



**United States
Environmental Protection Agency**

FISCAL YEAR 2023

**Justification of Appropriation
Estimates for the Committee
on Appropriations**

Tab 16: Program Performance and Assessment

EPA-190-R-22-001

**April 2022
www.epa.gov/cj**

**Environmental Protection Agency
2023 Annual Performance Plan and Congressional Justification**

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FY 2021 Annual Performance Report

Introduction

EPA's *FY 2021 Annual Performance Report* (APR) describes the fourth year of progress toward the strategic goals and objectives in the *FY 2018-2022 EPA Strategic Plan*, available at <https://www.epa.gov/planandbudget/fy-2018-2022-epa-strategic-plan>. This APR presents results against the annual performance goals and targets in the Agency's *FY 2021 Annual Performance Plan (APP) and Congressional Justification (CJ)* as updated in the *FY 2022 APP and CJ*. Please also refer to EPA's *FY 2021 Agency Financial Report (AFR)*, available at <https://www.epa.gov/planandbudget/results>, for information on financial performance results.

Organization of the FY 2021 APR

EPA's FY 2021 performance results and trend data are integrated throughout the FY 2023 APP and the CJ in the Budget Introduction, Goal Overviews, and Program Project Fact Sheets. The Program Performance and Assessment section (Tab 16) is the primary component of EPA's FY 2021 APR. EPA's FY 2021 performance results and trend data are organized by strategic goal and objective. This section includes Goal-at-a-Glance Overviews and detailed multiyear tables with targets, results, graphs, and key takeaways for the Agency's strategic objectives and annual performance goals. This section adopts the terminology and color coding used to measure progress under the EPA Continuous Improvement System, a set of practices and tools that supports Agency employees in identifying and solving problems for optimal performance results.

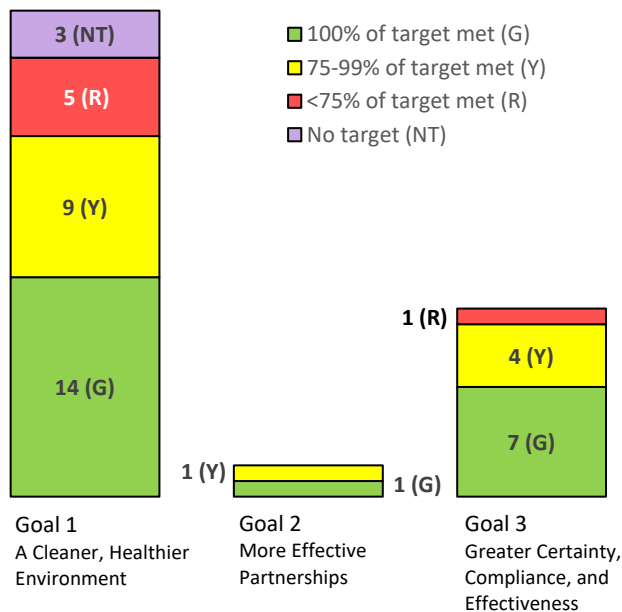
FY 2021 Performance Data

FY 2021 Annual Performance Goal Results

For FY 2021, EPA focused on a set of 45 annual performance goals, including annualized long-term performance goals to achieve ambitious targets set in the *FY 2018-2022 EPA Strategic Plan* and measures representing key work areas that support those long-term performance goals. EPA met or exceeded 52% of the targets in their entirety for annual performance goals with FY 2021 targets and data available (22 of 42). For 14 of its annual performance goals with FY 2021 targets and data available (33%), the Agency achieved between 75-99% of the target (including three where the Agency achieved between 90-99% of the target). For six of its annual performance goals with FY 2021 targets and data available (15%), EPA achieved less than 75% of the target.

Performance toward target by goal

Number of measures by percent of target achieved



While EPA is making significant progress toward a broad range of outcomes, the Agency missed targets for 20 (of 42) annual performance goals that had FY 2021 targets and data available. Reasons for missed targets include the complexity of the environmental challenge, increased workload demands due to COVID-19 response, and other factors outside of the Agency's control (such as COVID-19 space construction delays). In some areas with missed targets, the Agency nevertheless made significant improvements in its performance over recent years.¹ EPA will continue to make progress toward its performance targets by applying Lean management principles to improve the efficiency and cost effectiveness of its operations. More detail is available throughout the report.

No FY 2021 results are available for two of the Agency's annual performance goals as of April 2022—one because it had no data to track in FY 2021² and the other because it has a reporting lag due to the grant reporting cycle.³ FY 2021 results are reported for one of the Agency's annual performance goals for which no target was established.⁴

Verification/Validation of Performance Data

¹ For example, (PM TMDL-02) Percentage of priority TMDLs, alternative restoration plans, and protection approaches in place and (PM FO1) Percentage reduction in overdue FOIA requests from the April 2018 baseline.

² PM TSCA1: Number of final EPA-initiated TSCA risk evaluations completed within statutory timelines.

³ PM P2mtc: Reductions in million metric tons of carbon dioxide equivalent (MMTCO₂e) released per year attributed to EPA pollution prevention grants.

⁴ PM UST01: Number of confirmed releases at UST facilities.

The Agency developed Data Quality Records (DQRs) for the long-term performance goals in the *FY 2018-2022 EPA Strategic Plan*. FY 2021 DQRs are available at <https://www.epa.gov/planandbudget/results>. EPA maintains the DQRs to ensure consistency and quality of data used for assessing and reporting progress towards annual performance goals. The DQRs describe the results being measured; data sources and limitations; methods for calculating results; and controls to ensure good data quality.

FY 2020-2021 Agency Priority Goals

EPA exceeded targets for two of the four FY 2020-2021 Agency Priority Goals (APGs) (redesignation of areas to air quality attainment, water infrastructure) and missed targets for two of the four APGs (site cleanups, permitting decisions). EPA ceased collecting FY 2021 results for the childhood lead and per- and polyfluoroalkyl substances (PFAS) APGs as projects and plans have evolved to align with new Administration priorities.

- **Improve air quality by reducing the number of areas not meeting air quality standards.** *By September 30, 2021, EPA, in close collaboration with states, will reduce the number of nonattainment areas to 121 from a baseline of 147.*

Exceeded FY 2020-2021 target. Since FY 2020, EPA has worked with state, local and tribal air agencies to facilitate submittal of timely and approvable attainment plans (as a means of bringing areas into attainment) and redesignation requests, as appropriate. Through this collaboration with state, local and tribal air agencies, EPA took actions to improve air quality in nonattainment areas so these areas can expeditiously attain the National Ambient Air Quality Standards (NAAQS). In FY 2020 and FY 2021, EPA took final action on state requests to redesignate 27 nonattainment areas to attainment, reducing the number of nonattainment areas to 120 from the October 2019 baseline of 147 areas, exceeding the target of 121.

- **Empower communities to leverage EPA water infrastructure investments.** *By September 30, 2021, EPA will increase by \$16 billion the non-federal dollars leveraged by the EPA water infrastructure finance programs (Clean Water State Revolving Fund [CWSRF], Drinking Water State Revolving Fund [DWSRF], and the Water Infrastructure Finance and Innovation Act [WIFIA] Program).*

Exceeded FY 2020-2021 target. Over the two-year time period, the Clean Water State Revolving Fund (CWSRF), Drinking Water State Revolving Fund (DWSRF), and Water Infrastructure Finance and Innovation Act (WIFIA) Programs leveraged more than \$22.3 billion of non-federal dollars, increasing the funds available to improve, repair, and modernize the nation's water infrastructure. This exceeded the \$16 billion goal and demonstrates the powerful opportunity to leverage non-federal dollars. In addition, EPA met targets for all of the contributing indicators: Engagements with the Water Infrastructure Community; Tools, Training, and Resources Provided to the Water Infrastructure Community; and State Revolving Fund (SRF) State Reviews completed. The Agency's success is due to the collaborative efforts of EPA, states, and local communities.

- **Accelerate the pace of cleanups and return sites to beneficial use in their communities.** *By September 30, 2021, EPA will make an additional 102 Superfund (SF) sites and 1,368 brownfields (BF) sites ready for anticipated use (RAU).*

Missed FY 2020-2021 target. EPA made 60 Superfund sites and 1,425 brownfield sites RAU in FY 2020-2021, missing the Superfund target of 102 and exceeding the brownfields target of 1,368. For Superfund, fewer than 102 sites could reasonably achieve sitewide RAU in FY 2020 and FY 2021 combined, and many of those faced significant challenges including: coordination with external entities not leading to desired progress on internal controls (e.g., controls not enforceable by local authorities, controls not aligned with state requirements; absent, deceased, or uncooperative landowners; lawsuits restricting access for site work or delaying institutional controls; changing land uses which can result in the need for additional controls; and the discovery of potential new exposure pathways or emerging contaminants). For brownfields, EPA completed conversations with EPA regions, states, and tribes on their varying practices for classifying a site RAU to ensure greater consistency.

- **Accelerate permitting-related decisions.** *By September 30, 2021, EPA will reduce the backlog of new permitting-related decisions to 24 from a baseline of 65; and reduce the backlog of permit renewals by 38% from a baseline of 417.*

Missed FY 2020-2021 target. EPA increased the backlog of new permit applications to 67 and reduced the backlog of permit renewals to 318, missing the targets of 24 and 256, respectively. EPA faced a number of challenges, including delayed information from permittees, complicated sites, emerging contaminants, large volume of public comments, loss of experienced personnel, and environmental reviews from other federal agencies. In addition, the six-month timeframe is challenging for certain types of complex permits. EPA worked to streamline processes and resolve policy issues to sustain progress made in previous years and prevent future permits from becoming backlogged. The new permit backlog is down 65% since June 2018, and the existing permit backlog is down 34% since May 2019.

Evidence and Evaluation

Summaries of FY 2021 contributions to EPA's portfolio of evidence are available at <https://www.epa.gov/planandbudget/results>. EPA uses program evaluations and other evidence to assess effectiveness of programs in meeting Agency goals, to identify ways to improve mission delivery, and to strengthen use of evidence in decision making. This is particularly important for fostering transparency and accountability.



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY

WASHINGTON, D.C. 20460

THE ADMINISTRATOR

Reliability of EPA's Performance Data

I attest to the reliability and completeness of the performance data presented in the U.S. Environmental Protection Agency's Fiscal Year 2021 Annual Performance Report. Because improvements in human health and the environment may not become immediately apparent, there might be delays between the actions we have taken and results we can measure. Additionally, we cannot provide results data for two of our performance measures for this reporting year – the first because it had no data to track in FY 2021 and the second because it has a reporting lag due to the grant reporting cycle. When possible, however, we have portrayed trend data to illustrate progress over time.

A handwritten signature in black ink that reads "Michael S. Regan".

Michael S. Regan

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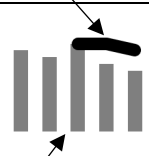
Date

Key to Multiyear Table Annual Performance Goal Data Presentation

(PM #) Annual performance goal language here.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction
Target			No Target Established	13	13	12	Sites	Increase
Actual		12	11	13	10	9		

Targets by Fiscal Year (Line)



Actuals by Fiscal Year (Bars)

Gray = No Annual Performance Goal; No Data

Purple = No Target

Green = 100% of Target Met

Yellow = 75-99% of Target Met

Red = <75% of Target Met

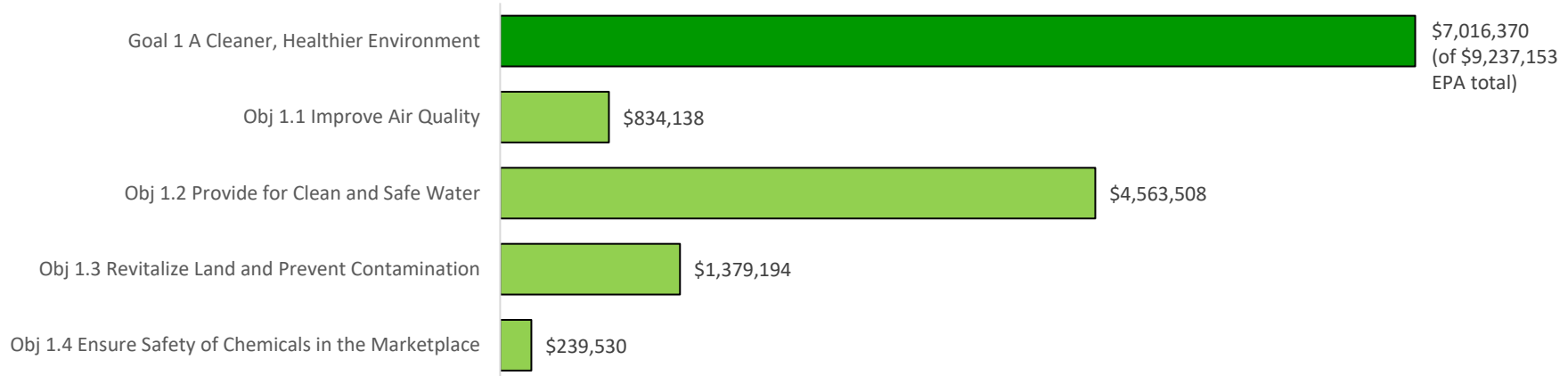
White (past year) = No Annual Performance Goal; Data Available

GOAL 1: A Cleaner, Healthier Environment

Goal 1 at a Glance

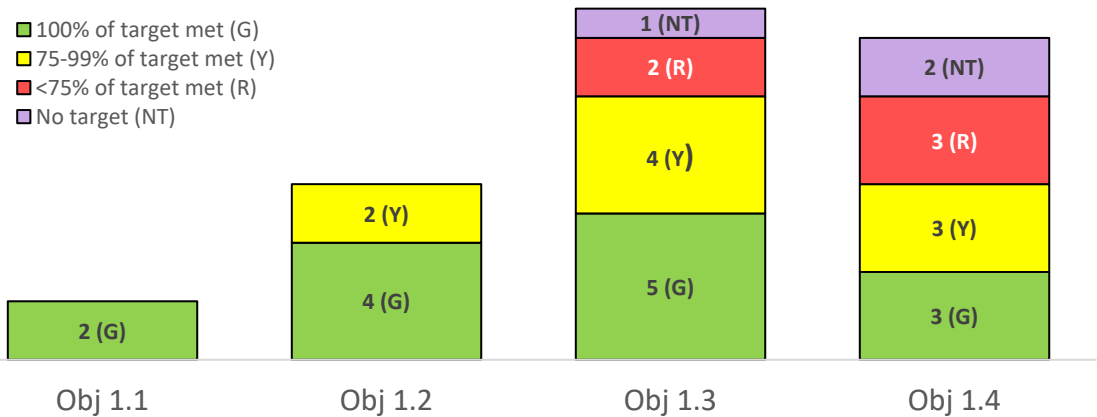
A Cleaner, Healthier Environment: Deliver a cleaner, safer, and healthier environment for all Americans and future generations by carrying out the Agency’s core mission.

FY 2021 Enacted Budget (in thousands) by goal and objective



FY 2021 Performance toward target by objective

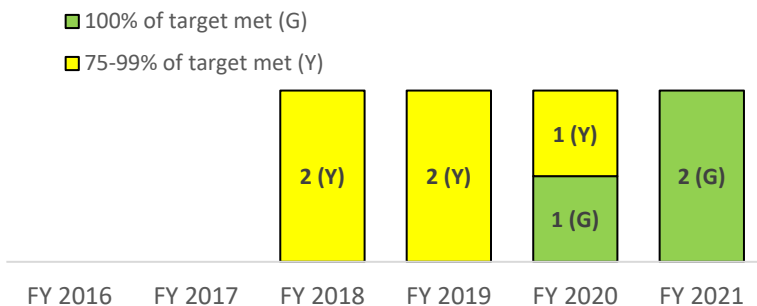
Number of measures by percent of target achieved



Objective 1.1 – Improve Air Quality: Work with states and tribes to accurately measure air quality and ensure that more Americans are living and working in areas that meet high air quality standards.

Performance toward target over time

Number of measures by percent of target achieved



Counts are of measures that exist in FY 2021. Chart does not include measures that previously existed but were eliminated prior to FY 2021.

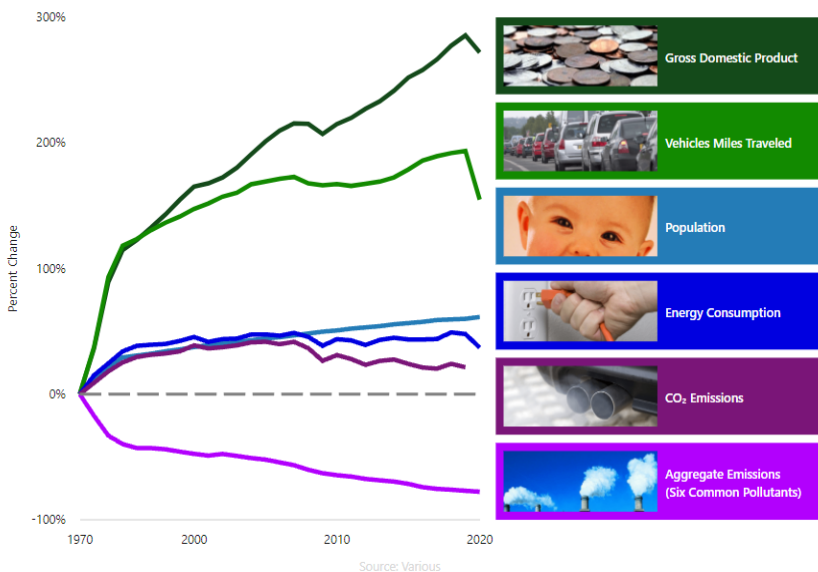
Summary of progress toward strategic objective:

- Redesignated 5 areas to attainment for various National Ambient Air Quality Standards (NAAQS). Exceeded the FY 2020-2021 Agency Priority Goal target.
- Worked with states to reduce the historic State Implementation Plan (SIP) backlog that existed as of October 2013 by over 95% (from 699 SIPs to 32 SIPs as of September 30, 2021) and provided states with the “State implementation Plan (SIP) Lean Toolkit for Collaboration Between EPA and Air Agencies” to support timely action on SIPs through early engagement. In FY 2021, EPA received 309 new SIPs, took action on 361 SIPs and reduced the current SIP backlog from 341 to 312.
- Published Air Trends Report which shows between 1970 and 2020, the combined emissions of six common pollutants (PM2.5 and PM10, SO2, NOx, VOCs, CO and Pb) dropped by 78%. This progress occurred while U.S. economic indicators remained strong.
- Released the 28th annual Inventory of U.S. Greenhouse Gas (GHG) Emissions, showing net U.S. GHG emissions were 5,769 million metric tons of CO2 equivalent in 2019, a 1.7% decrease in emissions between 2018 and 2019.
- Verified 99% of annual GHG emission reports before publication deadline as part of the Greenhouse Gas Reporting Program.
- Issued 5,351 certificates of conformity for engines, vehicles, and complementary pieces of equipment allowing manufacturers to enter products into commerce in the U.S.
- Released the annual Automotive Trends Report finding that all large car manufacturers were in compliance with the light-duty GHG program through Model Year 2020.
- Released annual data on 2020 emissions NOx, SO2, CO2, and Mercury (Hg) from power plants in the lower 48 states, showing a 19% decline in SO2 emissions compared to 2019, a 16% decline in NOx emissions, an 11% decline in CO2 emissions, and a 17% decrease in Hg emissions.
- In 2019 (latest data), ENERGY STAR and its partners helped Americans save nearly 500 billion kilowatt-hours of electricity and avoid \$39 billion in energy costs. These savings resulted in emissions reductions of nearly 390 million metric tons of GHGs, roughly equivalent to 5% of U.S. total GHG emissions.
- Oil and natural gas companies that participated in EPA’s Methane Challenge Program reduced methane emissions equivalent to over 7 million metric tons of CO2 through voluntary action from 2016 through 2019.

Challenges:

- While EPA is making steady and expected progress redesignating areas to NAAQS attainment, under the Clean Air Act (CAA), states are responsible for initiating the redesignation process, a process that demands time and resources from states.

Comparison of Growth Areas and Declining Emissions
1970-2020




Long-Term Performance Goal - By September 30, 2022, reduce the number of nonattainment areas to 101⁵.

Annual performance goals that support this long-term performance goal:

(PM NA1) Number of Nonattainment Areas.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction
Target			155	138	132	121	Nonattainment Areas	Below Target
Actual	176	166	159	147	125	120		




Key Takeaways:

- In FY 2021, EPA took final action on state requests to redesignate five nonattainment areas to attainment.
- EPA exceeded its FY 2021 target and FY 2020-2021 Agency Priority Goal target.

Metric Details: This measure tracks the status of 166 areas that were designated nonattainment and listed in 40 CFR Part 81 as of the end of FY 2017. Areas designated to nonattainment after October 1, 2017 are not included. Nonattainment areas are areas that EPA determined do not meet primary or secondary NAAQS, or that contribute to air quality in a nearby area that does not meet a non-revoked primary or secondary NAAQS. Areas are considered redesignated based on the effective date of the redesignation. For multi-state nonattainment areas, all state portions of the area must be redesignated to attainment for the area to be removed from the list of nonattainment areas. Under the CAA, states are responsible for initiating the redesignation process and EPA’s authority to approve a state’s request to redesignate nonattainment areas hinges on the state meeting the minimum requirements of the CAA, which include: (1) a demonstration that the area has air quality that is attaining the NAAQS; (2) establishing that pollution reductions are due to implementing permanent and enforceable measures; (3) a 10-year maintenance plan that includes contingency measures to be triggered in the event of a re-violation of the NAAQS; and (4) satisfying any other applicable and outstanding attainment planning and emissions control requirements. Focusing efforts on reducing the number of nonattainment areas helps ensure that states and EPA, in the spirit of maintaining effective partnerships, prioritize taking timely and necessary actions to improve air quality in nonattainment areas through the implementation of permanent and enforceable pollution control measures, so that states can submit, and EPA can approve, redesignation requests for areas once they attain a NAAQS. This measure tracked progress toward a FY 2020-2021 Agency Priority Goal (APG).

(PM CRT) Number of certificates of conformity issued that demonstrate that the respective engine, vehicle, equipment, component, or system conforms to all of the applicable emission requirements and may be entered into commerce.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction
Target			5,200	5,000	5,000	4,700	Certificates	Above Target
Actual	4,453	5,109	4,869	4,711	4,843	5,351		



Key Takeaways:

- The total number of certificates issued by EPA in FY 2021 was 508 more than in FY 2020.
- EPA continues to issue vehicle and engine certificates of conformity in a timely manner and in pace with the numbers of requests received.

⁵ The baseline is 166 nonattainment areas as of 10/1/2017.

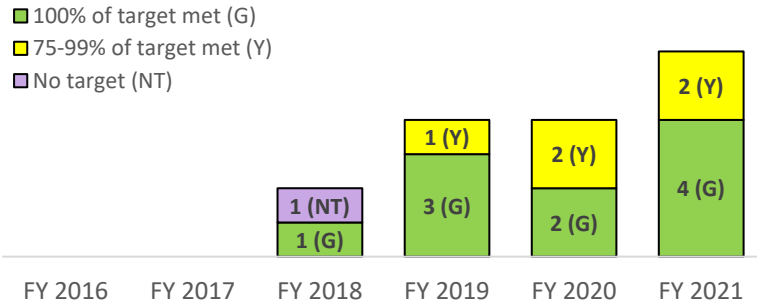
GOAL 1: A Cleaner, Healthier Environment

Metric Details: This measure tracks the number of certificates of conformity issued in a given year. The CAA requires that engines, vehicles, equipment, components, or systems receive a certificate of conformity which demonstrates compliance with the applicable requirements prior to introduction to U.S. commerce. EPA reviews all submitted requests and issues certificates of conformity when the manufacturer demonstrates compliance with all applicable requirements. This measure illustrates EPA's annual certification workload. The number of certification requests is determined by the product planning of manufacturers and will fluctuate from year to year. EPA strives to issue vehicle and engine certificates of conformity in a timely manner and in pace with the numbers of requests received.

Objective 1.2 – Provide for Clean and Safe Water: Ensure waters are clean through improved water infrastructure and, in partnership with states and tribes, sustainably manage programs to support drinking water, aquatic ecosystems, and recreational, economic, and subsistence activities.

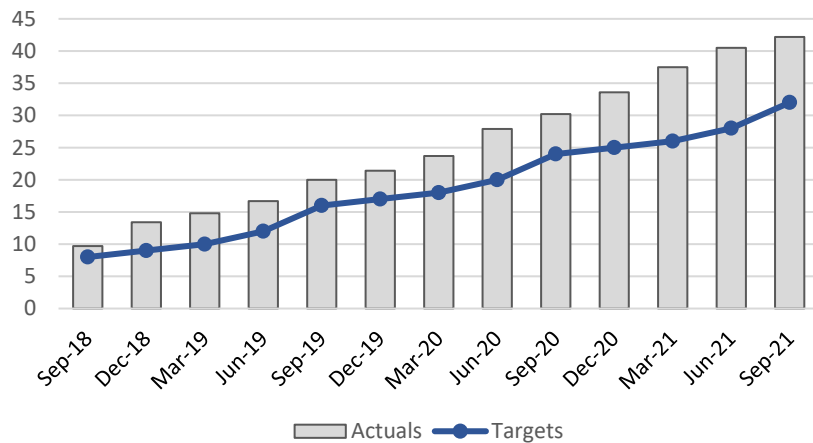
Performance toward target over time

Number of measures by percent of target achieved



Counts are of measures that exist in FY 2021. Chart does not include measures that previously existed but were eliminated prior to FY 2021.

Non-Federal Dollars (Cumulative, in Billions) Leveraged by EPA Water Infrastructure Finance Programs, Sep 2018 - Sep 2021



Summary of progress toward strategic objective:

- Re-initiated rulemaking activities for Defining Waters of the U.S and Clean Water Act (CWA) 401 Water Quality Certifications. Also published a final rulemaking for the Steam Electric Power Generating Effluent Guidelines and proposed the fifth drinking water Unregulated Contaminant Monitoring Rule (UCMR 5). Further, published the final National Primary Drinking Water Regulations: Lead and Copper Rule Revisions and issued the final Regulatory Determination for perfluorooctanesulfonic acid (PFOS) and perfluorooctanoic acid (PFOA) in drinking water.
- Ninety three percent of the population served by community water systems (CWSs) received drinking water that meets all applicable health-based drinking water standards. Of the 3,508 CWSs with health-based violations as of September 30, 2017, 2,854 (81%) have returned to compliance.
- Exceeded the \$8 billion target for non-federal dollars leveraged by EPA water infrastructure finance programs by over \$4 billion. The Water Infrastructure Finance and Innovation Act (WIFIA) Program closed 26 transactions totaling over \$5.3 billion in loans to help finance more than \$11.4 billion for water infrastructure projects and create over 37,000 jobs.
- EPA engaged co-regulators at the Army Corps of Engineers to review prior critical CWA 404-related actions, re-establishing the prominence of science and policy in major actions including Bristol Bay, Alaska and Nationwide Permits.

Challenges:

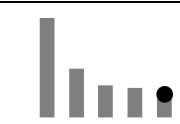
- The COVID-19 pandemic has made providing safe drinking water to the public ever more challenging and thus more critical. Staff and chemical supply shortages, aging infrastructure, degradation of sources of drinking water, pressures from extreme weather events, accidental and intentional incidents, and limited technical, managerial and financial capacity remain challenges for the drinking water sector.
- Nutrient and stormwater pollution present ongoing challenges for maintaining clean and safe water. EPA continues to partner with states and tribes on establishing standards, permitting and innovative approaches to manage this challenge.
- Per- and polyfluoroalkyl substances (PFAS) are bioaccumulative, persistent in the environment and potentially toxic in small amounts. EPA’s [PFAS Strategic Roadmap](https://www.epa.gov/pfas/pfas-strategic-roadmap-epas-commitments-action-2021-2024) (available at <https://www.epa.gov/pfas/pfas-strategic-roadmap-epas-commitments-action-2021-2024>) lays-out a whole-of-agency approach to addressing PFAS.

Long-Term Performance Goal - By September 30, 2022, reduce the number of community water systems out of compliance with health-based standards to 2,700⁶.

Annual performance goal that supports this long-term performance goal:

(PM DW-02) Number of community water systems still in noncompliance with health-based standards since September 30, 2017.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction
Target						875	CWSs	Below Target
Actual		3,508	1,718	1,128	1,048	654		



Key Takeaways:

- Ninety-three percent of the population served by community water systems received drinking water that meets all applicable health-based drinking water standards. Of the 3,508 CWSs with health-based violations as of September 30, 2017, 2,854 (81%) have returned to compliance.
- Conducted approximately 563 engagements with states, tribes, and local communities to strengthen the technical, managerial, and financial capacity of drinking water systems. Also trained over 6,555 water and wastewater utilities to become more resilient to any natural or manmade incident that could endanger water and wastewater services.
- In response to unprecedented nationwide supply chain disruptions due to the COVID-19 pandemic, EPA implemented a program for water and wastewater utilities to (1) obtain immediate technical assistance for imminent treatment chemical shortages; and (2) apply for a certification of need through Safe Drinking Water Act Section 1441 for treatment chemicals that are not reasonably available.

Metric Details: This measure tracks the number of community water systems still in noncompliance with the health-based National Primary Drinking Water Regulations (Maximum Contaminant Level or treatment technique) during any part of the year, that were included in the FY 2017 baseline of 3,508. A CWS is a public water system that supplies water to the same population year-round. There are approximately 50,000 CWSs. Data are derived from the Safe Drinking Water Information System Federal Data Warehouse (SDWIS-FED), which contains information about violations by public water systems as reported to EPA by the primacy agencies (states and tribes with EPA-delegated enforcement responsibility).

⁶ Baseline is 3,508 community water systems out of compliance with health-based standards as of FY 2017. (Footnote updated from *FY 2018-2022 EPA Strategic Plan* published February 12, 2018.)

Long-Term Performance Goal - By September 30, 2022, increase by \$40 billion the non-federal dollars leveraged by EPA water infrastructure finance programs (CWSRF, DWSRF and WIFIA)⁷.

Annual performance goal that supports this long-term performance goal:

(PM INFRA-01) Billions of non-federal dollars leveraged by EPA water infrastructure finance programs (CWSRF, DWSRF and WIFIA).

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction
Target			8.0	8.0	8.0	8.0	Billions of Dollars	Above Target
Actual	8.1	8.6	9.7	10.3	10.2	12.1		

Key Takeaways:

- The Clean Water State Revolving Fund (CWSRF), Drinking Water State Revolving Fund (DWSRF), and WIFIA Programs leveraged over \$12 billion in non-federal dollars for water infrastructure projects.
- The WIFIA program closed 26 transactions totaling over \$5.3 billion in loans to help finance more than \$11.4 billion for water infrastructure projects and create over 37,000 jobs.
- The CWSRF and DWSRF have cumulatively provided \$190 billion in water infrastructure project financing to fund over 42,800 water quality infrastructure projects and 16,300 drinking water projects.

Metric Details: This measure tracks funds leveraged by the three primary water infrastructure programs, DWSRF, CWSRF, and WIFIA Program. These programs represent the largest federal source of funds to address this critical component of our nation’s drinking water and clean water infrastructure. Non-federal funds include loans made from recycled loan payments, bond proceeds, state match, interest earnings, and co-funding from non-SRF sources. EPA will increase the amount of non-federal funds leveraged by providing communities with tools, training, and resources to help plan for infrastructure improvements and identify funding opportunities. SRF data are tracked in the CWSRF Benefits Reporting System and DWSRF Project Reporting System. The baseline does not include WIFIA leveraged dollars because no loans were closed prior to FY 2018. This measure tracked progress toward a FY 2020-2021 Agency Priority Goal (APG).


⁷ Baseline is \$32 billion in non-federal dollars leveraged from the CWSRF and DWSRF between FY 2013 and FY 2017 (i.e., loans made from recycled loan repayments, bond proceeds, state match, and interest earnings). The baseline does not include WIFIA leveraged dollars because no loans were closed prior to FY 2018. (Footnote updated from *FY 2018-2022 EPA Strategic Plan* published February 12, 2018.)

Long-Term Performance Goal - By September 30, 2022, reduce the number of square miles of watershed with surface water not meeting standards by 37,000 square miles⁸.

Annual performance goals that support this long-term performance goal:

(PM SWP-01) Square miles of watersheds with surface waters not meeting standards.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction
Target			No Target Established	497,728	564,536	539,536	Square Miles	Below Target
Actual			N/A	493,930	561,268	533,062		




Key Takeaways:

- For FY 2021, an additional 28,206 square miles are now meeting standards from the universe of waters that were not meeting standards as of August 30, 2019.
- States have made progress catching up on the submittal of Integrated Reports via EPA’s Assessment, Total Maximum Daily Load (TMDL) Tracking and Implementation System (ATTAINS) with an additional 36 electronic submissions in FY 2021.
- EPA has achieved a reduction of 54,474 square miles since January 2019, already exceeding the *FY 2018-2022 EPA Strategic Plan* goal of 37,000 by 17,474 square miles.
- EPA’s How’s My Waterway Application plays a critical role in communicating standards met in surface waters to the American public. EPA continues to develop this platform and add new functionality to its premier application. The application continues to see significant usage within the education community, routinely placing in the top 10 of weekly web-hits for EPA web sites.

Metric Details: Beginning in FY 2020, this measure tracks water quality standards attainment in the 587,536 square miles of waters previously identified as impaired in a state Integrated Report as of August 30, 2019. In FY 2019, the measure tracked progress using a baseline of 506,728 square miles of waters identified as impaired in a state Integrated Report as of December 31, 2018. Water quality standards attainment means that (1) the impairments have been effectively removed due to actions including water quality restoration efforts, more complete monitoring to better understand waterbody conditions, or appropriate changes in water quality standards; and (2) the waterbody now either fully supports the use or meets the water quality criterion for that particular pollutant or stressor for which it had been impaired. Data are tracked in ATTAINS. States submit an Integrated Report to EPA every two years, including information on the status of state waters. EPA uses state geospatial data to calculate results for this measure.

(PM SWP-02) Square miles of watersheds with surface waters not meeting standards because of nutrients.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction
Target						183,596	Square Miles	Below Target
Actual				198,335	191,768	182,726		



Key Takeaways:

- For FY 2021 an additional 9,042 square miles are now meeting standards from the universe of waters that were not meeting standards due to nutrients.
- Nonpoint sources are large contributors to many waters impaired by nutrient pollution. In FY 2021, the Clean Water Act Section 319 grant program helped to restore almost 60 waterbodies. Many nonpoint source management projects reduce nutrient pollution as well as pathogens and excess sediment.

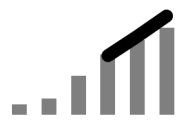
⁸ Baseline is 587,536 square miles of impaired waters as of August 30, 2019. (Footnote updated from *FY 2018-2022 EPA Strategic Plan* published February 12, 2018.)

GOAL 1: A Cleaner, Healthier Environment

Metric Details: This measure tracks water quality standards attainment in the 202,096 square miles of waters identified as impaired due to nutrients in a state Integrated Report as of August 30, 2019. Data are tracked in ATTAINS.

(PM TMDL-02) Percentage of priority TMDLs, alternative restoration plans, and protection approaches in place.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction
Target				50	67	84	Percent	Above Target
Actual	9	14	33.3	51.2	63.5	74.1		
Numerator	8,822	14,045	33,194	48,544	59,470	61,718	Square Miles	
Denominator	101,141	99,424	99,415	94,806	93,653	83,308		




Key Takeaways:

- There are fewer than expected priority plans in place due to the complexity of technical and process issues that arose during TMDL, restoration plan, and protection approach development, as well as some states’ shifts in long-term priorities for plans in development.
- States and Regions have made progress on achieving their long-term priorities for TMDLs and other plans under the collaborative EPA-State Long-Term CWA Section 303(d) Vision. For FY 2021, an additional 2,247 square miles of catchment areas have priority plans in place. Measures tracking resources (e.g., Qlik measures dashboard and the Scenario Builder Tool) assist states and EPA in determining informal annual commitments and monitoring plan development over the course of the year.

Metric Details: This measure tracks state priority waters with a TMDL, alternative restoration, or protection plan in place. EPA, states, and tribes cooperatively developed A Long-Term Vision for Assessment, Restoration and Protection under the CWA Section 303(d) Program, which encourages focused attention on priority waters and acknowledges that states have flexibility in using available tools – TMDLs, alternative restoration plans, and protection approaches – to restore and protect water quality. The calculation method provides 0.5 credit for plans under development and full credit when EPA approves a plan. The goal is to have 100% of priority waters with plans approved or accepted by FY 2022. Data are tracked in ATTAINS.

(PM NPDES-03) Number of existing EPA-issued NPDES permits in backlog.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction
Target				360	280	230	Permits	Below Target
Actual			456	373	333	284		



Key Takeaways:

- EPA reduced its backlog of existing NPDES permits by 15% in FY 2021, and by 48% since March 2018. EPA also prevented 35 existing permits from becoming backlogged in FY 2021. Reasons for remaining delays include missing information from permittees, and highly complex permitting issues.
- For the permits remaining in the backlog, 40 are eligible for coverage under the Small Wastewater Treatment Facility General Permit issued by EPA Region 1 on September 28, 2021 and 42 permits have either completed public notice or are currently out for public notice.
- EPA worked closely with its regional offices to identify challenges and develop solutions to complex permitting issues, such as those related to 401 certification, the definition of Waters of the United States (WOTUS), Clean Water Act 316(b), and emerging contaminants such as per- and polyfluoroalkyl substances (PFAS). These efforts also will help prevent future permits from becoming backlogged.

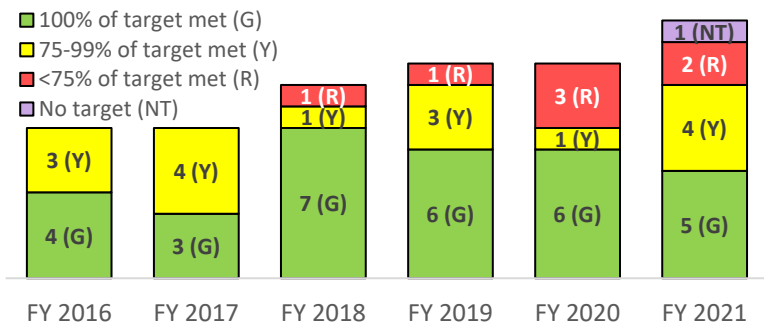
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Metric Details: This measure tracks existing EPA-issued NPDES individual permits that are administratively continued because they have passed their expiration date and are awaiting reissuance. Improving the timing for issuance and reissuance of NPDES permits provides greater certainty for the regulated community by ensuring permits reflect the most up-to-date requirements and scientific information to protect water quality. The CWA states NPDES permits must be renewed every five years. However, a permit can be administratively continued if the facility has submitted an application for reissuance and EPA does not reissue the permit before its expiration date through no fault of the permittee. The conditions of the expired permit continue in force until the effective date of the new or reissued permit. For purposes of this measure, permits are removed from the backlog as soon as the Agency takes final action on the permit (issuance, denial, or termination). Data are tracked in EPA's Integrated Compliance Information System (ICIS)-NPDES Database.

Objective 1.3 – Revitalize Land and Prevent Contamination: Provide better leadership and management to properly clean up contaminated sites to revitalize and return the land back to communities.

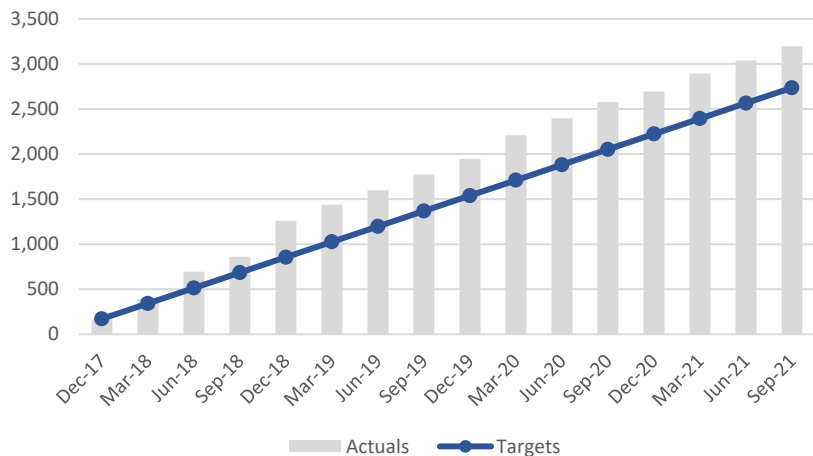
Performance toward target over time

Number of measures by percent of target achieved



Counts are of measures that exist in FY 2021. Chart does not include measures that previously existed but were eliminated prior to FY 2021.

Number of Brownfields Sites Made Ready for Anticipated Use, Dec 2017 - Sep 2021



Summary of progress toward strategic objective:

- The Superfund Program made ready for sitewide anticipated use 26 sites, completed 75 remedial action projects, and brought human exposures under control at 13 sites. Additionally, the Program completed 186 superfund removals.
- The Brownfields Program made 616 sites ready for anticipated use and leveraged \$2.1 billion in cleanup and redevelopment funds at brownfields sites.
- Programs operating under the Resource Conservation and Recovery Act (RCRA) made 139 corrective action facilities ready for anticipated use, constructed 57 final remedies, and issued 112 permit renewals at hazardous waste facilities. Additionally, the recycling and food waste prevention program re-evaluated voluntary program engagement and has shifted focus to developing measures in support of the National Recycling Strategy.
- The Underground Storage Tanks (UST) Program completed 7,271 cleanups that meet risk-based standards for human exposure and groundwater migration.

Challenges:

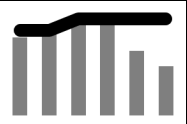
- Missed Superfund and brownfields ready for anticipated use and UST cleanup targets. EPA and the states face challenges such as technically difficult cleanups, lack of viable responsible parties and cleanup funding, legislative limitations on liability, variations in cleanup standards and adoption of risk-based corrective action.
- COVID-19 played a role in reducing site access and state staff availability to oversee cleanups. Owners and operators were hesitant to expend the resources necessary to move cleanups forward and, in some cases, have been impeded by the availability of cleanup contractors and equipment.
- The remaining sites across all programs are increasingly complicated, requiring more resources in terms of personnel, funds, and expertise to complete cleanup actions.

Long-Term Performance Goal - By September 30, 2022, make 255 additional Superfund sites ready for anticipated use (RAU) site-wide⁹.

Annual performance goals that support this long-term performance goal:

(PM S10) Number of Superfund sites made ready for anticipated use site-wide.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction
Target	45	45	51	51	51	51	Sites	Above Target
Actual	41	43	51	48	34	26		



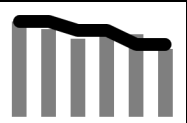
Key Takeaways:

- Missed the target, making 26 Superfund sites sitewide ready for anticipated use (SWRAU), compared with the target of 51.
- Fewer than 51 sites had a reasonable likelihood of achieving SWRAU in FY 2021 and many of those sites faced significant challenges including: coordination with external entities not leading to desired progress on internal controls (e.g., controls not enforceable by local authorities, controls not aligned with state requirements); absent, deceased, or uncooperative landowners; lawsuits restricting access for site work or delaying institutional controls; changing land uses which can result in the need for additional controls; and the discovery of potential new exposure pathways or emerging contaminants.
- As the potential SWRAU universe decreases, the remaining sites might require more resources and potentially face more significant obstacles to SWRAU achievement.

Metric Details: This measure tracks EPA’s progress in cleaning up and preparing Superfund sites for sitewide reuse (both private and federal facility) while also ensuring human health and environmental protection. It measures the number of construction complete National Priorities List (NPL) or Superfund Alternative Approach (SAA) sites for which all: (1) remedy decision document (e.g., record of decision) cleanup goals have been achieved for media that may affect a site’s current and reasonably anticipated future land use, so that there are no unacceptable risks; and (2) institutional or other controls required in remedy decision document(s) have been put in place. EPA documents the SWRAU determination directly in the Superfund Enterprise Management System (SEMS) once a site meets all required criteria and the appropriate EPA regional personnel have approved the determination. The site universe tracked for this measure includes final and deleted NPL sites and non-NPL sites with SAA agreements. EPA’s universe of sites meeting the SWRAU criteria through the end of fiscal year 2021 had a net total of 995 sites, including 980 final and deleted NPL sites and 15 non-NPL sites with SAA agreements in place. As of the end of FY 2021 there were 1,322 final NPL sites and 68 non-NPL sites with SAA agreements. This measure tracked progress toward an FY 2020-2021 Agency Priority Goal (APG).

(PM 170) Number of remedial action projects completed at Superfund sites.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction
Target	105	105	95	95	80	80	Projects	Above Target
Actual	105	97	87	89	91	75		



Key Takeaways:

- Completed 75 remedial action projects or about 94% of the target of 80.
- EPA contributes approximately 30 percent of annual accomplishments using Superfund dollars for project completions. Potentially responsible parties (PRPs) and Federal Facilities (FF) contribute 70 percent of annual accomplishments. EPA does not have direct control over PRP and FF project work completion but does have influence over

⁹ By the end of FY 2017, 836 Superfund sites had been made RAU site-wide.

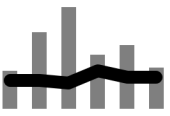
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negotiations during the enforcement process. Once working commences, PRPs should be following the established schedule to the maximum practical extent. EPA oversees the PRP work yet has limited influence over the timing of when remedial projects are worked on and/or completed.

- These remedial projects are susceptible to technical issues, equipment downtime, seasonal impacts, and most notably in FY 2021, impacts from the COVID-19 pandemic.

Metric Details: This measure tracks the number of remedial action projects completed at Superfund sites. By tracking the completion of a discrete scope of Superfund cleanup activities (for both private and federal facility sites), this measure documents incremental progress in reducing risk to human health and the environment. Multiple remedial action projects may be necessary to achieve sitewide construction completion. EPA captures these data in SEMS.

(PM 151) Number of Superfund sites with human exposures brought under control.

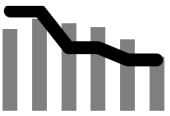
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target	9	9	8	12	10	10	Sites	Above Target	
Actual	12	24	32	17	20	13			

Key Takeaways:

- Exceeded the target, achieving 13 Superfund sites with human exposures brought under control, compared with the target of 10.
- Previous human exposures under control determination retractions continue to arise due to issues related to emerging contaminants and vapor intrusion (VI) as a new pathway for contaminants. EPA anticipates the need to develop potential new rules for contaminants such as lead in the future.

Metric Details: This measure documents progress achieved in controlling unacceptable human exposures to contamination at both private and federal facility Superfund sites and denotes a site-wide accomplishment. The human exposure determination at a site can change over time as conditions across portions (operable units) of a site change. EPA regional offices enter human exposure determinations and supporting data into SEMS. Results reflect a net accomplishment as sites can shift between human exposure under control to human exposure not under control or human exposure insufficient data. The status change often occurs when a previously unknown exposure pathway (e.g., VI) or contaminant is discovered, and a reasonable expectation exists that people could be exposed or that there are insufficient data to make such a determination until further investigation takes place.

(PM 137) Number of Superfund removals completed.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target	275	275	175	175	141	141	Removals	Above Target	
Actual	226	255	242	233	197	150			

Key Takeaways:

- Met the target for Superfund removals completed, achieving 150 compared with the target of 141.

Metric Details: This measure tracks Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) removal-related hazardous waste cleanups, known as Superfund removal actions, including those that are Superfund-lead and PRP-lead. There is no pre-established universe of removal sites, as removal actions take place after a release has occurred. Data are tracked in SEMS.

Long-Term Performance Goal - By September 30, 2022, make 3,420 additional brownfields sites RAU¹⁰.

Annual performance goals that support this long-term performance goal:

(PM B30) Number of brownfields sites made ready for anticipated use.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction
Target	600	600	684	684	684	684	Sites	Above Target
Actual	547	531	861	910	809	616		

Key Takeaways:

- Missed the target, making 616 brownfields sites ready for anticipated use compared with the target of 684.
- The remaining universe of EPA-funded brownfields sites require more resource-intensive solutions to be made RAU.
- EPA worked aggressively to reduce the backlog of open work packages (collecting delayed data) over FY 2018-2021, resulting in an estimate of 200 additional sites reaching RAU status.

Metric Details: This measure tracks the number of properties/sites benefiting from EPA brownfields funding that have been assessed and determined not to require cleanup, or where cleanup has been completed and institutional controls are in place if required, as reported by cooperative agreement recipients into the Assessment, Cleanup and Redevelopment Exchange System (ACRES) database. This activity results in additional sites available for productive reuse. This measure tracked progress toward an FY 2020-2021 APG.

(PM B37) Billions of dollars of cleanup and redevelopment funds leveraged at brownfields sites.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction
Target	1.1	1.1	1.1	1.3	1.3	1.3	Billions of Dollars	Above Target
Actual	1.47	1.7	2.2	2.3	4.9	2.1		

Key Takeaways:

- Exceeded the target, achieving \$2.1 billion in cleanup and redevelopment funds leveraged, compared with the target of \$1.3 billion.
- The result is partially due to EPA completing an effort to reduce the backlog of open work packages.
- EPA anticipates total dollars leveraged to fall closer in line with the \$1.3 billion target in future years with completion of the work package effort.

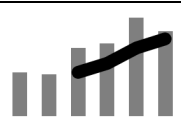
Metric Details: This measure tracks additional dollars leveraged by assessment or cleanup activities conducted with EPA brownfields funding, as reported by cooperative agreement recipients at a specific property into the ACRES database.

¹⁰ From FY 2006 through the end of FY 2017, 5,993 brownfields properties/sites had been made RAU. (Footnote updated from *FY 2018-2022 EPA Strategic Plan*.)

Long-Term Performance Goal - By September 30, 2022, make 536 additional Resource Conservation and Recovery Act (RCRA) corrective action facilities RAU¹¹.

Annual performance goals that support this long-term performance goal:

(PM RSRAU) Number of RCRA corrective action facilities made ready for anticipated use.

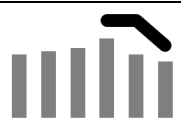
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target			75	91	117	133	Facilities	Above Target	
Actual	75	72	117	127	169	146			

Key Takeaways:

- Met the target, making 146 RCRA corrective action facilities ready for anticipated use.

Metric Details: This measure tracks the number of RCRA corrective action facilities made RAU. To be determined RAU, facilities must meet the following criteria: human exposure under control; final cleanup goals achieved for media that would affect the anticipated use; and if needed, controls in place to ensure long-term protectiveness. The universe for this measure was established in FY 2009 and includes the 3,779 facilities subject to RCRA corrective action. Information is entered into the RCRAInfo database by authorized states and/or EPA regional offices overseeing cleanups.

(PM CA5RC) Number of RCRA corrective action facilities with final remedies constructed.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target				98	98	73	Facilities	Above Target	
Actual	64	67	70	80	64	57			

Key Takeaways:


- There were significant issues with completing construction on the remaining universe of sites. These include inclement weather limiting access to sites and ability to complete construction, and a decrease in staff capacity and availability at the site.
- The remaining cleanups are more complex and resource intensive than completed cleanups.

Metric Details: This measure tracks the number of RCRA corrective action facilities with final remedies constructed. The universe for this measure was established in 2009 and includes the 3,779 facilities subject to RCRA corrective action. Information is entered into the RCRAInfo database by authorized states and/or EPA regional offices overseeing cleanups. This measure tracks a mid-term step in the progression toward completing facility cleanup.

¹¹ From FY 1987 through FY 2017, 1,232 of the universe of 3,779 high priority RCRA corrective action facilities had been made RAU site-wide. (Footnote updated from *FY 2018-2022 EPA Strategic Plan*.)

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(PM HW5) Number of permit renewals issued at hazardous waste facilities.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target			64	64	105	100	Facilities	Above Target	
Actual	89	125	109	124	104	130			

Key Takeaways:

- Exceeded the target, issuing 130 permit renewals compared with the target of 100. These results are largely due to increased coordination between headquarters and Regional offices.

Metric Details: This measure tracks RCRA hazardous waste permit renewals or clean-closures in the universe of permitted facilities using the RCRAInfo database. This does not include all permit maintenance since permit modifications cannot be projected and are not included. Maintaining up-to-date permits ensures that permitted facilities have consistent and protective standards to prevent releases. Proper standards for waste management can protect human health, prevent land contamination/degradation and other releases, and avoid future cleanups and associated costs. EPA directly implements the RCRA Program in Iowa and Alaska and provides leadership, work-sharing, and support to the remaining states and territories authorized to implement the permitting program.

(PM RFW) Number of stakeholder actions taken to increase recycling and reduce food loss and waste.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	No Trend Data
Target						9,750	Actions	Above Target	
Actual					8,968	8,768			

Key Takeaways:

- Missed the target, achieving 8,768 stakeholder actions taken to increase recycling and reduce food loss compared with the target of 9,750.
- Shifted resources to support development of the new National Recycling Strategy, which was released on November 15, 2021. This reallocation of support likely reduced stakeholder results reporting.


Metric Details: This measure tracks the number of stakeholder actions influenced by EPA to increase recycling and reduce food loss and waste. EPA facilitates and incentivizes stakeholder action through grants, voluntary partnership programs, and public commitment/pledge initiatives. This measure aggregates the number of stakeholders that: (1) receive EPA recycling and food waste grants; (2) join and participate in EPA voluntary partnership programs including WasteWise, State Measurement Program, Electronics Challenge, Federal Green Challenge, and Food Recovery Challenge; or (3) sign EPA public commitment/pledge initiatives including America Recycles Pledge, 2030 Food Loss and Waste Champions, and Winning on Reducing Food Waste. Stakeholder data are collected via EPA’s programmatic webpages and the Sustainable Materials Management data management system. A weighting factor is applied to the different stakeholder actions to account for more significant contributions and influence on the rate of domestic recycling and reductions of food loss and waste. The weighting factor for new participants in the challenges and WasteWise is 3:1; for active participants in those programs is 7:1; and for state participants in the State Measurement Program and grant recipients are each 10:1.

Long-Term Performance Goal - By September 30, 2022, complete 56,000 additional leaking underground storage tank (LUST) cleanups that meet risk-based standards for human exposure and groundwater migration¹².

Annual performance goals that support this long-term performance goal:

(PM 112) Number of LUST cleanups completed that meet risk-based standards for human exposure and groundwater migration.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction
Target	8,600	8,600	11,200	11,200	11,200	11,200	Cleanups	Above Target
Actual	8,977	8,775	8,128	8,358	7,211	7,271		



Key Takeaways:

- Missed the target, completing 7,271 LUST cleanups that meet risk-based standards for human exposure and groundwater migration, compared with the target of 11,200.
- The targets for this measure were not achievable at current resource levels. Despite these challenges, EPA collaborated frequently with state and regional partners to achieve as many cleanups as possible.
- With fewer remaining sites to be cleaned up, it continues to get more challenging to meet cleanup targets. The states face challenges such as technically difficult cleanups, lack of viable responsible parties and cleanup funding, legislative limitations on liability, and variations in cleanup standards and adoption of risk-based corrective action.
- COVID-19 also played a role in reducing site access and state staff availability to oversee cleanups. Owners and operators were hesitant to expend the resources necessary to move cleanups forward and, in some cases, have been impeded by the availability of cleanup contractors and equipment.

Metric Details: This measure tracks the number of petroleum-contaminated sites where the states, tribes and EPA have completed cleanup activities. The totals include cleanups reported by states as well as EPA cleanups in Indian Country. Sites in Indian country represent approximately 0.2% of total cleanups completed. EPA uses the LUST4 database to track progress. The universe of confirmed releases pending cleanup changes over time as releases are identified and cleanups are completed.

(PM UST01) Number of confirmed releases at UST facilities.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction
Target						No Target Established	Releases	Below Target
Actual	5,582	5,678	5,654	5,375	4,944	4,991		

Key Takeaways:

- The UST prevention program works to ensure that underground sources of drinking water (groundwater) are protected from petroleum and associated chemicals leaking from USTs. By measuring the annual number of confirmed releases, we anticipate a continued declining trend as prevention measures reduce the number of releases.

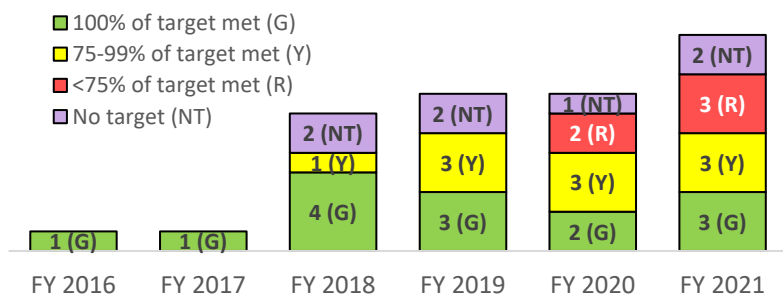
Metric Details: This measure tracks the number of confirmed releases discovered at UST facilities during the year. The number of confirmed releases are targeted to decline by 75 each year.

¹² By the end of FY 2017, 469,898 LUST cleanups had been completed.

Objective 1.4 – Ensure Safety of Chemicals in the Marketplace: Effectively implement the Toxic Substances Control Act, and the Federal Insecticide, Fungicide, and Rodenticide Act, to ensure new and existing chemicals and pesticides are reviewed for their potential risks to human health and the environment and actions are taken when necessary.

Performance toward target over time

Number of measures by percent of target achieved



Counts are of measures that exist in FY 2021. Chart does not include measures that previously existed but were eliminated prior to FY 2021.

Summary of progress toward strategic objective:

- Completed 390 Toxic Substances Control Act (TSCA) Sec. 5 notice and exemption submissions.
- Finalized the remaining seven of the first 10 EPA-initiated existing chemical risk evaluations.
- Issued 96 proposed and 145 final significant new use rules (SNURs).
- Increased new chemical protections by implementing new policies to stop issuing “not likely to present an unreasonable risk” determinations based on limited information and removing the assumption of worker use of personal protective equipment (PPE) in risk conclusions.
- Implemented a new policy on Per- and Polyfluoroalkyl Substances (PFAS) Low Volume Exemption (LVE) applications and launched a PFAS LVE Stewardship Program.
- Finalized five rules on Persistent, Bioaccumulative, and Toxic (PBT) chemicals intended to provide critical protections for workers and other potentially at-risk groups.
- Extended compliance dates and issued a No Action Assurance on one PBT chemical: phenol, isopropylated phosphate (PIP) (3:1), to prevent supply chain disruption.
- Completed 74 pesticide registration review cases and 37 draft risk assessments, raising those total completions to 555 and 682, respectively, of the 725 that EPA must complete by October 1, 2022.
- Registered 14 pesticide new active ingredients.
- Completed 2,556 Pesticide Registration Improvement Act (PRIA) actions with only 64 missing the PRIA due date.
- Completed over 300 expedited actions in response to COVID-19, including the addition of 73 List N products effective against SARS-CoV-2 (570 total).
- Continued the Office of Pesticide Programs (OPP)’s digital transformation, with the Antimicrobials Division entering the Salesforce pilot in February 2021 and developing performance metric dashboards using customer relationship management software in Salesforce.

Challenges:

- Resource limitations created significant challenges in completing core work in accordance with the corresponding statutory deadlines and constraining the undertaking of new initiatives.
- EPA struggled to meet FY 2021 pesticide program core work targets due to litigation of chemicals in registration review, deficient applications, delays in registrant data or input, complexity of risk assessments, and volume of public comments on regulatory decisions.

Long-Term Performance Goal - By September 30, 2022, complete all EPA-initiated TSCA risk evaluations for existing chemicals in accordance with statutory timelines¹³.

Annual performance goal that supports this long-term performance goal:

(PM TSCA1) Number of final EPA-initiated TSCA risk evaluations completed within statutory timelines.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	No Trend Data
Target			No Target Established	N/A	10	N/A	Evaluations	Above Target	
Actual		0	N/A	N/A	3	N/A			

Key Takeaways:

- No final EPA-initiated TSCA risk evaluations for existing chemicals had statutory deadlines in FY 2021.
- In FY 2021, EPA completed the remaining seven EPA-initiated TSCA risk evaluations for existing chemicals that were initiated in FY 2016.
- The statutory deadline for the next set of EPA-initiated TSCA risk evaluations for existing chemicals is in FY 2023.

Metric Details: This measure tracks risk evaluation activity under TSCA. The risk evaluation process is the second step, following prioritization and before risk management, in EPA’s existing chemical process. A risk evaluation is considered complete when the Federal Register Notice is signed. The purpose of risk evaluation is to determine whether a chemical substance presents an unreasonable risk to health or the environment, under the conditions of use identified in the final scope document. As part of this process, EPA must evaluate both hazard and exposure, and ensure decisions are based on the weight-of-scientific-evidence. The baseline is zero in FY 2017, as the TSCA Program is operating under new statutory authority. EPA initiated the next set of 20 risk evaluations in FY 2020, which are targeted to be completed within the full statutory timeframe of three and a half years. FY 2019 and FY 2021 have targets of Not Applicable because there were no statutory deadlines those years.

Long-Term Performance Goal - By September 30, 2022, complete all TSCA risk management actions for existing chemicals in accordance with statutory timelines¹⁴.

Annual performance goal that supports this long-term performance goal:

(PM TSCA2) Number of final existing chemical TSCA risk management actions completed within statutory timelines.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	No Trend Data
Target			No Target Established	N/A	N/A	1	Actions	Above Target	
Actual		0	N/A	N/A	N/A	5			

¹³ There is no baseline for this measure, as the program is operating under new statutory authority.

¹⁴ There is no baseline for this measure, as the program is operating under new statutory authority.

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Key Takeaways:

- EPA finalized five rules on PBT Chemicals intended to provide critical protections for workers and other potentially at-risk groups.
- In addition, EPA extended compliance dates and issued a No Action Assurance on one PBT Chemical: PIP (3:1), to prevent supply chain disruption.


Metric Details: This measure tracks the number of risk management actions completed within statutory deadlines under TSCA. Risk management actions targeted for completion through FY 2022 address certain PBT chemicals. Statute requires a final rule to be issued by December 21, 2020 (in FY 2021). The baseline is zero in FY 2017, as the TSCA Program is operating under new statutory authority. FY 2019 and FY 2020 have targets of Not Applicable because there were no statutory deadlines in those years. Future actions to be targeted will address risks from existing chemicals identified in the risk evaluation process. Final risk management actions for those chemicals must be completed within the statutory period of two years after publication of the final risk evaluation (if unreasonable risk to human health or the environment is identified); a maximum two-year extension is allowed.

Long-Term Performance Goal - By September 30, 2022, complete all TSCA pre-manufacture notice final determinations in accordance with statutory timelines¹⁵.

Annual performance goals that support this long-term performance goal:

(PM TSCA3) Percentage of final TSCA new chemical determinations for Pre-Manufacture Notices, Significant New Use Notices and Microbial Commercial Activity Notices completed within the initial 90-day statutory timeframe.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction
Target			65	80	80	80	Percent	Above Target
Actual		27	58.4	78	65	64		
Numerator		67	45	103	52	86	Final	
Denominator		248	77	132	80	134	Determinations	



Key Takeaways:


- Faced implementation challenges with risk assessments, submission of new information, and data submission in the context of incomplete information submitted by manufacturers. In addition, resource constraints forced trade-offs between new and backlogged submissions, constraining progress in both areas.

Metric Details: This measure tracks a subset of EPA’s new chemicals review activity under TSCA – the review of Pre-Manufacture Notices (PMNs), Significant New Use Notices (SNUNs) and Microbial Commercial Activity Notices (MCANs) (but not new chemicals reviews covered by exemptions). EPA conducts these reviews prior to approving new chemicals or microbial substances in commerce, or new uses for existing chemicals that are subject to a SNUR, to determine whether the chemical substance or significant new use presents an unreasonable risk to human health or the environment. The statute requires a base review period of 90 days and allows EPA to extend this period another 90 days or for a different period at the request of a submitter. This measure tracks performance against the initial 90-day deadline only and tracks final determinations for submissions received by EPA in that fiscal year. Additional information and statistics about the New Chemicals Program are available at <https://www.epa.gov/reviewing-new-chemicals-under-toxic-substances-control-act-tsca/statistics-new-chemicals-review>.

¹⁵ Baseline is 58.4% of determinations made within 90 days in FY 2018. (Footnote updated from *FY 2018-2022 EPA Strategic Plan* published February 12, 2018.)

GOAL 1: A Cleaner, Healthier Environment

(PM TSCA3b) Percentage of final TSCA new chemical determinations for Pre-Manufacture Notices, Significant New Use Notices and Microbial Commercial Activity Notices completed within the full timeframes allowable by statute.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target				100	100	100	Percent	Above Target	
Actual		100	100	100	100	100			
Numerator		567	292	429	347	197	Final		
Denominator		567	292	429	347	197	Determinations		

Key Takeaways:

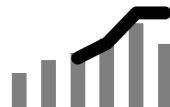
- Completed 390 TSCA Sec. 5 notice and exemption submissions.
- Issued 96 proposed and 145 final SNURs.

Metric Details: This measure tracks a subset of EPA’s new chemicals review activity under TSCA, the review of PMNs, SNUNs, and MCANs (but not new chemicals reviews covered by exemptions). EPA conducts these reviews prior to approving new chemicals or microbial substances in commerce, or new uses for existing chemicals that are subject to a Significant New Use Rule, to determine whether the chemical substance or significant new use presents an unreasonable risk to human health or the environment. EPA has the authority to agree to voluntary suspensions of the initial 90-day statutory deadline at the request of a submitter. These suspensions provide EPA additional time to complete the required review following receipt of additional necessary information. This measure tracks performance against the full timeframes authorized under the statute. A performance result of 100% indicates that there were no instances in which EPA failed to complete a final determination within the agreed upon period of review. The baseline is 100% of determinations made within full timeframes allowable by statute in FY 2017.

Long-Term Performance Goal - By September 30, 2022, complete all cases of Federal Insecticide, Fungicide, and Rodenticide Act (FIFRA)-mandated decisions for the pesticides registration review program¹⁶.

Annual performance goals that support this long-term performance goal:

(PM FIFRA1) Number of FIFRA decisions completed through pesticides registration review.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target			58	75	110	110	Decisions	Above Target	
Actual	41	56	64	80	98	74			

Key Takeaways:

- EPA has completed over 76% of cases EPA must review by October 1, 2022.
- Faced challenges with litigation responses (chlorpyrifos, triazines, glyphosate), petitions (seed treatment, clothianidin, glyphosate), the high volume of public comments on preliminary decisions, the late submission of data, time needed to coordinate with other EPA offices (ethylene oxide, formaldehyde), and the workload associated with processing new antimicrobial product applications for COVID-19 response.

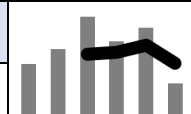
¹⁶ Baseline is a total of 239 decisions completed through FY 2017 of the known universe of 725. (Footnote updated from *FY 2018-2022 EPA Strategic Plan* published February 12, 2018.)

GOAL 1: A Cleaner, Healthier Environment

Metric Details: Through the Pesticide Registration Review Program, EPA is reviewing each registered pesticide every 15 years to determine whether it still meets the FIFRA standard for registration. FIFRA requires that all pesticides intended for use in the U.S. be registered (licensed) by EPA to ensure that they do not cause “any unreasonable risk to man or the environment, taking into account the economic, social, and environmental costs and benefits of the use of any pesticide.” By law, EPA must complete the first 15-year cycle of registration review by October 1, 2022. The baseline is a total of 239 decisions completed through FY 2017 of a known universe of 725 cases (33%). Targets represent annual increments needed to reach the long-term performance goal by FY 2022.

(PM FIFRA2) Number of FIFRA registration review draft risk assessments completed.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction
Target			70	72	80	60	Risk Assessments	Above Target
Actual	59	76	112	85	100	37		



Key Takeaways:

- Completed fewer risk assessments than anticipated due to delays in registrant data or input, complexity of registrant data for certain chemicals, and the workload associated with processing new antimicrobial applications for COVID-19 response.
- EPA has completed 94% of draft risk assessments in support of the first cycle of registration review.


Metric Details: The baseline is a total of 349 draft risk assessments completed through FY 2017 of a known universe of 725 cases (48%).

Long-Term Performance Goal - By September 30, 2022, reduce the Pesticide Registration Improvement Act (PRIA) registration decision timeframe by an average of 60 days¹⁷.

Annual performance goals that support this long-term performance goal:

(PM PRIA1) Average number of days to complete PRIA decisions for new active ingredients.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction
Target			643	631	619	607	Days	Below Target
Actual	687	638	603	686	876	852		



Key Takeaways:

- Experienced delays due to an adjustment to science review committee schedules in FY 2019, deficient applications, and the need for additional information to make regulatory determinations (e.g., new metabolite of concern identified which required additional data submission). EPA completed decisions for 14 new active ingredients in FY 2021, with timeframes ranging from 304 to 1,444 days. Five new active ingredients had decision timeframes greater than 1,000 days.
- Six of the 14 FY 2021 new active ingredients for which PRIA decisions were completed (43%) had statutory timeframes (730 days) that exceed the annual target, even without statutorily allowed extension of the due date being taken into account.
- Building on the existing augmented performance tracking for conventional pesticide new active ingredients, EPA expanded this effort to include biopesticide new active ingredients (the majority of new active ingredients completions in recent years), with tracking and data visualization provided using the new Salesforce system developed as part of EPA’s digital transformation.

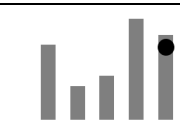
¹⁷ Baseline is an average timeframe of 655 days (range: 93-2,086 days) for PRIA decisions for 68 new active ingredients completed in FY 2015-2017.

GOAL 1: A Cleaner, Healthier Environment

Metric Details: To expedite the review and licensing of pesticides’ new active ingredients, EPA will reduce the incidence of PRIA negotiations, improve meeting the timeframes specified in PRIA, and expedite the overall processing of reduced risk pesticides. The baseline is an average timeframe of 655 days (range: 93 to 2,086 days, standard deviation of 395 days) for PRIA decisions for 68 new active ingredients completed in FY 2015-2017. There are 36 different PRIA categories that relate to new active ingredients, with statutory time frames ranging from 7 to 24 months.

(PM PRIA2) Average number of days exceeding the PRIA decision timeframes for new active ingredients where the original PRIA due date was not met.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction
Target						263	Days	Below Target
Actual		117	155	353	353	297		



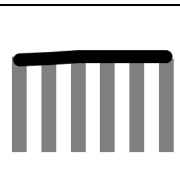
Key Takeaways:

- Result driven by three conventional pesticides out of 13 new active ingredients; reasons for missed target include deficient applications, data compensation issues, new metabolite of concern identified for one of the three active ingredients with additional data required, risk mitigation (including pollinator issues) and registrant response on risk mitigation language, and high volume of public comments.

Metric Details: The baseline is an average of 316 days exceeding the PRIA decision timeframes in the statute (range: 15 to 1,538 days) for 42 new active ingredients completed in FY 2015-2017.

(PM 091) Percentage of decisions (registration actions) completed on time (on or before PRIA or negotiated due dates).

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction
Target	96	97	99	99	99	99	Percent	Above Target
Actual	99	99	99.7	98	98	97		
Numerator	2,157	2,008	2,193	2,034	2,339	2,492	Decisions	
Denominator	2,174	2,026	2,199	2,085	2,385	2,556		



Key Takeaways:

- Sixty-four PRIA actions were completed after the original or renegotiated (if the action was renegotiated) due date. There were higher than normal late completions for inert clearance actions and amendments for antimicrobial products adding claims related to List N for COVID-19 response.

Metric Details: Whereas PM PRIA1 tracks performance for new active ingredient decisions only, this measure relates to all PRIA categories described in the fee tables in FIFRA section 33(b)(3). Additionally, FIFRA section 33(f)(5) allows that EPA and the applicant may mutually agree to extend a decision time review period. Decisions completed on or before the negotiated due date but after the original PRIA due date are still considered “on-time” under this measure. More information on PRIA can be found at <https://www.epa.gov/pria-fees/pria-overview-and-history>. The baseline is 94% average of decisions completed on-time from FY 2014-2016.

Other Core Work supporting Objective 1.4

Annual performance goals:

(PM P2mtc) Reductions in million metric tons of carbon dioxide equivalent (MMTCO2e) released per year attributed to EPA pollution prevention grants.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target						No Target Established	MMTCO2e	Above Target	
Actual	1,615,883	1,698,160	1,596,876	1,494,189	Data Avail 10/2022	Data Avail 10/2022			

Key Takeaways:

- FY 2021 results are not available due to the reporting lag noted below.
- Entities eligible for pollution prevention grants include state governments, colleges and universities recognized as instrumentalities of the state, and federally recognized tribes and intertribal consortia. In September 2020, EPA selected 42 such organizations to receive \$9.3 million in funding for FY 2020-2021 pollution prevention grants.

Metric Details: This measure tracks MMTCO2e reductions from all Pollution Prevention Grant Program activities. MMTCO2e is calculated by using an online tool to convert standard metrics for electricity, green energy, fuel use, chemical substitutions, water management, and materials management into MMTCO2e (<https://www.epa.gov/p2/pollution-prevention-tools-and-calculators>). In addition to greenhouse gas reductions, pollution prevention grants deliver financial savings and reductions in hazardous materials, water use, and energy use. Pollution prevention grants are “two-year” grants, with an optional third year for follow-up reporting and case study development. These grants have annual reporting but with a one-year reporting lag due to the grant reporting cycle. Baseline reduction of 299,000 metric tons of carbon dioxide equivalent (MMTCO2e) is attributed to EPA pollution prevention grants in FY 2019.

(PM SC1) Number of new products certified by EPA’s Safer Choice program.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target						200	Products	Above Target	
Actual	247	240	249	265	264	233			

Key Takeaways:

- The Safer Choice program has been challenged to grow and improve while meeting demand for certification.
- EPA plans to improve the tools that help product manufacturers submit high quality certification applications and in turn reduce EPA resource expenditure to review and certify products. These include third parties who can guide companies through the submission process and prepare dossiers for EPA certification decisions, and the Safer Chemical Ingredients List.

Metric Details: This measure tracks the total number of products certified by the Safer Choice program at the end of the year. Safer Choice is a voluntary program that helps consumers, businesses, and purchasers find products that contain ingredients that are safe for human health and the environment. Before a product can carry the Safer Choice label, EPA reviews all chemical ingredients, regardless of their percentage in the product. Every ingredient must meet stringent safety criteria for both human health and the environment, including carcinogenicity, reproductive/developmental toxicity, toxicity to aquatic life, and persistence in the environment. Certified products are verified by EPA to meet the Safer Choice Standard through initial certification, annual audits, and recertification every three years. The total includes Design for the Environment-certified antimicrobial products. Data are tracked in EPA’s Safer Choice database. For additional information: <https://www.epa.gov/saferchoice>.

GOAL 2: More Effective Partnerships

Goal 2 at a Glance

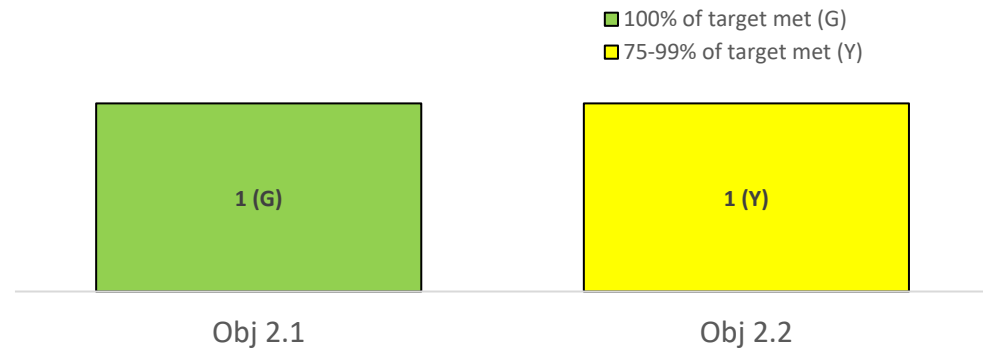
More Effective Partnerships: Provide certainty to states, localities, tribal nations, and the regulated community in carrying out shared responsibilities and communicating results to all Americans.

FY 2021 Enacted Budget (in thousands) by goal and objective



FY 2021 Performance toward target by objective

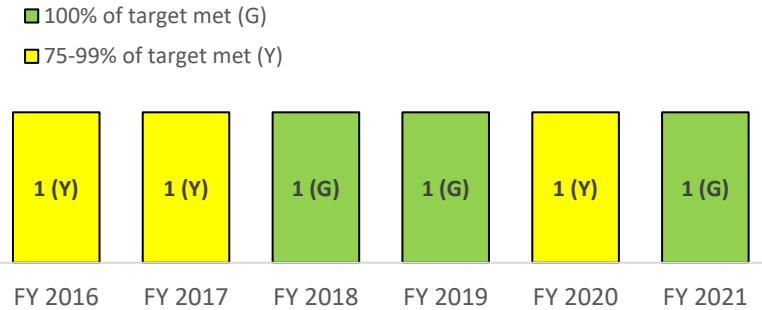
Number of measures by percent of target achieved



Objective 2.1 – Enhance Shared Accountability: Improve environmental protection through shared governance and enhanced collaboration with state, tribal, local, and federal partners using the full range of compliance assurance tools.

Performance toward target over time

Number of measures by percent of target achieved



Counts are of measures that exist in FY 2021. Chart does not include measures that previously existed but were eliminated prior to FY 2021.

Summary of progress toward strategic objective:

- Met compliance monitoring target by conducting 3,200 on-site inspections and 7,500 off-site compliance monitoring activities.
- Maximized use of advanced monitoring technologies, such as the Geospatial Measurement of Air Pollution (GMAP) mobile air monitoring vehicle, to support Clean Air Act inspections, identify community impacts, and target facilities for inspections.
- Surveyed over 100 EPA grant programs to better understand their reporting and tracking processes for the Grant Commitments Met EPA Learning Agenda priority area. Results will inform a sustainable, consistent process to negotiate and track outcomes for grants.
- Collaborated with states and tribes on eight E-Enterprise projects: developed a citizen science story map and completed 12 technical tribal case studies to increase awareness and share best practices with partners; trained inspectors from 37 states on the Smart Mobile Tools for Inspectors; initiated a collaborative Integrated Compliance Information System (ICIS) modernization board comprised of 10 state and local members and seven EPA members to ensure partner needs are considered as we update ICIS; over 300 facility reporters from Georgia, Washington, D.C. and Arizona used EPA’s Combined Air Emissions Reporting System to report facilities’ air emissions.
- Reviewed and approved 90% of state and tribal Quality Assurance Project Plans (QAPPs) within 120 days.
- Drafted EPA tribal direct implementation report that lays out a recommended framework for sustainable data reporting and review to improve tracking and accountability.
- Implemented over 1,600 actions from the 500 completed EPA-Tribal Environmental Plans (ETEPs), a joint planning approach to inform decisions on financial and technical assistance for environmental programs.
- Completed 110 tribal consultations, for a total of more than 767 since FY 2011.
- Held one national tribal conference call and 35 EPA-tribal topical workgroup calls on proposed Indian General Assistance Program (GAP) guidance revisions to provide clarity, reduce administrative burden, and provide maximum flexibility for tribes; and seven outreach/listening sessions on the allocation formula.

Challenges:

- EPA has no comprehensive system for tracking grant-related activities to evaluate environmental outcomes on a national scale.
- COVID-19 continues to disrupt some key compliance assurance activities, including a reduction in on-site inspections.
- COVID-19 continues to make it difficult to host in-person consultations with tribes, limiting their full participation in EPA consultation.

GOAL 2: More Effective Partnerships

Long-Term Performance Goal - By September 30, 2022, increase the number of grant commitments achieved by states, tribes, and local communities¹⁸.

There are no annual performance goals associated with this long-term performance goal for FY 2021.

Long-Term Performance Goal - By September 30, 2022, increase the use of alternative shared governance approaches to address state, tribal, and local community reviews¹⁹.

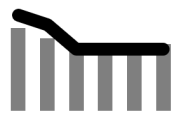
There are no annual performance goals associated with this long-term performance goal for FY 2021.

Other Core Work supporting Objective 2.1

Annual performance goal:

(PM 409) Number of federal on-site compliance monitoring inspections and evaluations and off-site compliance monitoring activities.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction
Target	15,500	14,000	10,000	10,000	10,000	10,000	Inspections & Evaluations	Above Target
Actual	13,500	11,800	10,600	10,300	8,500	10,800		



Key Takeaways:

- Due to the challenges of COVID-19, on-site inspection numbers remained low during much of FY 2021. However, EPA continued to prioritize off-site compliance monitoring activities (for example: review of responses to information requests to assess compliance; review of facility monitoring reports and/or sampling data) when on-site inspections were not possible, enabling the Agency to exceed the target.
- The FY 2021 results included approximately 3,200 on-site inspections and 7,500 off-site compliance monitoring activities. The sum of the two categories is a more reliable value because it smooths out some variability due to inconsistent definitions. Additionally, EPA has not historically required most types of off-site compliance monitoring activities to be entered into an EPA database, so these numbers are likely an incomplete snapshot of EPA’s compliance monitoring activities. Due to the challenges of COVID-19, we cannot predict how the proportion of on-site inspections and off-site compliance monitoring activities will change in the future.
- Issued guidance in April 2020 to provide nationally consistent definitions for on-site inspections and off-site compliance monitoring (effective for all of FY 2020 for on-site inspections and from 4/1/2020 forward for off-site compliance monitoring). More consistent definitions and data entry will make the subtotal data more reliable going forward.

Metric Details: This measure tracks EPA inspections and off-site compliance monitoring activities to determine whether a facility or group of facilities is in compliance with applicable law. The measure was modified in FY 2018 to clarify the types of activities included. The targets reflect a recognition that states conduct the vast majority of inspections and an EPA focus on direct implementation programs.

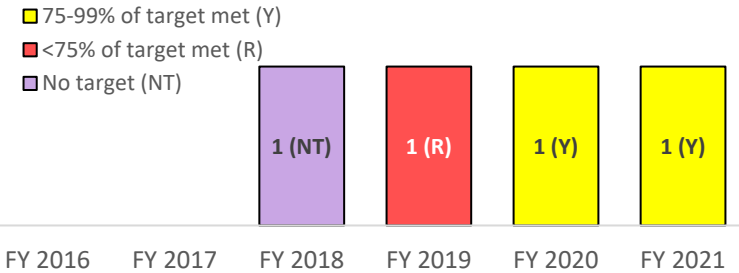
¹⁸ Universe (number of commitments contained in Performance Partnership Grants) is under development. (Footnote updated from FY 2018-2022 EPA Strategic Plan published February 12, 2018.)

¹⁹ There is no baseline for this measure. (Footnote updated from *FY 2018-2022 EPA Strategic Plan* published February 12, 2018.)

Objective 2.2 – Increase Transparency and Public Participation: Listen to and collaborate with impacted stakeholders and provide effective platforms for public participation and meaningful engagement.

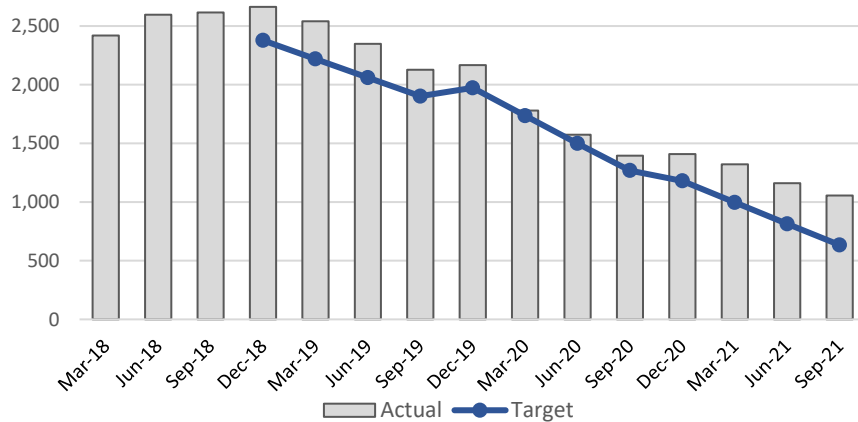
Performance toward target over time

Number of measures by percent of target achieved



Counts are of measures that exist in FY 2021. Chart does not include measures that previously existed but were eliminated prior to FY 2021.

Number of Overdue FOIA Requests, Mar 2018 - Sep 2021



Summary of progress toward strategic objective:

- Eliminated an additional 13 percent of the backlog of overdue Freedom of Information Act (FOIA) responses in FY 2021 as compared to the April 2018 baseline; reviewed and assigned for processing 6,485 FOIA requests, processed 343 expedited FOIA requests, and processed 974 applications for fee waiver.
- Issued new agencywide FOIA Policy and FOIA Procedures, delivered a week-long training for more than 250 EPA FOIA professionals and managers, issued an updated FOIA training toolkit, and provided FOIA training for all EPA staff through FedTalent.
- EPA’s National Freedom of Information Office provided oversight, project management, legal counseling, training support, and cross-agency coordination for the Agency’s most complex and potentially sensitive FOIA requests, including requests pertaining to the COVID-19 pandemic, Bristol Bay/Pebble Mine, the Department of Justice’s August 2019 Supplemental Environmental Projects (SEP) memo, and Florida’s assumption of Clean Water Act Section 404 permitting authority, and processing reform in the Office of Chemical Safety and Pollution Prevention.

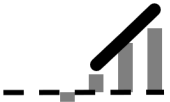
Challenges:

- The pace of EPA’s FOIA backlog reduction is challenged by the historically large backlog of overdue FOIA requests in two offices that will likely require both time and significant resources to reduce.
- In November 2021, EPA announced its decision to sunset FOIAonline at the end of calendar year 2023. Consequently, a challenge facing EPA in FY 2022 through 2024 is procuring, deploying, and training staff on use of a new FOIA case management and recordkeeping software solution.

Long-Term Performance Goal - By September 30, 2022, eliminate the backlog and meet statutory deadlines for responding to Freedom of Information Act (FOIA) requests²⁰.

Annual performance goal that supports this long-term performance goal:

(PM FO1) Percentage reduction in overdue FOIA requests from the April 2018 baseline.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction
Target			No Target Established	25	50	75	Percent	Above Target
Actual			-9	16	45	58		
Numerator			-224	409	1,142	1,481	Requests	
Denominator			2,537	2,537	2,537	2,537		

Key Takeaways:

- Reduced the backlog of overdue FOIA requests by an additional 13% this fiscal year during a global pandemic. The backlog was 1,056 at the end of FY 2021, an overall 58% reduction from the April 2018 baseline of 2,537.
- Reviewed and assigned all incoming FOIA requests on average in less than one business day.
- Reduced the average time to issue decisions on applications for expedited FOIA processing by 63% compared with FY 2020 (average of 7.77 days in FY 2021 compared to 21.06 days in FY 2020).
- The Office of General Council eliminated the backlog of more than 170 applications to process fee waiver decisions in under two weeks of receipt (974 total fee waivers processed in FY 2021).
- Reviewed and corrected over 10,000 invoices dating back to 2011 to confirm and validate fee collections, eliminate duplicate entries, and indicate fees not to be collected.
- Established a contract for FOIA document reviewers as a pilot for creating surge capacity up to three years and \$4 million.
- Enhanced FOIA training and communication tools by hosting a four-day FOIA training conference in November 2020; updating the FOIA Toolkit for EPA staff with an improved appendix of template letters to enhance and ensure consistent practices throughout EPA; and improving the Agency’s FOIA SharePoint site as a one-stop place for Agency FOIA information.

Metric Details: For purposes of this measure, overdue requests are defined as the sum of requests that are indicated in FOIAonline.gov as pending beyond the statutory or agreed deadline of 20 working days, or 30 days or longer with an extension. EPA is focusing on reducing the FOIA backlog the Agency built up over the years and on improving the FOIA process which gives the public the right to make requests for federal agency records. The complexity and volume of electronic documents that must be searched, collected, and reviewed has increased over time. The Agency will ensure that it can support the timely searching and collection of electronically stored information for purposes of responding to FOIA requests and other information needs in a cost-effective and sustainable manner. This should not only help the Agency provide the public with the information requested, but also reduce the fees and lawsuits the Agency incurs from missing FOIA response deadlines. As of April 2018, there were 2,537 overdue FOIA requests in the backlog.

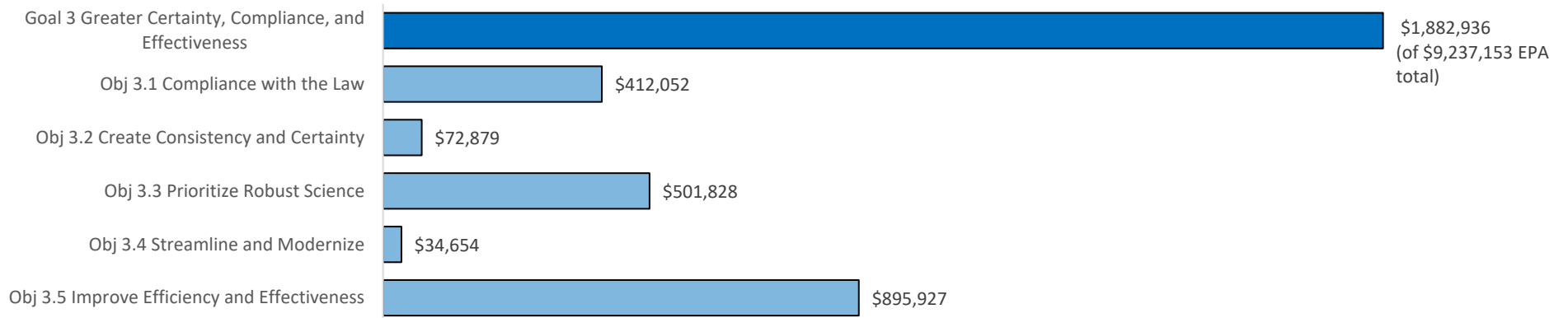
²⁰ As of April 2018, there were 2,537 overdue FOIA requests in the backlog. (Footnote updated from *FY 2018-2022 EPA Strategic Plan* published February 12, 2018.)

GOAL 3: Greater Certainty, Compliance, and Effectiveness

Goal 3 at a Glance

Greater Certainty, Compliance, and Effectiveness: Increase certainty, compliance, and effectiveness by applying the rule of law to achieve more efficient and effective agency operations, service delivery, and regulatory relief.

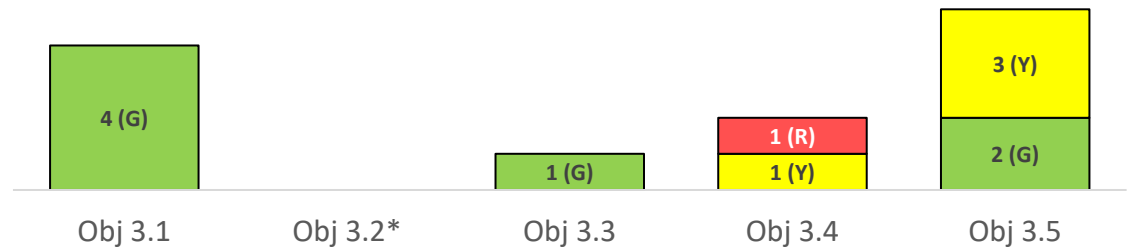
FY 2021 Enacted Budget (in thousands) by goal and objective



FY 2021 Performance toward target by objective

Number of measures by percent of target achieved

- 100% of target met (G)
- 75-99% of target met (Y)
- <75% of target met (R)

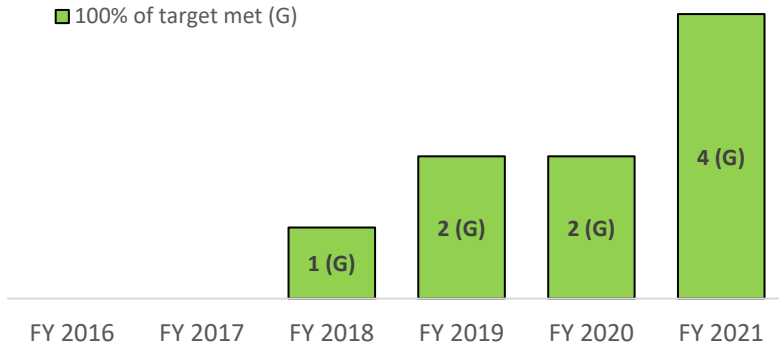


*The FY 2021 APR does not include reporting on FY 2018-2022 EPA Strategic Plan objective 3.2. Consistent with OMB guidance for this transition year during which agencies are developing new strategic goals and objectives that will be reflected in the update to the strategic plan, EPA is reporting only on FY 2018-2022 EPA Strategic Plan strategic objectives that align with the current Administration’s priorities.

Objective 3.1 – Compliance with the Law: Timely enforce environmental laws to increase compliance rates and promote cleanup of contaminated sites through the use of all of EPA’s compliance assurance tools, especially enforcement actions to address environmental violations.

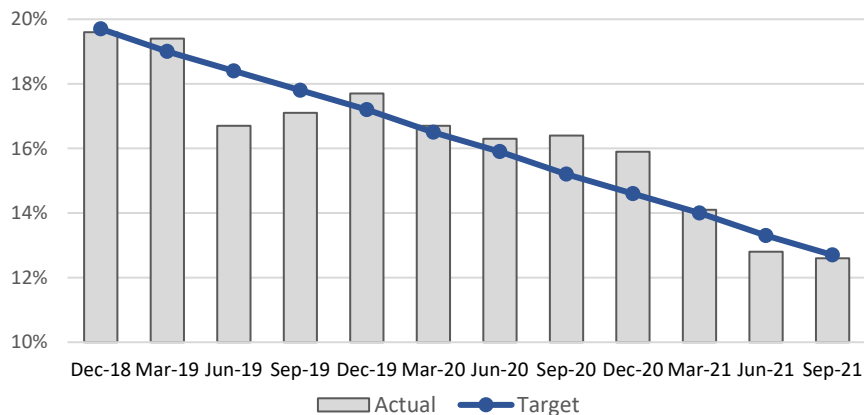
Performance toward target over time

Number of measures by percent of target achieved



Counts are of measures that exist in FY 2021. Chart does not include measures that previously existed but were eliminated prior to FY 2021.

Percentage of NPDES Permittees in Significant Noncompliance with their Permit Limits, Dec 2018 - Sep 2021



Summary of progress toward strategic objective:

- Issued three memoranda on steps to incorporate environmental justice in EPA civil, criminal, and cleanup enforcement, and one to promote use of all appropriate injunctive relief tools in civil settlements to ensure environmental laws and policies deliver benefits to all individuals and communities. (See <https://www.epa.gov/enforcement/environmental-justice-enforcement-and-compliance-assurance-initiative>.)
- Supported Compliance Advisors (aka Circuit Riders) to assist and train about 100 small public water systems and 50 wastewater treatment facilities in areas with environmental justice concerns.
- Developed an innovative enforcement and compliance approach for the American Innovation and Manufacturing (AIM) Act rule published October 5, 2021 to phase down the use of hydrofluorocarbons (HFCs) and protect the climate by detecting, deterring, and disrupting any attempt to illegally import, produce, or use HFCs.
- Issued 457 actions to stop the importation of unregistered or misbranded products making false claims of effectiveness against COVID-19. Worked with Customs and Border Protection as part of a COVID-19 Fraud Initiative, with four defendants sentenced for violating the Federal Insecticide, Fungicide, and Rodenticide Act (FIFRA).
- Civil actions resulted in \$8.47 billion in injunctive relief, \$1.06 billion in penalties, 285 million lbs of pollutants reduced, and 7.58 billion lbs of waste properly managed. Criminal cases secured \$22 million in penalties, 28 years of incarceration, and charges against 105 defendants. Oversaw open consent decrees with over \$78 billion of injunctive relief.
- National Initiative Accomplishments:
 - *Clean Water*: Reduced the Clean Water Act National Pollutant Discharge Elimination System (NPDES) significant noncompliance rate from 16.4% to 12.6%.
 - *Stopping Aftermarket Defeat Devices for Vehicles and Engines*: Resolved 51 tampering and aftermarket defeat device cases, a 37% increase from FY 2020.
 - *Safe Drinking Water*: Evaluated 10% of Large Systems for compliance through inspections and/or off-site desk audits. Trained and credentialed more than 60 inspectors nationwide.

Challenges:

- COVID-19 has adversely affected many of EPA’s enforcement activities.
- Despite continued efforts, in FY 2021, ~21 million Americans consumed water provided by a Community Water System with at least one health-based violation and ~3,100 systems violated one or more health-based drinking water standards at some point during the year.
- EPA continues to identify state data issues (e.g., definition, entry, completeness) and issues with transferring data from state to EPA systems.

Long-Term Performance Goal - By September 30, 2022, reduce the average time from violation identification to correction²¹.

Annual performance goals that support this long-term performance goal:

(PM 444) Percentage of EPA inspection reports timely completed and sent within 70 days of inspection.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target						75	Percent	Above Target	
Actual					83	85			
Numerator					4,177	1,940	Reports		
Denominator					5,037	2,287			

Key Takeaways:

- Ongoing cooperation between EPA headquarters and regional offices continues to ensure that inspection reports completed by EPA are sent to facilities within 70 calendar days of an inspection.

Metric Details: This measure tracks the percentage of inspection reports completed by EPA and sent to the facility within 70 calendar days of an inspection. Improving the timeliness of these activities allows the facility to more quickly address compliance issues. The 75% goal recognizes that it may not always be possible or appropriate to provide an inspection report within 70 days because of the nature and complexity of the compliance and enforcement program. The baseline for this measure is 46% at the beginning of FY 2019.

(PM 436) Number of open civil judicial cases more than 2.5 years old without a complaint filed.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target				129	120	99	Cases	Below Target	
Actual				94	74	66			

Key Takeaways:

- Ongoing, close cooperation between EPA headquarters, regional offices, and the Department of Justice (DOJ) continues to ensure the most challenging cases move toward resolution at an appropriate speed, more quickly returning violators to compliance and supporting increases in pounds of pollutants reduced and pounds of waste managed. EPA headquarters, regional offices, and DOJ are also collaborating on best practices to ensure timely conclusion of cases.

Metric Details: This measure represents the number of open civil judicial cases (excluding Superfund, bankruptcy, collection action, and access order cases) that are more than 2.5 years old without a complaint filed. The average time from referral to complaint for a complaint filed between FY 2013 and FY 2017 was 2.5 years. The baseline for this measure is 129 cases that were more than 2.5 years old without a complaint filed as of June 30, 2018.

²¹ As a proxy, EPA is measuring the number of all referred no complaint filed (RNCF) civil judicial cases that are more than 2.5 years old. EPA is working in close cooperation with the U.S. Department of Justice to ensure that cases move toward resolution at an appropriate speed in order to more quickly return violators to compliance. (Footnote updated from FY 2018-2022 EPA Strategic Plan published February 12, 2018.)

Long-Term Performance Goal - By September 30, 2022, increase the environmental law compliance rate²².

Annual performance goal that supports this long-term performance goal:

(PM 446) Quarterly Percentage of Clean Water Act National Pollutant Discharge Elimination System (NPDES) permittees in significant noncompliance with their permit limits.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction
Target						12.7	Percent	Below Target
Actual			20.3	17.1	16.4	12.6		
Numerator			8,310	7,015	6,941	5,330	Permittees	
Denominator			40,944	41,085	42,334	42,429		

Key Takeaways:

- Reduced the NPDES significant noncompliance (SNC) rate to 12.6% from the FY 2018 baseline of 20.3%.
- This success is the result of an all-in effort with EPA and states. EPA and each NPDES-authorized state meet every quarter to discuss the state’s SNC rate as well as high-priority SNC cases and ways to resolve them.
- Worked closely with selected states with significant data completeness problems to resolve data issues that produce SNC cases, and developed compliance assistance resources such as a webinar series for permittees.

Metric Details: This measure tracks the NPDES SNC/Category 1 noncompliance rate among individually permitted major and non-major (minor) NPDES permittees during the last quarter of the fiscal year. NPDES SNC/Category 1 noncompliance identifies a specific level of violation, based on duration, severity, and type of violation, and is assessed quarterly. The numerator counts major and minor permittees that were in SNC/Category 1 noncompliance during the last quarter of the fiscal year. The denominator includes all active individually-permitted NPDES permittees (except permittees for which there is insufficient permit data/compliance tracking status in ICIS-NPDES for the data system to evaluate SNC status). The FY 2018 baseline of 20.3% represents an average based on four quarters of data.

Other Core Work supporting Objective 3.1

Annual performance goal:

(PM 434) Millions of pounds of pollutants and waste reduced, treated, or eliminated through concluded enforcement actions.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction
Target			325	325	325	325	Millions of Pounds	Above Target
Actual	62,223	461	810	347	2,058	7,864		

²² This concept will be piloted by focusing initially on decreasing the percentage of Clean Water Act (CWA) National Pollutant Discharge Elimination System (NPDES) permittees in significant noncompliance with their permit limits. (Footnote updated from *FY 2018-2022 EPA Strategic Plan* published February 12, 2018.)

GOAL 3: Greater Certainty, Compliance, and Effectiveness

Key Takeaways:

- A settlement resolving a Resource Conservation and Recovery Act case with US Magnesium resulted in a reduction of more than 7 billion pounds of hazardous waste, accounting for over 90% of the total in FY 2021.
- Targets for this measure are estimates based on cases in development and past results. Results in any given year are dependent on actual case outcomes, which are variable and difficult to predict. Annual totals are often influenced by a few large cases.

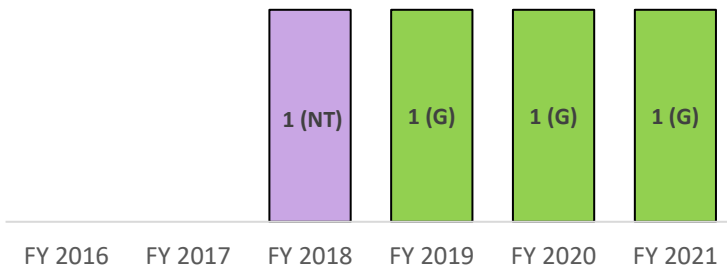
Metric Details: This measure combines estimated pounds of air, water, hazardous and non-hazardous waste, and toxics/pesticides pollutants reduced, treated, or eliminated through concluded enforcement actions. Prior to FY 2018, pounds of pollutants reduced, treated, or eliminated for different media were tracked using separate measures.

Objective 3.3 – Prioritize Robust Science: Refocus the EPA’s robust research and scientific analysis to inform policy making.

Performance toward target over time

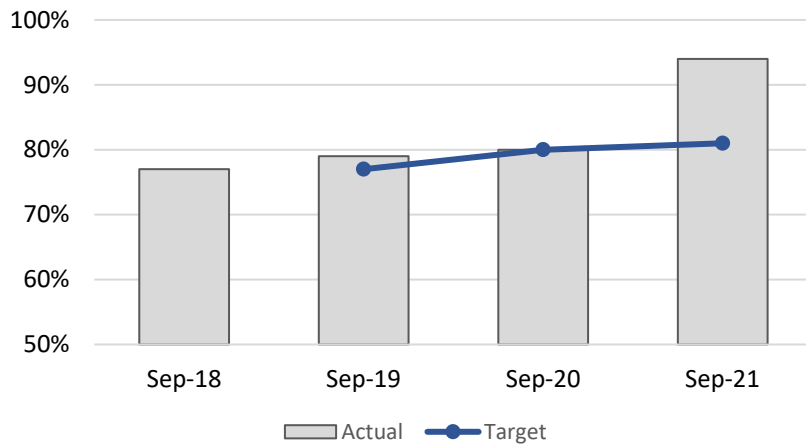
Number of measures by percent of target achieved

- 100% of target met (G)
- No target (NT)



Counts are of measures that exist in FY 2021. Chart does not include measures that previously existed but were eliminated prior to FY 2021.

Percentage of Research Products Meeting Customer Needs, Sep 2018 - Sep 2021



Summary of progress toward strategic objective:

- The FY 2021 customer satisfaction survey found that 93% of products delivered by EPA’s Office of Research and Development (ORD) met partner needs (see graph at lower left).


Challenges:

- The COVID-19 pandemic has forced most of the ORD workforce into full-time telework in order to protect the health and safety of staff members. This has resulted in a slowdown of certain portions of ORD’s in-lab research. ORD is continuing to evaluate the risks posed by COVID-19 in order to fulfil its research obligations. Despite this challenge, in FY 2021, 82% of ORD’s regional labs met the sample analysis timeliness target (each Regional Lab sets its own target that is greater than or equal to 80% each month). These services directly support the work of EPA programs and local, state, and tribal agencies. Timeliness is a key factor in measuring laboratory efficiency.
- ORD faces a challenge in sustaining a suitably trained and skilled workforce. As of October 2021, 25.7% of ORD career staff are retirement eligible. ORD continually works to improve hiring efficiencies and implement leadership succession planning.
- ORD’s work is threatened by aging equipment and facility infrastructure. In FY 2020, ORD stood up a new organization, the Research Support and Compliance Division (RSCD), to mitigate infrastructure and facility risks. Throughout FY 2021 RSCD has led repair and improvement projects to address aging infrastructure concerns and their impact on research.

Long-Term Performance Goal - By September 30, 2022, increase the percentage of research products meeting customer needs²³.

Annual performance goal that supports this long-term performance goal:

(PM RD1) Percentage of Office of Research and Development (ORD) research products meeting partner needs.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target			No Target Established	77	80	81	Percent	Above Target	
Actual			77	79	80	94			
Numerator			171	154	120	60	Products		
Denominator			222	196	150	64			

Key Takeaways:

- Products evaluated in FY 2021 that met customer needs included: an updated version of EPA’s Computational Toxicology (CompTox) Chemicals Dashboard, which integrates available information to help decision-makers and scientists quickly and efficiently evaluate thousands of chemicals; a series of scientific and regulatory support products developed to support EPA’s regulatory air dispersion model AERMOD; and products that contributed to the development of EPA’s Toxicity Forecaster (ToxCast), a research project to identify and prioritize potentially toxic chemicals using rapid, automated tests called *in vitro* assays.
- There has been a downward trend in the number of products being evaluated from FY 2018 through FY 2021. This trend is due to several factors including the refinement of eligibility criteria for ORD products being evaluated, specific drivers within the current ORD Strategic Research Action Plan (StRAP), and the impacts that COVID-19 has had on product research and development.

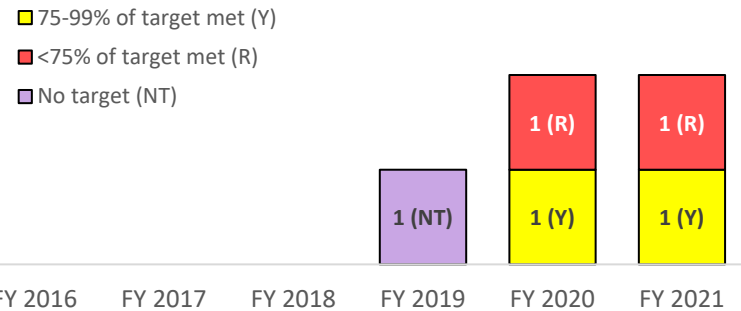
Metric Details: Partner satisfaction is evaluated through a robust survey process. The annual survey engages key users of ORD products. Survey respondents evaluate the scientific rigor of research products (quality), product relevance (usability), and timeliness of product delivery. Each year, 50 products are randomly selected from the universe of products identified as delivered during the previous fiscal year in the Research Approval Planning Implementation Dashboard RAPID to be the focus of the survey. Respondent assessments of the 50 products are extrapolated to the total universe of products to determine the numerator. The denominator is the universe of products (64 in FY 2021). The FY 2021 survey was provided to 250 federal and 64 non-federal respondents and had a 66% response rate. The survey results are estimated at a 90% confidence interval of ±10 products.

²³ Measure text updated from “By September 30, 2022, increase the number of research products meeting customer needs.” (Footnote updated from *FY 2018-2022 EPA Strategic Plan* published February 12, 2018.)

Objective 3.4 – Streamline and Modernize: Issue permits more quickly and modernize our permitting and reporting systems.

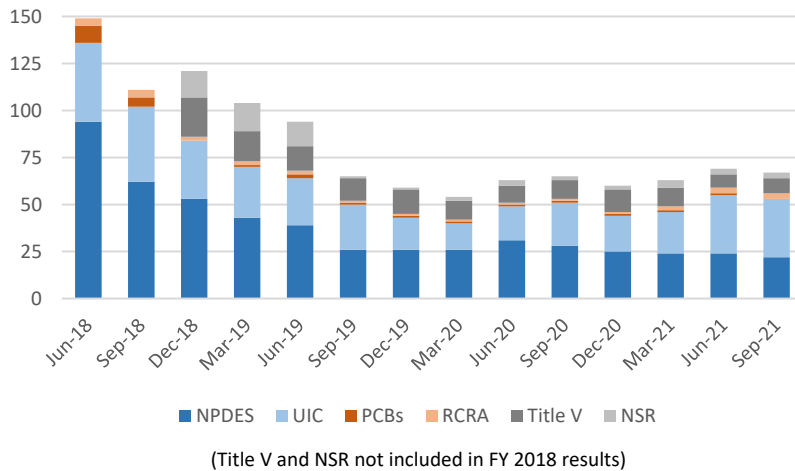
Performance toward target over time

Number of measures by percent of target achieved



Counts are of measures that exist in FY 2021. Chart does not include measures that previously existed but were eliminated prior to FY 2021.

**Number of New Permit Applications in Backlog
Jun 2018 - Sep 2021**



Summary of progress toward strategic objective:

- Missed FY 2021 targets but sustained progress from previous years. New permit backlog is down 65% since June 2018, and existing permit backlog is down 34% since May 2019.
- Launched agencywide community of practice for environmental justice and civil rights in permit decisions, to promote more equitable outcomes in overburdened communities.
- Issued complex Clean Water Act National Pollutant Discharge Elimination System (NPDES) permits by resolving issues related to per- and polyfluoroalkyl substances (PFAS) (nine permits); Endangered Species Act approvals (six permits); Total Maximum Daily Loads (nine permits); and state consultation on federal dam projects (four permits). EPA Region 1 issued general permits for small wastewater treatment plants and aquaculture facilities, which will cover 40 and 11 backlogged permits, respectively. These efforts will also help prevent future permits from becoming backlogged.
- Provided training and technical assistance for NPDES permit writers on whole effluent toxicity, stormwater, combined sewer overflows (CSOs), and nutrients.
- The Underground Injection Control (UIC) Program continued its efforts to streamline the permit process and made sustained success in Class III (injection wells). The Program created checklists to encourage complete applications and expedite EPA review, and a comment response library for collaboration among EPA Regions. The Program also provided support to EPA Regions 3 and 9 for processing large numbers of comments received on draft permits. This support has greatly expedited comment response.
- Improved the Exchange Network Grants process by making significant changes to the FY 2021 Solicitation Notice: removed confusing and redundant language; focused opportunities into three areas; and updated the evaluation criteria to align to the Agency’s Digital Strategy. Also streamlined application processing and award timeframes by 40%.

Challenges:

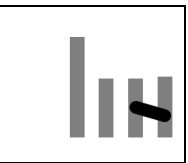
- Some NPDES permits are delayed due to missing information from permittees, extended public notice, and highly complex permitting issues.
- Some UIC permits are delayed due to the tribal consultation process, large volume of public comments, complicated sites, loss of experienced personnel, and delayed responses from permittees. In addition, the six-month timeframe is challenging for UIC Class I, III, V, and VI permits, which are complex due to different levels of engineering, subsurface geologic complexity, and detail in the information needed to make permitting decisions.
- All remaining backlogged Clean Air Act (CAA) New Source Review (NSR) permits are delayed due to environmental reviews from other federal agencies.
- Several CAA Title V operating permits are backlogged due to facilities either not withdrawing applications as expected, or altering their applications (ultimately changing the processing timeline).

Long-Term Performance Goal - By September 30, 2022, reach all permitting-related decisions within six months²⁴.

Annual performance goals that support this long-term performance goal:

(PM PE2) Number of new permit applications in backlog.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction
Target				No Target Established	33	24	Permits	Below Target
Actual			111	65	65	67		




Key Takeaways:

- Missed target due to a range of factors, including delayed information from permittees, complicated sites, emerging contaminants, large volume of public comments, loss of experienced personnel, and environmental reviews from other federal agencies. In addition, the six-month timeframe is challenging for certain types of complex permits.
- EPA’s headquarters and regional offices worked closely to resolve policy issues affecting permit issuance and train permitting staff.
- Eliminated the backlog of new Polychlorinated Biphenyls (PCB) permit applications by issuing a permit to a facility that had been operating under interim status for more than 30 years.

Metric Details: This measure tracks the sum of new permit applications that are over six months old (for NPDES, UIC, Resource Conservation and Recovery Act [RCRA] and Polychlorinated Biphenyls [PCBs]) and complete NSR and new Title V permit applications that have been pending for longer than the statutory timeframes (12 and 18 months, respectively). The time for a permitting-related decision is calculated from the date of receipt of a permit application (or the receipt of a complete application for NSR and Title V) to the date of a permit decision. The baseline for this measure is 149 new permit applications in backlog as of June 30, 2018. The baseline and FY 2018 actual do not include NSR or Title V permits. This measure tracks progress toward a FY 2020-2021 Agency Priority Goal (APG).

(PM PE3) Number of existing permit applications in backlog.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction
Target					313	256	Permits	Below Target
Actual				417	384	318		



Key Takeaways:

- Missed target due to the NPDES workload in EPA Region 1, which has 60% of the agencywide backlog of existing permit applications due to two states without delegated programs for NPDES permits. Region 1 met its internal target to make 36 permit decisions and issued a general permit for small wastewater treatment plants under which 40 of the current backlogged facilities are eligible for coverage.

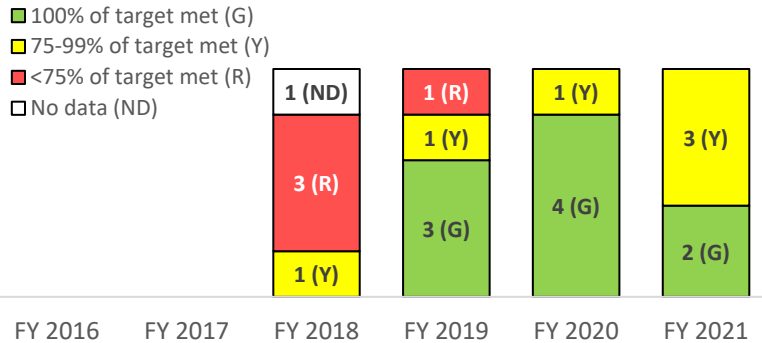
Metric Details: This measure tracks the sum of: (1) existing NPDES, RCRA and PCBs permits that have passed their expiration date and are awaiting reissuance; (2) existing UIC permits that have passed their expiration date and have an application that is over six months old; and (3) existing Title V permits that have passed their expiration date and have a complete application that has been pending for longer than the statutory timeframe (18 months). The baseline for this measure is 479 existing permits in backlog as of May 31, 2019. This measure tracks progress toward a FY 2020-2021 APG.

²⁴ Baseline is 149 new permit applications in backlog as of June 30, 2018, and 479 existing permits in backlog as of May 31, 2019. (No footnote in *FY 2018-2022 EPA Strategic Plan*.)

Objective 3.5 – Improve Efficiency and Effectiveness: Provide proper leadership and internal operations management to ensure that the Agency is fulfilling its mission.

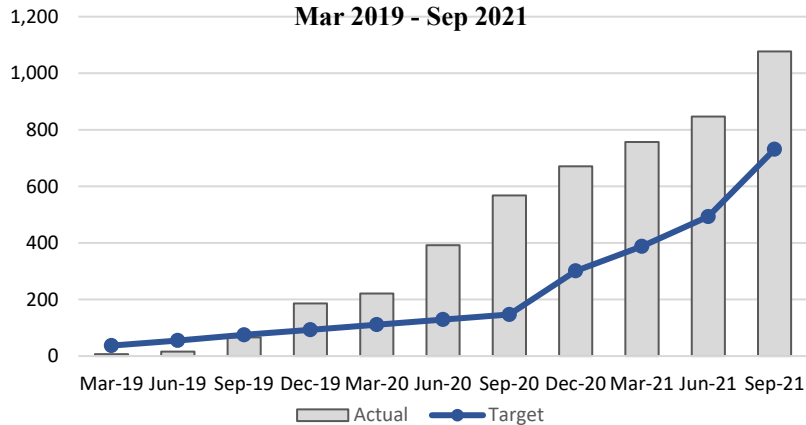
Performance toward target over time

Number of measures by percent of target achieved



Counts are of measures that exist in FY 2021. Chart does not include measures that previously existed but were eliminated prior to FY 2021.

Cumulative Number of Operational Processes Improved, Mar 2019 - Sep 2021



Summary of progress toward strategic objective:

- Developed agencywide COVID-19 guidance, workforce safety plan, FAQs, and a mechanism to collect employee vaccination attestation.
- Finalized the 2021-2025 Grants Management Plan and incorporated equity and environmental justice considerations into the grants process. Deployed Next Generation Grants System.
- Identified and assessed cybersecurity tools, gaps, and redundancies to enable improvements to enterprise security environment.
- Deployed the user friendly, automated employee performance management system USA Performance and implemented robust training for all employees.
- Updated certificates on 13,000+ USAAccess Homeland Security Presidential Directive (HSPD)-12 compliant Personal Identify Verification (PIV) cards, maintaining secured and assured logical access to Agency systems and physical access to EPA facilities.
- Developed EPA’s first set of Evidence Act deliverables, including Full Draft of the Learning Agenda, Capacity Assessment, FY 2023 Annual Evaluation Plan, and a Policy for Evaluations and Other Evidence-Building Activities incorporating scientific integrity principles.
- Leveraged continuous improvement efforts which resulted in improving 507 Agency processes and implementing 4,172 employee ideas.
- Received a clean opinion on EPA’s Consolidated Financial Statements for the 22nd consecutive year.
- Continued modernizing Agency financial management systems and tools which resulted in the increased use of the Invoice Processing Platform to process 91% of contract invoices and enabling the Agency to project payroll within 1% of FY 2021 need.

Challenges:

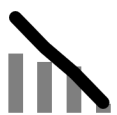
- Faced challenges in space release projects as a result of the ongoing COVID-19 pandemic, which resulted in delays of several major planned space releases and prevented EPA from meeting its annual performance target.
- Despite missing the FY 2021 performance target, EPA continued to show progress in contract actions awarded within Procurement Action Lead Time (PALT) standards. However, a number of complex contract actions that carry longer PALT timeframes remain.
- Maintaining legacy financial data in perpetuity adds cost and complexity to system and reporting modernization and upgrade projects, and sometimes requires specialized staff training.

Long-Term Performance Goal - By September 30, 2022, reduce unused office and warehouse space by 850,641 square feet²⁵.

Annual performance goal that supports this long-term performance goal:

(PM FA1) Reduction in EPA Space (sq. ft. owned and leased).

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction
Target			241,000	163,626	100,821	26,017	Square Feet	Above Target
Actual			149,278	128,150	116,425	22,455		



Key Takeaways:

- Faced challenges in this area as a result of the ongoing COVID-19 pandemic, primarily construction delays, which delayed several major planned space releases. Additionally, EPA faced a steep learning curve in disposing of EPA properties with residual contaminants, which resulted in delays. However, EPA’s learning in this area will support future space release efforts.
- Despite these challenges, EPA continues to make progress in this area and will release the Potomac Yards Facility in Virginia in Spring 2023, which will enable EPA to meet the long-term performance goal to release 850,641 square feet.

Metric Details: This measure tracks square feet of office and warehouse space released with data collected from EPA facility manager notifications, and reports generated when there is a modification to an Occupancy Agreement. Space consolidation efforts will result in EPA becoming a more efficient and effective Agency by reducing lease, utility, security and other facility management costs, which will enable the Agency to direct resources to core environmental work.

²⁵ Baseline is 5,264,846 square feet as of FY 2017.

Long-Term Performance Goal - By September 30, 2022, reduce procurement processing times by achieving 100% of procurement action lead times (PALT)²⁶.

Annual performance goal that supports this long-term performance goal:

(PM PR1) Percentage of contract actions processed within the Procurement Action Lead Time (PALT) Standards.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction
Target			SA: 75 CP: 65 FAA: 80	85	90	95	Percent	Above Target
Actual			SA: 70 CP: 88 FAA: 76	85	90	91		
Numerator			SA: 704 CP: 21 FAA: 3,038	9,269	10,575	11,230	Actions	
Denominator			SA: 1,007 CP: 24 FAA: 4,002	10,906	11,719	12,291		



Key Takeaways:

- EPA has made significant progress in reducing the number of contract actions that exceed PALT, primarily through the implementation of internal controls to screen contract actions for completeness prior to acceptance, putting in place a process to monitor pending actions, and additional training for the acquisition community across EPA.
- In the three years that EPA has been tracking this measure, the annual number of contract actions processed within PALT has increased by over 20% while the annual overall number of contract actions only increased by 13% due to the implementation of more efficient procurement request (PR) management strategies; EPA processed nearly 2,000 more actions within PALT in FY 2021 than in FY 2019.
- EPA is approaching a steady state after significantly reducing the PALT backlog where there are now diminishing returns; this recognizes that certain complex contract actions may require more review and processing time than the majority of actions.

Metric Details: This measure tracks the timeliness of the Agency’s processing of contract actions with data collected from EPA’s Acquisition System (EAS). Timeliness is measured in processing days from the date the PR is released in EAS to the date the contract is awarded. PALT Standards are outlined in Section 7.1.1 of the EPA Acquisition Guide. The purpose of these efforts is to make EPA a more efficient and effective Agency by reducing processing time and costs. Beginning in FY 2019, EPA has reported results for all acquisition categories against the September 30, 2018 baseline of 77% for all contract actions awarded within PALT. FY 2018 actuals were reported against a January 1, 2018 baseline of: 47% for Simplified Acquisitions (SA); 65% for Competitive Proposals (CP); and 67% for Funding and Administrative Actions (FAA).


²⁶ Baseline, as of September 30, 2018 is 77% for all contract actions awarded within PALT. (Footnote updated from *FY 2018-2022 EPA Strategic Plan* published February 12, 2018.)

Long-Term Performance Goal - By September 30, 2022, improve 250 operational processes.

Annual performance goal that supports this long-term performance goal:

(PM OP1) Number of operational processes improved.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction
Target			25	50	72	500	Operational Processes	Above Target
Actual			N/A	66	502	507		



Key Takeaways:

- The Agency established a new best by improving 507 processes in FY 2021 across its regions and programs.
- Improvements were made through various continuous improvement activities and problem-solving tools regularly used by front line staff and management.
- The process improvements helped drive innovation, improve operations, create a better customer experience, empower frontline staff and leverage leadership support.
- Staff and managers shared many improvements throughout the Agency, which helped teams in different offices increase their knowledge and benchmark and streamline their own processes.

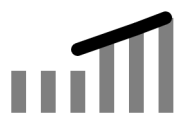
Metric Details: EPA is applying Lean principles to improve the efficiency and cost effectiveness of its operations. An operational process is a sequence of activities that results in the delivery of a service. A process improvement is counted if it is at least a 25% improvement over the baseline. Process improvements result from a variety of tools (e.g., visual management, A3s, kaizen events, other problem-solving activities) and include standard work (e.g., standard operating procedures) and use of visual management (visible placement of information and indicators that quickly convey/signal if a process is under control or abnormal, e.g., flow boards, performance boards, bowling charts) to assure sustainment of the improvement.

Long-Term Performance Goal - By September 30, 2022, increase enterprise adoption of shared services by four²⁷.

Annual performance goals that support this long-term performance goal:

(PM CF1) Number of administrative shared services.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction
Target			6	7	8	9	Shared Services	Above Target
Actual	4	4	4	7	8	9		



Key Takeaways:

- EPA fully implemented USA Performance, the U.S. Office of Personnel Management’s Employee Performance Management Shared Service in October 2020.
- USA Performance annually maintains over 14,000 performance plans electronically for EPA employees with increased automation, transparency, accountability, and availability over the previous paper form processes. Further, USA Performance utilizes secure, authenticated digital signatures, has built-in reporting features, and ensures compliance with Office of Personnel Management (OPM)-recommended and required Federal regulations.


²⁷ Baseline is four administrative systems/operations shared services in FY 2017. (Footnote updated from *FY 2018-2022 EPA Strategic Plan* published February 12, 2018.)

GOAL 3: Greater Certainty, Compliance, and Effectiveness

Metric Details: EPA will adopt federal shared services when supported by business case analyses. Federal shared services are shared across multiple federal agencies. Enterprise adoption of shared services ensures consistency and scalability in tools and services, enabling the Agency to standardize internal operational processes, control costs, and improve data quality. In FY 2019, EPA refined the scope of this measure to include only systems or services where federal shared service providers (FSSPs) were adopted, and to no longer include internal agencywide shared services. This revision resulted in a change to the baseline of existing shared services from five to four. The four administrative shared services in place as of the end of FY 2017 were: Human Resources Line of Business (Interior Business Center [IBC]/Federal Personnel and Payroll System [FPPS]), Payroll (IBC/PeoplePlus), Travel (Concur), and Financial Management (CGI Federal Inc./Compass Financials).

(PM CF2) Number of Agency administrative systems and system interfaces.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction
Target			24	22	22	19	Systems and Interfaces	Below Target
Actual		30	30	30	24	21		



Key Takeaways:

- EPA eliminated three administrative systems in FY 2021: two LotusNotes databases for Unliquidated Obligations (ULOs) and for Open Commitments and Recertification, and the Federal Managers Financial Integrity Act (FMFIA) tracking system. The systems moved to more cost-efficient oversight software, providing additional capability at no additional cost.
- EPA is on track to meet its overall target to eliminate 13 administrative systems by FY 2022.

Metric Details: This measure tracks the number of administrative systems or system interfaces EPA actively operates. Administrative systems support the execution of the Agency’s administrative functions such as accounting, grants management, and contracts management. System interfaces are connections among administrative systems where data are shared. Reducing the number of administrative systems or system interfaces has a positive impact on streamlining operational processes and drives the integration of financial transactions across multiple administrative systems, reducing manual entry, and improving data quality. EPA is working to reduce the number of administrative systems and system interfaces to more easily input and access data and standardize reporting as payment processing is moved to a federal shared service provider. In FY 2021, EPA retroactively added an administrative system that was not included in the original universe. FY 2017-2020 actuals have been adjusted to include the additional system.

GOAL 3: Greater Certainty, Compliance, and Effectiveness