Y	0801669	17-NOV-17
5.00000000000	Y	0801674	17-NOV-17
5.00000000000	Y	0801699	17-NOV-17
5.00000000000	Y	0801709	17-NOV-17
5.00000000000	Y	0801744	17-NOV-17
0.00000000000	Y	0801914	17-NOV-17
0.00000000000	Y	0802497	30-OCT-17

Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Address Matching-Other	Verified Relative to Map Features (Other)
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Address Matching-Other	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Satellite	Verified Relative to Map Features (Other)
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Map	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Address Matching-Other	Verified Relative to Map Features (Other)
Interpolation-Photo	Verified Relative to Map Features (Other)

NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Facility/Station Building Entrance or Street Address	Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD27	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Facility Center/Centroid	Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD27	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Facility/Station Building Entrance or Street Address	Point
NAD83	Other	Point

1:100,000		+48.380000	-115.538900
1:100,000		+46.039000	-112.794800
1:100,000		46.866661	-113.866700
1:100,000		+46.075000	-97.158331
1:100,000		48.218331	-101.329200
1:100,000		+43.545300	-96.795600
1:100,000		+44.355300	-103.761500
1:100,000		44.148061	-103.095800
1:100,000		+40.722600	-111.874700
1:100,000		+40.750000	-112.125000
1:100,000		40.618331	-111.917200
1:100,000		40.802778	-111.916111
1:100,000		40.552778	-112.227222
1:100,000		+40.800100	-111.922300
1:100,000		37.863889	-109.333611
1:100,000		+40.770400	-111.905500
1:100,000		+40.747400	-111.943600
1:100,000		40.608061	-111.914200
1:100,000		40.658333	-111.891111
1:100,000		40.680556	-111.444444
Unknown	EPA Region 8	+40.753938	-111.848022
1:100,000		41.128331	-111.955000
1:100,000		40.541669	-112.375000
1:100,000		41.266669	-112.000000
1:100,000		+41.295000	-105.601700
1:100,000		42.860581	-106.228800
1:100,000		39.780831	-104.913600
1:100,000		37.863331	-109.348300
1:24,000		40.055833	-105.503611
1:100,000		46.272778	-112.263333
1:100,000		38.551944	-106.026944
1:100,000		+37.430000	-106.585000
1:100,000		47.083333	-110.630278
1:100,000		40.573611	-111.791944
1:100,000	EPA Region 8	39.236111	-106.269200
1:100,000		46.961389	-110.725833
1:100,000		40.887222	-111.903889
1:100,000		40.879444	-111.889444
1:100,000		39.955556	-112.115556
1:100,000		39.791667	-104.958333
1:100,000		44.328056	-103.674306
1:24,000		38.879167	-107.073890
1:100,000		40.454167	-112.358333
1:100,000		46.482083	-112.245139
1:100,000		45.803611	-108.455000
1:100,000		48.391528	-115.551111
Unknown	EPA Region 8	47.240278	-114.852778
Unknown	EPA Region 8	+37.904031	-107.616619

Y	48.38000000000	-115.53890000000
Y	46.03900000000	-112.79480000000
Y	46.86666100000	-113.86670000000
Y	46.07500000000	-97.15833100000
Y	48.21833100000	-101.32920000000
Y	43.54530000000	-96.79560000000
Y	44.35530000000	-103.76150000000
Y	44.14806100000	-103.09580000000
Y	40.72260000000	-111.87470000000
Y	40.75000000000	-112.12500000000
Y	40.61833100000	-111.91720000000
Y	40.80277800000	-111.91611100000
Y	40.55277800000	-112.22722200000
Y	40.80010000000	-111.92230000000
Y	37.86388900000	-109.33361100000
Y	40.77040000000	-111.90550000000
Y	40.74740000000	-111.94360000000
Y	40.60806100000	-111.91420000000
Y	40.65833300000	-111.89111100000
Y	40.68055600000	-111.44444400000
Y	40.75393800000	-111.84802200000
Y	41.12833100000	-111.95500000000
Y	40.54166900000	-112.37500000000
Y	41.26666900000	-112.00000000000
Y	41.29500000000	-105.60170000000
Y	42.86058100000	-106.22880000000
Y	39.78083100000	-104.91360000000
Y	37.86333100000	-109.34830000000
Y	40.05583300000	-105.50361100000
Y	46.27277800000	-112.26333300000
Y	38.55194400000	-106.02694400000
Y	37.43000000000	-106.58500000000
Y	47.08333300000	-110.63027800000
Y	40.57361100000	-111.79194400000
Y	39.23611100000	-106.26920000000
Y	46.96138900000	-110.72583300000
Y	40.88722200000	-111.90388900000
Y	40.87944400000	-111.88944400000
Y	39.95555600000	-112.11555600000
Y	39.79166700000	-104.95833300000
Y	44.32805600000	-103.67430600000
Y	38.87916700000	-107.07389000000
Y	40.45416700000	-112.35833300000
Y	46.48208300000	-112.24513900000
Y	45.80361100000	-108.45500000000
Y	48.39152800000	-115.55111100000
Y	47.24027800000	-114.85277800000
Y	37.90403100000	-107.61661900000

Rural
Rural
Missoula, MT
Rural
Minot, ND
Sioux Falls, SD
Lead, SD
Rural
Salt Lake City--West Valley City, UT
Rural
Salt Lake City--West Valley City, UT
Salt Lake City--West Valley City, UT
Rural
Salt Lake City--West Valley City, UT
Rural
Salt Lake City--West Valley City, UT
Salt Lake City--West Valley City, UT
Salt Lake City--West Valley City, UT
Salt Lake City--West Valley City, UT
Rural
Salt Lake City--West Valley City, UT
Ogden--Layton, UT
Rural
Ogden--Layton, UT
Rural
Casper, WY
Denver--Aurora, CO
Rural
Rural
Rural
Rural
Rural
Rural
Salt Lake City--West Valley City, UT
Rural
Rural
Ogden--Layton, UT
Ogden--Layton, UT
Rural
Denver--Aurora, CO
Rural
Rural
Rural
Rural
Billings, MT
Libby, MT
Rural
Rural

Rural
Rural
Missoula, MT Urbanized Area
Rural
Minot, ND Urban Cluster
Sioux Falls, SD Urbanized Area
Lead, SD Urban Cluster
Rural
Salt Lake City--West Valley City, UT Urbanized Area
Rural
Salt Lake City--West Valley City, UT Urbanized Area
Salt Lake City--West Valley City, UT Urbanized Area
Rural
Salt Lake City--West Valley City, UT Urbanized Area
Rural
Salt Lake City--West Valley City, UT Urbanized Area
Salt Lake City--West Valley City, UT Urbanized Area
Salt Lake City--West Valley City, UT Urbanized Area
Salt Lake City--West Valley City, UT Urbanized Area
Rural
Salt Lake City--West Valley City, UT Urbanized Area
Ogden--Layton, UT Urbanized Area
Rural
Ogden--Layton, UT Urbanized Area
Rural
Casper, WY Urbanized Area
Denver--Aurora, CO Urbanized Area
Rural
Rural
Rural
Rural
Rural
Rural
Salt Lake City--West Valley City, UT Urbanized Area
Rural
Rural
Ogden--Layton, UT Urbanized Area
Ogden--Layton, UT Urbanized Area
Rural
Denver--Aurora, CO Urbanized Area
Rural
Rural
Rural
Rural
Billings, MT Urbanized Area
Libby, MT Urban Cluster
Rural
Rural

41	Rural-Fringe
42	Rural-Distant
23	Suburban-Small
43	Rural-Remote
33	Town-Remote
12	City-Midsize
32	Town-Distant
41	Rural-Fringe
12	City-Midsize
41	Rural-Fringe
21	Suburban-Large
12	City-Midsize
41	Rural-Fringe
12	City-Midsize
43	Rural-Remote
12	City-Midsize
12	City-Midsize
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
12	City-Midsize
21	Suburban-Large
41	Rural-Fringe
13	City-Small
41	Rural-Fringe
23	Suburban-Small
11	City-Large
43	Rural-Remote
42	Rural-Distant
43	Rural-Remote
41	Rural-Fringe
43	Rural-Remote
43	Rural-Remote
21	Suburban-Large
41	Rural-Fringe
43	Rural-Remote
21	Suburban-Large
21	Suburban-Large
42	Rural-Distant
11	City-Large
42	Rural-Distant
43	Rural-Remote
42	Rural-Distant
43	Rural-Remote
22	Suburban-Midsize
33	Town-Remote
43	Rural-Remote
43	Rural-Remote

Active Inventory	NPL	08	0802630	CON000802630
Active Inventory	NPL	08	0802654	UTN000802654
Active Inventory	NPL	08	0802700	CON000802700
Active Inventory	NPL	08	0802704	UTN000802704
Active Inventory	NPL	08	0802850	MTN000802850
Active Inventory	NPL	09	0900251	CAN000900251
Active Inventory	NPL	09	0900252	CAD009138488
Active Inventory	NPL	09	0900467	ASD980637656
Active Inventory	NPL	09	0900510	AZD008399263
Active Inventory	NPL	09	0900517	AZD009004177
Active Inventory	NPL	09	0900648	AZD980496780
Active Inventory	NPL	09	0900672	AZD980695902
Active Inventory	NPL	09	0900673	AZD980695969
Active Inventory	NPL	09	0900677	AZD980735666
Active Inventory	NPL	09	0900679	AZD980735724
Active Inventory	NPL	09	0900684	AZD980737530
Active Inventory	NPL	09	0900884	AZ0570024133
Active Inventory	NPL	09	0900885	AZ0971590062
Active Inventory	NPL	09	0900890	AZ7570028582
Active Inventory	NPL	09	0900899	CAD000074120
Active Inventory	NPL	09	0900917	CAD000625731
Active Inventory	NPL	09	0900923	CAD000626176
Active Inventory	NPL	09	0900956	CAD001864081
Active Inventory	NPL	09	0900993	CAD008242711
Active Inventory	NPL	09	0901126	CAD009103318
Active Inventory	NPL	09	0901128	CAD009106220
Active Inventory	NPL	09	0901129	CAD009106527
Active Inventory	NPL	09	0901134	CAD009111444
Active Inventory	NPL	09	0901135	CAD009112087
Active Inventory	NPL	09	0901181	CAD009159088
Active Inventory	NPL	09	0901202	CAD009205097
Active Inventory	NPL	09	0901206	CAD009212838
Active Inventory	NPL	09	0901242	CAD009688052
Active Inventory	NPL	09	0901257	CAD020748125
Active Inventory	NPL	09	0901287	CAD029295706
Active Inventory	NPL	09	0901290	CAD029452141
Active Inventory	NPL	09	0901293	CAD029544731
Active Inventory	NPL	09	0901325	CAD041472341
Active Inventory	NPL	09	0901326	CAD041472986
Active Inventory	NPL	09	0901344	CAD042728840
Active Inventory	NPL	09	0901389	CAD048634059
Active Inventory	NPL	09	0901391	CAD048645444
Active Inventory	NPL	09	0901398	CAD049236201
Active Inventory	NPL	09	0901425	CAD052384021
Active Inventory	NPL	09	0901482	CAD061620217
Active Inventory	NPL	09	0901489	CAD063015887
Active Inventory	NPL	09	0901490	CAD063020143
Active Inventory	NPL	09	0901513	CAD065021594

NELSON TUNNEL/COMMODORE WASTE ROCK
FIVE POINTS PCE PLUME
COLORADO SMELTER
US MAGNESIUM
SMURFIT-STONE MILL FRENCHTOWN
ORANGE COUNTY NORTH BASIN
SPECTRA-PHYSICS, INC.
TAPUTIMU FARM
APACHE POWDER CO.
MOTOROLA, INC. (52ND STREET PLANT)
NINETEENTH AVENUE LANDFILL
PHOENIX-GOODYEAR AIRPORT AREA
INDIAN BEND WASH AREA
HASSAYAMPA LANDFILL
MOUNTAIN VIEW MOBILE HOME ESTATES
TUCSON INTERNATIONAL AIRPORT AREA
LUKE AIR FORCE BASE
YUMA MARINE CORPS AIR STATION
WILLIAMS AIR FORCE BASE
MGM BRAKES
J.H. BAXTER & CO.
DEL NORTE PESTICIDE STORAGE
WESTINGHOUSE ELECTRIC CORP. (SUNNYVALE PLANT)
MONTROSE CHEMICAL CORP.
JASCO CHEMICAL CORP.
T.H. AGRICULTURE & NUTRITION CO.
MCCORMICK & BAXTER CREOSOTING CO.
TELEDYNE SEMICONDUCTOR
KOPPERS CO., INC. (OROVILLE PLANT)
TRW MICROWAVE, INC (BUILDING 825)
RAYTHEON CORP.
CTS PRINTEX, INC.
HALACO ENGINEERING COMPANY
CASMALIA RESOURCES
LORENTZ BARREL & DRUM CO.
SELMA PRESSURE TREATING COMPANY
DEL AMO
INTERSIL INC./SIEMENS COMPONENTS
NATIONAL SEMICONDUCTOR CORP.
APPLIED MATERIALS
ADVANCED MICRO DEVICES, INC.
BECKMAN INSTRUMENTS (PORTERVILLE PLANT)
MONOLITHIC MEMORIES
BROWN & BRYANT, INC. (ARVIN PLANT)
INTEL CORP. (MOUNTAIN VIEW PLANT)
COAST WOOD PRESERVING
VALLEY WOOD PRESERVING, INC.
LOUISIANA-PACIFIC CORP.

F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
P	Proposed for NPL
P	Proposed for NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL

NATIONAL FOREST ROAD 503.4
APPROX. 1500 SOUTH & STATE HIGHWAY 106
INTERSTATE 25 AND SANTA FE AVENUE
15 MILES N OF ROWLEY EXIT ON I-80
14377 PULP MILL ROAD
1012 EAST ELM AVENUE
1250 W MIDDLEFIELD RD
TAPUTIMU ISLAND OF TUTUILA
1436 S APACHE POWDER RD
5005 E MCDOWELL RD
19TH AVE
BETWEEN LWR BUCKEYE ROAD & VAN BUREN
MCDOWELL RD & HAYDEN
OLD WICKENBURG RD
RTE 77
NOGALES HWY
S RT 8 YUMA THRU GILA BEND
AVENUE 3E
WILLIAMS AFB
HWY 101 & SANTANA RD
422 MILL ST
2650 WASHINGTON BLVD
401 HENDY AVENUE
20201 S NORMANDIE AVE
1710 VILLA ST
7183 E MCKINLEY AVE
1214 W WASHINGTON ST
1300 TERRA BELLA AVE
BAGGETT-MARYSVILLE RD
825 STEWART DR
350 ELLIS ST
PLYMOUTH & COLONY STS
6200 PERKINS
3300 NTU ROAD
1515 S 10TH ST
1735 DOCKERY AVE & ADJOINING
DEL AMO BLVD AND VERMONT AVE
10900 N TANTAU AVE/19000 HOMESTEAD RD
2900 SEMICONDUCTOR AVE
3050 BOWERS AVE
901 THOMPSON PL
167 W POPLAR AVE
1165 E ARQUES AVE
600 S DERBY RD
365 E MIDDLEFIELD RD
PLANT RD & TAYLOR DR
2237 S GOLDEN STATE BLVD
HWY 70 GEORGIA PACIFIC WAY

Creede	MINERAL
WOODS CROSS/BOUNTIFUL	DAVIS
PUEBLO	PUEBLO
TOOELE COUNTY	TOOELE
MISSOULA	MISSOULA
FULLERTON AND ANAHEIM	ORANGE
MOUNTAIN VIEW	SANTA CLARA
PAGO PAGO	
SAINT DAVID	COCHISE
PHOENIX	MARICOPA
PHOENIX	MARICOPA
GOODYEAR	MARICOPA
SCOTTSDALE	MARICOPA
HASSAYAMPA	MARICOPA
GLOBE	GILA
TUCSON	PIMA
GLENDALE	MARICOPA
YUMA	YUMA
CHANDLER	MARICOPA
CLOVERDALE	SONOMA
WEED	SISKIYOU
CRESCENT CITY	DEL NORTE
SUNNYVALE	SANTA CLARA
TORRANCE	LOS ANGELES
MOUNTAIN VIEW	SANTA CLARA
FRESNO	FRESNO
STOCKTON	SAN JOAQUIN
MOUNTAIN VIEW	SANTA CLARA
OROVILLE	BUTTE
SUNNYVALE	SANTA CLARA
MOUNTAIN VIEW	SANTA CLARA
MOUNTAIN VIEW	SANTA CLARA
OXNARD	VENTURA
CASMALIA	SANTA BARBARA
SAN JOSE	SANTA CLARA
SELMA	FRESNO
LOS ANGELES	LOS ANGELES
CUPERTINO	SANTA CLARA
SANTA CLARA	SANTA CLARA
SANTA CLARA	SANTA CLARA
SUNNYVALE	SANTA CLARA
PORTERVILLE	TULARE
SUNNYVALE	SANTA CLARA
ARVIN	KERN
MOUNTAIN VIEW	SANTA CLARA
UKIAH	MENDOCINO
TURLOCK	STANISLAUS
OROVILLE	BUTTE

CO	81130	08-FEB-06	N	+37.877852	-106.936723	N	N
UT	84010	20-AUG-99	N	+40.874243	-111.885892	N	N
CO	81006	01-JAN-89	N	+38.249106	-104.608010	N	N
UT	84029	08-NOV-07	N	+40.915581	-112.734253	N	N
MT	59808	10-MAY-11	N	+46.964883	-114.197828	N	N
CA	92831	12-FEB-15	N	+33.854828	-117.930589	N	N
CA	94042	01-APR-88	N	+37.408050	-122.078600	N	N
AS	96799	01-JUL-81	N	-14.360100	-170.772000	N	N
AZ	85630	07-DEC-79	N	31.88	-110.240000	N	N
AZ	85008	01-AUG-80	N	33.461667	-111.970806	N	N
AZ	85041	01-APR-79	N	33.416667	-112.091694	N	N
AZ	85338	01-NOV-81	N	33.429722	-112.365306	N	N
AZ	85253	01-DEC-79	N	33.466667	-111.908306	N	N
AZ	85343	01-JAN-81	N	33.368333	-112.748306	N	N
AZ	85501	01-NOV-79	N	33.372806	-110.733194	N	N
AZ	85734	01-DEC-79	N	32.105556	-110.933306	Y	N
AZ	85309	01-AUG-80	N	33.54	-112.356694	N	N
AZ	85369	01-SEP-85	N	32.654583	-114.588806	N	N
AZ	85224	01-AUG-80	N	33.306944	-111.651889	N	N
CA	95425	01-AUG-81	N	38.784	-123.010889	N	N
CA	96094	01-NOV-80	N	41.436389	-122.370694	N	N
CA	95531	01-AUG-80	N	41.773333	-124.231694	N	N
CA	95117	01-DEC-80	N	37.378694	-122.022500	N	N
CA	90502	01-JAN-80	N	33.848333	-118.298306	N	N
CA	94041	01-OCT-86	N	37.398806	-122.088194	N	N
CA	93727	01-JUL-80	N	36.763889	-119.658889	N	N
CA	95203	01-OCT-79	N	37.948611	-121.308333	N	N
CA	94043	01-AUG-80	N	37.410806	-122.079694	N	N
CA	95965	01-NOV-79	N	39.470833	-121.564306	N	N
CA	94086	01-AUG-80	N	37.384611	-122.008500	N	N
CA	94043	01-AUG-80	N	37.3975	-122.053306	N	N
CA	94043	01-OCT-86	N	37.4165	-122.087194	N	N
CA	93033	01-NOV-79	N	34.138889	-119.181944	N	N
CA	93429	01-NOV-79	N	34.862222	-120.542778	N	N
CA	95112	01-AUG-80	N	37.318611	-121.864389	N	N
CA	93662	01-AUG-80	N	36.556667	-119.601694	N	N
CA	90006	01-NOV-79	N	33.851472	-118.291222	N	N
CA	95014	01-MAY-86	N	37.336111	-122.001500	N	N
CA	95050	01-AUG-80	N	37.375278	-121.998889	N	N
CA	95051	01-DEC-80	N	37.377694	-121.977694	N	N
CA	94086	01-AUG-80	N	37.3825	-122.008611	N	N
CA	93257	01-AUG-80	N	36.049	-119.020111	N	N
CA	94086	01-AUG-80	N	37.381611	-121.996806	N	N
CA	93203	01-AUG-85	N	35.203056	-118.822000	N	N
CA	94040	01-JUL-81	N	37.396194	-122.056611	N	N
CA	95482	01-APR-79	N	39.1125	-123.193000	N	N
CA	95380	01-SEP-79	N	37.472694	-120.823889	N	N
CA	95965	01-JUL-79	N	39.474306	-121.570306	N	N

	1.00000000000	6434871.00000000000	
	1.00000000000	57330.00000000000	02-OCT-06
	1.00000000000	6418556.00000000000	12-MAY-14
	1.00000000000	63831.00000000000	08-NOV-07
	1.00000000000	64760.00000000000	16-MAY-11
	1.00000000000	6419595.00000000000	12-FEB-15
	1.00000000000	58523.00000000000	
	1.00000000000	58423.00000000000	04-FEB-08
	1.00000000000	58444.00000000000	
	1.00000000000	58445.00000000000	
	1.00000000000	58459.00000000000	
	1.00000000000	58464.00000000000	
	1.00000000000	58465.00000000000	
	1.00000000000	58466.00000000000	
	1.00000000000	58607.00000000000	
Y	1.00000000000	58467.00000000000	
	1.00000000000	58531.00000000000	
	1.00000000000	58532.00000000000	
	1.00000000000	58533.00000000000	
	1.00000000000	58440.00000000000	
	1.00000000000	58441.00000000000	
	1.00000000000	58566.00000000000	
	1.00000000000	58450.00000000000	
	1.00000000000	58454.00000000000	
	1.00000000000	58524.00000000000	
	1.00000000000	58525.00000000000	
	1.00000000000	58608.00000000000	
	1.00000000000	58526.00000000000	
	1.00000000000	58527.00000000000	
	1.00000000000	58536.00000000000	
	1.00000000000	58537.00000000000	
	1.00000000000	58639.00000000000	
	1.00000000000	41330.00000000000	14-JAN-08
	1.00000000000	58539.00000000000	
	1.00000000000	58438.00000000000	
	1.00000000000	58439.00000000000	
	1.00000000000	58424.00000000000	
	1.00000000000	58442.00000000000	
	1.00000000000	58443.00000000000	
	1.00000000000	58449.00000000000	
	1.00000000000	58453.00000000000	
	1.00000000000	58605.00000000000	
	1.00000000000	58455.00000000000	
	1.00000000000	58456.00000000000	
	1.00000000000	58606.00000000000	
	1.00000000000	58460.00000000000	
	1.00000000000	58461.00000000000	
	1.00000000000	58522.00000000000	

Coordinates published with Proposed to NPL Rule in Federal Register

LOCATED BY USING GOOGLE EARTH PRO.

APPROXIMATE LAT/LONG PROVIDED BY R9 GIS CENTER

SEMSDEV-2774	17-NOV-17		Y	N	
JKELLER	27-SEP-06	1	Y	N	
RHIPPEN	11-DEC-14	1	Y	N	
TMCGREW	13-NOV-07	1	N	N	30
TMCGREW	17-MAY-11		N	N	10
RHIPPEN	10-JAN-18	1	N	Y	0
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		Y	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
CERCLIS2 CNV	14-JAN-08		Y	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	

0.00000000000	Y	0802630	17-NOV-17
0.00000000000	Y	0802654	17-NOV-17
0.00000000000	Y	0802700	30-OCT-17
0.00000000000	Y	0802704	17-NOV-17
0.00000000000	Y	0802850	17-NOV-17
0.00000000000	Y	0900251	18-JAN-18
5.00000000000	Y	0900252	13-APR-17
5.00000000000	Y	0900467	13-APR-17
5.00000000000	Y	0900510	05-APR-17
5.00000000000	Y	0900517	17-NOV-17
5.00000000000	Y	0900648	17-NOV-17
5.00000000000	Y	0900672	17-NOV-17
5.00000000000	Y	0900673	17-NOV-17
5.00000000000	Y	0900677	17-NOV-17
5.00000000000	Y	0900679	07-APR-17
5.00000000000	Y	0900684	17-NOV-17
5.00000000000	Y	0900884	07-APR-17
5.00000000000	Y	0900885	17-NOV-17
5.00000000000	Y	0900890	13-APR-17
5.00000000000	Y	0900899	07-APR-17
5.00000000000	Y	0900917	07-APR-17
5.00000000000	Y	0900923	17-NOV-17
5.00000000000	Y	0900956	13-APR-17
5.00000000000	Y	0900993	17-NOV-17
5.00000000000	Y	0901126	07-APR-17
5.00000000000	Y	0901128	17-NOV-17
5.00000000000	Y	0901129	17-NOV-17
5.00000000000	Y	0901134	13-APR-17
5.00000000000	Y	0901135	17-NOV-17
5.00000000000	Y	0901181	13-APR-17
5.00000000000	Y	0901202	10-APR-17
5.00000000000	Y	0901206	07-APR-17
0.00000000000	Y	0901242	17-NOV-17
5.00000000000	Y	0901257	17-NOV-17
5.00000000000	Y	0901287	17-NOV-17
5.00000000000	Y	0901290	17-NOV-17
5.00000000000	Y	0901293	17-NOV-17
5.00000000000	Y	0901325	07-APR-17
5.00000000000	Y	0901326	17-NOV-17
5.00000000000	Y	0901344	05-APR-17
5.00000000000	Y	0901389	12-APR-17
5.00000000000	Y	0901391	07-APR-17
5.00000000000	Y	0901398	07-APR-17
5.00000000000	Y	0901425	17-NOV-17
5.00000000000	Y	0901482	07-APR-17
5.00000000000	Y	0901489	07-APR-17
5.00000000000	Y	0901490	13-APR-17
5.00000000000	Y	0901513	07-APR-17

Unknown	
Unknown	Not Verified
Interpolation-TM	
Address Matching-House Number	Verified Relative to Map Features (Other)
Address Matching-Other	Not Verified
Interpolation-Digital Map Source (TIGER)	
Unknown	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Unknown	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	

Unknown	Unknown	Point
Unknown	Unknown	
NAD83	Liquid Waste Treatment Unit	Point
NAD83	Facility/Station Building Entrance or Street Address	Point
NAD27	Monitoring Point	
NAD83	Other	
Unknown	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
Unknown		
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	

		37.870833	-106.940000
Unknown		40.874583	-111.887028
Unknown		+38.249100	-104.608000
Unknown	Regulated Entity	40.914993	-112.719949
Unknown	EPA Region 8	46.957781	-114.199623
None		+33.854828	-117.930589
1:100,000		+37.408050	-122.078600
Unknown		-14.360100	-170.772000
1:100,000		+31.880000	-110.240000
1:100,000		33.461669	-111.970800
1:100,000		33.416669	-112.091700
1:100,000		33.429719	-112.365300
1:100,000		33.466669	-111.908300
1:100,000		33.368331	-112.748300
1:100,000		+33.372800	-110.733200
1:100,000		32.105561	-110.933300
1:100,000		+33.540000	-112.356700
1:100,000		32.654581	-114.588800
1:100,000		+33.306950	-111.651900
1:100,000		+38.784000	-123.010900
1:100,000		+41.436400	-122.370700
1:100,000		41.773331	-124.231700
1:100,000		+37.378700	-122.022500
1:100,000		33.848331	-118.298300
1:100,000		+37.398800	-122.088200
1:100,000		36.764728	-119.660501
1:100,000		37.947851	-121.306635
1:100,000		+37.410800	-122.079700
1:100,000		39.470831	-121.564300
1:100,000		+37.384600	-122.008500
1:100,000		+37.397500	-122.053300
1:100,000		+37.416500	-122.087200
Unknown	EPA Region 9	34.138889	-119.181944
1:100,000		34.863125	-120.544303
1:100,000		37.318611	-121.864400
1:100,000		36.556669	-119.601700
1:100,000		33.846639	-118.289472
1:100,000		+37.336100	-122.001500
1:100,000		37.375281	-121.998900
1:100,000		+37.377700	-121.977700
1:100,000		+37.382500	-122.008600
1:100,000		+36.049000	-119.020100
1:100,000		+37.381600	-121.996800
1:100,000		35.203061	-118.822000
1:100,000		+37.396200	-122.056600
1:100,000		+39.112500	-123.193000
1:100,000		+37.472700	-120.823900
1:100,000		+39.474300	-121.570300

Y	37.87083300000	-106.94000000000
Y	40.87458300000	-111.88702800000
Y	38.24910000000	-104.60800000000
Y	40.91499300000	-112.71994900000
Y	46.95778100000	-114.19962300000
Y	33.85482800000	-117.93058900000
Y	37.40805000000	-122.07860000000
Y	-14.36010000000	-170.77200000000
Y	31.88000000000	-110.24000000000
Y	33.46166900000	-111.97080000000
Y	33.41666900000	-112.09170000000
Y	33.42971900000	-112.36530000000
Y	33.46666900000	-111.90830000000
Y	33.36833100000	-112.74830000000
Y	33.37280000000	-110.73320000000
Y	32.10556100000	-110.93330000000
Y	33.54000000000	-112.35670000000
Y	32.65458100000	-114.58880000000
Y	33.30695000000	-111.65190000000
Y	38.78400000000	-123.01090000000
Y	41.43640000000	-122.37070000000
Y	41.77333100000	-124.23170000000
Y	37.37870000000	-122.02250000000
Y	33.84833100000	-118.29830000000
Y	37.39880000000	-122.08820000000
Y	36.76472800000	-119.66050100000
Y	37.94785100000	-121.30663500000
Y	37.41080000000	-122.07970000000
Y	39.47083100000	-121.56430000000
Y	37.38460000000	-122.00850000000
Y	37.39750000000	-122.05330000000
Y	37.41650000000	-122.08720000000
Y	34.13888900000	-119.18194400000
Y	34.86312500000	-120.54430300000
Y	37.31861100000	-121.86440000000
Y	36.55666900000	-119.60170000000
Y	33.84663900000	-118.28947200000
Y	37.33610000000	-122.00150000000
Y	37.37528100000	-121.99890000000
Y	37.37770000000	-121.97770000000
Y	37.38250000000	-122.00860000000
Y	36.04900000000	-119.02010000000
Y	37.38160000000	-121.99680000000
Y	35.20306100000	-118.82200000000
Y	37.39620000000	-122.05660000000
Y	39.11250000000	-123.19300000000
Y	37.47270000000	-120.82390000000
Y	39.47430000000	-121.57030000000

Rural
Ogden--Layton, UT
Pueblo, CO
Rural
Rural
Los Angeles--Long Beach--Anaheim, CA
San Jose, CA
Tafuna, AS
Rural
Phoenix--Mesa, AZ
Phoenix--Mesa, AZ
Avondale--Goodyear, AZ
Phoenix--Mesa, AZ
Rural
Rural
Tucson, AZ
Avondale--Goodyear, AZ
Yuma, AZ--CA
Phoenix--Mesa, AZ
Cloverdale, CA
Mount Shasta--Weed, CA
Crescent City, CA
San Jose, CA
Los Angeles--Long Beach--Anaheim, CA
San Jose, CA
Fresno, CA
Stockton, CA
San Jose, CA
Oroville, CA
San Jose, CA
San Jose, CA
San Jose, CA
Oxnard, CA
Rural
San Jose, CA
Selma, CA
Los Angeles--Long Beach--Anaheim, CA
San Jose, CA
San Jose, CA
San Jose, CA
San Jose, CA
Porterville, CA
San Jose, CA
Arvin, CA
San Jose, CA
Ukiah, CA
Rural
Oroville, CA

Rural
Ogden--Layton, UT Urbanized Area
Pueblo, CO Urbanized Area
Rural
Rural
Los Angeles--Long Beach--Anaheim, CA Urbanized Area
San Jose, CA Urbanized Area
Tafuna, AS Urban Cluster
Rural
Phoenix--Mesa, AZ Urbanized Area
Phoenix--Mesa, AZ Urbanized Area
Avondale--Goodyear, AZ Urbanized Area
Phoenix--Mesa, AZ Urbanized Area
Rural
Rural
Tucson, AZ Urbanized Area
Avondale--Goodyear, AZ Urbanized Area
Yuma, AZ--CA Urbanized Area
Phoenix--Mesa, AZ Urbanized Area
Cloverdale, CA Urban Cluster
Mount Shasta--Weed, CA Urban Cluster
Crescent City, CA Urban Cluster
San Jose, CA Urbanized Area
Los Angeles--Long Beach--Anaheim, CA Urbanized Area
San Jose, CA Urbanized Area
Fresno, CA Urbanized Area
Stockton, CA Urbanized Area
San Jose, CA Urbanized Area
Oroville, CA Urban Cluster
San Jose, CA Urbanized Area
San Jose, CA Urbanized Area
San Jose, CA Urbanized Area
Oxnard, CA Urbanized Area
Rural
San Jose, CA Urbanized Area
Selma, CA Urban Cluster
Los Angeles--Long Beach--Anaheim, CA Urbanized Area
San Jose, CA Urbanized Area
San Jose, CA Urbanized Area
San Jose, CA Urbanized Area
San Jose, CA Urbanized Area
Porterville, CA Urbanized Area
San Jose, CA Urbanized Area
Arvin, CA Urban Cluster
San Jose, CA Urbanized Area
Ukiah, CA Urban Cluster
Rural
Oroville, CA Urban Cluster

43	Rural-Remote
21	Suburban-Large
12	City-Midsize
43	Rural-Remote
41	Rural-Fringe
21	Suburban-Large
13	City-Small
33	Town-Remote
42	Rural-Distant
11	City-Large
11	City-Large
22	Suburban-Midsize
12	City-Midsize
42	Rural-Distant
41	Rural-Fringe
21	Suburban-Large
22	Suburban-Midsize
13	City-Small
11	City-Large
31	Town - Fringe
33	Town-Remote
33	Town-Remote
12	City-Midsize
21	Suburban-Large
13	City-Small
21	Suburban-Large
11	City-Large
13	City-Small
32	Town-Distant
12	City-Midsize
13	City-Small
13	City-Small
12	City-Midsize
41	Rural-Fringe
11	City-Large
31	Town - Fringe
11	City-Large
12	City-Midsize
12	City-Midsize
12	City-Midsize
12	City-Midsize
13	City-Small
12	City-Midsize
31	Town - Fringe
13	City-Small
33	Town-Remote
41	Rural-Fringe
32	Town-Distant

Active Inventory	NPL	09	0901554	CAD071530380
Active Inventory	NPL	09	0901554	CAD071530380
Active Inventory	NPL	09	0901661	CAD092212497
Active Inventory	NPL	09	0901680	CAD095989778
Active Inventory	NPL	09	0901685	CAD097012298
Active Inventory	NPL	09	0901694	CAD098229214
Active Inventory	NPL	09	0901718	CAD980358832
Active Inventory	NPL	09	0901736	CAD980496863
Active Inventory	NPL	09	0901744	CAD980498455
Active Inventory	NPL	09	0901755	CAD980498612
Active Inventory	NPL	09	0901757	CAD980498695
Active Inventory	NPL	09	0901841	CAD980636781
Active Inventory	NPL	09	0901854	CAD980636914
Active Inventory	NPL	09	0901938	CAD980638860
Active Inventory	NPL	09	0901943	CAD980673685
Active Inventory	NPL	09	0901951	CAD980677355
Active Inventory	NPL	09	0902019	CAD980736151
Active Inventory	NPL	09	0902025	CAD980736284
Active Inventory	NPL	09	0902040	CAD980737613
Active Inventory	NPL	09	0902061	CAD980816466
Active Inventory	NPL	09	0902075	CAD980817217
Active Inventory	NPL	09	0902091	CAD980817985
Active Inventory	NPL	09	0902092	CAD980818512
Active Inventory	NPL	09	0902093	CAD980818579
Active Inventory	NPL	09	0902134	CAD980884209
Active Inventory	NPL	09	0902140	CAD980884357
Active Inventory	NPL	09	0902226	CAD980893234
Active Inventory	NPL	09	0902228	CAD980893275
Active Inventory	NPL	09	0902249	CAD980894679
Active Inventory	NPL	09	0902250	CAD980894885
Active Inventory	NPL	09	0902251	CAD980894893
Active Inventory	NPL	09	0902252	CAD980894901
Active Inventory	NPL	09	0902253	CAD980894976
Active Inventory	NPL	09	0902254	CAD980894984
Active Inventory	NPL	09	0902280	CAD981171523
Active Inventory	NPL	09	0902439	CAD981434517
Active Inventory	NPL	09	0902440	CAD981436363
Active Inventory	NPL	09	0902521	CAD981995947
Active Inventory	NPL	09	0902527	CAD981997752
Active Inventory	NPL	09	0902617	CAD990793887
Active Inventory	NPL	09	0902620	CAD990832735
Active Inventory	NPL	09	0902632	CAT000612184
Active Inventory	NPL	09	0902660	CAT000646208
Active Inventory	NPL	09	0902673	CAT080012024
Active Inventory	NPL	09	0902680	CAT080012826
Active Inventory	NPL	09	0902708	CAT080034234
Active Inventory	NPL	09	0902715	CA0210020780
Active Inventory	NPL	09	0902722	CA1170090087

FRONTIER FERTILIZER
FRONTIER FERTILIZER
INTEL MAGNETICS
FAIRCHILD SEMICONDUCTOR CORP. (MOUNTAIN VIEW PLANT)
FAIRCHILD SEMICONDUCTOR CORP. (SOUTH SAN JOSE PLANT)
ALARK HARD CHROME
AEROJET GENERAL CORP.
ATLAS ASBESTOS MINE
CRAZY HORSE SANITARY LANDFILL
IRON MOUNTAIN MINE
MCCOLL
PACIFIC COAST PIPE LINES
FRESNO MUNICIPAL SANITARY LANDFILL
CELTOR CHEMICAL WORKS
LEVIATHAN MINE
SAN GABRIEL VALLEY (AREA 1)
PURITY OIL SALES, INC.
INDUSTRIAL WASTE PROCESSING
JIBBOOM JUNKYARD
SOUTHERN CALIFORNIA EDISON CO. (VISALIA POLEYARD)
COALINGA ASBESTOS MINE
SAN GABRIEL VALLEY (AREA 4)
SAN GABRIEL VALLEY (AREA 2)
SAN GABRIEL VALLEY (AREA 3)
HEWLETT-PACKARD (620-640 PAGE MILL ROAD)
WASTE DISPOSAL, INC.
WATKINS-JOHNSON CO. (STEWART DIVISION PLANT)
SULPHUR BANK MERCURY MINE
WESTERN PACIFIC RAILROAD CO.
SOUTH BAY ASBESTOS AREA
SAN FERNANDO VALLEY (AREA 1)
SAN FERNANDO VALLEY (AREA 2)
SAN FERNANDO VALLEY (AREA 4)
SAN FERNANDO VALLEY (AREA 3)
SOLA OPTICAL USA, INC.
NEWMARK GROUND WATER CONTAMINATION
UNITED HECKATHORN CO.
RALPH GRAY TRUCKING CO.
MODESTO GROUND WATER CONTAMINATION
FIRESTONE TIRE & RUBBER CO. (SALINAS PLANT)
SYNERTEK, INC. (BUILDING 1)
INTEL CORP. (SANTA CLARA III)
LIQUID GOLD OIL CORP.
OPERATING INDUSTRIES, INC., LANDFILL
STRINGFELLOW
ADVANCED MICRO DEVICES, INC. (BUILDING 915)
SACRAMENTO ARMY DEPOT
TREASURE ISLAND NAVAL STATION-HUNTERS POINT ANNEX

F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL

COUNTY ROAD 32A
COUNTY ROAD 32A
3000 OAKMEAD VILLAGE DR
464 ELLIS ST
101 BERNAL ROAD
2777 MAIN STREET
HWY US 50 & AEROJET RD
LOS GATOS CREEK RD NW OF FRESNO
350 CRAZY HORSE CANYON ROAD
OFF HWY 299 9 MI NW OF
ROSECRANS & SUNNY RIDGE
67 E TELEGRAPH RD
SW COR OF JENSEN & W AVE
BETW NORTON FLD & TRINITY RIV
LEVIATHAN MINE
PECK RD & REAL
3265 S MAPLE AVE
7140 N HARRISON
240 - 260 JIBBOOM ST
432 BEN MADDOX WAY
PINE CYN 15 MI NW OF
STIMSON AVE & OLD VALLEY BLVD
SUNSET & SAN BERNARDINO FREEWAY
MAIN ST & GAFIELD AVE
620 - 640 PAGE MILL RD.
12731 E LOS NIETOS RD
440 KINGS VILLAGE RD
SULPHUR BANK ROAD
SEC 19 T19N R4E 2 MI S OF
FT OF LIBERTY ST GUADALUPE RIV
NORTH HOLLYWOOD WELLFIELD AREA
CRYSTAL SPRINGS WELLFIELD AREA
POLLOCK WELLFIELD
GLORIETTA WELLFIELD AREA
3600 LAKEVILLE HWY
BUNKER HILL GROUND WATER BASIN
8TH & WRIGHT
SOWELL AVE & GOLDEN WEST ST
NEAR MODESTO
340 EL CAMINO REAL S
3050 CORONADO BLVD
2880 NORTHWESTERN PKWY
HOFFMAN BLVD & S 47TH ST
900 N POTRERO GRANDE DR
3490 PYRITE ST
915 DEGUIGNE
8350 FRUITRIDGE RD
HUNTERS POINT NAVAL SHIPYARD

DAVIS	YOLO
DAVIS	YOLO
SANTA CLARA	SANTA CLARA
MOUNTAIN VIEW	SANTA CLARA
SAN JOSE	SANTA CLARA
RIVERSIDE	RIVERSIDE
RANCHO CORDOVA	SACRAMENTO
COALINGA	FRESNO
SALINAS	MONTEREY
REDDING	SHASTA
FULLERTON	ORANGE
FILLMORE	VENTURA
FRESNO	FRESNO
HOOPA	HUMBOLDT
MARKLEEVILLE	ALPINE
EL MONTE	LOS ANGELES
MALAGA	FRESNO
FRESNO	FRESNO
SACRAMENTO	SACRAMENTO
VISALIA	TULARE
COALINGA	FRESNO
LA PUENTE	LOS ANGELES
BALDWIN PARK	LOS ANGELES
ALHAMBRA	LOS ANGELES
PALO ALTO	SANTA CLARA
SANTA FE SPRINGS	LOS ANGELES
SCOTTS VALLEY	SANTA CRUZ
CLEARLAKE OAKS	LAKE
OROVILLE	BUTTE
ALVISO	SANTA CLARA
NORTH HOLLYWOOD	LOS ANGELES
GLENDALE	LOS ANGELES
LOS ANGELES	LOS ANGELES
GLENDALE	LOS ANGELES
PETALUMA	SONOMA
SAN BERNARDINO	SAN BERNARDINO
RICHMOND	CONTRA COSTA
WESTMINSTER	ORANGE
MODESTO	STANISLAUS
SALINAS	MONTEREY
SANTA CLARA	SANTA CLARA
SANTA CLARA	SANTA CLARA
RICHMOND	CONTRA COSTA
MONTEREY PARK	LOS ANGELES
MIRA LOMA	RIVERSIDE
SUNNYVALE	SANTA CLARA
SACRAMENTO	SACRAMENTO
SAN FRANCISCO	SAN FRANCISCO

CA	95618	01-AUG-85	N	+38.552588	-121.703615	N	N
CA	95618	01-AUG-85	N	+38.552588	-121.703615	N	N
CA	95051	01-JUL-80	N	37.375611	-121.980111	N	N
CA	94042	01-JUN-81	N	37.401194	-122.054194	N	N
CA	95119	01-JUL-80	N	37.232611	-121.774806	N	N
CA	92501	01-APR-84	N	33.991806	-117.366806	N	N
CA	95670	01-APR-79	N	38.608333	-121.200000	N	N
CA	93210	01-JAN-79	N	36.321667	-120.586694	N	N
CA	93907	01-NOV-79	N	36.802611	-121.618611	N	N
CA	96001	01-JUN-81	N	40.671667	-122.527806	Y	N
CA	92833	01-DEC-79	N	33.895306	-117.971194	N	N
CA	93015	01-JUN-81	N	34.404167	-118.902806	N	N
CA	93706	01-MAY-81	N	36.704167	-119.826111	N	N
CA	95546	01-JUL-81	N	41.102694	-123.691111	Y	N
CA	96120	01-JUL-81	N	38.708889	-119.655556	Y	N
CA	91733	01-APR-80	N	34.125	-118.000000	N	N
CA	93725	01-FEB-79	N	36.687389	-119.746694	N	N
CA	93650	01-NOV-79	N	36.8425	-119.809389	N	N
CA	95814	01-APR-81	N	38.591667	-121.503306	N	N
CA	93277	01-JUN-81	N	36.333331	-119.276700	N	N
CA	93210	01-JAN-79	N	36.31	-120.528306	N	N
CA	91744	01-APR-80	N	34.016667	-117.958306	N	N
CA	91706	01-APR-80	N	34.073611	-117.936111	N	N
CA	91801	01-APR-80	N	34.1	-118.125000	N	N
CA	94304	01-JUL-84	N	37.421389	-122.143389	N	N
CA	90670	01-JAN-85	N	33.95	-118.055000	N	N
CA	95066	01-JUL-85	N	37.051667	-122.015000	N	N
CA	95422	01-APR-85	N	39.005556	-122.670306	Y	N
CA	95965	01-MAR-84	N	39.483056	-121.552500	N	N
CA	95002	01-NOV-83	N	37.429861	-121.981111	N	N
CA	91601	01-DEC-83	N	34.19	-118.351389	N	N
CA	91209	01-DEC-83	N	34.163139	-118.286000	N	N
CA	90086	01-DEC-83	N	34.112083	-118.253889	N	N
CA	91209		N	34.227600	-118.413500	N	N
CA	94952	01-JUN-87	N	+38.233200	-122.593100	N	N
CA	92408	01-AUG-86	N	34.171806	-117.313111	N	N
CA	94804	01-SEP-86	N	37.922611	-122.365389	N	N
CA	92683	01-MAR-87	N	+33.750000	-118.000000	N	N
CA	95351	01-JUN-87	N	+37.659100	-120.996400	N	N
CA	93901	01-NOV-79	N	36.624889	-121.590111	N	N
CA	95051	01-MAY-86	N	37.377306	-121.971889	N	N
CA	95051	01-AUG-80	N	37.373694	-121.971694	N	N
CA	94804	01-OCT-79	N	37.911194	-122.326111	N	N
CA	91754	01-NOV-79	N	34.033333	-118.105611	N	N
CA	91752	01-MAR-69	N	34.028333	-117.454194	N	N
CA	94086	30-JUN-85	N	37.386806	-122.006611	N	N
CA	95813	01-JUL-79	N	38.520278	-121.395806	N	N
CA	94124	01-JAN-85	N	37.820611	-122.369306	N	N

		2.00000000000	58534.00000000000	
		2.00000000000	6435770.00000000000	17-NOV-17
		1.00000000000	58269.00000000000	
		1.00000000000	58451.00000000000	
		1.00000000000	58452.00000000000	
		1.00000000000	58463.00000000000	
		1.00000000000	58528.00000000000	
		1.00000000000	58274.00000000000	
		1.00000000000	58500.00000000000	
Y		1.00000000000	58275.00000000000	
		1.00000000000	58277.00000000000	
		1.00000000000	58302.00000000000	
		1.00000000000	58310.00000000000	
Y	Y	1.00000000000	58325.00000000000	
Y		1.00000000000	58326.00000000000	
		1.00000000000	58540.00000000000	
		1.00000000000	58615.00000000000	
		1.00000000000	58616.00000000000	
		1.00000000000	58578.00000000000	
		1.00000000000	58618.00000000000	
		1.00000000000	58579.00000000000	
		1.00000000000	58621.00000000000	
		1.00000000000	58544.00000000000	
		1.00000000000	58622.00000000000	
		1.00000000000	58468.00000000000	
		1.00000000000	58271.00000000000	
		1.00000000000	58279.00000000000	
Y	Y	1.00000000000	58501.00000000000	
		1.00000000000	58282.00000000000	
		1.00000000000	58283.00000000000	
		1.00000000000	58284.00000000000	
		1.00000000000	58285.00000000000	
		1.00000000000	58471.00000000000	
		1.00000000000	58286.00000000000	16-JUN-08
		1.00000000000	58303.00000000000	24-JUN-88
		1.00000000000	58330.00000000000	
		1.00000000000	58331.00000000000	
		1.00000000000	58623.00000000000	
		1.00000000000	58580.00000000000	
		1.00000000000	58564.00000000000	
		1.00000000000	58276.00000000000	
		1.00000000000	58278.00000000000	
		1.00000000000	58470.00000000000	
		1.00000000000	58280.00000000000	
		1.00000000000	58281.00000000000	
		1.00000000000	58287.00000000000	
		1.00000000000	58304.00000000000	
		1.00000000000	58472.00000000000	

MW-5A used as site location point

REV EOQ	05-FEB-05		N	N	
BHANDLEY	01-FEB-18	3	N	Y	0.01
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		Y	Y	
CSANDS	24-NOV-14		Y	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	
REV EOQ	05-FEB-05		N	Y	

5.00000000000	Y	0901554	01-FEB-18
0.00000000000	Y	0901554	01-FEB-18
5.00000000000	Y	0901661	07-APR-17
5.00000000000	Y	0901680	07-APR-17
5.00000000000	Y	0901685	07-APR-17
5.00000000000	Y	0901694	17-NOV-17
5.00000000000	Y	0901718	17-NOV-17
5.00000000000	Y	0901736	17-NOV-17
5.00000000000	Y	0901744	07-APR-17
5.00000000000	Y	0901755	17-NOV-17
5.00000000000	Y	0901757	07-APR-17
5.00000000000	Y	0901841	17-NOV-17
5.00000000000	Y	0901854	17-NOV-17
5.00000000000	Y	0901938	07-APR-17
5.00000000000	Y	0901943	17-NOV-17
5.00000000000	Y	0901951	13-APR-17
5.00000000000	Y	0902019	10-APR-17
5.00000000000	Y	0902025	07-APR-17
5.00000000000	Y	0902040	17-NOV-17
5.00000000000	Y	0902061	17-NOV-17
5.00000000000	Y	0902075	07-APR-17
5.00000000000	Y	0902091	17-NOV-17
5.00000000000	Y	0902092	17-NOV-17
5.00000000000	Y	0902093	13-APR-17
5.00000000000	Y	0902134	07-APR-17
5.00000000000	Y	0902140	13-APR-17
5.00000000000	Y	0902226	17-NOV-17
5.00000000000	Y	0902228	13-APR-17
5.00000000000	Y	0902249	17-NOV-17
5.00000000000	Y	0902250	17-NOV-17
5.00000000000	Y	0902251	13-APR-17
5.00000000000	Y	0902252	17-NOV-17
5.00000000000	Y	0902253	17-NOV-17
5.00000000000	Y	0902254	17-NOV-17
5.00000000000	Y	0902280	17-DEC-15
5.00000000000	Y	0902439	17-NOV-17
5.00000000000	Y	0902440	13-APR-17
5.00000000000	Y	0902521	10-APR-17
5.00000000000	Y	0902527	07-APR-17
5.00000000000	Y	0902617	07-APR-17
5.00000000000	Y	0902620	13-APR-17
5.00000000000	Y	0902632	07-APR-17
5.00000000000	Y	0902660	17-NOV-17
5.00000000000	Y	0902673	17-NOV-17
5.00000000000	Y	0902680	17-NOV-17
5.00000000000	Y	0902708	13-APR-17
5.00000000000	Y	0902715	17-NOV-17
5.00000000000	Y	0902722	13-APR-17

Interpolation-Digital Map Source (TIGER)	
GPS-Unspecified	Not Verified
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Not Verified
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	

NAD83	Other	
NAD83	Well	Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	

1:100,000			+38.553055	-121.673333
Unknown	Feet	Contractor	+38.552588	-121.703615
1:100,000			+37.375600	-121.980100
1:100,000			+37.401200	-122.054200
1:100,000			+37.232600	-121.774800
1:100,000			33.991886	-117.367186
1:100,000			38.608331	-121.200000
1:100,000			36.321669	-120.586700
1:100,000			+36.802600	-121.618600
1:100,000			40.671669	-122.527800
1:100,000			+33.895300	-117.971200
1:100,000			34.404169	-118.902800
1:100,000			36.704169	-119.826100
1:100,000			+41.102700	-123.691100
1:100,000			38.703889	-119.656111
1:100,000			+34.125000	-118.000000
1:100,000			+36.687400	-119.746700
1:100,000			+36.842500	-119.809400
1:100,000			38.591669	-121.503300
1:100,000			36.333331	-119.276700
1:100,000			+36.310000	-120.528300
1:100,000			34.016669	-117.958300
1:100,000			34.073611	-117.936100
1:100,000			+34.100000	-118.125000
1:100,000			+37.421400	-122.143400
1:100,000			+33.950000	-118.055000
1:100,000			37.051111	-122.029028
1:100,000			+39.005550	-122.670300
1:100,000			39.483061	-121.552500
1:100,000			37.429861	-121.981100
1:100,000			+34.190000	-118.351400
1:100,000			34.163139	-118.286000
1:100,000			34.112081	-118.253900
1:100,000			34.227600	-118.413500
1:100,000			+38.233200	-122.593100
1:100,000			34.171811	-117.313100
1:100,000			+37.922600	-122.365400
1:100,000			+33.750000	-118.000000
1:100,000			+37.659100	-120.996400
1:100,000			+36.624900	-121.590100
1:100,000			+37.377300	-121.971900
1:100,000			+37.373700	-121.971700
1:100,000			37.908333	-122.325000
1:100,000			34.033333	-118.105556
1:100,000			34.023056	-117.458330
1:100,000			+37.386800	-122.006600
1:100,000			38.520281	-121.395800
1:100,000			+37.722290	-122.367320

Y	38.55305500000	-121.67333300000
Y	38.55258800000	-121.70361500000
Y	37.37560000000	-121.98010000000
Y	37.40120000000	-122.05420000000
Y	37.23260000000	-121.77480000000
Y	33.99188600000	-117.36718600000
Y	38.60833100000	-121.20000000000
Y	36.32166900000	-120.58670000000
Y	36.80260000000	-121.61860000000
Y	40.67166900000	-122.52780000000
Y	33.89530000000	-117.97120000000
Y	34.40416900000	-118.90280000000
Y	36.70416900000	-119.82610000000
Y	41.10270000000	-123.69110000000
Y	38.70388900000	-119.65611100000
Y	34.12500000000	-118.00000000000
Y	36.68740000000	-119.74670000000
Y	36.84250000000	-119.80940000000
Y	38.59166900000	-121.50330000000
Y	36.33333100000	-119.27670000000
Y	36.31000000000	-120.52830000000
Y	34.01666900000	-117.95830000000
Y	34.07361100000	-117.93610000000
Y	34.10000000000	-118.12500000000
Y	37.42140000000	-122.14340000000
Y	33.95000000000	-118.05500000000
Y	37.05111100000	-122.02902800000
Y	39.00555000000	-122.67030000000
Y	39.48306100000	-121.55250000000
Y	37.42986100000	-121.98110000000
Y	34.19000000000	-118.35140000000
Y	34.16313900000	-118.28600000000
Y	34.11208100000	-118.25390000000
Y	34.22760000000	-118.41350000000
Y	38.23320000000	-122.59310000000
Y	34.17181100000	-117.31310000000
Y	37.92260000000	-122.36540000000
Y	33.75000000000	-118.00000000000
Y	37.65910000000	-120.99640000000
Y	36.62490000000	-121.59010000000
Y	37.37730000000	-121.97190000000
Y	37.37370000000	-121.97170000000
Y	37.90833300000	-122.32500000000
Y	34.03333300000	-118.10555600000
Y	34.02305600000	-117.45833000000
Y	37.38680000000	-122.00660000000
Y	38.52028100000	-121.39580000000
Y	37.72229000000	-122.36732000000

Rural
Davis, CA
San Jose, CA
San Jose, CA
San Jose, CA
Riverside--San Bernardino, CA
Rural
Rural
Rural
Rural
Los Angeles--Long Beach--Anaheim, CA
Rural
Rural
Rural
Rural
Los Angeles--Long Beach--Anaheim, CA
Fresno, CA
Fresno, CA
Sacramento, CA
Visalia, CA
Rural
Los Angeles--Long Beach--Anaheim, CA
Los Angeles--Long Beach--Anaheim, CA
Los Angeles--Long Beach--Anaheim, CA
San Jose, CA
Los Angeles--Long Beach--Anaheim, CA
Santa Cruz, CA
Rural
Oroville, CA
Rural
Los Angeles--Long Beach--Anaheim, CA
Los Angeles--Long Beach--Anaheim, CA
Los Angeles--Long Beach--Anaheim, CA
Los Angeles--Long Beach--Anaheim, CA
Petaluma, CA
Riverside--San Bernardino, CA
San Francisco--Oakland, CA
Los Angeles--Long Beach--Anaheim, CA
Modesto, CA
Rural
San Jose, CA
San Jose, CA
San Francisco--Oakland, CA
Los Angeles--Long Beach--Anaheim, CA
Riverside--San Bernardino, CA
San Jose, CA
Sacramento, CA
San Francisco--Oakland, CA

Rural
Davis, CA Urbanized Area
San Jose, CA Urbanized Area
San Jose, CA Urbanized Area
San Jose, CA Urbanized Area
Riverside--San Bernardino, CA Urbanized Area
Rural
Rural
Rural
Rural
Los Angeles--Long Beach--Anaheim, CA Urbanized Area
Rural
Rural
Rural
Rural
Los Angeles--Long Beach--Anaheim, CA Urbanized Area
Fresno, CA Urbanized Area
Fresno, CA Urbanized Area
Sacramento, CA Urbanized Area
Visalia, CA Urbanized Area
Rural
Los Angeles--Long Beach--Anaheim, CA Urbanized Area
Los Angeles--Long Beach--Anaheim, CA Urbanized Area
Los Angeles--Long Beach--Anaheim, CA Urbanized Area
San Jose, CA Urbanized Area
Los Angeles--Long Beach--Anaheim, CA Urbanized Area
Santa Cruz, CA Urbanized Area
Rural
Oroville, CA Urban Cluster
Rural
Los Angeles--Long Beach--Anaheim, CA Urbanized Area
Los Angeles--Long Beach--Anaheim, CA Urbanized Area
Los Angeles--Long Beach--Anaheim, CA Urbanized Area
Los Angeles--Long Beach--Anaheim, CA Urbanized Area
Petaluma, CA Urbanized Area
Riverside--San Bernardino, CA Urbanized Area
San Francisco--Oakland, CA Urbanized Area
Los Angeles--Long Beach--Anaheim, CA Urbanized Area
Modesto, CA Urbanized Area
Rural
San Jose, CA Urbanized Area
San Jose, CA Urbanized Area
San Francisco--Oakland, CA Urbanized Area
Los Angeles--Long Beach--Anaheim, CA Urbanized Area
Riverside--San Bernardino, CA Urbanized Area
San Jose, CA Urbanized Area
Sacramento, CA Urbanized Area
San Francisco--Oakland, CA Urbanized Area

41	Rural-Fringe
23	Suburban-Small
12	City-Midsize
13	City-Small
11	City-Large
11	City-Large
41	Rural-Fringe
43	Rural-Remote
41	Rural-Fringe
42	Rural-Distant
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
43	Rural-Remote
43	Rural-Remote
21	Suburban-Large
21	Suburban-Large
11	City-Large
11	City-Large
12	City-Midsize
43	Rural-Remote
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
13	City-Small
21	Suburban-Large
22	Suburban-Midsize
41	Rural-Fringe
32	Town-Distant
41	Rural-Fringe
12	City-Midsize
12	City-Midsize
11	City-Large
11	City-Large
23	Suburban-Small
12	City-Midsize
21	Suburban-Large
21	Suburban-Large
12	City-Midsize
41	Rural-Fringe
12	City-Midsize
12	City-Midsize
21	Suburban-Large
13	City-Small
21	Suburban-Large
12	City-Midsize
11	City-Large
11	City-Large

Active Inventory	NPL	09	0902725	CA1570024504
Active Inventory	NPL	09	0902731	CA2170023236
Active Inventory	NPL	09	0902732	CA2170023533
Active Inventory	NPL	09	0902734	CA2170090078
Active Inventory	NPL	09	0902737	CA2570024453
Active Inventory	NPL	09	0902740	CA2890012584
Active Inventory	NPL	09	0902742	CA2890090002
Active Inventory	NPL	09	0902751	CA3570024551
Active Inventory	NPL	09	0902759	CA4570024337
Active Inventory	NPL	09	0902760	CA4570024345
Active Inventory	NPL	09	0902761	CA4570024527
Active Inventory	NPL	09	0902762	CA4971520834
Active Inventory	NPL	09	0902767	CA5570024575
Active Inventory	NPL	09	0902770	CA6170023208
Active Inventory	NPL	09	0902778	CA7170024528
Active Inventory	NPL	09	0902783	CA7210020676
Active Inventory	NPL	09	0902785	CA7210020759
Active Inventory	NPL	09	0902790	CA8170024261
Active Inventory	NPL	09	0902792	CA8210020832
Active Inventory	NPL	09	0902793	CA8570024143
Active Inventory	NPL	09	0902806	MPD980798318
Active Inventory	NPL	09	0902814	GUD980637649
Active Inventory	NPL	09	0902825	GU6571999519
Active Inventory	NPL	09	0902876	HID980637631
Active Inventory	NPL	09	0902904	HI0170090054
Active Inventory	NPL	09	0902923	HI7210090026
Active Inventory	NPL	09	0902959	NVD083917252
Active Inventory	NPL	09	0903020	NVD980813646
Active Inventory	NPL	09	0903062	FMD980637987
Active Inventory	NPL	09	0903253	CAD055753370
Active Inventory	NPL	09	0903349	CAD042245001
Active Inventory	NPL	09	0903424	CAD066635442
Active Inventory	NPL	09	0903438	CA9800013030
Active Inventory	NPL	09	0903986	CA1141190578
Active Inventory	NPL	09	0904343	CAD983618893
Active Inventory	NPL	09	0904481	HI4170090076
Active Inventory	NPL	09	0904596	CAD983650011
Active Inventory	NPL	09	0904786	CA2890190000
Active Inventory	NPL	09	0904837	CAD008339467
Active Inventory	NPL	09	0904950	CAD980737092
Active Inventory	NPL	09	0905049	AZ0000309013
Active Inventory	NPL	09	0905334	CA0001576081
Active Inventory	NPL	09	0905346	CA0001900463
Active Inventory	NPL	09	0905902	CAN000905902
Active Inventory	NPL	09	0905945	CAN000905945
Active Inventory	NPL	09	0906063	CAN000906063
Active Inventory	NPL	10	1000017	AKD004904215
Active Inventory	NPL	10	1000073	AKD980978787

EDWARDS AIR FORCE BASE
ALAMEDA NAVAL AIR STATION
CAMP PENDLETON MARINE CORPS BASE
MOFFETT FIELD NAVAL AIR STATION
GEORGE AIR FORCE BASE
LAWRENCE LIVERMORE NATL LAB, MAIN SITE (USDOE)
LAWRENCE LIVERMORE NATL LAB (SITE 300) (USDOE)
CASTLE AIR FORCE BASE (6 AREAS)
MCCLELLAN AIR FORCE BASE (GROUND WATER CONTAMINATION)
NORTON AIR FORCE BASE (LNDFLL #2)
MARCH AIR FORCE BASE
TRACY DEFENSE DEPOT (USARMY)
TRAVIS AIR FORCE BASE
EL TORO MARINE CORPS AIR STATION
CONCORD NAVAL WEAPONS STATION
FORT ORD
RIVERBANK ARMY AMMUNITION PLANT
BARSTOW MARINE CORPS LOGISTICS BASE
SHARPE ARMY DEPOT
MATHER AIR FORCE BASE (AC&W DISPOSAL SITE)
PCB WAREHOUSE
ORDOT LANDFILL
ANDERSEN AIR FORCE BASE
DEL MONTE CORP. (OAHU PLANTATION)
NAVAL COMPUTER AND TELECOMMUNICATIONS AREA MASTER STATION EASTERN PACIFIC
SCHOFIELD BARRACKS (USARMY)
ANACONDA COPPER MINE
CARSON RIVER MERCURY SITE
PCB WASTES
COOPER DRUM CO.
OMEGA CHEMICAL CORPORATION
STOKER COMPANY
JET PROPULSION LABORATORY (NASA)
KLAU/BUENA VISTA MINE
LAVA CAP MINE
PEARL HARBOR NAVAL COMPLEX
ARGONAUT MINE
LABORATORY FOR ENERGY-RELATED HEALTH RESEARCH/OLD CAMPUS LANDFILL (USDOE)
JERVIS B. WEBB CO.
PEMACO MAYWOOD
IRON KING MINE - HUMBOLDT SMELTER
AMCO CHEMICAL
NEW IDRIA MERCURY MINE
SOUTHERN AVENUE INDUSTRIAL AREA
ROCKETS, FIREWORKS, AND FLARES SITE
BLUE LEDGE MINE
ALASKA BATTERY ENTERPRISES
STANDARD STEEL & METAL SALVAGE YARD (USDOT)

F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
P	Proposed for NPL	SA
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
P	Proposed for NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
D	Deleted from the Final NPL	
D	Deleted from the Final NPL	

Remedial Activities Under EPA Enforcement

AFFTC EDWARDS AFB
W END CITY OF ALAMEDA
CAMP PENDLETON MARINE BASE
MOFFETT FIELD NAS
AIR BASE RD- NR ST RTE 395
7000 EAST AVE
CORRAL HOLLOW ROAD
CASTLE AFB
APPROX 5200 WATT AVE
I-10/US 395 FORMER NORTON AFB
22 CSG/CC
CHRISMAN RD
TRAVIS AFB
EL TORO MARINE CORPS AIR STA
PORT CHICAGO HWY
FORMER ARMY BASE FORT ORD
5300 CLAUS RD
MARINE CORPS LOGIS BASE- NEBO
700 EAST ROTH RD
MATHER AIR FORCE BASE
LOWER BASE 1000/PHILIPINE SEA
SAN CARLOS STREET ORDOT
PERIMETER RD
94-1000 KUNIA RD
500 CENTER STREET
SCHOFIELD BARRACKS (USARMY)
YERINGTON MINE
River from Mexican Dam to terminal wetlands
PALAU,YAP,TRUK,PONAPE,KOSARE
9316 ATLANTIC AVE
12504 AND 12512 E. WHITTIER BOULEVARD
3390 DOGWOOD ROAD
4800 OAK GROVE DR
344 KLAU MINE RD.
14501 LAVA CAP MINE ROAD
US NAVAL COMMAND
ARGONAUT LANE
OLD DAVIS RD
9301 RAYO AVE AND 5030 FIRESTONE BLVD
5050 SLAUSON BOULEVARD
PARTS OF SECS 15,16&22, TWP 13N, RNG 1E
1414 THIRD STREET
TOWNSHIP: 17S, RANGE: 12E
5211 SOUTHERN AVENUE
3196 NORTH LOCUST AVENUE
SECTIONS 34, TOWNSHIP 48 N, RANGE 11 W
157 OLD RICHARDSON HIGHWAY
2400 RAILROAD AVENUE

EDWARDS AFB	KERN
ALAMEDA	ALAMEDA
CAMP PENDLETON	SAN DIEGO
MOFFETT FIELD	SANTA CLARA
VICTORVILLE	SAN BERNARDINO
LIVERMORE	ALAMEDA
TRACY	SAN JOAQUIN
MERCED	MERCED
MCCLELLAN AFB	SACRAMENTO
SAN BERNARDINO	SAN BERNARDINO
RIVERSIDE	RIVERSIDE
TRACY	SAN JOAQUIN
TRAVIS AFB	SOLANO
EL TORO	ORANGE
CONCORD	CONTRA COSTA
MARINA	MONTEREY
RIVERBANK	STANISLAUS
BARSTOW	SAN BERNARDINO
LATHROP	SAN JOAQUIN
MATHER	SACRAMENTO
GARAPAN	SAIPAN
AGANA	GUAM
YIGO	GUAM
KUNIA	HONOLULU
WAHIAWA	HONOLULU
SCHOFIELD	HONOLULU
YERINGTON	LYON
DAYTON	LYON
PALAU	
SOUTH GATE	LOS ANGELES
WHITTIER	LOS ANGELES
IMPERIAL	IMPERIAL
PASADENA	LOS ANGELES
PASO ROBLES	SAN LUIS OBISPO
NEVADA CITY	NEVADA
PEARL HARBOR	HONOLULU
JACKSON	AMADOR
DAVIS	SOLANO
SOUTH GATE	LOS ANGELES
MAYWOOD	LOS ANGELES
Dewey-Humboldt	YAVAPAI
OAKLAND	ALAMEDA
IDRIA	SAN BENITO
SOUTH GATE	LOS ANGELES
RIALTO	SAN BERNARDINO
ROGUE RIVER-SISKIYOU NF	SISKIYOU
FAIRBANKS	FAIRBANKS NORTH STAR
ANCHORAGE	ANCHORAGE

CA	93524	01-AUG-80	N	34.949444	-117.885694	N	N
CA	94501	01-AUG-80	N	37.786111	-122.309722	N	N
CA	92055	01-JAN-80	N	33.306667	-117.340806	N	N
CA	94035	01-DEC-84	N	37.411389	-122.052194	N	N
CA	92392	01-AUG-80	N	34.595	-117.383306	N	N
CA	94550	01-AUG-80	N	37.688056	-121.704694	N	N
CA	95376	01-AUG-80	N	37.641667	-121.508333	N	N
CA	95342	01-AUG-80	N	37.367361	-120.563611	N	N
CA	95652	01-NOV-79	N	38.66	-121.399389	N	N
CA	92408	01-AUG-80	N	34.098056	-117.237194	N	N
CA	92518	01-FEB-85	N	33.906389	-117.255694	N	N
CA	95376	01-AUG-80	N	37.715278	-121.391111	N	N
CA	94535	01-JAN-85	N	38.264444	-121.933194	N	N
CA	92709	01-AUG-86	N	33.676669	-117.717600	N	N
CA	94520	01-FEB-85	N	37.966667	-122.010000	N	N
CA	93933	01-NOV-80	N	36.625	-121.750000	N	N
CA	95367	01-OCT-85	N	+37.716950	-120.918100	N	N
CA	92311	01-NOV-80	N	34.878333	-116.938889	N	N
CA	95330	01-NOV-80	N	37.829167	-121.267194	N	N
CA	95655		N	38.556944	-121.297194	N	N
MP	96950	01-MAR-81	N	15.200000	145.750000	N	N
GU	96910	01-NOV-79	N	13.439167	144.747389	N	N
GU	96929	01-NOV-85	N	0	0	N	N
HI	96759	01-APR-80	N	21.461389	-158.061944	N	N
HI	96786	01-MAY-87	N	21.519027	-158.005138	N	N
HI	96857	01-DEC-85	N	21.510417	-158.078500	N	N
NV	89447	01-JAN-81	N	38.990272	-119.187067	Y	N
NV	89401	01-MAR-83	N	39.231944	-119.589194	Y	N
FM	96950	01-OCT-81	N	07.416667	151.783722	N	N
CA	90280	01-JAN-88	N	33.946972	-118.179694	N	N
CA	90602	12-JUL-89	N	33.969722	-118.042222	N	N
CA	92251	01-JUN-88	N	32.910278	-115.544444	N	N
CA	91109		N	34.201185	-118.167434	N	N
CA	93446	17-JUL-91	N	+35.625900	-120.896700	N	N
CA	95959	25-NOV-91	N	39.228056	-120.969861	N	N
HI	96860	01-OCT-80	N	21.388889	-157.983333	N	N
CA	95642	19-OCT-92	N	38.353333	-120.785750	N	N
CA	95616	01-AUG-88	N	+38.518750	-121.751250	N	N
CA	90280	14-MAY-93	N	33.950325	-118.178017	N	N
CA	90270	10-FEB-95	N	33.985417	-118.171250	N	N
AZ	86327	25-JUL-94	N	34.500000	-112.250000	N	N
CA	94607	17-OCT-96	N	+37.802500	-122.293750	N	N
CA	95043	16-APR-96	N	36.418392	-120.672511	N	N
CA	90280	01-FEB-02	N	33.946178	-118.176922	N	N
CA	92377	03-DEC-02	N	+34.150463	-117.409790	N	N
CA	96086	31-OCT-02	N	41.959961	-123.107442	N	N
AK	99701	01-JUN-80	N	64.846667	-147.720000	N	N
AK	99501	28-OCT-85	N	61.228333	-149.836944	N	N

		1.00000000000	58305.00000000000	
		1.00000000000	58306.00000000000	
		1.00000000000	58307.00000000000	
		1.00000000000	58308.00000000000	
		1.00000000000	58309.00000000000	
		1.00000000000	58474.00000000000	
		1.00000000000	58311.00000000000	
		1.00000000000	58312.00000000000	
		1.00000000000	58313.00000000000	
		1.00000000000	58314.00000000000	
		1.00000000000	58315.00000000000	
		1.00000000000	58475.00000000000	
		1.00000000000	58316.00000000000	
		1.00000000000	58317.00000000000	24-JUN-88
		1.00000000000	58318.00000000000	
		1.00000000000	58319.00000000000	
		1.00000000000	58320.00000000000	
		1.00000000000	58321.00000000000	
		1.00000000000	58476.00000000000	
		1.00000000000	58637.00000000000	
		1.00000000000	58322.00000000000	01-FEB-08
		1.00000000000	58323.00000000000	
		1.00000000000	58327.00000000000	
		1.00000000000	58328.00000000000	
		1.00000000000	58613.00000000000	
		1.00000000000	58617.00000000000	
Y		1.00000000000	34599.00000000000	10-SEP-08
Y	Y	1.00000000000	58624.00000000000	
		1.00000000000	58273.00000000000	
		1.00000000000	58324.00000000000	
		1.00000000000	58614.00000000000	
		1.00000000000	58619.00000000000	
		1.00000000000	58620.00000000000	
		1.00000000000	58635.00000000000	
		1.00000000000	58634.00000000000	
		1.00000000000	58636.00000000000	
		1.00000000000	24734.00000000000	29-JAN-13
		1.00000000000	58633.00000000000	
		1.00000000000	16459.00000000000	02-NOV-11
		1.00000000000	58581.00000000000	
		1.00000000000	63327.00000000000	24-MAR-08
		1.00000000000	58545.00000000000	
		1.00000000000	64698.00000000000	07-JUL-11
		1.00000000000	83021.00000000000	06-JUL-11
		1.00000000000	63445.00000000000	04-FEB-09
		1.00000000000	58508.00000000000	30-SEP-11
		1.00000000000	58849.00000000000	
		1.00000000000	58850.00000000000	

APPROXIMATE LAT / LONGS PROVIDED BY R9 GIS CENTER.

REV EOQ	05-FEB-05	N	Y
REV EOQ	05-FEB-05	N	Y
REV EOQ	05-FEB-05	N	Y
REV EOQ	05-FEB-05	N	Y
REV EOQ	05-FEB-05	N	Y
REV EOQ	05-FEB-05	N	Y
REV EOQ	05-FEB-05	N	Y
REV EOQ	05-FEB-05	N	Y
REV EOQ	05-FEB-05	N	Y
REV EOQ	05-FEB-05	N	Y
REV EOQ	05-FEB-05	N	Y
REV EOQ	05-FEB-05	N	Y
REV EOQ	05-FEB-05	N	Y
SEMSTST11	16-APR-15	Y	Y
REV EOQ	05-FEB-05	N	Y
REV EOQ	05-FEB-05	N	Y
REV EOQ	05-FEB-05	N	Y
REV EOQ	05-FEB-05	N	Y
REV EOQ	05-FEB-05	N	Y
REV EOQ	05-FEB-05	N	Y
REV EOQ	05-FEB-05	Y	Y
REV EOQ	05-FEB-05	N	Y
REV EOQ	05-FEB-05	N	Y
REV EOQ	05-FEB-05	N	Y
REV EOQ	05-FEB-05	N	Y
REV EOQ	05-FEB-05	N	Y
RHIPPEN	08-SEP-16	Y	Y
REV EOQ	05-FEB-05	N	Y
REV EOQ	05-FEB-05	N	Y
REV EOQ	05-FEB-05	N	Y
REV EOQ	05-FEB-05	N	Y
REV EOQ	05-FEB-05	N	Y
REV EOQ	05-FEB-05	N	Y
REV EOQ	05-FEB-05	N	Y
REV EOQ	05-FEB-05	N	Y
REV EOQ	05-FEB-05	N	Y
RHIPPEN	08-SEP-16	Y	Y
REV EOQ	05-FEB-05	N	Y
CERCLIS2 CNV	17-MAY-93	Y	Y
REV EOQ	05-FEB-05	N	Y
ERAINWAT	24-MAR-08	Y	Y
REV EOQ	05-FEB-05	N	Y
HCHEUNG	08-JUL-11	Y	Y
KJURIST	13-SEP-11	Y	Y
HCHEUNG	09-FEB-09	Y	N
ERAINWAT	04-FEB-04	Y	Y
REV EOQ	04-FEB-05	N	N
REV EOQ	04-FEB-05	N	N

5.00000000000	Y	0902725	17-NOV-17
5.00000000000	Y	0902731	17-NOV-17
5.00000000000	Y	0902732	17-NOV-17
5.00000000000	Y	0902734	17-NOV-17
5.00000000000	Y	0902737	07-APR-17
5.00000000000	Y	0902740	17-NOV-17
5.00000000000	Y	0902742	17-NOV-17
5.00000000000	Y	0902751	17-NOV-17
5.00000000000	Y	0902759	07-APR-17
5.00000000000	Y	0902760	17-NOV-17
5.00000000000	Y	0902761	17-NOV-17
5.00000000000	Y	0902762	17-NOV-17
5.00000000000	Y	0902767	13-APR-17
5.00000000000	Y	0902770	17-NOV-17
5.00000000000	Y	0902778	17-NOV-17
5.00000000000	Y	0902783	07-APR-17
5.00000000000	Y	0902785	10-APR-17
5.00000000000	Y	0902790	17-NOV-17
5.00000000000	Y	0902792	17-NOV-17
5.00000000000	Y	0902793	07-APR-17
0.00000000000	Y	0902806	17-NOV-17
0.00000000000	Y	0902814	17-NOV-17
0.00000000000	Y	0902825	17-NOV-17
5.00000000000	Y	0902876	17-NOV-17
5.00000000000	Y	0902904	17-NOV-17
5.00000000000	Y	0902923	17-NOV-17
0.00000000000	Y	0902959	17-NOV-17
5.00000000000	Y	0903020	07-APR-17
0.00000000000	Y	0903062	17-NOV-17
5.00000000000	Y	0903253	17-NOV-17
5.00000000000	Y	0903349	17-NOV-17
5.00000000000	Y	0903424	17-NOV-17
5.00000000000	Y	0903438	17-NOV-17
12.00000000000	Y	0903986	07-APR-17
5.00000000000	Y	0904343	17-NOV-17
5.00000000000	Y	0904481	17-NOV-17
0.00000000000	Y	0904596	17-NOV-17
5.00000000000	Y	0904786	07-APR-17
0.00000000000	Y	0904837	17-NOV-17
5.00000000000	Y	0904950	17-NOV-17
0.00000000000	Y	0905049	17-NOV-17
12.00000000000	Y	0905334	05-APR-17
0.00000000000	Y	0905346	17-NOV-17
0.00000000000	Y	0905902	17-NOV-17
0.00000000000	Y	0905945	17-NOV-17
0.00000000000	Y	0906063	17-NOV-17
5.00000000000	Y	1000017	26-APR-14
5.00000000000	Y	1000073	26-APR-14

Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Not Verified
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Unknown	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Unknown	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Address Matching-Nearest Intersection	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Unknown	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Unknown	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Unknown	Verified, Unknown Method
Interpolation-Map	
Unknown	
Unknown	
Interpolation-Photo	Point in Polygon (Other)
Unknown	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	

NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
Unknown		
NAD83	Other	
NAD83	Other	
NAD83	Other	
Unknown	Unknown	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD27	Other	
NAD83	Other	
NAD83	Other	
Unknown	Unknown	
NAD83	Other	
Unknown	Unknown	Point
NAD83	Other	
Unknown	Unknown	Point
NAD27	SE Corner of Land Parcel	
Unknown	Unknown	Point
Unknown	Other	Point
NAD83	Facility Center/Centroid	Point
Unknown	Unknown	Point
NAD83	Other	
NAD83	Other	

1:100,000		34.949439	-117.885700
1:100,000		37.788889	-122.330000
1:100,000		33.306669	-117.340800
1:100,000		37.411389	-122.052200
1:100,000		+34.595000	-117.383300
1:100,000		37.688061	-121.704700
1:100,000		37.644306	-121.576667
1:100,000		37.367361	-120.563600
1:100,000		+38.660000	-121.399400
1:100,000		34.098061	-117.237200
1:100,000		33.906389	-117.255700
1:100,000		37.715281	-121.391100
1:100,000		+38.264450	-121.933200
1:100,000		33.676669	-117.717600
1:100,000		38.049444	-122.000000
1:100,000		+36.625000	-121.750000
1:100,000		+37.716950	-120.918100
1:100,000		34.878331	-116.938900
1:100,000		37.829169	-121.267200
1:100,000		+38.556950	-121.297200
Unknown		15.200000	145.750000
		13.439169	144.747400
		13.572916	144.897361
1:100,000		21.458333	-158.066667
1:100,000		21.519027	-158.005138
1:100,000		21.490694	-158.030139
Unknown	EPA Region 9	38.990272	-119.187067
1:100,000		+39.231950	-119.589200
		7.416667	151.783722
1:100,000		33.946972	-118.179694
1:100,000		33.969722	-118.042222
1:100,000		32.910278	-115.544444
1:100,000		34.201185	-118.167434
1:24,000		+35.625900	-120.896700
1:100,000		39.228056	-120.969861
1:100,000		21.388889	-157.983333
Unknown	Unknown	38.353333	-120.785750
1:100,000		+38.518750	-121.751250
Unknown	EPA Region 9	33.950325	-118.178017
1:100,000		33.985417	-118.171250
Unknown	Geograph	34.500000	-112.250000
1:24,000		+37.802500	-122.293750
Unknown	Contractor	36.418392	-120.672511
Unknown		33.946178	-118.176922
1:3,000	EPA Region 9	34.153683	-117.416567
Unknown	Unknown	41.959961	-123.107442
1:100,000		+64.820300	-147.703800
1:100,000		+61.227900	-149.832400

Y	34.94943900000	-117.88570000000
Y	37.78888900000	-122.33000000000
Y	33.30666900000	-117.34080000000
Y	37.41138900000	-122.05220000000
Y	34.59500000000	-117.38330000000
Y	37.68806100000	-121.70470000000
Y	37.64430600000	-121.57666700000
Y	37.36736100000	-120.56360000000
Y	38.66000000000	-121.39940000000
Y	34.09806100000	-117.23720000000
Y	33.90638900000	-117.25570000000
Y	37.71528100000	-121.39110000000
Y	38.26445000000	-121.93320000000
Y	33.67666900000	-117.71760000000
Y	38.04944400000	-122.00000000000
Y	36.62500000000	-121.75000000000
Y	37.71695000000	-120.91810000000
Y	34.87833100000	-116.93890000000
Y	37.82916900000	-121.26720000000
Y	38.55695000000	-121.29720000000
Y	15.20000000000	145.75000000000
Y	13.43916900000	144.74740000000
Y	13.57291600000	144.89736100000
Y	21.45833300000	-158.06666700000
Y	21.51902700000	-158.00513800000
Y	21.49069400000	-158.03013900000
Y	38.99027200000	-119.18706700000
Y	39.23195000000	-119.58920000000
Y	7.41666700000	151.78372200000
Y	33.94697200000	-118.17969400000
Y	33.96972200000	-118.04222200000
Y	32.91027800000	-115.54444400000
Y	34.20118500000	-118.16743400000
Y	35.62590000000	-120.89670000000
Y	39.22805600000	-120.96986100000
Y	21.38888900000	-157.98333300000
Y	38.35333300000	-120.78575000000
Y	38.51875000000	-121.75125000000
Y	33.95032500000	-118.17801700000
Y	33.98541700000	-118.17125000000
Y	34.50000000000	-112.25000000000
Y	37.80250000000	-122.29375000000
Y	36.41839200000	-120.67251100000
Y	33.94617800000	-118.17692200000
Y	34.15368300000	-117.41656700000
Y	41.95996100000	-123.10744200000
Y	64.82030000000	-147.70380000000
Y	61.22790000000	-149.83240000000

Rural
San Francisco--Oakland, CA
San Diego, CA
San Jose, CA
Victorville--Hesperia, CA
Livermore, CA
Rural
Merced, CA
Sacramento, CA
Rural
Rural
Tracy, CA
Fairfield, CA
Rural
Rural
Rural
Modesto, CA
Rural
Stockton, CA
Rural
Garapan--Dandan, MP
Rural
Rural
Rural
Rural
Urban Honolulu, HI
Rural
Rural
Unknown
Los Angeles--Long Beach--Anaheim, CA
Los Angeles--Long Beach--Anaheim, CA
Rural
Los Angeles--Long Beach--Anaheim, CA
Rural
Rural
Urban Honolulu, HI
Jackson, CA
Rural
Los Angeles--Long Beach--Anaheim, CA
Los Angeles--Long Beach--Anaheim, CA
Rural
San Francisco--Oakland, CA
Rural
Los Angeles--Long Beach--Anaheim, CA
Riverside--San Bernardino, CA
Rural
Fairbanks, AK
Anchorage, AK

Rural
San Francisco--Oakland, CA Urbanized Area
San Diego, CA Urbanized Area
San Jose, CA Urbanized Area
Victorville--Hesperia, CA Urbanized Area
Livermore, CA Urbanized Area
Rural
Merced, CA Urbanized Area
Sacramento, CA Urbanized Area
Rural
Rural
Tracy, CA Urbanized Area
Fairfield, CA Urbanized Area
Rural
Rural
Rural
Modesto, CA Urbanized Area
Rural
Stockton, CA Urbanized Area
Rural
Garapan--Dandan, MP Urban Cluster
Rural
Rural
Rural
Rural
Urban Honolulu, HI Urbanized Area
Rural
Rural
Unknown
Los Angeles--Long Beach--Anaheim, CA Urbanized Area
Los Angeles--Long Beach--Anaheim, CA Urbanized Area
Rural
Los Angeles--Long Beach--Anaheim, CA Urbanized Area
Rural
Rural
Urban Honolulu, HI Urbanized Area
Jackson, CA Urban Cluster
Rural
Los Angeles--Long Beach--Anaheim, CA Urbanized Area
Los Angeles--Long Beach--Anaheim, CA Urbanized Area
Rural
San Francisco--Oakland, CA Urbanized Area
Rural
Los Angeles--Long Beach--Anaheim, CA Urbanized Area
Riverside--San Bernardino, CA Urbanized Area
Rural
Fairbanks, AK Urbanized Area
Anchorage, AK Urbanized Area

42	Rural-Distant
21	Suburban-Large
21	Suburban-Large
21	Suburban-Large
12	City-Midsize
23	Suburban-Small
42	Rural-Distant
22	Suburban-Midsize
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
23	Suburban-Small
12	City-Midsize
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
33	Town-Remote
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
Unknown	Unknown
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
12	City-Midsize
42	Rural-Distant
41	Rural-Fringe
21	Suburban-Large
32	Town-Distant
41	Rural-Fringe
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
11	City-Large
43	Rural-Remote
21	Suburban-Large
21	Suburban-Large
42	Rural-Distant
13	City-Small
11	City-Large

Active Inventory	NPL	10	1000082	AKD980988158
Active Inventory	NPL	10	1000110	AK1570028646
Active Inventory	NPL	10	1000128	AK4170024323
Active Inventory	NPL	10	1000155	AK8570028649
Active Inventory	NPL	10	1000174	IDD000800961
Active Inventory	NPL	10	1000190	IDD041310707
Active Inventory	NPL	10	1000195	IDD048340921
Active Inventory	NPL	10	1000201	IDD055030852
Active Inventory	NPL	10	1000213	IDD081830994
Active Inventory	NPL	10	1000219	IDD098812878
Active Inventory	NPL	10	1000236	IDD980665459
Active Inventory	NPL	10	1000256	IDD980725832
Active Inventory	NPL	10	1000302	ID3572124557
Active Inventory	NPL	10	1000305	ID4890008952
Active Inventory	NPL	10	1000339	ORD009020603
Active Inventory	NPL	10	1000361	ORD009042532
Active Inventory	NPL	10	1000362	ORD009043001
Active Inventory	NPL	10	1000370	ORD009049412
Active Inventory	NPL	10	1000373	ORD009051442
Active Inventory	NPL	10	1000383	ORD009412677
Active Inventory	NPL	10	1000421	ORD050955848
Active Inventory	NPL	10	1000424	ORD052221025
Active Inventory	NPL	10	1000438	ORD068782820
Active Inventory	NPL	10	1000442	ORD071803985
Active Inventory	NPL	10	1000455	ORD095003687
Active Inventory	NPL	10	1000527	ORD980988307
Active Inventory	NPL	10	1000546	OR6213820917
Active Inventory	NPL	10	1000551	WAD000065508
Active Inventory	NPL	10	1000557	WAD000641548
Active Inventory	NPL	10	1000559	WAD000643577
Active Inventory	NPL	10	1000579	WAD001865450
Active Inventory	NPL	10	1000590	WAD008957243
Active Inventory	NPL	10	1000597	WAD009045279
Active Inventory	NPL	10	1000611	WAD009248287
Active Inventory	NPL	10	1000612	WAD009248295
Active Inventory	NPL	10	1000614	WAD009249210
Active Inventory	NPL	10	1000662	WAD009487513
Active Inventory	NPL	10	1000670	WAD009624453
Active Inventory	NPL	10	1000682	WAD027315621
Active Inventory	NPL	10	1000705	WAD040187890
Active Inventory	NPL	10	1000736	WAD050075662
Active Inventory	NPL	10	1000744	WAD053614988
Active Inventory	NPL	10	1000753	WAD057311094
Active Inventory	NPL	10	1000815	WAD120513957
Active Inventory	NPL	10	1000824	WAD980511539
Active Inventory	NPL	10	1000830	WAD980511661
Active Inventory	NPL	10	1000835	WAD980511745
Active Inventory	NPL	10	1000836	WAD980511778

ARCTIC SURPLUS
EIELSON AIR FORCE BASE
ADAK NAVAL AIR STATION
ELMENDORF AIR FORCE BASE
ARRCOM (DREXLER ENTERPRISES)
KERR-MCGEE CHEMICAL CORP. (SODA SPRINGS PLANT)
BUNKER HILL MINING & METALLURGICAL COMPLEX
UNION PACIFIC RAILROAD CO.
MONSANTO CHEMICAL CO. (SODA SPRINGS PLANT)
PACIFIC HIDE & FUR RECYCLING CO.
STIBNITE/YELLOW PINE MINING AREA
BLACKBIRD MINE
MOUNTAIN HOME AIR FORCE BASE
IDAHO NATIONAL ENGINEERING LABORATORY (USDOE)
MCCORMICK & BAXTER CREOSOTING CO. (PORTLAND PLANT)
TAYLOR LUMBER AND TREATING
UNITED CHROME PRODUCTS, INC.
UNION PACIFIC RAILROAD CO. TIE-TREATING PLANT
ALLIED PLATING, INC.
REYNOLDS METALS COMPANY
TELEDYNE WAH CHANG
MARTIN-MARIETTA ALUMINUM CO.
JOSEPH FOREST PRODUCTS
HARBOR OIL INC.
GOULD, INC.
NORTHWEST PIPE & CASING/HALL PROCESS COMPANY
UMATILLA ARMY DEPOT (LAGOONS)
KAISER ALUMINUM (MEAD WORKS)
NORTH MARKET STREET
FMC CORP. (YAKIMA)
GENERAL ELECTRIC CO. (SPOKANE APPARATUS SERVICE SHOP)
OESER CO.
ALCOA (VANCOUVER SMELTER)
PACIFIC SOUND RESOURCES
WYCKOFF CO./EAGLE HARBOR
PACIFIC CAR & FOUNDRY CO.
WESTERN PROCESSING CO., INC.
BOOMSNUB/AIRCO
NORTHWEST TRANSFORMER (SOUTH HARKNESS STREET)
YAKIMA PLATING CO.
LAKEWOOD
FRONTIER HARD CHROME, INC.
AMERICAN CROSSARM & CONDUIT CO.
PESTICIDE LAB (YAKIMA)
HIDDEN VALLEY LANDFILL (THUN FIELD)
MICA LANDFILL
QUEEN CITY FARMS
NORTHSIDE LANDFILL

D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
P	Proposed for NPL
P	Proposed for NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL

BADGER RD AND OLD RICHARDSON WAY MI. 6
HIGHWAY 2 - 16 MI SE OF FAIRBANKS
ADAK IS
N BOUNDRY OF CITY LIMITS
STATE HIGHWAY 53, 2.8 MI SW OF CY
HIGHWAY 34, 3 MILES N OF CY
SILVER VLY
300 S HARRISON
HWY 34, 2 MI N OF CY
3575 HWY 30 W
T18N R9E S3
BLACKBIRD MINE
HWY 67, 10 MI W OF CY
AEC TESTING RESERVATION
6900 N EDGEWATER ROAD
22125 SOUTHWEST ROCK CREEK ROAD
2000 AIRPORT RD
TIE PLANT RD-IN CITY LIMITS
8135 NE UNION AV
SUNDIAL ROAD
1600 OLD SALEM RD NE
3313 W 2ND ST
RUSSELL LANE 1 MI OFF HWY 82
AKA CHEMPRO OF OREGON INC
5909 NW 61ST AV
SE MATHER RD AT SE INDUSTRIAL
I-84 & EXIT 178
HAWTHORNE RD-1.2 M FROM DIV.RD
E 3225 LINCOLN RD
4 W WASHINGTON AV
E 4323 MISSION AV
730 MARINE DRIVE
5509 LOWER RIVER RD
2801 SW FLORIDA ST.
5350 CREOSOTE PL NE
1400 N 4TH ST
7215 S 196TH ST
7608 NORTHEAST 47TH AVENUE
107 S HARKNESS
1804 S 3RD AV
E. OF NEW YORK AVE, S. OF PACIFIC HWY S.
113 Y ST
99 CHEHALIS AV SW
3706 W NOB HILL RD
THUN FLD 17975 MERIDIAN S
T24N R44E S11,14
S 1/2 SEC 28-MAPLE VALLEY QUAD
W 5502 NINEMILE RD

FAIRBANKS	
FAIRBANKS	FAIRBANKS NORTH STAR
ADAK	
ANCHORAGE	
RATHDRUM	KOOTENAI
SODA SPRINGS	CARIBOU
SMELTERVILLE	SHOSHONE
POCATELLO	BANNOCK
SODA SPRINGS	CARIBOU
POCATELLO	BANNOCK
STIBNITE	VALLEY
LEMHI COUNTY	LEMHI
MOUNTAIN HOME	ELMORE
IDAHO FALLS	
PORTLAND	MULTNOMAH
SHERIDAN	YAMHILL
CORVALLIS	BENTON
THE DALLES	WASCO
PORTLAND	MULTNOMAH
TROUTDALE	MULTNOMAH
ALBANY	LINN
THE DALLES	WASCO
JOSEPH	WALLOWA
PORTLAND	MULTNOMAH
PORTLAND	MULTNOMAH
CLACKAMAS	CLACKAMAS
HERMISTON	MORROW
MEAD	SPOKANE
SPOKANE	SPOKANE
YAKIMA	YAKIMA
SPOKANE	SPOKANE
BELLINGHAM	WHATCOM
VANCOUVER	CLARK
SEATTLE	KING
BAINBRIDGE ISLAND	KITSAP
RENTON	KING
KENT	KING
VANCOUVER	CLARK
EVERSON	WHATCOM
YAKIMA	YAKIMA
LAKEWOOD	PIERCE
VANCOUVER	CLARK
CHEHALIS	LEWIS
YAKIMA	YAKIMA
PIERCE COUNTY	PIERCE
MICA	SPOKANE
MAPLE VALLEY	KING
SPOKANE	SPOKANE

AK	99701	05-AUG-86	N	64.846667	-147.720000	N	N
AK	99702	01-JUN-81	N	64.673333	-147.036667	N	N
AK	99546	01-JUN-81	N	51.9	-176.750000	N	N
AK	99506	01-MAR-81	N	61.239167	-149.808889	N	N
ID	83858	06-OCT-82	N	47.784444	-116.945556	N	N
ID	83276	01-NOV-79	N	42.686944	-111.573889	N	N
ID	83837	11-DEC-80	N	47.538056	-116.132500	Y	N
ID	83201	01-DEC-79	N	42.861111	-112.446667	Y	N
ID	83276	01-NOV-79	N	42.685833	-111.586667	N	N
ID	83201	01-MAR-83	N	42.895556	-112.485278	Y	N
ID	83677	01-SEP-79	N	44.341667	-115.896667	Y	N
ID	83469	01-JAN-83	N	45.125	-114.347222	Y	N
ID	83648	06-AUG-86	N	43.058333	-115.821667	N	N
ID	83401	01-MAR-80	N	43.566667	-112.933333	Y	N
OR	97203	01-JUL-79	N	45.581944	-122.743056	Y	N
OR	97378	01-AUG-79	N	45.1	-123.425000	Y	N
OR	97330	01-JUL-79	N	44.504167	-123.286111	N	N
OR	97058	01-JUL-79	N	45.595	-121.173333	N	N
OR	97211	01-JUL-79	N	45.581944	-122.661667	N	N
OR	97060	01-JUL-79	N	45.556944	-122.399722	N	N
OR	97321	01-JUN-81	N	44.660278	-123.063889	N	N
OR	97058	01-JUN-81	N	45.625	-121.200000	N	N
OR	97846	14-AUG-85	N	45.358611	-117.248333	N	N
OR	97217	01-JUL-79	N	45.606389	-122.691389	Y	N
OR	97208	19-NOV-80	N	45.567222	-122.746389	Y	N
OR	97015	19-SEP-86	N	45.42	-122.552222	N	N
OR	97844	01-MAY-80	N	45.834167	-119.433333	N	N
WA	99207	11-JUN-81	N	47.754722	-117.373611	N	N
WA	99207	01-AUG-80	N	47.7325	-117.362222	Y	N
WA	98903	08-JUN-81	N	46.569444	-120.493056	N	N
WA	99211	01-FEB-80	N	47.671667	-117.345000	Y	N
WA	98225	22-JUN-79	N	48.77	-122.520556	Y	N
WA	98660	31-OCT-80	N	45.649167	-122.731389	N	N
WA	98126	01-JUL-79	N	47.581944	-122.367222	Y	N
WA	98110	01-JUL-79	N	47.617778	-122.500000	Y	N
WA	98055	05-JUN-81	N	47.488889	-122.196389	Y	N
WA	98031	01-JUN-81	N	+47.425000	-122.241700	Y	N
WA	98661	01-AUG-82	N	45.677222	-122.621667	N	N
WA	98247	05-MAR-81	N	48.890278	-122.352778	Y	N
WA	98902	01-JUN-81	N	46.570833	-120.508333	Y	N
WA	98438	01-AUG-80	N	47.141667	-122.520833	N	N
WA	98661	01-AUG-75	N	45.621389	-122.645000	N	N
WA	98532	20-NOV-80	N	+46.656944	-122.968889	Y	N
WA	98902	08-JUL-82	N	46.585833	-122.557500	Y	N
WA	98371	01-NOV-79	N	47.094722	-122.287500	Y	N
WA	99211	01-FEB-80	N	47.579167	-117.211111	N	N
WA	98038	23-NOV-79	N	47.449444	-122.040278	Y	N
WA	99208	01-FEB-80	N	47.727778	-117.493056	N	N

		1.00000000000	59969.00000000000	
		1.00000000000	59970.00000000000	
		1.00000000000	2664.00000000000	
		1.00000000000	59971.00000000000	
		1.00000000000	59972.00000000000	
		1.00000000000	60346.00000000000	
Y	Y	1.00000000000	60423.00000000000	
Y		1.00000000000	60430.00000000000	
		1.00000000000	2665.00000000000	
Y		1.00000000000	62071.00000000000	
Y		1.00000000000	62072.00000000000	
Y		1.00000000000	62074.00000000000	
		1.00000000000	62075.00000000000	
Y		1.00000000000	62076.00000000000	
Y		1.00000000000	2666.00000000000	
Y		1.00000000000	60339.00000000000	
		1.00000000000	60340.00000000000	
		1.00000000000	60341.00000000000	
		1.00000000000	60342.00000000000	
		1.00000000000	60344.00000000000	
		1.00000000000	590.00000000000	
		1.00000000000	60345.00000000000	
		1.00000000000	60416.00000000000	
Y		1.00000000000	60417.00000000000	15-JUL-03
Y		1.00000000000	60418.00000000000	
		1.00000000000	60419.00000000000	
		1.00000000000	60420.00000000000	
		1.00000000000	591.00000000000	
Y		1.00000000000	60421.00000000000	
		1.00000000000	60422.00000000000	
Y		1.00000000000	60424.00000000000	
Y		1.00000000000	60425.00000000000	
		1.00000000000	60426.00000000000	
Y		1.00000000000	60427.00000000000	
Y		1.00000000000	2257.00000000000	
Y		1.00000000000	60428.00000000000	
Y		1.00000000000	60429.00000000000	17-DEC-07
		1.00000000000	60431.00000000000	
Y		1.00000000000	60432.00000000000	
Y		1.00000000000	60435.00000000000	
		1.00000000000	2259.00000000000	
		1.00000000000	61557.00000000000	
Y		1.00000000000	61559.00000000000	
Y		1.00000000000	127.00000000000	
Y		1.00000000000	61560.00000000000	
		1.00000000000	509.00000000000	
Y		1.00000000000	510.00000000000	
		1.00000000000	511.00000000000	

REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
CSANDS	24-NOV-14		N	Y	0
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		Y	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05	2	N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	
REV EOQ	04-FEB-05		N	N	

5.00000000000	Y	1000082	26-APR-14
5.00000000000	Y	1000110	26-APR-14
5.00000000000	Y	1000128	26-APR-14
5.00000000000	Y	1000155	17-NOV-17
5.00000000000	Y	1000174	26-APR-14
5.00000000000	Y	1000190	17-NOV-17
5.00000000000	Y	1000195	17-NOV-17
5.00000000000	Y	1000201	26-APR-14
5.00000000000	Y	1000213	17-NOV-17
5.00000000000	Y	1000219	26-APR-14
5.00000000000	Y	1000236	17-NOV-17
5.00000000000	Y	1000256	17-NOV-17
5.00000000000	Y	1000302	26-APR-14
5.00000000000	Y	1000305	17-NOV-17
5.00000000000	Y	1000339	17-NOV-17
5.00000000000	Y	1000361	17-NOV-17
5.00000000000	Y	1000362	26-APR-14
5.00000000000	Y	1000370	26-APR-14
5.00000000000	Y	1000373	17-NOV-17
5.00000000000	Y	1000383	17-NOV-17
5.00000000000	Y	1000421	26-APR-14
5.00000000000	Y	1000424	17-NOV-17
5.00000000000	Y	1000438	17-NOV-17
0.00000000000	Y	1000442	17-NOV-17
5.00000000000	Y	1000455	26-APR-14
5.00000000000	Y	1000527	17-NOV-17
5.00000000000	Y	1000546	17-NOV-17
5.00000000000	Y	1000551	26-APR-14
5.00000000000	Y	1000557	26-APR-14
5.00000000000	Y	1000559	17-NOV-17
5.00000000000	Y	1000579	26-APR-14
5.00000000000	Y	1000590	17-NOV-17
5.00000000000	Y	1000597	17-NOV-17
5.00000000000	Y	1000611	17-NOV-17
5.00000000000	Y	1000612	17-NOV-17
5.00000000000	Y	1000614	17-NOV-17
5.00000000000	Y	1000662	17-NOV-17
5.00000000000	Y	1000670	17-NOV-17
5.00000000000	Y	1000682	26-APR-14
5.00000000000	Y	1000705	26-APR-14
5.00000000000	Y	1000736	26-APR-14
5.00000000000	Y	1000744	26-APR-14
5.00000000000	Y	1000753	17-NOV-17
5.00000000000	Y	1000815	26-APR-14
5.00000000000	Y	1000824	26-APR-14
5.00000000000	Y	1000830	17-NOV-17
5.00000000000	Y	1000835	26-APR-14
5.00000000000	Y	1000836	26-APR-14

Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-TM	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	

NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Facility Center/Centroid
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other
NAD83	Other

1:100,000		+64.812200	-147.564300
1:100,000		+64.671450	-147.049200
1:100,000		+51.877500	-176.652500
1:100,000		61.254169	-149.791700
1:100,000		+47.784700	-116.945800
1:100,000		42.687219	-111.573600
1:100,000		47.543061	-116.161700
1:100,000		+42.895400	-112.487600
1:100,000		42.687031	-111.587800
1:100,000		+42.895700	-112.486000
1:100,000		+44.892500	-115.345278
1:100,000		45.116389	-114.264440
1:100,000		+43.048050	-115.864700
1:100,000		43.529389	-112.943500
1:100,000		45.579443	-122.739440
1:100,000		45.097222	-123.426944
1:100,000		+44.504200	-123.286100
1:100,000		+45.598600	-121.165100
1:100,000		45.583331	-122.661700
1:100,000		+45.556900	-122.399161
1:100,000		+44.660000	-123.063300
1:100,000		45.624439	-121.205600
1:100,000		45.359439	-117.247200
1:250,000	Meters	45.606389	-122.691389
1:100,000		+45.569200	-122.748300
1:100,000		45.416333	-122.563889
1:100,000		45.836111	-119.450000
1:100,000		+47.755000	-117.376700
1:100,000		+47.729700	-117.362600
1:100,000		46.566669	-120.493300
1:100,000		+47.672900	-117.344100
1:100,000		48.770278	-122.514444
1:100,000		45.649439	-122.731800
1:100,000		47.582332	-122.366667
1:100,000		47.621669	-122.516700
1:100,000		47.488889	-122.196400
1:100,000		+47.425000	-122.241700
1:100,000		45.677222	-122.621667
1:100,000		+48.919700	-122.343100
1:100,000		+46.572300	-120.508900
1:100,000		+47.143410	-122.512950
1:100,000		+45.621500	-122.644000
1:100,000		46.656939	-122.968900
1:100,000		+46.584600	-120.555600
1:100,000		+47.095000	-122.287800
1:100,000		47.579169	-117.211100
1:100,000		+47.450000	-122.041700
1:100,000		+47.727500	-117.482800

Y	64.81220000000	-147.56430000000
Y	64.67145000000	-147.04920000000
Y	51.87750000000	-176.65250000000
Y	61.25416900000	-149.79170000000
Y	47.78470000000	-116.94580000000
Y	42.68721900000	-111.57360000000
Y	47.54306100000	-116.16170000000
Y	42.89540000000	-112.48760000000
Y	42.68703100000	-111.58780000000
Y	42.89570000000	-112.48600000000
Y	44.89250000000	-115.34527800000
Y	45.11638900000	-114.26444000000
Y	43.04805000000	-115.86470000000
Y	43.52938900000	-112.94350000000
Y	45.57944300000	-122.73944000000
Y	45.09722200000	-123.42694400000
Y	44.50420000000	-123.28610000000
Y	45.59860000000	-121.16510000000
Y	45.58333100000	-122.66170000000
Y	45.55690000000	-122.39916100000
Y	44.66000000000	-123.06330000000
Y	45.62443900000	-121.20560000000
Y	45.35943900000	-117.24720000000
Y	45.60638900000	-122.69138900000
Y	45.56920000000	-122.74830000000
Y	45.41633300000	-122.56388900000
Y	45.83611100000	-119.45000000000
Y	47.75500000000	-117.37670000000
Y	47.72970000000	-117.36260000000
Y	46.56666900000	-120.49330000000
Y	47.67290000000	-117.34410000000
Y	48.77027800000	-122.51444400000
Y	45.64943900000	-122.73180000000
Y	47.58233200000	-122.36666700000
Y	47.62166900000	-122.51670000000
Y	47.48888900000	-122.19640000000
Y	47.42500000000	-122.24170000000
Y	45.67722200000	-122.62166700000
Y	48.91970000000	-122.34310000000
Y	46.57230000000	-120.50890000000
Y	47.14341000000	-122.51295000000
Y	45.62150000000	-122.64400000000
Y	46.65693900000	-122.96890000000
Y	46.58460000000	-120.55560000000
Y	47.09500000000	-122.28780000000
Y	47.57916900000	-117.21110000000
Y	47.45000000000	-122.04170000000
Y	47.72750000000	-117.48280000000

Fairbanks, AK
Rural
Rural
Anchorage, AK
Rural
Rural
Rural
Pocatello, ID
Soda Springs, ID
Pocatello, ID
Rural
Rural
Mountain Home AFB, ID
Rural
Portland, OR--WA
Sheridan, OR
Rural
The Dalles, OR--WA
Portland, OR--WA
Portland, OR--WA
Albany, OR
The Dalles, OR--WA
Rural
Portland, OR--WA
Portland, OR--WA
Portland, OR--WA
Rural
Spokane, WA
Spokane, WA
Yakima, WA
Spokane, WA
Bellingham, WA
Rural
Seattle, WA
Bremerton, WA
Seattle, WA
Seattle, WA
Portland, OR--WA
Everson, WA
Yakima, WA
Seattle, WA
Portland, OR--WA
Centralia, WA
Yakima, WA
Seattle, WA
Rural
Rural
Spokane, WA

Fairbanks, AK Urbanized Area
Rural
Rural
Anchorage, AK Urbanized Area
Rural
Rural
Rural
Pocatello, ID Urbanized Area
Soda Springs, ID Urban Cluster
Pocatello, ID Urbanized Area
Rural
Rural
Mountain Home AFB, ID Urban Cluster
Rural
Portland, OR--WA Urbanized Area
Sheridan, OR Urban Cluster
Rural
The Dalles, OR--WA Urban Cluster
Portland, OR--WA Urbanized Area
Portland, OR--WA Urbanized Area
Albany, OR Urbanized Area
The Dalles, OR--WA Urban Cluster
Rural
Portland, OR--WA Urbanized Area
Portland, OR--WA Urbanized Area
Portland, OR--WA Urbanized Area
Rural
Spokane, WA Urbanized Area
Spokane, WA Urbanized Area
Yakima, WA Urbanized Area
Spokane, WA Urbanized Area
Bellingham, WA Urbanized Area
Rural
Seattle, WA Urbanized Area
Bremerton, WA Urbanized Area
Seattle, WA Urbanized Area
Seattle, WA Urbanized Area
Portland, OR--WA Urbanized Area
Everson, WA Urban Cluster
Yakima, WA Urbanized Area
Seattle, WA Urbanized Area
Portland, OR--WA Urbanized Area
Centralia, WA Urban Cluster
Yakima, WA Urbanized Area
Seattle, WA Urbanized Area
Rural
Rural
Spokane, WA Urbanized Area

23	Suburban-Small
41	Rural-Fringe
43	Rural-Remote
11	City-Large
41	Rural-Fringe
41	Rural-Fringe
41	Rural-Fringe
13	City-Small
33	Town-Remote
13	City-Small
43	Rural-Remote
43	Rural-Remote
32	Town-Distant
43	Rural-Remote
11	City-Large
32	Town-Distant
41	Rural-Fringe
33	Town-Remote
11	City-Large
21	Suburban-Large
23	Suburban-Small
33	Town-Remote
43	Rural-Remote
11	City-Large
11	City-Large
21	Suburban-Large
42	Rural-Distant
21	Suburban-Large
21	Suburban-Large
13	City-Small
12	City-Midsize
13	City-Small
41	Rural-Fringe
11	City-Large
22	Suburban-Midsize
13	City-Small
12	City-Midsize
21	Suburban-Large
31	Town - Fringe
13	City-Small
13	City-Small
12	City-Midsize
32	Town-Distant
13	City-Small
21	Suburban-Large
41	Rural-Fringe
41	Rural-Fringe
12	City-Midsize

Active Inventory	NPL	10	1000845	WAD980514541
Active Inventory	NPL	10	1000850	WAD980514608
Active Inventory	NPL	10	1000851	WAD980638910
Active Inventory	NPL	10	1000875	WAD980639215
Active Inventory	NPL	10	1000878	WAD980639256
Active Inventory	NPL	10	1000889	WAD980639462
Active Inventory	NPL	10	1000948	WAD980722789
Active Inventory	NPL	10	1000949	WAD980722839
Active Inventory	NPL	10	1000961	WAD980723506
Active Inventory	NPL	10	1000979	WAD980726301
Active Inventory	NPL	10	1000981	WAD980726368
Active Inventory	NPL	10	1000995	WAD980833065
Active Inventory	NPL	10	1001003	WAD980833974
Active Inventory	NPL	10	1001030	WAD980836662
Active Inventory	NPL	10	1001070	WAD980978753
Active Inventory	NPL	10	1001074	WAD980982557
Active Inventory	NPL	10	1001090	WAD981767296
Active Inventory	NPL	10	1001098	WAD991281874
Active Inventory	NPL	10	1001102	WA1170023419
Active Inventory	NPL	10	1001105	WA1890090078
Active Inventory	NPL	10	1001106	WA1891406349
Active Inventory	NPL	10	1001107	WA2170023418
Active Inventory	NPL	10	1001111	WA2890090077
Active Inventory	NPL	10	1001113	WA3170090044
Active Inventory	NPL	10	1001114	WA3890090076
Active Inventory	NPL	10	1001117	WA4170090001
Active Inventory	NPL	10	1001118	WA4890090075
Active Inventory	NPL	10	1001121	WA5170027291
Active Inventory	NPL	10	1001122	WA5170090059
Active Inventory	NPL	10	1001123	WA5210890096
Active Inventory	NPL	10	1001127	WA6170090058
Active Inventory	NPL	10	1001131	WA7210090067
Active Inventory	NPL	10	1001133	WA8570024200
Active Inventory	NPL	10	1001134	WA8680030931
Active Inventory	NPL	10	1001137	WA9214053465
Active Inventory	NPL	10	1001139	WA9571924647
Active Inventory	NPL	10	1001146	AK6210022426
Active Inventory	NPL	10	1001206	WA7170027265
Active Inventory	NPL	10	1001249	WAD988466355
Active Inventory	NPL	10	1001308	IDD984666610
Active Inventory	NPL	10	1001371	WAD988475158
Active Inventory	NPL	10	1001455	AK6214522157
Active Inventory	NPL	10	1001508	OR7122307658
Active Inventory	NPL	10	1001733	WAD988519708
Active Inventory	NPL	10	1001761	WA0000026534
Active Inventory	NPL	10	1001865	OR0000515759
Active Inventory	NPL	10	1001984	AK0001897602
Active Inventory	NPL	10	1002020	WA0002329803

COLBERT LANDFILL
GREENACRES LANDFILL
MIDWAY LANDFILL
QUENDALL TERMINAL
TULALIP LANDFILL
SEATTLE MUNICIPAL LANDFILL (KENT HIGHLANDS)
SILVER MOUNTAIN MINE
HARBOR ISLAND (LEAD)
TOFTDAHL DRUMS
COMMENCEMENT BAY, SOUTH TACOMA CHANNEL
COMMENCEMENT BAY, NEAR SHORE/TIDE FLATS
AMERICAN LAKE GARDENS/MCCHORD AFB
NORTHWEST TRANSFORMER
CENTRALIA MUNICIPAL LANDFILL
MIDNITE MINE
OLD INLAND PIT
SPOKANE JUNKYARD/ASSOCIATED PROPERTIES
PASCO SANITARY LANDFILL
NAVAL UNDERSEA WARFARE ENGINEERING STATION (4 WASTE AREAS)
HANFORD 200-AREA (USDOE)
BONNEVILLE POWER ADMINISTRATION ROSS COMPLEX (USDOE)
PUGET SOUND NAVAL SHIPYARD COMPLEX
HANFORD 300-AREA (USDOE)
JACKSON PARK HOUSING COMPLEX (USNAVY)
HANFORD 100-AREA (USDOE)
PORT HADLOCK DETACHMENT (USNAVY)
HANFORD 1100-AREA (USDOE)
BANGOR NAVAL SUBMARINE BASE
NAVAL AIR STATION, WHIDBEY ISLAND (AULT FIELD)
HAMILTON ISLAND LANDFILL (USA/COE)
NAVAL AIR STATION, WHIDBEY ISLAND (SEAPLANE BASE)
FORT LEWIS LOGISTICS CENTER
MCCHORD AIR FORCE BASE (WASH RACK/TREATMENT AREA)
OLD NAVY DUMP/MANCHESTER LABORATORY (USEPA/NOAA)
FORT LEWIS (LANDFILL NO. 5)
FAIRCHILD AIR FORCE BASE (4 WASTE AREAS)
FORT WAINWRIGHT
BANGOR ORDNANCE DISPOSAL (USNAVY)
MOSES LAKE WELLFIELD CONTAMINATION
EASTERN MICHAUD FLATS CONTAMINATION
VANCOUVER WATER STATION #4 CONTAMINATION
FORT RICHARDSON (USARMY)
FREMONT NATIONAL FOREST/WHITE KING AND LUCKY LASS URANIUM MINES (USDA)
VANCOUVER WATER STATION #1 CONTAMINATION
PALERMO WELL FIELD GROUND WATER CONTAMINATION
BLACK BUTTE MINE
SALT CHUCK MINE
LOWER DUWAMISH WATERWAY

F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
D	Deleted from the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL
F	Currently on the Final NPL

ELK-CHATTEROY RD
LIBERTY LK
24800 PACIFIC HWY S.
4503 LK WASHINGTON BLVD N
TULALIP INDIAN RESERVATION
NE OF MILITARY RD AND KENT DES MOINES RD
SEC 34, T38N, R26E, WM
MOUTH OF DUWAMISH RIVER
22033 NE 189 ST
SOUTH TACOMA CHANNEL OF COMMEN
ADJ TO RUSTON WAY & TIDEFLATS IND. AREA
555 BARNES BLVD.
6882 MISSION ST
1313 S TOWER
35 MILES NORTHWEST OF SPOKANE
N SULLIVAN RD & KIERNAN RD
N 3322 COOK ST.
KAHLOTUS RD & HWY 12
HWY 308, E END
200 AREA
5411 NE HWY 99
Postal Address is unavailable for the Site
300 AREA
Postal Address is unavailable for the Site
100 AREA
Postal Address is unavailable for the Site
1100 AREA
CLEAR CREEK ROAD, BLDG. 110
UNSPECIFIED
BONNEVILLE LOCK & DAM
1 MI NE OF E PIONEER WAY & TORPEDO INTSC
T19N R2E SECS 21,22,26,27
MERIDIAN ST - 62ABG/DEEV
Postal Address is unavailable for the Site
ATTN: AFZH-FEQ
US HIGHWAY 2 W OF SPOKANE
RICHARDSON HWY, SE OF CY
CLEAR CREEK ROAD,BLDG 1100
GRANT CO. AIRPORT
HWY 30, 3 MI W OF CITY
5TH + BLANDFORD ST
Postal Address is unavailable for the Site
524 N G STREET
E. RESERVE AND N.E. FOURTH PLAIN BLVD.
PALERMO AVENUE & O STREET
LONDON ROAD
4 MI SW CY, T72S R84E S17, COPPER RIVER
RK 2.5 TO RK 10.8

SPOKANE	SPOKANE
SPOKANE COUNTY	SPOKANE
KENT	KING
RENTON	KING
MARYSVILLE	SNOHOMISH
KENT	KING
LOOMIS	OKANOGAN
SEATTLE	KING
BRUSH PRAIRIE	CLARK
TACOMA	PIERCE
TACOMA	PIERCE
TACOMA	PIERCE
EVERSON	WHATCOM
CENTRALIA	LEWIS
WELLPINIT	STEVENS
SPOKANE	SPOKANE
SPOKANE	SPOKANE
PASCO	FRANKLIN
KEYPORT	KITSAP
BENTON COUNTY	BENTON
VANCOUVER	CLARK
BREMERTON	KITSAP
BENTON COUNTY	BENTON
KITSAP COUNTY	KITSAP
BENTON COUNTY	BENTON
INDIAN ISLAND	JEFFERSON
BENTON COUNTY	BENTON
SILVERDALE	KITSAP
WHIDBEY ISLAND	ISLAND
NORTH BONNEVILLE	SKAMANIA
WHIDBEY ISLAND	ISLAND
TILLICUM	PIERCE
TACOMA	PIERCE
MANCHESTER	KITSAP
TACOMA	PIERCE
SPOKANE	SPOKANE
FORT WAINWRIGHT	
BREMERTON	KITSAP
MOSES LAKE	GRANT
POCATELLO	
VANCOUVER	CLARK
ANCHORAGE	
LAKEVIEW	LAKE
VANCOUVER	CLARK
TUMWATER	THURSTON
COTTAGE GROVE	LANE
THORNE BAY	
SEATTLE	KING

WA	99005	24-APR-80	N	47.861944	-117.348611	N	N
WA	99019	01-FEB-80	N	47.659722	-117.118056	N	N
WA	98031	01-JUN-81	N	47.379167	-122.293056	Y	N
WA	98055	09-JUN-81	N	47.533333	-122.200000	Y	N
WA	98270	01-NOV-79	N	48.041667	-122.182222	Y	N
WA	98031	01-JUN-81	N	47.393056	-122.283333	Y	N
WA	98827	13-AUG-82	N	48.745	-119.556944	N	N
WA	98134	01-JAN-80	N	47.568611	-122.345833	Y	N
WA	98606	01-JUN-81	N	45.755556	-122.446667	N	N
WA	98402	01-NOV-79	N	47.19	-122.385833	Y	N
WA	98421	01-NOV-79	N	47.264722	-122.413889	Y	N
WA	98438	01-MAY-83	N	47.125	-122.522222	Y	N
WA	98247	22-MAY-81	N	48.890833	-122.353056	Y	N
WA	98531	01-AUG-78	N	46.716667	-122.960000	Y	N
WA	99040	01-JUL-85	N	47.9375	-118.094167	Y	N
WA	99216	29-AUG-84	N	47.689722	-117.198333	N	N
WA	99207	16-JUL-87	N	47.689444	-117.374722	Y	N
WA	99301	01-JUL-79	N	46.252778	-119.050000	N	N
WA	98345	01-JUN-81	N	47.694444	-122.625556	Y	N
WA	99352	05-AUG-87	N	46.283333	-119.291667	Y	N
WA	98666	01-JUN-81	N	45.6625	-122.661111	N	N
WA	98310	01-AUG-79	N	47.558333	-122.645833	Y	N
WA	99352	05-AUG-87	N	46.283333	-119.291667	Y	N
WA	98312	09-JUN-81	N	47.583333	-122.689722	Y	N
WA	99352	05-AUG-87	N	46.283333	-119.291667	Y	N
WA	98358	01-JUN-81	N	48.05	-122.733333	N	N
WA	99352	05-AUG-87	N	46.283333	-119.291667	Y	N
WA	98315	03-DEC-87	N	47.716667	-122.725000	Y	N
WA	98278	12-SEP-84	N	48.291667	-122.621667	Y	N
WA	98648	27-JAN-87	N	45.63	-121.964444	N	N
WA	98278	12-SEP-84	N	48.291667	-122.621667	Y	N
WA	98433	01-JAN-85	N	47.088333	-122.581667	Y	N
WA	98438	01-JUN-82	N	47.121389	-122.488889	Y	N
WA	98352	01-MAR-87	N	47.574167	-122.543611	Y	N
WA	98433	01-JUL-79	N	47.108333	-122.601944	Y	N
WA	99011	01-JUL-79	N	47.625	-117.647222	Y	N
AK	99703	20-AUG-87	N	64.821667	-147.621667	N	N
WA	98315	01-AUG-79	N	47.764719	-122.700800	Y	N
WA	98837	14-JUL-88	N	47.204722	-119.315556	N	N
ID	83201	01-JUL-79	N	42.901111	-112.522500	Y	N
WA	98661	10-JUL-90	N	+45.619500	-122.622472	N	N
AK	99505	12-MAR-91	N	61.258333	-149.700000	N	N
OR	97630	15-DEC-89	N	42.336111	-120.541667	N	N
WA	98663	17-MAY-88	N	+45.638471	-122.645417	N	N
WA	98501	19-AUG-93	N	47.001667	-122.904167	Y	N
OR	97424	25-NOV-95	N	43.579516	-123.066808	N	N
AK	99919	25-MAR-97	N	55.626442	-132.558853	Y	N
WA	98168	25-MAR-98	N	47.510081	-122.292850	Y	N

		1.00000000000	2260.00000000000	
		1.00000000000	512.00000000000	
Y		1.00000000000	513.00000000000	
Y		1.00000000000	514.00000000000	
Y	Y	1.00000000000	515.00000000000	
Y		1.00000000000	516.00000000000	
		1.00000000000	517.00000000000	
Y		1.00000000000	518.00000000000	
		1.00000000000	519.00000000000	
Y		1.00000000000	574.00000000000	
Y	Y	1.00000000000	577.00000000000	
Y		1.00000000000	628.00000000000	
Y		1.00000000000	629.00000000000	
Y		1.00000000000	631.00000000000	
Y	Y	1.00000000000	632.00000000000	
		1.00000000000	633.00000000000	
Y		1.00000000000	355.00000000000	
		1.00000000000	356.00000000000	
Y		1.00000000000	357.00000000000	
Y		1.00000000000	358.00000000000	
		1.00000000000	359.00000000000	
Y		1.00000000000	360.00000000000	
Y		1.00000000000	91.00000000000	
Y		1.00000000000	92.00000000000	
Y		1.00000000000	93.00000000000	
		1.00000000000	94.00000000000	
Y		1.00000000000	95.00000000000	
Y		1.00000000000	96.00000000000	
Y		1.00000000000	97.00000000000	
		1.00000000000	98.00000000000	
Y		1.00000000000	1197.00000000000	
Y		1.00000000000	1198.00000000000	
Y		1.00000000000	1199.00000000000	
Y		1.00000000000	1200.00000000000	
Y		1.00000000000	1627.00000000000	
Y		1.00000000000	1634.00000000000	
		1.00000000000	1630.00000000000	
Y		1.00000000000	1635.00000000000	
		1.00000000000	214.00000000000	
Y	Y	1.00000000000	215.00000000000	
		1.00000000000	217.00000000000	25-SEP-17
		1.00000000000	375.00000000000	
		1.00000000000	376.00000000000	
		1.00000000000	438.00000000000	25-SEP-17
Y		1.00000000000	371.00000000000	
		1.00000000000	60631.00000000000	31-DEC-87
Y		1.00000000000	60630.00000000000	31-DEC-93
Y		1.00000000000	372.00000000000	

SOURCE = USGS
SOURCE = USGS

REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
CSANDS	08-FEB-18	N	Y	0
REV EOQ	04-FEB-05	N	N	
REV EOQ	04-FEB-05	N	N	
CSANDS	08-FEB-18	N	Y	0
REV EOQ	04-FEB-05	N	N	
LKERSHNE	20-OCT-09	Y	Y	
LKERSHNE	20-OCT-09	Y	Y	
REV EOQ	04-FEB-05	N	N	

5.00000000000	Y	1000845	17-NOV-17
5.00000000000	Y	1000850	26-APR-14
5.00000000000	Y	1000851	26-APR-14
5.00000000000	Y	1000875	17-NOV-17
5.00000000000	Y	1000878	17-NOV-17
5.00000000000	Y	1000889	17-NOV-17
5.00000000000	Y	1000948	26-APR-14
5.00000000000	Y	1000949	26-APR-14
5.00000000000	Y	1000961	26-APR-14
5.00000000000	Y	1000979	17-NOV-17
5.00000000000	Y	1000981	17-NOV-17
5.00000000000	Y	1000995	26-APR-14
5.00000000000	Y	1001003	26-APR-14
5.00000000000	Y	1001030	17-NOV-17
5.00000000000	Y	1001070	17-NOV-17
5.00000000000	Y	1001074	17-NOV-17
5.00000000000	Y	1001090	17-NOV-17
5.00000000000	Y	1001098	17-NOV-17
5.00000000000	Y	1001102	26-APR-14
5.00000000000	Y	1001105	17-NOV-17
5.00000000000	Y	1001106	26-APR-14
5.00000000000	Y	1001107	17-NOV-17
5.00000000000	Y	1001111	26-APR-14
5.00000000000	Y	1001113	17-NOV-17
5.00000000000	Y	1001114	26-APR-14
5.00000000000	Y	1001117	17-NOV-17
5.00000000000	Y	1001118	26-APR-14
5.00000000000	Y	1001121	26-APR-14
5.00000000000	Y	1001122	17-NOV-17
5.00000000000	Y	1001123	17-NOV-17
5.00000000000	Y	1001127	26-APR-14
5.00000000000	Y	1001131	26-APR-14
5.00000000000	Y	1001133	17-NOV-17
5.00000000000	Y	1001134	17-NOV-17
5.00000000000	Y	1001137	17-NOV-17
5.00000000000	Y	1001139	17-NOV-17
5.00000000000	Y	1001146	26-APR-14
5.00000000000	Y	1001206	17-NOV-17
5.00000000000	Y	1001249	17-NOV-17
5.00000000000	Y	1001308	17-NOV-17
5.00000000000	Y	1001371	08-FEB-18
5.00000000000	Y	1001455	17-NOV-17
5.00000000000	Y	1001508	17-NOV-17
5.00000000000	Y	1001733	08-FEB-18
5.00000000000	Y	1001761	17-NOV-17
0.00000000000	Y	1001865	17-NOV-17
0.00000000000	Y	1001984	17-NOV-17
5.00000000000	Y	1002020	17-NOV-17

Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	Verified, Unknown Method
Interpolation-Digital Map Source (TIGER)	
Unknown	Verified, Unknown Method
Unknown	Not Verified
Interpolation-Digital Map Source (TIGER)	

NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Other	
NAD83	Unknown	
NAD83	Unknown	Point
NAD83	Other	

1:100,000		47.861669	-117.348300
1:100,000		+47.662700	-117.116900
1:100,000		+47.380000	-122.293300
1:100,000		47.533333	-122.200000
1:100,000		48.041667	-122.182222
1:100,000		47.391669	-122.279200
1:100,000		+48.745000	-119.557000
1:100,000		+47.579400	-122.352200
1:100,000		+45.754900	-122.446400
1:100,000		47.229439	-122.471400
1:100,000		47.266667	-122.416667
1:100,000		+47.125000	-122.526700
1:100,000		+48.890500	-122.353400
1:100,000		46.696669	-122.963300
1:100,000		+47.937500	-118.094167
1:100,000		47.689719	-117.198300
1:100,000		47.689444	-117.370820
1:100,000		46.255281	-119.047800
1:100,000		+47.694600	-122.622000
1:100,000		46.563331	-119.604900
1:100,000		+45.661600	-122.657200
1:100,000		47.559166	-122.647222
1:100,000		+46.370300	-119.275200
1:100,000		+47.588610	-122.695972
1:100,000		+46.701100	-119.482900
1:100,000		48.083471	-122.729583
1:100,000		+46.323100	-119.284800
1:100,000		+47.699000	-122.713100
1:100,000		48.344219	-122.663700
1:100,000		45.629583	-121.985000
1:100,000		+48.299450	-122.613300
1:100,000		+47.114200	-122.536500
1:100,000		47.141111	-122.488900
1:100,000		47.574443	-122.548055
1:100,000		47.119419	-122.630000
1:100,000		47.628331	-117.646200
1:100,000		+64.823000	-147.610600
1:100,000		47.764719	-122.700800
1:100,000		47.204722	-119.315556
1:100,000		42.901111	-112.522500
1:100,000		+45.619500	-122.622472
1:100,000		61.258333	-149.700000
1:100,000		42.336111	-120.541667
1:100,000		+45.638471	-122.645417
1:100,000		47.001667	-122.904167
1:63,360	Other Federal Agency	43.579516	-123.066808
1:63,360	Other Federal Agency	55.626442	-132.558853
1:100,000		47.510081	-122.292850

Y	47.86166900000	-117.34830000000
Y	47.66270000000	-117.11690000000
Y	47.38000000000	-122.29330000000
Y	47.53333300000	-122.20000000000
Y	48.04166700000	-122.18222200000
Y	47.39166900000	-122.27920000000
Y	48.74500000000	-119.55700000000
Y	47.57940000000	-122.35220000000
Y	45.75490000000	-122.44640000000
Y	47.22943900000	-122.47140000000
Y	47.26666700000	-122.41666700000
Y	47.12500000000	-122.52670000000
Y	48.89050000000	-122.35340000000
Y	46.69666900000	-122.96330000000
Y	47.93750000000	-118.09416700000
Y	47.68971900000	-117.19830000000
Y	47.68944400000	-117.37082000000
Y	46.25528100000	-119.04780000000
Y	47.69460000000	-122.62200000000
Y	46.56333100000	-119.60490000000
Y	45.66160000000	-122.65720000000
Y	47.55916600000	-122.64722200000
Y	46.37030000000	-119.27520000000
Y	47.58861000000	-122.69597200000
Y	46.70110000000	-119.48290000000
Y	48.08347100000	-122.72958300000
Y	46.32310000000	-119.28480000000
Y	47.69900000000	-122.71310000000
Y	48.34421900000	-122.66370000000
Y	45.62958300000	-121.98500000000
Y	48.29945000000	-122.61330000000
Y	47.11420000000	-122.53650000000
Y	47.14111100000	-122.48890000000
Y	47.57444300000	-122.54805500000
Y	47.11941900000	-122.63000000000
Y	47.62833100000	-117.64620000000
Y	64.82300000000	-147.61060000000
Y	47.76471900000	-122.70080000000
Y	47.20472200000	-119.31555600000
Y	42.90111100000	-112.52250000000
Y	45.61950000000	-122.62247200000
Y	61.25833300000	-149.70000000000
Y	42.33611100000	-120.54166700000
Y	45.63847100000	-122.64541700000
Y	47.00166700000	-122.90416700000
Y	43.57951600000	-123.06680800000
Y	55.62644200000	-132.55885300000
Y	47.51008100000	-122.29285000000

Rural
Spokane, WA
Seattle, WA
Seattle, WA
Rural
Seattle, WA
Rural
Seattle, WA
Rural
Seattle, WA
Rural
Seattle, WA
Rural
Centralia, WA
Rural
Spokane, WA
Spokane, WA
Rural
Bremerton, WA
Rural
Portland, OR--WA
Bremerton, WA
Rural
Bremerton, WA
Rural
Rural
Kennewick--Pasco, WA
Bremerton, WA
Oak Harbor, WA
Rural
Oak Harbor, WA
Rural
Seattle, WA
Bremerton, WA
Seattle, WA
Spokane, WA
Rural
Bremerton, WA
Moses Lake, WA
Rural
Portland, OR--WA
Anchorage, AK
Rural
Portland, OR--WA
Olympia--Lacey, WA
Rural
Rural
Seattle, WA

Rural
Spokane, WA Urbanized Area
Seattle, WA Urbanized Area
Seattle, WA Urbanized Area
Rural
Seattle, WA Urbanized Area
Rural
Seattle, WA Urbanized Area
Rural
Seattle, WA Urbanized Area
Rural
Seattle, WA Urbanized Area
Rural
Centralia, WA Urban Cluster
Rural
Spokane, WA Urbanized Area
Spokane, WA Urbanized Area
Rural
Bremerton, WA Urbanized Area
Rural
Portland, OR--WA Urbanized Area
Bremerton, WA Urbanized Area
Rural
Bremerton, WA Urbanized Area
Rural
Rural
Kennewick--Pasco, WA Urbanized Area
Bremerton, WA Urbanized Area
Oak Harbor, WA Urban Cluster
Rural
Oak Harbor, WA Urban Cluster
Rural
Seattle, WA Urbanized Area
Bremerton, WA Urbanized Area
Seattle, WA Urbanized Area
Spokane, WA Urbanized Area
Rural
Bremerton, WA Urbanized Area
Moses Lake, WA Urban Cluster
Rural
Portland, OR--WA Urbanized Area
Anchorage, AK Urbanized Area
Rural
Portland, OR--WA Urbanized Area
Olympia--Lacey, WA Urbanized Area
Rural
Rural
Seattle, WA Urbanized Area

41	Rural-Fringe
21	Suburban-Large
12	City-Midsize
13	City-Small
41	Rural-Fringe
12	City-Midsize
43	Rural-Remote
11	City-Large
41	Rural-Fringe
12	City-Midsize
41	Rural-Fringe
13	City-Small
41	Rural-Fringe
32	Town-Distant
43	Rural-Remote
13	City-Small
12	City-Midsize
41	Rural-Fringe
22	Suburban-Midsize
42	Rural-Distant
12	City-Midsize
13	City-Small
41	Rural-Fringe
13	City-Small
42	Rural-Distant
41	Rural-Fringe
13	City-Small
22	Suburban-Midsize
32	Town-Distant
42	Rural-Distant
32	Town-Distant
41	Rural-Fringe
21	Suburban-Large
22	Suburban-Midsize
21	Suburban-Large
21	Suburban-Large
41	Rural-Fringe
22	Suburban-Midsize
33	Town-Remote
41	Rural-Fringe
12	City-Midsize
11	City-Large
43	Rural-Remote
12	City-Midsize
13	City-Small
43	Rural-Remote
43	Rural-Remote
21	Suburban-Large

Active Inventory	NPL	10	1002059	OR0002392793
Active Inventory	NPL	10	1002095	IDSFN1002095
Active Inventory	NPL	10	1002155	ORSFN1002155
Active Inventory	NPL	10	1002174	WASFN1002174
Active Inventory	NPL	10	1002476	ORN001002476
Active Inventory	NPL	10	1002616	ORN001002616
Active Inventory	NPL	10	1002655	WAN001002655
Active Inventory	NPL	10	1002857	WAN001002857
Active Inventory	NPL	10	1002907	WAN001002907
Active Inventory	NPL	10	1003081	WAN001003081

ASTORIA MARINE CONSTRUCTION COMPANY
ST. MARIES CREOSOTE
PORTLAND HARBOR
HAMILTON/LABREE ROADS GW CONTAMINATION
NORTH RIDGE ESTATES
FORMOSA MINE
LOCKHEED WEST SEATTLE
MAKAH RESERVATION WARMHOUSE BEACH DUMP
BREMERTON GASWORKS
GRAIN HANDLING FACILITY AT FREEMAN

P	Proposed for NPL	SD
P	Proposed for NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	
F	Currently on the Final NPL	

Formal State Deferral

92134 FRONT ROAD
1369 RAILROAD AVENUE
BETWEEN RM 1.9 AND 11.8 IN PORTLAND
HAMILTON & LABREE ROADS
OLD FORT ROAD AND NORTH RIDGE DRIVE
T31 S R6W SEC23, WILLAMETTE MERIDIAN
3443 W. MARGINAL WAY
UNNAMED ROAD LEADING TO KOITLAH POINT
1725 PENNSYLVANIA AVENUE
SOUTH 14603 HIGHWAY 27

ASTORIA	CLATSOP
ST. MARIES	BENEWAH
PORTLAND	MULTNOMAH
CHEHALIS	LEWIS
KLAMATH FALLS	KLAMATH
RIDDLE	DOUGLAS
SEATTLE	KING
NEAH BAY	CLALLAM
BREMERTON	KITSAP
FREEMAN	SPOKANE

OR	97103	29-JUN-98	N	46.145309	-123.861233	Y	N
ID	83861	11-JAN-99	N	47.321389	-116.575000	Y	N
OR	97231	02-MAY-97	N	45.615278	-122.793056	Y	N
WA	98532	01-NOV-99	N	46.623472	-122.933056	Y	N
OR	97601		N	42.264800	-121.746500	Y	N
OR	97463	16-FEB-05	N	42.854472	-123.382611	Y	N
WA	98106	15-NOV-05	N	47.583889	-122.362500	Y	N
WA	98357	23-OCT-09	N	48.388353	-124.656711	Y	N
WA	98337	30-AUG-10	N	47.578544	-122.642136	Y	N
WA	99030	07-NOV-12	N	+47.519528	-117.194297	Y	N

Y		1.00000000000	64814.00000000000	10-MAR-11
Y	Y	1.00000000000	435.00000000000	
Y		1.00000000000	436.00000000000	
Y		1.00000000000	437.00000000000	
Y		1.00000000000	64653.00000000000	09-MAR-11
Y		1.00000000000	63235.00000000000	27-JUL-07
Y		1.00000000000	64169.00000000000	27-JUL-07
Y	Y	1.00000000000	94421.00000000000	31-MAY-12
Y		1.00000000000	84121.00000000000	10-JAN-11
		1.00000000000	6305851.00000000000	19-MAR-14

LKERSHNE	10-MAR-11		Y	Y
REV EOQ	04-FEB-05		N	N
REV EOQ	04-FEB-05		N	N
REV EOQ	04-FEB-05		N	N
LKERSHNE	09-MAR-11		Y	Y
LKERSHNE	02-AUG-07		Y	N
LKERSHNE	31-JUL-07		Y	N
LKERSHNE	31-MAY-12		Y	Y
LKERSHNE	03-OCT-11		Y	Y
RHIPPEN	30-SEP-15	1	Y	Y

0.00000000000	Y	1002059	17-NOV-17
5.00000000000	Y	1002095	17-NOV-17
5.00000000000	Y	1002155	17-NOV-17
5.00000000000	Y	1002174	17-NOV-17
0.00000000000	Y	1002476	17-NOV-17
0.00000000000	Y	1002616	17-NOV-17
0.00000000000	Y	1002655	17-NOV-17
0.00000000000	Y	1002857	17-NOV-17
0.00000000000	Y	1002907	17-NOV-17
0.00000000000	Y	1003081	17-DEC-15

Unknown	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Interpolation-Digital Map Source (TIGER)	
Unknown	Verified, Unknown Method
Unknown	Verified, Unknown Method
GPS-Unspecified	Not Verified
Unknown	Verified, Unknown Method
Unknown	Verified, Unknown Method
Unknown	Verified, Unknown Method

Unknown	Unknown	Point
NAD83	Other	
NAD83	Other	
NAD83	Other	
Unknown	Unknown	Point
Unknown	Unknown	Point
Unknown	Facility Center/Centroid	Point
Unknown	Unknown	Point
Unknown	Unknown	Point
Unknown	Unknown	

Unknown		46.145309	-123.861233
1:100,000		47.321389	-116.575000
1:100,000		45.615278	-122.793056
1:100,000		46.623472	-122.933056
Unknown		42.264800	-121.746500
Unknown	State	42.854472	-123.382611
Unknown	Unknown	47.583889	-122.362500
Unknown	Unknown	48.388353	-124.656711
Unknown	Unknown	47.578544	-122.642136
Unknown	Unknown	+47.519528	-117.194297

Y	46.14530900000	-123.86123300000
Y	47.32138900000	-116.57500000000
Y	45.61527800000	-122.79305600000
Y	46.62347200000	-122.93305600000
Y	42.26480000000	-121.74650000000
Y	42.85447200000	-123.38261100000
Y	47.58388900000	-122.36250000000
Y	48.38835300000	-124.65671100000
Y	47.57854400000	-122.64213600000
Y	47.51952800000	-117.19429700000

Astoria, OR
St. Maries, ID
Rural
Centralia, WA
Rural
Rural
Seattle, WA
Rural
Bremerton, WA
Rural

Astoria, OR Urban Cluster
St. Maries, ID Urban Cluster
Rural
Centralia, WA Urban Cluster
Rural
Rural
Seattle, WA Urbanized Area
Rural
Bremerton, WA Urbanized Area
Rural

33	Town-Remote
32	Town-Distant
41	Rural-Fringe
32	Town-Distant
41	Rural-Fringe
42	Rural-Distant
11	City-Large
43	Rural-Remote
13	City-Small
42	Rural-Distant

https://www.census.gov/geo/reference/urban-rural.html
The Census Bureau's urban-rural classification is fundamentally a delineation of geographical areas, identifying both individual urban areas and the rural areas of the nation. The Census Bureau's urban areas represent densely developed territory, and encompass residential, commercial, and other non-residential urban land uses. The Census Bureau delineates urban areas after each decennial census by applying specified criteria to decennial census and other data.

The Census Bureau identifies two types of urban areas:
- Urbanized Areas (UAs) of 50,000 or more people;
- Urban Clusters (UCs) of at least 2,500 and less than 50,000 people.

"Rural" encompasses all population, housing, and territory not included within an urban area

National Center for Education Statistics Designations

https://nces.ed.gov/programs/edge/geographicLocale.aspx
Locale Definitions

(11) City - Large

(12) City - Midsize

(13) City - Small

(21) Suburban - Large

(22) Suburban - Midsize

(23) Suburban - Small

(31) Town - Fringe

(32) Town - Distant

(33) Town - Remote

(41) Rural - Fringe

(42) Rural - Distant

(43) Rural - Remote

The NCES locale framework is composed of four basic types (City, Suburban, Town, and Rural) that each contains three subtypes. It relies on standard urban and rural definitions developed by the U.S.
Census Bureau, and each type of locale is either urban or rural in its entirety. The NCES locales can be fully collapsed into a basic urban – rural dichotomy, or expanded into a more detailed collection of 12 distinct categories. These subtypes are differentiated by size (in the case of City and Suburban assignmen ts) and proximity (in the case of Town and Rural assignments).
Locale Definitions
Territory inside an Urbanized Area and inside a Principal City with population of 250,000 or more.
Territory inside an Urbanized Area and inside a Principal City with population less than 250,00 0 and greater than or equal to 100,000.
Territory inside an Urbanized Area and inside a Principal City with population less than 100,000.
Territory outside a Principal City and inside an Urbanized Area with population of 250,000 or more
Territory outside a Principal City and inside an Urbanized Area with population less than 250,000 and greater than or equal to 100,000.
Territory outside a Principal City and inside an Urbanized Area with population less than 100,000.
Territory inside an Urban Cluster that is less than or equal to 10 miles from an Urbanized Area
Territory inside an Urban Cluster that is more than 10 miles and less than or equal to 35 miles from an Urbanized Area.
Territory inside an Urban Cluster that is more than 35 miles from an Urbanized Area
Census - defined rural territory that is less than or equal to 5 miles from an Urbanized Area, as well as rural territory that is less than or equal to 2.5 miles from an Urban Cluster.
Census - defined rural territory that is more than 5 miles but less than or equal to 25 miles from an Urbanized Area, as well as rural territory that is more than 2.5 miles but less than or equal to 10 miles from an Urban Cluster.
Census - defined rural territory that is more than 25 miles from an Urbanized Area and also more than 10 miles from an Urban Cluster.

Message

From: Greaves, Holly [greaves.holly@epa.gov]
Sent: 9/26/2017 12:20:07 PM
To: Brown, Byron [brown.byron@epa.gov]
Subject: coal ash questions
Attachments: Brownfields FY 19 OMB Questions_Responses_09.21.17.docx; ATT00001.htm; OSRTI FY 19 OMB Questions_Responses.docx; ATT00002.htm; OUST 2019 OMB Questions with Answers Sept 2017.docx; ATT00003.htm; OUST FY 19 OMB_Attachment 1_FY17+19 funding.xlsx; ATT00004.htm; OUST FY 19 OMB_Attachment 2_UST $ trend.xlsx; ATT00005.htm; OUST FY 19 OMB_Attachment 3_Corrective Actions.xlsx; ATT00006.htm; RCRA FY 19 OMB Questions_EPA Responses_Final.docx; ATT00007.htm; RCRA FY 19 OMB Questions_EPA Responses_Final.docx

Byron, OMB asked a number of questions about coal ash in the attached RCRA document (these were questions asked in advance of this morning's OMB hearing. Would you mind to take a read through of the 2 RCRA documents and let me know if you agree with the response provided by the program?

Feel free to take a look at the other documents as well if you like.

Thanks,
Holly

From: Williams, Maria
Sent: Monday, September 25, 2017 5:58 PM
To: Greaves, Holly <greaves.holly@epa.gov>
Subject: Fwd: soft copy

Sorry for the delay.

Maria

Sent from my iPhone

Begin forwarded message:

> **From:** "Kochis, Daniel" <Kochis.daniel@epa.gov>
> **To:** "Williams, Maria" <Williams.Maria@epa.gov>, "Cuscino, Glen" <Cuscino.Glen@epa.gov>, "Beg, Gul" <Beg.Gul@epa.gov>
> **Subject: RE: soft copy**
>
> Maria – attached are Brownfields, OSRTI, OUST and RCRA responses for Holly.
>
> Thanks,
> Dan
> 564-0445
>
> ---
>
> **From:** Williams, Maria
> **Sent:** Monday, September 25, 2017 4:48 PM
> **To:** Cuscino, Glen <Cuscino.Glen@epa.gov>; Kochis, Daniel <Kochis.daniel@epa.gov>; Beg, Gul <Beg.Gul@epa.gov>
> **Subject:** Fwd: soft copy

Please send the soft copy to me

Sent from my iPhone

Begin forwarded message:

> **From:** "Greaves, Holly" <greaves.holly@epa.gov>
> **Date:** September 25, 2017 at 4:39:40 PM EDT
> **To:** "Williams, Maria" <Williams.Maria@epa.gov>
> **Subject: soft copy**
>
> Hi Maria, do you have a soft copy of OMB's 2019 Budget Submission questions and the program office response for OLEM? This would include the SF, RCRA, and Brownfields questions.
>
> Thank you,
> Holly

Message

From: Minoli, Kevin [Minoli.Kevin@epa.gov]
Sent: 7/9/2018 11:05:07 PM
To: Brown, Byron [brown.byron@epa.gov]
Subject: FOIA Litigation & Awareness Review Info
Attachments: reg review.docx; Freedom of Information Act Reform Area Data.docx; FEAT and NFO Awareness Review Prepared FOIA Releases 06142018.docx

Byron- Per our conversation earlier today, I have attached the following:

1) The agenda for GLO's most recent bi-weekly. The upcoming litigation deadlines start or page 4 and run through page 22. If you would like more of a simple case list, let me know and I can get that to you as well.
2) Data points that I used in my report out to OMB and in the Administrator's Quarterly Performance Review Meeting. These were prepared for my own use, not to be given out, but they are accurate.
3) A table of the FOIA responses that were sent to the AO for awareness review that have not yet been produced.

Happy to provide more info that would be helpful, but this will get you started.

Thanks, Kevin

Kevin S. Minoli
Principal Deputy General Counsel
& Designated Agency Ethics Official
Office of General Counsel
US Environmental Protection Agency
Main Office Line: 202-564-8064

EPA FOIA Requests in Awareness Review FEAT and NFO- releases prepared
As of 6/14/2018

FEAT								
TRAVEL & STAFF RECORDS								
FOIA ID	Requester	Requester Org	Date Received	Date sent for review	Description	Type of Response	Disposition	Number of pages
OECA HQ-2017-010631	Alan Dion	No affiliation	8/18/2017	1/24/2018	PSD records including salary and expenses		2 documents redacted	4 documents
OECA HQ-2018-001040	Edwin Rios	Mother Jones	10/25/2017	12/29/2017	PSD costs		1 document redacted	2 documents
OECA EPA-HQ-2018 005068	Wallace	CNN	03/02/2018	04/04/2018	e-mails regarding 24/7 security and delegation documents	Final Response	Release in part	2 documents
OCFO EPA-HQ-2018-004422	Timothy Cama	The Hill	02/13/2018	4/26/2018	Copies of any documents that waived for Administrator Scott Pruitt any provision of the federal regulations for federal employee payments of travel expenses, including, but not limited to, regulations on airline class accommodations and any part of 41 CFR Part 301-10 "Transportation Expenses."	Final Response	Release in Full	1 record

National FOIA Office

Tracking Number	Requester	Organization	Date Received	Date of Awareness Review	Summary	Release Type	Proposed Dispo	# of Records
EPA-HQ-2017-003014 (OAR)	Peter Zalzal	EDF	01/20/17	05/09/18	A copy of all information collected from operators of petroleum and natural gas facilities under the Environmental Protection Agency's ("EPA") final Information Collection Request for the Oil and Natural Gas Industry,	Evaluation of Records		11

EPA FOIA Requests in Awareness Review FEAT and NFO- releases prepared
As of 6/14/2018

Tracking Number	Requester	Organization	Date Received	Date of Awareness Review	Summary	Release Type	Proposed Dispo	# of Records
					EPA ICR No. 2548.01, issued November 10, 2016 ("Final Methane ICR").			
EPA-R5-2017-011357 (R5)	Jessica Pupovac		09/11/17	05/17/18	Any and all electronic communications or memos exchanged between the "Chicago Department of Water Management" and EPA employee Miguel Del Toral (currently regulations manager at EPA Region 5).	Research Records		115
EPA-R5-2017-011403 (R5)	Laura Harner	Varnum	09/12/17	05/23/18	All documents (including but not limited to investigations , reports, testing, communications, permits, licenses) related to PFAS, PFOS, PFOA, or any related compound (or any such compound going by another name, such as C8) as it pertains to 3M or the Scotchgard product manufactured by 3M.	Final Preparation of Response	Full Grant	15
EPA-HQ-2017-011547 (OARM)	Annalee Armstrong	S & P Global Market Intelligence	09/15/17	05/10/17	Copies of visitations logs to the U.S. Environmental Protection Agency's headquarters, located at 1200 Pennsylvania Avenue, N.W., Washington, DC 20460, as well as any associated EPA buildings within the EPA's Federal Triangle office space. I am seeking records of all visitors to the agency headquarters from Jan. 20, 2017, through the date of this request.	Final Preparation of Response	Full Grant	67
EPA-HQ-2018-000145 (OCSPP)	Linda Reinstein	Asbestos Disease Awareness Organization	10/04/17	05/04/18	All calendars of Scott Pruitt, Nancy Beck, Wendy Cleland-Hamnett, Jim Jones, Brian Symmes, and Robert Courtnage from June 2016 to October 2017; All communications between the same individuals and any employee of Olin Corporation, Occidental Chemical Corporation,	Research Records		638

Tracking Number	Requester	Organization	Date Received	Date of Awareness Review	Summary	Release Type	Proposed Dispo	# of Records
					Axiall Corporation, or members of the American Chemistry Council, The Chlorine Institute, and American Chemistry Council Chlorine Chemistry Division; All communications between the same individuals and Michael Dourson; All records relating to a January 12, 2017 meeting meeting between EPA the American Chemistry Council (ACC), ACC Chlorine Chemistry Division, Occidental Chemical Corporation, and Olin Chemical; All records relating to the April 11, 2017 meeting between EPA and Axiall Corporation; All communications between the EPA and Gregg W. Martin, The Chemours Company, Robyn Brooks, The Chlorine Institute, Christina Franz, American Chemistry Council, Mark G. Ellis President, Industrial Minerals Association, Mark N. Duvall, Beveridge & Diamond P.C., from June 1, 2016 to October 1, 2017.			
EPA-HQ-2018-000562 (OARM)	Kevin Bogardus	E & E News	10/14/17	05/10/18	All records related to the following contract, including but not limited to all requests for proposal, statements of work, equitable adjustments, modifications, claims and/or cancellations. I request records related to the following contract: Contract Award ID EP17H000248 to Acoustical Solutions, LLC	Final Preparation of Response	Partial Grant/Partial Denial	2

EPA FOIA Requests in Awareness Review FEAT and NFO- releases prepared
As of 6/14/2018

Tracking Number	Requester	Organization	Date Received	Date of Awareness Review	Summary	Release Type	Proposed Dispo	# of Records
EPA-HQ-2018-002723 (OARM)	Nick Surgey		12/18/17	05/15/18	A list of all Administratively Determined (AD) Position appointees at EPA since January 20, 2017, including start date, end date (if applicable), position held and salary details. This information is in the possession of EPA OGC Law Groups-Ethics Office.	Final Preparation of Response	Full Grant	1
EPA-HQ-2018-002817 (OARM)	Derek Kravitz	ProPublic	12/20/17	06/05/18	All current EPA employees, including all Senior Executive Service; competitive; and excepted service (including temporary, time-limited, intermittent and seasonal appointments in Schedule A, B, C, or D, or unpaid and volunteer equivalents) employees, hired between September 1, 2017, and the date this request is released to me, along with the employee's position, office, start date, end date (if applicable), pay scale and applicable appointment authority. -- All separated EPA employees, including all Senior Executive Service; competitive; and excepted service (including temporary, time-limited, intermittent and seasonal appointments in Schedule A, B, C, or D, or unpaid and volunteer equivalents) employees, who left government service between September 1, 2017, and the date this request is released to me, along with the employee's position, office, reason for separation, start date, end date, pay scale and applicable appointment authority.	Final Preparation of Response	Partial Grant/Partial Denial	1
EPA-HQ-2018-	Linda Reinstein	Asbestos Disease Awareness Organization	01/01/18	05/24/18	Chemical Use Outreach Teleconference Between EPA and USGS to Discuss Asbestos as one of the First 10 Chemicals under Amended	Final Preparation of Response	Full Grant/Partial Grant	18

EPA FOIA Requests in Awareness Review FEAT and NFO- releases prepared
As of 6/14/2018

Tracking Number	Requester	Organization	Date Received	Date of Awareness Review	Summary	Release Type	Proposed Dispo	# of Records
002978 (OCSPP)					TSCA; Discussion of Points to Consider Document and Pilot Results (continued) Pilot Panel: -Greg Schweer, New Chemicals Management Branch Chief, OPPT (moderator); -Michael Hayes, Ph.D., Principal Researcher, Procter & Gamble; -Marina Filler, Ph.D., Product Regulations Specialist, BASF Corporation; -Elke Jensen, Ph.D., Risk Assessment Consultant & Product Toxicology Specialist, The Dow Chemical Company; -Michael Walls, Vice President of Regulatory and Technical Affairs, American Chemistry Council - FOR: American Chemistry Council (ACC), and EPA Requesting all documents and materials pertaining to the EPA "Pilot Panel" also known as, "Pilot Industry Panel"; -Names of all industries on the "Pilot Panel"; -Emails between Administrator Pruitt, Nancy Beck, Jeff Morris, Greg Schweer, and Michael Dourson with American Chemistry Council (ACC), Michael Hayes, Ph.D., Principal Researcher, Procter & Gamble, Marina Filler, Ph.D., Product Regulations Specialist, BASF Corporation, Elke Jensen, Ph.D., Risk Assessment Consultant & Product Toxicology Specialist, The Dow, and Michael Walls, Vice President of Regulatory and Technical Affairs, American Chemistry Council.			
EPA-HQ-2018-	Doug D. Obey	Inside Washington Publishers	01/02/18	05/25/18	Copy of the calendar for Mandy Gunasekara, principal deputy assistant administrator at EPA's Office of Air And Radiation, from	Evaluation of Records		1

EPA FOIA Requests in Awareness Review FEAT and NFO- releases prepared
As of 6/14/2018

Tracking Number	Requester	Organization	Date Received	Date of Awareness Review	Summary	Release Type	Proposed Dispo	# of Records
002990 (OAR)					September 1, 2017 through December 31, 2017, with the scope of the request covering internal meetings at the agency as well as any work related meetings with outside contacts that occur either at agency facilities or elsewhere.			
EPA-HQ-2018-003557 (OARM)	Cerisso Cafasso	American Oversight	01/19/18	05/29/18	All Oaths of Office signed by any presidentially appointed (PA) or presidentially appointed and Senate confirmed (PAS) employee, such as, but not limited to, Standard Form 61; and all ethics pledges signed by any presidentially appointed (PA) or presidentially appointed and Senate confirmed (PAS) employee	Research Records		1
EPA-HQ-2018-005821 (OECA)	Jeff Ruch	PEER	03/26/18	05/08/18	1. Documents reflecting the number of Criminal Investigation Division (CID) agents in each of the ten regions and Headquarters, including status as full time or part time employees, during FY 2017 and FY2018, to the present; 2. A summary reflecting the percentage or rate of CID agent turnover (or retention) by year during Fiscal Year 2017 and FY 2018, to present, including the seniority level of departing agents; 3. Records tabulating or summarizing the number of cases opened by CID in each of the ten regions and Headquarters by year for FY 2017 and FY 2018 to the present, together with an indication of the alleged violations;	Final Preparation of Response	Full Grant	4

Tracking Number	Requester	Organization	Date Received	Date of Awareness Review	Summary	Release Type	Proposed Dispo	# of Records
					4. Records tabulating or summarizing to the number of Department of Justice criminal referrals from CID, including U.S. Attorneys and Environmental Crimes Section attorneys, in each of the ten regions and headquarters by year from FY 2017 and FY 2018 to the present.			
EPA-HQ-2018-005836 (OAR)	Benjamin Levitan	Environmental Defense Fund	03/26/18	05/08/18	As used in this request: • "NSPS" means Standards of Performance for Municipal Solid Waste Landfills, 81 Fed. Reg. 59,332 (Aug. 29, 2016). • "Emission Guidelines" means Emission Guidelines and Compliance Times for Municipal Solid Waste Landfills, 81 Fed. Reg. 59,276 (Aug. 29, 2016). Specifically, EDF requests any desk statements and other instructions or guidance relating to implementation or enforcement of the NSPS, Emission Guidelines, or both, sent from anyone at EPA Headquarters to anyone at one or more EPA regional offices. EDF seeks records produced, modified, or transmitted from August 29, 2016, through the date that EPA begins searching for records responsive to this request.	Research Records		11
EPA-HQ-2018-	Emily Berman	Union of Concerned Scientists	03/27/18	06/05/18	Copies of all communications to, from, or between the following EPA employees that mention the term "woodstove" (may also be	Evaluation of Records		1

Tracking Number	Requester	Organization	Date Received	Date of Awareness Review	Summary	Release Type	Proposed Dispo	# of Records
005888 (OAR)					stylized as "wood stove"), from November 10, 2017 to present: 1. Scott Jordan 2. William Wehrum 3. David Harlow 4. Bill Lamason			
EPA-HQ-2018-006448 (OARM)	Liz Charnoneau	American Bridge 21st Century	04/10/18	06/05/18	Copies of contracts and/or negotiations for contracts associated with the following Procurement Instrument Identifiers listed below. • EP147000098 (modification 2) - 6/12/2017 • EP17H000221 - 7/19/2017 • EPB13H00152 (modification P00002) - 11/2/2017 • EPB14H00162 (modification P00002) - 11/1/2017 • EPB15H00177 (modification P00002) - 11/1/2017 • EPB16H00157 (modification 2) - 5/5/2017 • EPB17H00112 - 4/24/2017 • EPB17H00197 - 6/30/2017 • EPB17H00197 (modification 1) - 9/19/2017 • EPB17H00228 - 8/30/2017 • EPB18S00003 - 11/1/2017 • EPB18S00003 (modification P00001) - 11/7/2017 • EPBPA13H0011 (modification 7) - 8/29/2017 • EPBPA13H0011 (modification 6) - 5/5/2017 • EPBPA13H0011 (modification 8) - 1/30/2018 • EPBPA17H0004 (modification P00002) - 1/8/2018 • EPG17H01367 - 6/9/2017 • EPG17500562 - 8/9/2017 • EPG17H00326 - 7/21/2017 • EPG18H01456 - 12/8/2017	Final Preparation of Response	Partial Grant/Partial Denial	1
EPA-R6-2018-	Daniel Stevens	Campaign for Accountability	04/12/18	06/04/18	All records reflecting communications (including emails, email attachments, text	Research Records		5

EPA FOIA Requests in Awareness Review FEAT and NFO- releases prepared
As of 6/14/2018

Tracking Number	Requester	Organization	Date Received	Date of Awareness Review	Summary	Release Type	Proposed Dispo	# of Records
006539 (R6)					messages, telephone call logs, calendar invitations/entries, meeting notices, meeting agendas, informational material, draft legislation, talking points, or other materials) to, from, or between former Deputy Administrator of EPA Region 6 Sam Coleman and any of the following: a. Any employee, officer, or representative of the Oklahoma Office of the Attorney General, b. Any employee, officer, or representative of the Oklahoma Office of the State Auditor & Inspector, c. Any employee, officer, or representative of the Office of U.S. Senator James Inhofe, any member of Sen. Inhofe's staff,1 or anyone purporting to represent Sen. Inhofe, ...regarding the Lead-Impacted Communities Relocation Assistance Trust (LICRAT) and its management of the buy-out program for residents living near the Tar Creek Superfund site in northeastern Oklahoma. Please provide all responsive records from January 1, 2011, to December 31, 2015.			

To: Brown, Byron[brown.byron@epa.gov]
Cc: Fonseca, Silvina[Fonseca.Silvina@epa.gov]; Fotouhi, David[fotouhi.david@epa.gov]
From: Brooks, Becky
Sent: Mon 7/24/2017 6:01:14 PM
Subject: FW: Petitions for Reconsideration of RMP Amendments rule
STATES Petition for Reconsideration & Stay.pdf
2017-03-14 - Supplement to CSAG Petition for Reconsideration_64280318_3.pdf
RMP Coalition petition for judicial review 3-13-17.pdf
2017-03-13 CSAG Petition for Reconsideration.pdf
RPM Coalition - Cover Letter and Petition for Reconsideration and Stay.pdf

Hi Byron -- Following up on the RMP meeting this morning, attached are the petitions EPA received.

David – Including you on this email, in case you don't have them. Becky

Becky Brooks

Special Assistant

Office of Land and Emergency Management

U.S. Environmental Protection Agency

ph. Ex. 6 - Personal Privacy

From: Franklin, Kathy
Sent: Monday, July 24, 2017 12:40 PM
To: Brooks, Becky <Brooks.Becky@epa.gov>
Cc: Jennings, Kim <Jennings.Kim@epa.gov>; Belke, Jim <Belke.Jim@epa.gov>; Principe, Vanessa <Principe.Vanessa@epa.gov>; Doster, Brian <Doster.Brian@epa.gov>; Averback, Jonathan <Averback.Jonathan@epa.gov>
Subject: Petitions for Reconsideration of RMP Amendments rule

Becky: FYI, attached are petitions for reconsideration of the RMP Amendments rule published 1/13/17 from three groups: RMP Coalition, Chemical Safety Advocacy Group (CSAG) and a group of 11 states (Louisiana, Arizona, Arkansas, Florida, Kansas, Texas, Oklahoma, South Carolina, Wisconsin, West Virginia, and Kentucky). There is also a supplement to the CSAG petition and a petition for judicial review from the RMP Coalition.

Kathy Franklin

USEPA, Office of Emergency Management

WJ Clinton North Bldg., Rm. 6450G Mailcode 5104A

1200 Pennsylvania Ave. NW, Washington, DC 20460 (Zip 20004 for private courier delivery)

Phone: Ex. 6 - Personal Privacy

Email: franklin.kathy@epa.gov

State of Louisiana
DEPARTMENT OF JUSTICE
OFFICE OF THE ATTORNEY GENERAL
P.O. BOX 94005
BATON ROUGE
70804-9005

Jeff Landry
Attorney General

March 14, 2017

VIA FACSIMILE-CERTIFIED MAIL-EMAIL

The Honorable Scott Pruitt
Administrator
U.S. Environmental Protection Agency
1200 Pennsylvania Avenue, NW
Mail Code: 1101A
Washington, DC 20460
pruitt.scott@epa.gov
Fax No: 202-564-6392

The Honorable Barry Breen
Acting Assistant Administrator
Office of Land and Emergency Management
U.S. Environmental Protection Agency
1200 Pennsylvania Avenue, NW
Mail Code: 5101T
Washington, DC 20460
breen.barry@epa.gov

Re: Petition for Reconsideration and Stay

Dear Administrator Pruitt and Acting Assistant Administrator Breen:

Please find attached a Petition for Reconsideration and Stay filed on behalf of the States of Louisiana, Arizona, Arkansas, Florida, Kansas, Texas, Oklahoma, South Carolina, Wisconsin, West Virginia, and the Commonwealth of Kentucky by and through Governor Matthew Bevin, with respect to the rule entitled *Accidental Release Prevention Requirements: Risk Management Programs Under the Clean Air Act; Final Rule*, 82 Fed. Reg. 4594 (Jan. 13, 2017), Docket No. EPA-HQ-OEM-2015-0725.

Please contact me at murrille@ag.louisiana.gov or 225-326-6676. Our States would appreciate the opportunity to discuss the concerns with this rule outlined in the attached petition at your earliest convenience.

Sincerely,

Elizabeth Baker Murrill

Attachment

BEFORE THE ADMINISTRATOR
UNITED STATES ENVIRONMENTAL PROTECTION AGENCY

IN RE: ACCIDENTAL RELEASE PREVENTION REQUIREMENTS: RISK MANAGEMENT PROGRAMS UNDER THE CLEAN AIR ACT, FINAL RULE, 82 FED. REG. 4595 (JAN. 13, 2017)	)	DOCKET NO. EPA-HQ-OEM-2015-0725

PETITION FOR RECONSIDERATION AND STAY

Submitted by

THE STATES OF LOUISIANA, ARIZONA, ARKANSAS, FLORIDA, KANSAS, TEXAS, OKLAHOMA, SOUTH CAROLINA, WISCONSIN, WEST VIRGINIA, AND THE COMMONWEALTH OF KENTUCKY BY AND THROUGH GOVERNOR MATTHEW BEVIN

JEFF LANDRY
ATTORNEY GENERAL OF LOUISIANA
ELIZABETH BAKER MURRILL
SOLICITOR GENERAL
STATE OF LOUISIANA
1885 THIRD ST.
BATON ROUGE, LA 70802
(225) 326-6766
MURRILLE@AG.LOUISIANA.GOV

STEVEN "BEAUX" JONES
HARRY J. VORHOFF
ASSISTANT SOLICITOR GENERALS
STATE OF LOUISIANA
1885 THIRD ST.
BATON ROUGE, LA 70802
(225) 326-6000
JONESST@AG.LOUISIANA.GOV
VORHOFFH@AG.LOUISIANA.GOV

LESLIE RUTLEDGE
ATTORNEY GENERAL OF ARKANSAS

MARK BRNOVICH
ATTORNEY GENERAL OF ARIZONA

PAMELA JO BONDI
ATTORNEY GENERAL OF FLORIDA

DEREK SCHMIDT
ATTORNEY GENERAL OF KANSAS

COMMONWEALTH OF KENTUCKY, BY AND THROUGH GOVERNOR MATTHEW G. BEVIN

MIKE HUNTER
ATTORNEY GENERAL OF OKLAHOMA

ALAN WILSON
ATTORNEY GENERAL OF SOUTH CAROLINA

KEN PAXTON
ATTORNEY GENERAL OF TEXAS

PATRICK MORRISEY
ATTORNEY GENERAL OF WEST VIRGINIA

BRAD SCHIMEL
ATTORNEY GENERAL OF WISCONSIN

I. INTRODUCTION

Pursuant to Section 307(d)(7)(B) of the Clean Air Act (CAA or the Act)[1] and the Administrative Procedure Act (APA),[2] the States of Louisiana, Arizona, Arkansas, Florida, Kansas, Texas, Oklahoma, South Carolina, Wisconsin, West Virginia, and the Commonwealth of Kentucky by and through Governor Matthew Bevin (collectively "the States") respectfully petition the U.S. Environmental Protection Agency (EPA or the Agency) to reconsider the nationally applicable final action entitled, *Accidental Release Prevention Requirements: Risk Management Programs Under the Clean Air Act; Final Rule*, 82 Fed. Reg. 4594 (Jan. 13, 2017), codified at 40 C.F.R. Part 68, Docket No. EPA-HQ-OEM-2015-0725 (RMP Rule or the rule).

The States recognize that EPA has already issued a three-month administrative stay of the effective date of the RMP Rule and has determined to convene proceedings to reconsider the rule, re-opening it for public comment. The States support this decision and further request that EPA issue a rule deferring the RMP Rule's effective date and tolling compliance dates beyond this period, until 18 months from March 21, 2017.[3] Doing so would prevent needless expenditures by states and localities in order to meet their obligations under provisions of the rule that are potentially subject to change.

The States request reconsideration of the rule because it not only creates extensive new requirements that will burden emergency responders as well as state and local governments without commensurate benefit, it requires unprecedented public disclosure of facility information that will threaten local communities and homeland security. The States believe that the existing RMP regulations are adequate to ensure the protection of the public from accidental releases from covered facilities and encourage EPA to carefully reconsider the necessity of the rule.

II. Factual and Regulatory History

EPA finalized extensive new RMP regulations that were published in the *Federal Register* on January 13, 2017,[4] following the issuance of a Proposed Rule in March 2016.[5] In response to the Proposed Rule, EPA received numerous comments from members of the public, government agencies, organizations responsible for emergency response and planning, and regulated entities. These commenters—which included current EPA Administrator Scott Pruitt, then the Attorney General (AG) of Oklahoma, as well as AGs from Louisiana, Kansas, Alabama, Nevada, Arizona, South Carolina, Arkansas, Utah, Florida, Wisconsin, Texas, and Georgia, many of which are also petitioners here—expressed significant concerns with the proposed information disclosure requirements and other aspects of the Proposed Rule. They pointed out the potential threats to homeland security and local communities in the Proposed Rule's provisions that would require security-sensitive information about chemical facilities to be

---

[1] 42 U.S.C. § 7607(d)(7)(B).

[2] 5 U.S.C. § 551 *et seq.*

[3] In the alternative, the States request that EPA stay the rule beyond the three-month period pursuant to APA Section 705. 5 U.S.C. § 705.

[4] EPA, *Accidental Release Prevention Requirements: Risk Management Programs Under the Clean Air Act; Final Rule*, 82 Fed. Reg. 4594 (Jan. 13, 2017).

[5] EPA, *Accidental Release Prevention Requirements: Risk Management Programs Under the Clean Air Act; Proposed Rule*, 81 Fed. Reg. 13,638 (Mar. 14, 2016) (Proposed Rule).

publicly disclosed without providing for any screening of requesters or protections for the information disclosed. They also pointed out the numerous burdens, unjustified by clear safety benefits, that would be imposed by the rule upon regulated facilities, local emergency responders, and state governments.[6]

Nevertheless, EPA finalized the provisions in the Proposed Rule with only limited modifications to address commenters' concerns. In some instances, the provisions of the RMP Rule as finalized increased the risks and burdens to states, local communities, responders, and regulated entities rather than fixing the problems in the Proposed Rule. In recognition of the many problems with the rule, on March 13, 2017 EPA decided to convene proceedings to reconsider the rule and took action to delay its effective date until June 19, 2017.[7]

The States have numerous companies within their respective geographical regions that are engaged in the refining, oil and gas, chemicals, agricultural, and general manufacturing sectors subject to the RMP rule, which cuts a very broad swath. The States participated in EPA's proceedings leading to issuance of the RMP Rule, having filed comments in response to the Proposed Rule.[8] EPA did not conduct any outreach to its state partners following submittal of their comments or transmission of the July 27, 2016 Pruitt Letter to Administrator McCarthy. Therefore, Louisiana and Kansas, on behalf of all the commenting states, took the additional step of requesting a teleconference meeting with the Office of Management and Budget (OMB), which was held on November 29, 2016, to raise concerns regarding the inadequate consideration of increased security risks, the lack of coordination with post-9/11 command structures, the lack of any real explanation or understanding of the impact of the exercise requirements, and the unfunded mandates and costs imposed as a consequence of the RMP Rule.

The States believe that the rule would *not* streamline regulation and would *not* make it more efficient. The States strongly believe and have previously commented that the new RMP Rule is a deeply flawed approach that is detrimental not only to chemical safety but also to the safety of our communities as a whole. The rule changes, developed with a goal of ensuring greater safety, instead create significantly greater risk. The RMP Rule threatens homeland security and local communities by requiring sensitive information about chemical and other facilities to be publicly disclosed without adequate safeguards and without any demonstrable benefits. Eleventh-hour revisions EPA made to the RMP Rule did not address or resolve this major flaw. The rule also imposes upon regulated facilities, local emergency responders, and state governments numerous new regulatory burdens without any identifiable benefits. The States believe these requirements reveal a serious flaw with potentially fatal consequences—a

---

[6] *See* Letter from Jeff Landry and Ken Paxton, Attorneys General of Louisiana and Texas, to Hon. Gina McCarthy, Adm'r, EPA (May 3, 2016), EPA Docket No. EPA-HQ-OEM-2015-0725-0433, *available at* https://www.regulations.gov/document?D=EPA-HQ-OEM-2015-0725-0433 ("Landry and Paxton Letter"); Letter from Scott Pruitt, Attorney General, State of Oklahoma, *et al.* to Gina McCarthy, Adm'r, EPA (July 27, 2016), EPA Docket No. EPA-HQ-OEM-2015-0725-0624, *available at* https://www.regulations.gov/document?D=EPA-HQ-OEM-2015-0725-0624 ("Pruitt Letter") (Attached).

[7] *See* EPA, *Further Delay of Effective Date for the Final Rule Entitled "Accidental Release Prevention Requirements: Risk Management Programs Under the Clean Air Act" Published by the Environmental Protection Agency on January 13, 2017; Final rule; Delay of Effective Date* (pre-publication version issued Mar. 13, 2017).

[8] *See id.*

ED_001863D_00004724-00004

top-down approach to incident and emergency response by drafters of the Rule who lack real experience in incident response that could have a cost in loss of life and property.

The States appreciate EPA's recent decision to reconsider the RMP Rule, and we urge the Agency to repeal or significantly revise the rule on reconsideration.

III. Detailed Explanation of Reconsideration Request

A. The Information Disclosure Provisions in the RMP Rule Threaten Homeland Security by Making Covered Facilities Less Safe.

The RMP Rule requires facilities to provide to local emergency planning and response organizations "any . . . information" such organizations deem "relevant" to local emergency response planning.[9] It also requires facilities to provide specific types of information to the public upon request (within 45 days of receiving the request) and to provide ongoing notification of availability of facility information on company websites, social medial platforms, or through some other publicly accessible means.[10] Further, the rule requires all facilities to hold a public meeting for the local community within 90 days of an RMP reportable accident.[11]

These provisions favor public disclosure of facility information in all circumstances, without common-sense protections for sensitive security information that could be used to harm facilities and their surrounding communities if the information falls into the wrong hands. The consequences of such an event could be quite serious and wide reaching, as many of these facilities are near or inside large population centers, government facilities, ports, schools, and water supplies, to name only a few.[12] On reconsideration, EPA should repeal or substantially modify these provisions because they present substantial threats to homeland security and critical infrastructure, and because they:

- Require facilities to provide the requested information automatically without any mechanisms for a facility to appeal or otherwise seek review of requests on issues such as whether information requested is truly "relevant" to local emergency response planning;

- Contain no screening process for requesters, nor limitations on the use and/or distribution of the information (such as a reading room or read-only format);

- Potentially conflict with the express or implicit restrictions contained in other anti-terrorism laws;

- Take a dismissive, top-down approach to rulemaking by ignoring comments from people who are on the ground responding to terrorist incidents and other disasters,

---

[9] 40 C.F.R. § 68.93(b).
[10] 40 C.F.R. §§ 68.210(b); (c).
[11] 40 C.F.R. § 68.210(c).
[12] An attack on these facilities also exposes first responders to secondary attack in responding to the event.

ED_001863D_00004724-00005

constituting a dangerous approach to issues with national security implications and potentially fatal consequences;

- Ignore the numerous comments submitted by State AGs, the Department of Homeland Security (DHS) and other stakeholders regarding the inherent public safety and security risks in requiring unfettered public disclosure of sensitive facility information;[13] and

- Expand upon the provisions in the Proposed Rule (increasing the safety and security risks of the proposal in some instances), depriving stakeholders of the ability to comment on the significant implications of the rule as finalized.

B. The Coordination and Emergency Response Provisions in the Rule Constitute Unfunded Mandates that Impose Unjustified Burdens on State and Local Emergency Response and Planning Organizations.

The RMP Rule contains extensive new emergency response provisions that require facilities to consult and coordinate with local emergency response and planning organizations, encouraging their participation in facility emergency exercises and obliging facility owners to provide them with voluminous facility information. Numerous commenters on the Proposed Rule pointed to the significant burdens that such provisions would place on state and local emergency response personnel.[14] Without any provision for funding support of state and local emergency response entities, the RMP Rule imposes unfunded mandates and drains the resources of the entities that need them most—those charged with community emergency response.

---

[13] *See, e.g.*, EPA, Interagency Communications Regarding EO 12866 Interagency Review of Risk Management Modernization, RIN 2050-AG8, *Summary of Interagency Working Group Comments on Draft Language Under EO12866/13563 Interagency Review*, at 8-9 (Jan. 13, 2016), EPA Docket No. EPA-HQ-OEM-2015-0725-0007 (Interagency Review of Risk Management Modernization), *available at* https://www.regulations.gov/document?D=EPA-HQ-OEM-2015-0725-0007 (federal agency that the information sharing mandated by the provisions in the Proposed Rule "is essentially providing a listing of vulnerabilities" that "could be used by a terrorist to either target a certain facility or the vulnerabilities could be exploited to increase the magnitude of an attack"); *see also* Landry and Paxton Letter, *supra* note 6 (raising "serious concerns" with several aspects of EPA's proposal, including information dissemination, stating the "information sharing provisions give us great pause" and noting that release of the information mandated by the rule would do "nothing to prevent accidents or reduce potential harm, but likely increases the vulnerability of multiple facilities"); Pruitt Letter, *supra* note 6 (noting further security concerns with the rule and expressing their support of the Louisiana and Texas AG comments). None of these considerations were adequately addressed by the EPA, and in fact were summarily dismissed, raising serious questions as to the actual motivations behind the rule. It is difficult to imagine a reason that could justify EPA in overriding the Congressional concerns about terrorism threats and replacing that judgment with its own.

[14] The National Association of SARA Title III Program Officials (NASTTPO), for example, commented that the facility exercise requirements would "place[]a substantial burden on [Local Emergency Planning Committees (LEPCs)] and response agencies, especially as these organizations are routinely composed of volunteers." Comments of the NASTTPO on the *Accidental Release Prevention Requirements: Risk Management Programs Under the Clean Air Act; Proposed Rule*, 81 Fed. Reg. 13,638 (Mar. 14, 2016), dated May 12, 2016, Docket No. EPA-HQ-OEM-2015-0725-0594, at 8, *available at* https://www.regulations.gov/document?D=EPA-HQ-OEM-2015-0725-0510.

ED_001863D_00004724-00006

Various State and other entities raised these concerns during the comment period,[15] and they largely went unaddressed by EPA. These concerns remain and should be addressed by EPA on reconsideration, specifically:

- EPA has acknowledged that the new coordination and emergency response exercise requirements will result in significant cost and personnel burdens,[16] including on response organizations, but has not addressed sources of funding or even quantifiable benefits from the rule in order to offset such costs;

- In the rule's provisions on emergency response coordination, EPA has failed to take into account the overlapping requirements of Emergency Planning and Community Right to Know Act (EPCRA) and other laws touching upon emergency response, as well as state and local organizations' current emergency preparation and management plans and procedures;[17]

- EPA has failed to properly assess the *actual demands and additional staffing* that compliance with these requirements will impose upon already-overtaxed, under-funded state and local response and planning organizations, reflecting a rulemaking process completely bereft of a *realistic* assessment and acknowledgement of the *costs* of compliance (including that the rule's requirements would be ongoing, even while states may be in an active response mode during a declared disaster);

- EPA has made an unrealistic binary distinction between "responding" and "non-responding" sources, ignoring the reality in most communities, there is a "hybrid" model for response, in which some response functions are handled by internal resources and others by community responders; and

- EPA has made facility exercise and coordination requirements too rigid, creating substantial burdens on state and local response organizations without showing commensurate benefits.

---

[15] *See, e.g.*, Comments of Scott A. Thompson, Oklahoma Dep't of Envtl. Quality (DEQ) on the *Accidental Release Prevention Requirements: Risk Management Programs Under the Clean Air Act; Proposed Rule*, 81 Fed. Reg. 13,638 (Mar. 14, 2016), dated May 13, 2016, Docket No. EPA-HQ-OEM-2015-0725-0594, at 1, *available at* https://www.regulations.gov/document?D=EPA-HQ-OEM-2015-0725-0490 (noting that while the Oklahoma DEQ was in favor of increasing coordination between RMP facilities and local responders, "DEQ feels strongly that LEPCs already have a significant burden placed upon them with no federal funding included").

[16] *See* 82 Fed. Reg. at 4661 ("EPA notes that its own regulatory impact analysis for the NPRM projected the emergency response exercise provisions to be the costliest provision of the NPRM."); *see also* EPA, *Accidental Release Prevention Requirements: Risk Management Programs Under the Clean Air Act, Section 112(r)(7); Regulatory Impact Analysis* (RIA), at 9, Ex. B (Dec. 16, 2016), EPA Docket No. EPA-HQ-OEM-2015-0725-0734, *available at* https://www.regulations.gov/document?D=EPA-HQ-OEM-2015-0725-0734, (showing total undiscounted exercise costs of $247.4 million, the second most expensive provision in the rule).

[17] The States advised OMB and EPA that LEPCs are not integrated into a post-9/11 command structure and have little to no independent resources. The assumption that LEPCs operate similarly across the country would be a deeply flawed assumption. EPA demonstrated a deep lack of any practical knowledge or understanding of LEPCs actual functions and resources.

ED_001863D_00004724-00007

In light of these concerns, the States submit that on reconsideration EPA should consider fully the extent of the burdens imposed on state and local emergency response resources and engage in a more meaningful exchange with States regarding the implementation of existing rules.

C. The RMP Rule Is Unsupported by Accurate Costs and Benefits Estimates, as Required Under Applicable Laws.

Contrary to its obligations under Executive Order 13563 and other directives applicable to the rulemaking process, EPA has not supported its rulemaking efforts in this instance by an accurate and thorough estimate of the costs and benefits of the RMP Rule. The States request that EPA undertake upon reconsideration a careful review of the rule's implementation costs, in particular the collective burdens on States and localities. Moreover, EPA must recognize that many communities have differing levels of resource availability and experienced personnel, which will result in different cost impacts at the State level. EPA *grossly* understated costs and *completely* ignored significantly increased burdens on Local Emergency Planning Committees (LEPCs) (which have no resources) and State and local first responders, which alone should have warranted OMB disapproval of the rule. Further, EPA's analysis reflects a failure to fulfill its obligations under the Small Business Regulatory Enforcement Fairness Act (SBREFA), in neglecting to fully account for the impacts of the rule on small businesses.

Further, EPA does not *meaningfully* estimate benefits, instead making unsupported conclusory statements dismissive of State concerns. The States request that EPA re-visit its cost-benefit analysis, including consideration of any potential drawbacks of the rule (*i.e.* potential adverse consequences associated with the information disclosure provisions and obligations imposed upon state and local responders).

D. EPA Should Carefully Reconsider and Substantially Revise or Repeal the RMP Rule Revisions.

As EPA has already acknowledged, the criteria for convening a reconsideration proceeding are met here. First, several of the issues noted above were finalized in the RMP Rule without being offered for comment in the Proposed Rule. Second, with respect to those provisions that were available for comment, the RMP Rule as finalized reflects that EPA dismissed without explanation or overlooked entirely significant and substantial comments offered by the States and other stakeholders. Because the provisions at issue are of central relevance to this rulemaking, reconsideration and rescission is warranted.

ED_001863D_00004724-00008

IV. Conclusion

The States appreciate EPA's decision to stay the rule for three months and to convene a reconsideration proceeding to address the issues outlined above. The States also request that you expeditiously complete a rule that delays the effectiveness and the compliance dates in the rule beyond the three-month stay issued on March 13, 2017. This will allow for the completion of the reconsideration process while the States' petition for judicial review is pending. The States look forward to meeting to discuss potential resolution of the concerns with the final rule stated above.

Elizabeth Baker Murrill

ED_001863D_00004724-00009

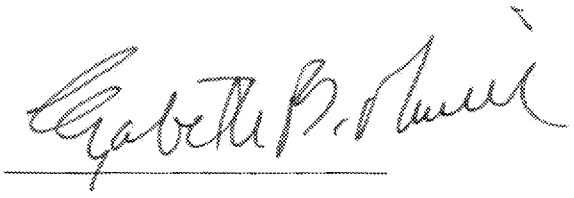
CERTIFICATE OF SERVICE

A copy of the preceding was sent on March 14, 2017 to the Honorable Scott Pruitt *via* facsimile, certified mail and email. In addition, a copy was also sent to the Honorable Barry Breen and the Honorable Kevin Minoli *via* certified mail and email.

The Honorable Scott Pruitt
Administrator
U.S. Environmental Protection Agency
1200 Pennsylvania Avenue, NW
Mail Code: 1101A
Washington, DC 20460
pruitt.scott@epa.gov
Fax No: 202-501-1450

The Honorable Barry Breen
Acting Assistant Administrator
Office of Land and Emergency Management
U.S. Environmental Protection Agency
1200 Pennsylvania Avenue, NW
Mail Code: 5101T
Washington, DC 20460
breen.barry@epa.gov

The Honorable Kevin Minoli
Acting General Counsel
U.S. Environmental Protection Agency
Correspondence Control Unit
Office of General Counsel
1200 Pennsylvania Avenue, NW
Mail Code: 2310A
Washington, DC 20460
minoli.kevin@epa.gov



Elizabeth Baker Murrill

Message

From:	Fotouhi, David [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=FEBAF0D56AAB43F8A9174B18218C1182-FOTOUHI, DA]
Sent:	2/8/2018 12:22:20 AM
To:	Brown, Byron [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=9242d85c7df343d287659f840d730e65-Brown, Byro]
Subject:	FW: 17-6155 Tennessee Clean Water Network, et al v. TVA "amicus curiae brief"
Attachments:	38_AlabamaEtAlBrief.pdf; 45_3_ChamberEtAlBrief_WoutAddExs.pdf; 35_USWAGetalBrief_WoutAttachment.pdf; TVPPA Amicus Brief.pdf

David Fotouhi

Deputy General Counsel
Office of General Counsel
U.S. Environmental Protection Agency
Tel: +1 202.564.1976
fotouhi.david@epa.gov

From: Ayliffe, David Demar [mailto:ddayliffe@tva.gov]
Sent: Wednesday, February 7, 2018 5:59 PM
To: Fotouhi, David <Fotouhi.David@epa.gov>
Subject: FW: 17-6155 Tennessee Clean Water Network, et al v. TVA "amicus curiae brief"

David – FYI. Attached are the amicus briefs filed in support of TVA's Sixth Circuit Appeal.

David D. Ayliffe
Associate General Counsel
Tennessee Valley Authority
Office of the General Counsel
400 West Summit Hill Drive
Knoxville, Tennessee 37902
865.632.8964
ddayliffe@tva.gov

From: ca06-ecf-noticedesk@ca6.uscourts.gov [mailto:ca06-ecf-noticedesk@ca6.uscourts.gov]
Sent: Tuesday, February 06, 2018 5:10 PM
To: Ayliffe, David Demar
Subject: 17-6155 Tennessee Clean Water Network, et al v. TVA "amicus curiae brief"

TVA External Message. Please use caution when opening.

*****NOTE TO PUBLIC ACCESS USERS*** Judicial Conference of the United States policy permits attorneys of record and parties in a case (including pro se litigants) to receive one free electronic copy of all documents filed electronically, if receipt is required by law or directed by the filer. PACER access fees apply to all other users. To avoid later charges, download a copy of each document during this first viewing.**

United States Court of Appeals for the Sixth Circuit

Notice of Docket Activity

The following transaction was filed on 02/06/2018

Case Name:	Tennessee Clean Water Network, et al v. TVA
Case Number:	17-6155
Document(s):	Document(s)

Docket Text:
AMICUS BRIEF filed by *Eric Michael Palmer for The State of Alabama, et al.*, federal/state government.. Certificate of Service:02/06/2018. [17-6155] (EMP)

Notice will be electronically mailed to:

Mr. Michael S. Kelley: mkelley@kmfpc.com, rmeisenzahl@kmfpc.com
Ms. Elizabeth Ann Alexander: balexander@selctn.org, mgleason@selctn.org
Mr. James S. Chase: jschase@tva.gov, ogcecffiles@tva.gov, cbrhinehart@tva.gov
Mr. David Demar Ayliffe: ddayliffe@tva.gov
Ms. Frances Regina Koho: frkoho@tva.gov, cbrhinehart@tva.gov, ogcecffiles@tva.gov
Ms. Lane Elizabeth McCarty: lemccarty@tva.gov
Mr. Frank S. Holleman, III: fholleman@selcnc.org, jmonk@selcnc.org
Ms. Shelby Renee Burks Ward: shelby@tcwn.org
Ms. Margaret Kuhn Fawal: mkfawal@venable.com

Notice will be stored in the notice cart for:

Amy E. Gigliotti, Case Manager

The following document(s) are associated with this transaction:
Document Description: amicus curiae brief
Original Filename: Final Amicus Brief in Support of TVA.pdf
Electronic Document Stamp:
[STAMP acecfStamp_ID=1105031299 [Date=02/06/2018] [FileNumber=5915880-0]
[6de146dcd49928cdc0d28310c702cf2ec2a5f31192a91128e3e558da36b0793053ca208f01316d3c2f3a57801065
b37a1978c5ad30c4d07f9fc86077635560f0]]