United States
Environmental Protection Agency

FISCAL YEAR 2021

Justification of Appropriation Estimates for the Committee on Appropriations

Tab 13: Program and Performance Assessment

EPA-190-S-20-001

February 2020
www.epa.gov/ocfo

Environmental Protection Agency
FY 2021 Annual Performance Plan and Congressional Justification

Table of Contents – Program and Performance Assessment

FY 2019 Annual Performance Report

Introduction

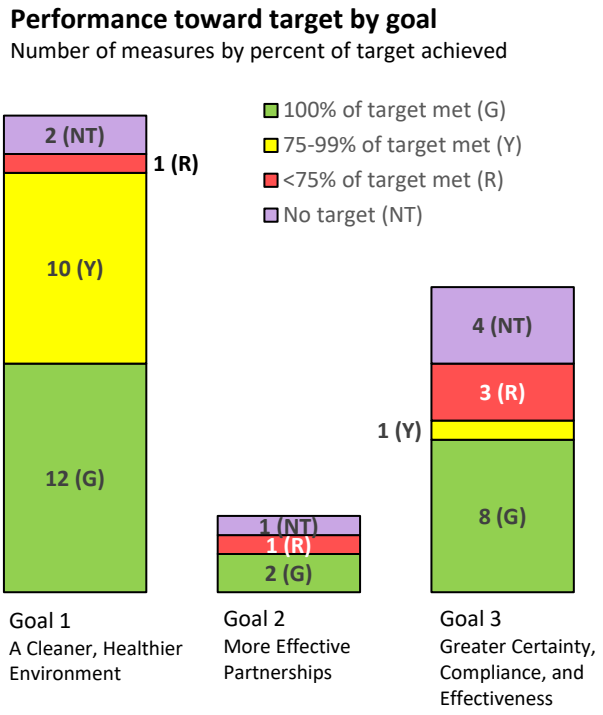
EPA's *FY 2019 Annual Performance Report* (APR) describes the second year of progress toward the strategic goals and objectives in the *FY 2018-2022 EPA Strategic Plan*, available at https://www.epa.gov/planandbudget/strategicplan. This APR presents results against the annual performance goals and targets in the Agency's *FY 2019 Annual Performance Plan (APP) and Congressional Justification (CJ)* as updated in the FY 2020 APP and CJ. Please also refer to EPA's *FY 2019 Agency Financial Report* (AFR), available at https://www.epa.gov/planandbudget/fy-2019-agency-financial-report, for information on financial performance results.

Organization of the FY 2019 APR

EPA's FY 2019 performance results and trend data are integrated throughout the FY 2021 APP and the CJ in the Budget Introduction, Goal Overviews, and Program Project Fact Sheets. The Program Performance and Assessment section (Tab 13) is the primary component of EPA's FY 2019 APR. This section also includes EPA's FY 2021 annual performance goal targets and any revisions to FY 2020 targets. This section is organized by strategic goal. For each strategic goal, there is a Goal-at-a-Glance Overview and a detailed multiyear table 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 Lean Management System (ELMS), a set of practices and tools that supports Agency employees in identifying and solving problems for optimal performance results.

FY 2019 Performance Data

FY 2019 Annual Performance Goal Results



For FY 2019, EPA reduced its number of annual performance goals (from 114 to 45) to focus on its most ambitious targets, including annualized long-term performance goals and measures representing key work areas that support those long-term performance goals. EPA met 58% of the targets in their entirety for annual performance goals with FY 2019 targets and data available (22 of 38). For 11 of its annual performance goals with FY 2019 targets and data available (29%), the Agency achieved between 75-99% of the target (including nine where the Agency achieved between 90-99% of the target). For five of its annual performance goals with FY 2019 targets and data available (13%), the Agency achieved less than 75% of the target.

In the *FY 2018-2022 EPA Strategic Plan*, EPA set ambitious targets. While EPA is making significant progress toward a broad range of policy outcomes, the Agency missed targets for 16 (of 38) annual performance goals that had FY 2019 targets and data available. Reasons for missed targets include delays in program implementation, the complexity of the environmental challenge, resource/staffing challenges, the lapse in government appropriations in December 2018 – January 2019, and other factors outside of the Agency's control (such as fewer requests than expected for EPA actions). In some areas with missed targets, the Agency nevertheless made significant improvements in its performance over recent years. EPA will continue to make progress toward its performance targets by applying ELMS to improve the efficiency and cost effectiveness of its operations. More detail is available throughout the report.

No FY 2019 results are available for four of the Agency's annual performance goals as of February 2020, due to data quality assurance/quality control processes, or no actions due during FY 2019. As additional results data are received for FY 2019 annual performance goals, the Agency will include the results in future APRs. Finally, FY 2019 results are reported for three of the Agency's annual performance goals for which no targets were established.

Fiscal Year 2018 Data Now Available

EPA received final results for one of the 16 annual performance goals with missing data at the end of FY 2018. EPA met the target in its entirety for that annual performance goal.[1] The Agency has no data for the other 15 annual performance goals because the methodology was not fully established in FY 2019,[2] no actions were due in FY 2018,[3] or the measures were discontinued.[4]

Verification/Validation of Performance Data

EPA maintains Data Quality Records (DQRs) to ensure consistency and quality of data used for annual performance goal reporting. These DQRs outline the results being measured; data sources and limitations; methods for calculating results; and controls to ensure good data quality. The Agency developed DQRs for all 26 of the long-term performance goals in the *FY 2018-2022 EPA Strategic Plan*, available at https://www.epa.gov/planandbudget/results.

FY 2018-2019 Agency Priority Goals

EPA met targets for three of the six FY 2018-2019 Agency Priority Goals (APGs) in the *FY 2018-2022 EPA Strategic Plan* (water infrastructure, environmental compliance, permitting decisions) and missed targets for three of the six APGs (redesignation of areas to air quality attainment, site cleanups, and chemical safety). Complete FY 2018-2019 APG Action Plans and Quarterly Progress Updates are available at https://www.performance.gov/EPA/APG_epa_1.html.

- **Improve air quality by implementing pollution control measures to reduce the number of nonattainment areas.** *By September 30, 2019, EPA, in close collaboration with states, will reduce the number of nonattainment areas to 138 from a baseline of 166.*

  Missed FY 2018-2019 target. As anticipated in APG quarterly updates, EPA missed the APG target of 138 remaining nonattainment areas by nine areas (the APG target was based on projections prior to FY 2018 – i.e., during calendar year 2017). Based on discussions with state, tribal, and local air agencies over the past year, EPA projected 146 of the 166

[1] PM 432: Percentage of Clean Water Act National Pollutant Discharge Elimination System (NPDES) permittees in significant noncompliance with their permit limits.
[2] PM SWP-01: Watersheds with surface waters not meeting standards (cumulative); PM ST1: Percentage of grant commitments achieved by states, tribes, and local communities; PM RG1: Percentage of legal deadlines met by EPA; and PM OP1: Number of operational processes improved.
[3] PM TSCA1: Number of final EPA-initiated TSCA risk evaluations completed within statutory timelines; and PM TSCA2: Number of final existing chemical TSCA risk management actions completed within statutory timelines.
[4] PM DV: Percent of measured air quality improvement in counties not meeting the NAAQS from the 2016 baseline; PM M92: Cumulative percentage reduction in the number of days with Air Quality Index (AQI) values over 100 since 2003, weighted by population and AQI value; PM NOX: Ozone Season emissions of nitrogen oxides (NOx) from electric power generation sources; PM S01: Remaining US Consumption of hydrochlorofluorocarbons (HCFCs), chemicals that deplete the Earth's protective ozone layer, measured in tons of Ozone Depleting Potential (ODP); PM NPDES-01: Percentage of high-priority state NPDES permits that are issued in the fiscal year; PM NPDES-02: Percentage of high-priority EPA and state NPDES permits (including tribal) that are issued in the fiscal year; PM 426: Number of compliance assurance actions in accordance with EPA's civil enforcement response policies: PM FO2: Percentage of FOIA requests completed within statutory deadlines; and PM PE1: Percentage of permitting-related decisions issued within 6 months.

nonattainment areas would remain at the end of FY 2019 (166 is the baseline number of nonattainment areas that was defined in the *FY 2018-2022 EPA Strategic Plan* in the beginning of FY 2018). At the end of FY 2019, 147 areas remained in nonattainment. However, work was also completed during FY 2019 to redesignate four additional areas that did not become effective until FY 2020 in October 2019. Looking ahead, EPA projects redesignating a total of 15 nonattainment areas by the end of FY 2020 (including the four redesignations that recently became effective in October 2019), which should reduce the remaining amount of nonattainment areas to 132 by September 2020. Overall, EPA is on track to meet its long-term performance goal of reducing the number of nonattainment areas to 101 by FY 2022.

- **Empower communities to leverage EPA water infrastructure investments.** *By September 30, 2019, EPA will increase by $16 billion the non-federal dollars leveraged by EPA water infrastructure finance programs (Clean Water and Drinking Water State Revolving Funds and the Water Infrastructure Finance and Innovation Act).*

  Met FY 2018-2019 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 $20.0 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 to meeting the APG, EPA met 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 success of this metric 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, 2019, EPA will make an additional 102 Superfund sites and 1,368 brownfields sites ready for anticipated use (RAU).*

  Missed FY 2018-2019 target. Over the two-year time period, EPA made 99 Superfund sites RAU, 97% of the two-year goal of 102 sites, and 1,771 brownfields sites RAU, 133% of the two-year goal of 1,368 sites.

  The Superfund Task Force released its final report in September 2019. Several recommendations were especially designed to advance progress toward RAU goals, including: ensuring that site-wide RAU performance measure information is up-to-date and readily accessible on the Superfund Redevelopment Initiative website (https://www.epa.gov/superfund-redevelopment-initiative) and expanding the list of confirmed site-wide RAU sites to include site reuse status (Rec 34); improving risk communication with communities and stakeholders at Superfund sites (Rec 40); enhancing engagement about cleanup actions at federal facilities (Rec 41); and engaging the National Environmental Justice Advisory Council, under which a working group developed a series of draft recommendations to identify barriers and opportunities related to cleanup and reuse of Superfund sites (Rec 42).

Over the two-year period, EPA used the ELMS deployment process and Lean techniques to reduce brownfields data entry backlogs. In addition to undertaking an effort to reduce the work package backlog, the Program established visual management practices and a standard operating procedure to contact closed grant recipients and update accomplishment data accordingly.

- **Meet new statutory requirements to improve the safety of chemicals in commerce.** *By September 30, 2019, EPA will complete in accordance with statutory timelines (excluding statutorily-allowable extensions): 100% of required EPA-initiated Toxic Substances Control Act (TSCA) risk evaluations for existing chemicals; 100% of required TSCA risk management actions for existing chemicals; and 80% of TSCA pre-manufacture notice final determinations.*

  Missed FY 2018-2019 target; some data not available because there were no statutory deadlines for TSCA risk evaluations or risk management actions in FY 2018-2019. Despite the continuing need for recruitment and training of new staff for critical work, EPA is on track toward meeting the long-term performance goals, with key milestones achieved or in progress. In FY 2019, EPA released draft risk evaluations for four of the 10 chemicals on the initial priority list (Pigment Violet-29, 1,4-Dioxane, Cyclic Aliphatic Bromide Cluster [HBCD], 1-Bromopropane), and expects to finalize all 10 evaluations in FY 2020. EPA also released for public comment proposed designations of 20 additional high-priority chemicals for risk evaluation, along with 20 low-priority chemicals that will not be evaluated at this time (the final designations are expected in FY 2020); and issued a proposed rule covering five Persistent, Bioaccumulative and Toxic (PBT) chemicals, with the final rule expected in December 2020.

  Although substantially improved from FY 2018, the performance rate of all TSCA pre-manufacture notice (PMN) final determinations completed within 90 days was 78% in FY 2019, slightly below the 80% target. Contributing factors included frequent submitter requests for suspensions of review, increased complexity of the review process under amended TSCA, and continuing need for recruitment and training of new staff. Given the positive year-over-year trend, EPA expects to meet the long-term performance goal to complete all PMN final determinations within 90 days by FY 2022. EPA expects improvement by applying findings from the Lean assessments completed in FY 2018 and FY 2019, introducing further information technology enhancements, and bringing additional staff on board.

- **Increase environmental law compliance rate.** *Through September 30, 2019, EPA will increase compliance by reducing the percentage of Clean Water Act (CWA) National Pollutant Discharge Elimination System (NPDES) permittees in significant noncompliance (SNC) with their permit limits to 25.7% from a baseline of 29.4%.*

  Met FY 2018-2019 target. EPA reduced the NPDES SNC rate from a FY 2018 baseline rate of 29.4% to 25.0% at the end of FY 2019, exceeding the APG target. To achieve this goal, the Agency established an EPA-state workgroup to develop and implement

approaches for reducing the SNC rate in areas where EPA and/or authorized states can have a significant impact. Building on initial workgroup efforts, the workgroup members from EPA and 15 state government agencies convened a national meeting in spring 2019 to work collaboratively on refining priority projects and longer-term implementation strategies to achieve the established targets. EPA and states identified multiple approaches for attacking this problem. Important over the two years of the APG was the effort to improve national NPDES Program data quality and completeness through increased permittee submission of monitoring reports and improved transfer of data from states. The Agency will continue efforts to reduce the NPDES SNC rate by a full 50% as an OECA FY 2020-2023 National Compliance Initiative.

- **Accelerate permitting-related decisions.** *By September 30, 2019, EPA will reduce by 50% the number of permitting-related decisions that exceed six months.*

  Met FY 2018-2019 target. EPA conducted comprehensive Lean business process improvement events to streamline and optimize the Agency's key permitting programs, reducing the number of permitting-related decisions that exceed six months by 53% in FY 2019 and 65% since June 2018, exceeding the 50% goal. Looking forward, EPA plans to: finalize a national strategy to eliminate the NPDES permit backlog; continue to identify NPDES permits that are delayed due to Endangered Species Act consultation, and actions that may be taken to streamline the process; and expand the scope of the APG to include backlogged air permits (measured against statutory timelines) and backlogged renewals for existing permits.

Evidence and Evaluation

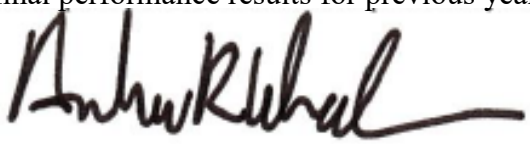
Summaries of program evaluations completed during FY 2019, and additional FY 2019 contributions to EPA's portfolio of evidence, are available at https://www.epa.gov/planandbudget/results. EPA uses program evaluations and other evidence to ensure programs are meeting Agency goals, to improve mission delivery, and to utilize evidence in decision making. Program evaluations and other evidence help EPA identify activities that benefit human health and the environment, provide the roadmap needed to replicate successes, and identify areas needing improvement. This is particularly important for fostering transparency and accountability.

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

THE ADMINISTRATOR

Reliability of the 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 2019 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 some of our performance measures for this reporting year. When possible, however, we have portrayed trend data to illustrate progress over time. We also report final performance results for previous years that became available in FY 2019.



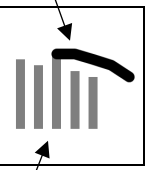
JAN 3 1 2020

Andrew R. Wheeler
Administrator

Date

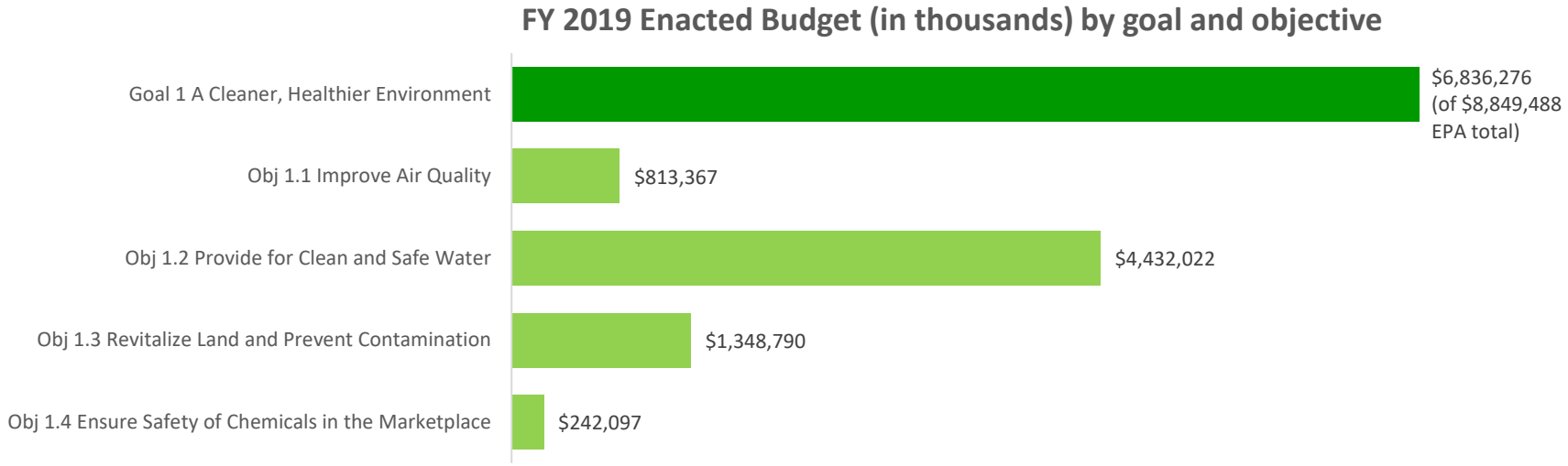
Key to Multiyear Table Annual Performance Goal Data Presentation

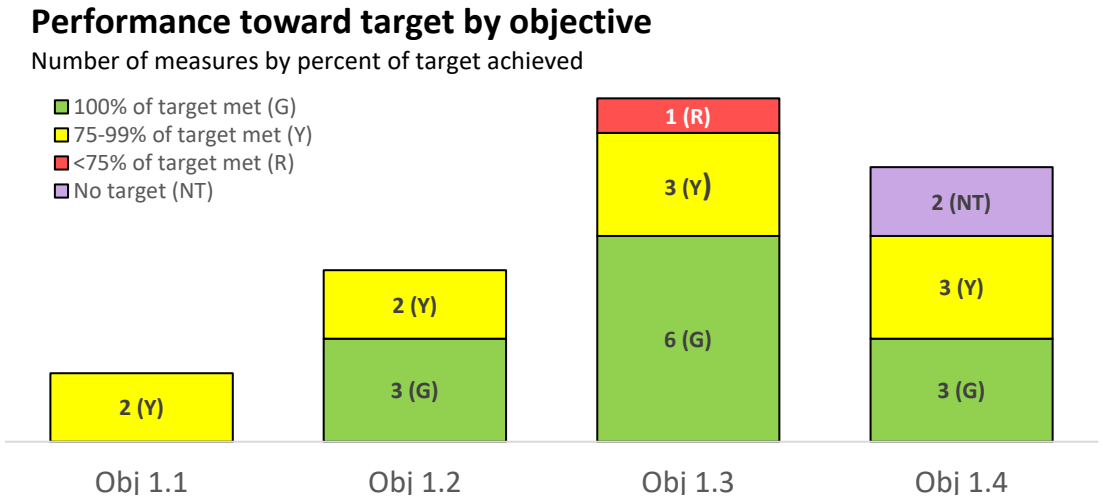
(PM #) Annual performance goal language here.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target			No Target Established	13	13	12	11	9	Sites	Increase	
Actual		12	11	13	10	9					

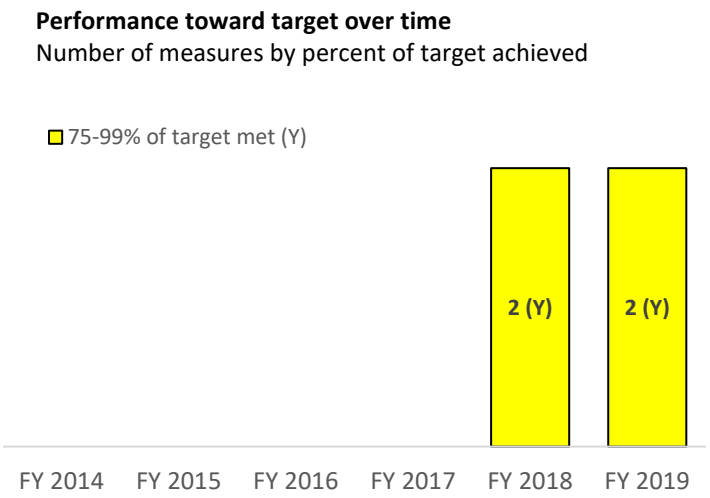
Goal 1 at a Glance

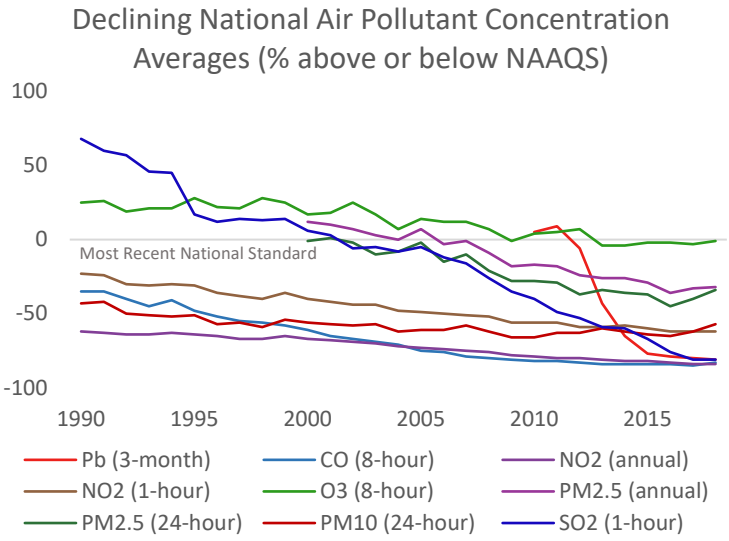
A Cleaner, Healthier Environment: Deliver a cleaner, safer, and healthier environment for all Americans and future generations by carrying out the Agency's core mission.





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.





Summary of progress toward strategic objective:

- Redesignated 12 areas to attainment for various National Ambient Air Quality Standards (NAAQS). Also took final action to redesignate four additional areas with effective dates that occurred in October 2019. EPA is on track to meet its long-term performance goal of 101 by FY 2022.
- For the 2016-2018 period, 80% of monitored counties in the U.S. met the 2015 ozone NAAQS, and 98% of monitored counties met the 2010 sulfur dioxide (SO2) NAAQS.
- Took timely action on State Implementation Plans (SIPs) consistent with Clean Air Act (CAA) deadlines and reducing the SIP backlog by working closely with state and local air agencies. Acted on over 360 SIPs, 165 of which were backlogged.
- Published Air Trends Report which shows combined emissions of six key pollutants dropped by 74%, while the U.S. economy grew more than three times between 1970-2018 (see graph on the lower left).
- Issued over 4,700 certificates of conformity for engines, vehicles, and complementary pieces of equipment allowing manufacturers to enter products into commerce in the U.S.
- Issued Automotive Trends Report on new light-duty vehicle data and auto manufacturers' performance in meeting national standards; demonstrating auto manufacturers' continued innovation to increase fuel economy and reduce pollution.
- Issued 4th Diesel Emissions Reduction Act Report to Congress showing 67,300 legacy diesel vehicles replaced/retrofitted since 2008.
- Delivered a reduction of 92% in SO2 and 84% in nitrogen oxides (NOx) emissions from 1990 levels through the Acid Rain Program and reduction of 91% in SO2 and 73% in NOx from 2005 levels through the Cross-State Air Pollution Rule.
- Issued Affordable Clean Energy rule to reduce carbon dioxide (CO2) emissions while providing affordable and reliable energy; EPA expects U.S. power sector CO2 emissions to fall by up to 35% below 2005 levels resulting in annual net benefits of $120-730M.
- Submitted Final Safer Affordable Fuel-Efficient Vehicles Rule to adjust national automobile fuel economy and greenhouse gas (GHG) emissions standards.
- Launched Cleaner Trucks Initiative to further decrease NOx emissions and help communities attain NAAQS while reducing regulatory burden to industry.
- Saved approximately 370B kWh of electricity and avoided $30B in energy costs with GHG emission reductions of 290M metric tons through ENERGY STAR.

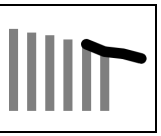
Challenges:

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

Long-Term Performance Goal - By September 30, 2022, reduce the number of nonattainment areas to 101[5].

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

(PM NA1) Number of Nonattainment Areas.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target					155	138	132	121	Nonattain-ment Areas	Below Target	
Actual	190	182	176	166	159	147					

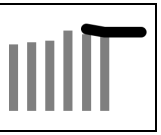
Key Takeaways:

- In FY 2019, EPA took final action on state requests to redesignate 16 nonattainment areas to attainment. The effective date for 12 of these areas occurred in FY 2019, and the effective date for four of those areas occurred in the first month of FY 2020.
- The original FY 2019 target of 138 was based on projections that were made prior to FY 2018. Based on additional analysis and discussions EPA held with air agencies, EPA expected to reach 146 remaining areas at the end of FY 2019.
- 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.
- Looking ahead, EPA will: (1) work with states to update FY 2020-2022 nonattainment area projections to identify which states intend to submit approvable redesignation requests; and (2) continue to encourage states with nonattainment areas that are eligible for redesignation to attainment to develop and submit approvable redesignation requests and accompanying 10-year maintenance plans, as required by the CAA.

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 a 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. This measure tracked progress toward a FY 2018-2019 Agency Priority Goal (APG) and tracks progress toward a FY 2020-2021 APG.

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

(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.

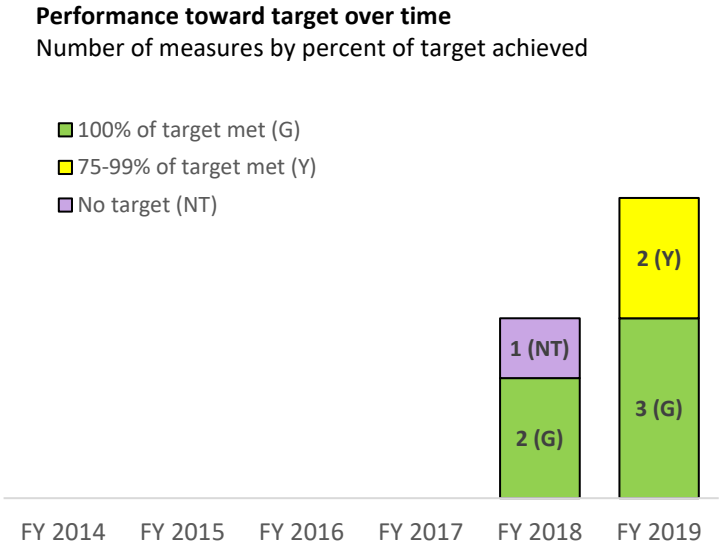
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target					5,200	5,000	5,000	5,000	Certificates	Above Target	
Actual	4,225	4,360	4,453	5,109	4,869	4,711					

Key Takeaways:

- The total number of certificates issued by EPA in FY 2019 was 158 less than in FY 2018 (when 4,869 certificates were issued) and reflects approximately 70 fewer manufacturer applications for certification.
- EPA strives to issue vehicle and engine certificates of conformity in a timely manner and in pace with the numbers of requests received.

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 dictated by the product planning of manufacturers and will fluctuate from year to year.

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.



Summary of progress toward strategic objective:

- Developed and issued EPA's comprehensive cross-agency Per- and Polyfluoroalkyl Substances (PFAS) Action Plan (https://www.epa.gov/sites/production/files/2019-02/documents/pfas_action_plan_021319_508compliant_1.pdf) to help states and communities address these emerging threats and protect the nation's drinking water.
- Continued implementation of the Federal Lead Action Plan (https://www.epa.gov/sites/production/files/2018-12/documents/fedactionplan_lead_final.pdf), including release of the State Lead Testing in School and Child Care Program Drinking Water Testing Grant implementation document describing requirements for states and territories.
- The Agency also proposed revisions to the Lead and Copper Rule.
- Successfully met $8 billion target for non-federal dollars leveraged by EPA water infrastructure finance programs. The Water Infrastructure Finance and Innovation Act (WIFIA) Program closed nine transactions for over $2.5 billion in loans to help finance nearly $6 billion in water infrastructure projects and create over 10,000 jobs.
- Reduced the backlog of new National Pollution Discharge Elimination System (NPDES) permit applications from 63 to 26, a 59% reduction, and reduced the backlog of NPDES permit renewals from 456 to 373, an 18% reduction.
- Reduced the number of square miles of watershed areas that contained impaired waters in 2018 by over 12,700 square miles.

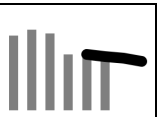
Challenges:

- Nutrient pollution and Harmful Algal Blooms continue to be a challenge. EPA is taking a multi-faceted approach to address nutrients, including coordination with U.S. Department of Agriculture on market-based approaches; efforts on affordable livestock manure recycling technology; a new water quality trading policy memorandum; Hypoxia Task Force investments in the Mississippi River/Atchafalaya River Basin; and workshops for state permit writers.
- The number of drinking water systems out of compliance with health-based standards increased in FY 2019 due to noncompliance with newer requirements. In addition to aging infrastructure, degredation of sources of drinking water, extreme weather events and accidental and intentional incidents continue to challenge drinking water systems.
- Drinking water systems, especially small systems, often have limited technical expertise to address operational issues. This contributes to violations for disinfection byproducts, which could result in lead in the distribution system.

Long-Term Performance Goal - By September 30, 2022, reduce the number of community water systems out of compliance with health-based standards to 2,700[6].

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

(PM DW-01) Community water systems out of compliance with health-based standards.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target					3,510	3,380	3,280	3,060	CWSs	Below Target	
Actual	4,682	5,050	4,817	3,508	3,480	3,547					

Key Takeaways:

- Over 93% of the population served by community water systems (CWSs) received drinking water that meets all health-based standards.
- While over 50% (1,982/3,508) of the systems out of compliance in FY 2017 returned to compliance as of September 2019, the total number of CWSs with a health-based violation increased to 3,547 in FY 2019 due to new violations of the Stage 2 Disinfection By-Product Rule, Ground Water Rule, and Revised Total Coliform Rule.
- To address compliance challenges, EPA continues to implement countermeasures such as conducting trainings for states and systems, conducting file reviews at the state to help states make accurate compliance determination, and providing technical assistance to state staff to address compliance problems.
- EPA, in addition to providing Public Water System Supervision grants to all states, is dedicating additional resources in Regions 6 and 7 whose states comprise 36% of the national noncompliance of health-based violations. EPA will use these resources to address the underlying compliance challenges in these states by providing direct technical assistance to systems in violation.

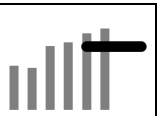
Metric Details: This measure tracks CWSs out of compliance with the health-based National Primary Drinking Water Regulations (Maximum Contaminant Level or treatment technique) during any part of the year. A CWS is a public water system that supplies water to the same population year-round. There are 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) Number of non-federal dollars leveraged by EPA water infrastructure finance programs (CWSRF, DWSRF and WIFIA).

	FY 2014	FY 2015	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	5.6	5.3	8.1	8.6	9.7	10.3					

Key Takeaways:

- In FY 2019, EPA leveraged more than $10.3 billion in non-federal dollars, increasing the funds available to improve, repair and modernize the nation's water infrastructure. This exceeded the $8 billion goal and demonstrates the power of EPA's water infrastructure programs to leverage funding from non-federal resources.
- The Clean Water State Revolving Fund (CWSRF) and Drinking Water State Revolving Fund (DWSRF) Programs conducted final review in all 50 states and Puerto Rico. The state reviews are an opportunity for EPA to discuss national priorities with the state-run programs, including increasing the non-federal dollars leveraged by EPA water infrastructure finance programs.

Metric Details: Combined, the three primary water infrastructure programs, DWSRF, CWSRF, and WIFIA Program, represent the largest federal source of funds to address this critical component of our nation's drinking water and clean water infrastructure. 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. Targets represent annual increments needed to reach the long-term performance goal by FY 2022. This measure tracked progress toward a FY 2018-2019 Agency Priority Goal (APG) and tracks progress toward a FY 2020-2021 APG.

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 miles[8].

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

(PM SWP-01) Watersheds with surface waters not meeting standards (cumulative).

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	No Trend Data
Target					No Target Established	497,728	564,536	555,536	Square Miles	Below Target	
Actual					N/A	493,930					

[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.)

[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.)

Key Takeaways:

- Exceeded the Agency's ambitious target for reducing the square miles of watersheds with surface waters not meeting standards. Over 12,700 square miles of watershed area that contained impaired waters in FY 2018 are now meeting water quality standards.
- Improvements in EPA's Assessment, Total Maximum Daily Load (TMDL) Tracking and Implementation System (ATTAINS) allowed states to submit their integrated reports electronically and allowed EPA to automatically compile water quality data.

Metric Details: Beginning in FY 2020, this measure tracks the progress of 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. Progress will be evident by a downward trend in previously impaired waters attaining water quality standards. Water quality standards attainment means that (1) the impairments have been effectively removed; 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 to EPA their Integrated Report every two years, which includes information on the status of their waters, and state geospatial data are used to calculate results.

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

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	No Trend Data
Target								192,096	Square Miles	Below Target	
Actual											

Metric Details: This measure tracks the reduction in the baseline of 202,096 square miles of waters identified as impaired due to nutrients in a state Integrated Report as of August 30, 2019. Progress will be evident by a downward trend in previously impaired waters now attaining water quality standards. Water quality standards attainment means that (1) the impairments have been effectively removed; and (2) the waterbody now either fully supports the use or meets the water quality criterion for nutrients 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. There is no FY 2020 target because this is a new measure in FY 2021.

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

	FY 2014	FY 2015	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					
Numerator			8,822	14,045	33,194	48,544			Square Miles		
Denominator			101,141	99,424	99,415	94,806					

Key Takeaways:

- In FY 2019, 42 of 56 states and territories updated their long-term Clean Water Act (CWA) Section 303(d) Program vision priorities to better reflect shifting water quality needs and goals.
- In FY 2019, EPA continued to improve ATTAINS in order to automatically track and calculate alternative restoration or protection plan in place.

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. EPA does not expect the universe of waters associated with these long-term priorities to substantially change from FY 2016 to FY 2022. However, the Agency recognizes that some adjustments may be needed due to unforeseen circumstances or planning processes.

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

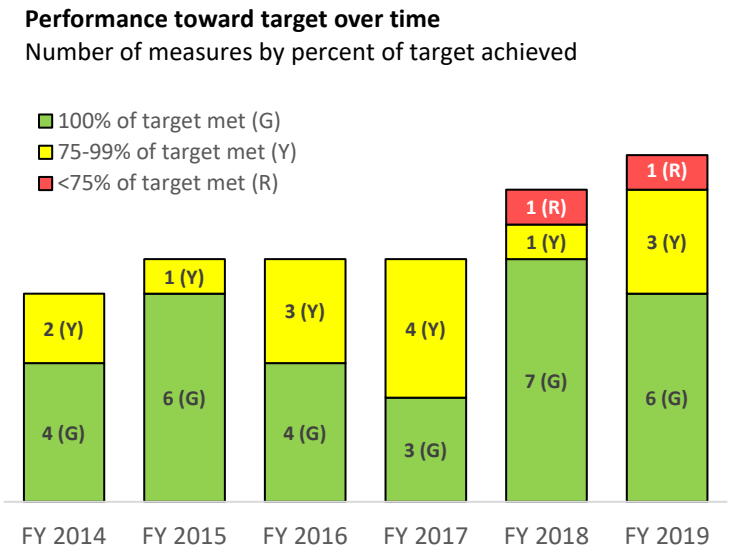
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	No Trend Data
Target						360	280	200	Permits	Below Target	
Actual					456	373					

Key Takeaways:

- EPA reduced its backlog of existing NPDES permits by 18% in FY 2019, narrowly missing the target, and by 32% from the high point in May 2018.
- Improving the timing for issuance and reissuance of NPDES permits provides greater certainty for the regulated community and ensures that permits reflect the most up-to-date requirements and scientific information to protect water quality across the nation.
- Business process improvements implemented in FY 2019 will facilitate reduction of the backlog and help the Program meet ambitious future year goals.

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. The CWA limits the length of NPDES permits to five years. However, a permit can be administratively continued if the facility has submitted an application for reissuance and EPA does not renew the permit before its expiration date through no fault of the permittee. This means that 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 or denial). 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.



Summary of progress toward strategic objective:

- The Superfund Task Force released its final report (https://www.epa.gov/superfund/superfund-task-force-recommendations-and-accomplishments) in September 2019. Over the past two years, EPA used the Task Force recommendations to accelerate Superfund cleanups, to expedite reuse and to institutionalize Task Force-related performance measures and lessons learned.
- Awarded more than $110 million in grants to brownfields communities. Leveraged $2.287 billion and 13,476 jobs through assessment, cleanup and redevelopment.
- In FY 2019, EPA successfully made sites Ready for Anticipated Use (RAU) under its cleanup programs: 48 Superfund site-wide RAU; 910 brownfields RAU; 127 Resource Conservation and Recovery Act (RCRA) RAU; 8,358 Leaking Underground Storage Tanks (LUST) RAU.

Challenges:

- Complex environmental problems, such as the presence or perceived presence of hazardous substances in soil, sediment and groundwater, persist at many contaminated properties, and their actual or perceived presence can threaten the health of American families and hamper economic redevelopment.
- The potential risks of reduced capacity for federal, state, tribal and local environmental land and emergency management programs drives EPA to develop operational improvements to increase effectiveness and efficiency. In FY 2019, the Agency used the EPA Lean Management System (ELMS) to target opportunities for progress and used measurement and collaboration to deliver continuous improvement; through ELMS, EPA addressed more than 25 different processes supporting cleanup programs.
- EPA's ambitious 11,200 end-of-year target for the number of LUST sites that meet risk-based standards for human exposure and groundwater migration has proven especially challenging. EPA has intensively engaged state partners to identify long-term strategies to meet the long-term performance goal by FY 2022. In FY 2019, LUST cleanups increased to 8,358 representing the first annual increase in such cleanups since FY 2013.
- Emerging contaminants present EPA with strategic risks, which can be a factor delaying cleanup timelines. To address these risks, EPA is applying developing science to update its sampling, analytic methods and guidance, as appropriate. The Agency also is implementing its Per- and Polyfluoroalkyl Substances (PFAS) Action Plan, which includes actions to: undertake rulemaking to designate and perfluorooctanoic acid (PFOA) and perfluorooctane sulfonate (PFOS) as hazardous substances, develop sampling and analytic methods on various PFAS analytes, and understand those analytes' toxic effects.

Long-Term Performance Goal - By September 30, 2022, make 255 additional Superfund sites ready for anticipated use (RAU) site-wide[9].

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

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

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target	55	45	45	45	51	51	51	51	Sites	Above Target	
Actual	45	45	41	43	51	48					

Key Takeaways:

- In FY 2018-2019, the cumulative total number of Superfund sites achieving site-wide RAU was 99, an accomplishment representing 97% of the two-year goal of 102 sites.
- By the end of FY 2019, EPA had designated 935 Superfund sites as having achieved site-wide RAU.
- A government funding lapse delayed work at sites.
- The Superfund Task Force released its final report in September 2019. To ensure integration of Task Force programmatic changes, EPA identified 15 performance metrics by which the Agency will evaluate its progress in implementing Task Force-related lessons learned.

Metric Details: The sitewide ready for anticipated use (SWRAU) measure tracks EPA's progress in cleaning up and preparing Superfund sites for reuse (both private and federal facility), while 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 [ROD]) 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, since FY 2014, non-NPL sites with SAA agreements. EPA's universe of sites that have met the SWRAU criteria has a net total of 935 sites, including 923 final and deleted NPL sites and 12 non-NPL sites with SAA agreements in place. As of the end of FY 2019 there were 1,338 final NPL sites and 48 non-NPL sites with active SAA agreements. Targets represent annual increments needed to reach the long-term performance goal by FY 2022. This measure tracked progress toward a FY 2018-2019 Agency Priority Goal (APG) and tracks progress toward a FY 2020-2021 APG.

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

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target	115	105	105	105	95	95	80	80	Projects	Above Target	
Actual	115	104	105	97	87	89					

Key Takeaways:

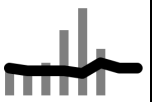
- The performance results reflect a variety of challenges, including the universe of remaining sites' complexity, emerging contaminants and changing screening/toxicity values.
- More than 68% of remedial action project completions (RAPCs) over the last five years were federal facility and Potentially Responsible Party (PRP)-lead projects; EPA is dependent on remedial action work performed by third parties at these sites. Also, over the last five years EPA-funded teams performed work on more than 31% of RAPCs.

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

- Challenges include limited construction seasons, reduced work force (attrition), uncertain remedial action funding and unpredictable weather-related events/disasters (e.g., hurricanes, fires).
- EPA updated the FY 2018 actual from 86 to 87, due to a data correction.

Metric Details: 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 regional RAPC data in SEMS.

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

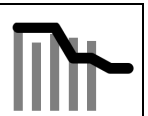
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target	10	9	9	9	8	12	10	10	Sites	Above Target	
Actual	9	10	12	24	32	17					

Key Takeaways:

- Pursuant to Superfund Task Force recommendations, EPA maintained an elevated national emphasis on sites where human exposure was not under control; the Task Force's attention on these sites contributed to FY 2019 achievements.

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. It is important to note that fiscal year 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., vapor intrusion) or contaminant is discovered, and a reasonable expectation exists that people could be exposed or that there is insufficient data to make such a determination until further investigation takes place.

(PM 137) Number of Superfund removals completed.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target		275	275	275	175	175	141	141	Removals	Above Target	
Actual		278	226	255	242	233					

Key Takeaways:

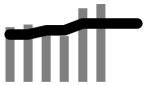
- EPA responds to threats as they arise; targets reflect best professional estimates.
- The experience and expertise of EPA's On-Scene Coordinators allows the Agency to quickly and effectively respond to emergencies as they occur.

Metric Details: This measure is a tabulation of 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 RAU[10].

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

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

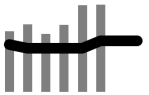
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target	550	550	600	600	684	684	684	684	Sites	Above Target	
Actual	639	668	547	531	861	910					

Key Takeaways:

- In FY 2018-2019, the cumulative total for brownfields RAU was 1,771 sites, which is 133% of the two-year APG of 1,368 sites.
- From FY 2006 through FY 2019, 7,741 brownfields properties/sites were made RAU. EPA continued a data cleanup initiative that allowed the Agency to exceed this year's target. This initiative reduced the data backlog and will ensure timely reporting of future data.
- Results are dependent on many factors outside of EPA's control, and are influenced by market conditions and community decisions.

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 is expected to result in additional sites available for productive reuse, while also helping to quantify the impact of funding from EPA's Brownfields Program. Targets represent annual increments needed to reach the long-term performance goal by FY 2022. This measure tracked progress toward a FY 2018-2019 APG and tracks progress toward a FY 2020-2021 APG.

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

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target	1.2	1.1	1.1	1.1	1.1	1.3	1.3	1.3	Billions of Dollars	Above Target	
Actual	1.54	1.71	1.47	1.7	2.2	2.3					

Key Takeaways:

- EPA continued a data cleanup initiative that allowed the Agency to exceed this year's target. This initiative reduced the data backlog and will ensure timely reporting of future data.
- Results are dependent on many factors outside of EPA's control, and are influenced by market conditions and community decisions

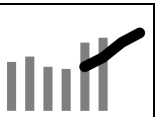
Metric Details: This measure tracks the number of additional dollars leveraged by assessment or cleanup activities conducted with EPA brownfields funding, as reported by cooperative agreement recipients at a specific property into the ACRES database.

[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 RAU[11].

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

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

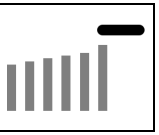
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target					75	91	117	133	Facilities	Above Target	
Actual	84	93	75	72	117	127					

Key Takeaways:

- In FY 2018-2019, the cumulative total for RCRA RAU was 244 sites, which is 147% of the two-year goal of 166 sites.
- EPA exceeded the target through improved data processing for previously unlogged sites.
- By the end of FY 2019, 1,476 RCRA corrective action facilities had been made RAU site-wide.

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. Targets represent annual increments needed to reach the long-term performance goal by FY 2022. EPA increased the FY 2020 target from 107 to 117 based on recent results.

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

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target						98	98	98	Facilities	Above Target	
Actual	56	60	64	67	70	80					

Key Takeaways:

- EPA made progress in FY 2018 and FY 2019 by applying Lean improvements to the RCRA Facilities Investigation (RFI) and Remedy Selection processes.
- EPA did miss its ambitious target for FY2019. As part of the ELMS process, EPA is working to develop regional strategies to address process issues and share lessons learned.

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 RCRAInfo 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*.)

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

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target					64	64	105	105	Facilities	Above Target	
Actual	110	100	89	125	109	124					

Key Takeaways:

- EPA achieved 124 permit renewals which was 194% the FY 2019 target of 64.
- At the end of FY 2019, 992 (74%) of a universe of 1,330 permitted facilities had up-to-date permits.

Metric Details: This measure tracks RCRA hazardous waste permit renewals or clean-closures in the universe of permitted facilities using EPA's RCRAInfo system. 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 release. Proper standards for waste management can protect human health, prevent land contamination/degradation and other releases, and avoid future cleanups and associated costs. EPA increased its FY 2020 target from 64 to 105 as a result of efficiencies implemented. For example, EPA used Lean tools and ELMS to focus on reducing the permit backlog. As a result, some states and regions adopted new practices, such as pre-application meetings and earlier application deadlines, that led to permitting program efficiencies.

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

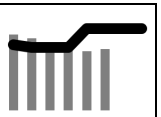
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	No Trend Data
Target								9,750	Actions	Above Target	
Actual											

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. There is no FY 2020 target because this is a new measure in FY 2021.

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 migration[12].

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

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

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target	9,000	8,600	8,600	8,600	11,200	11,200	11,200	11,200	Cleanups	Above Target	
Actual	10,393	9,869	8,977	8,775	8,128	8,358					

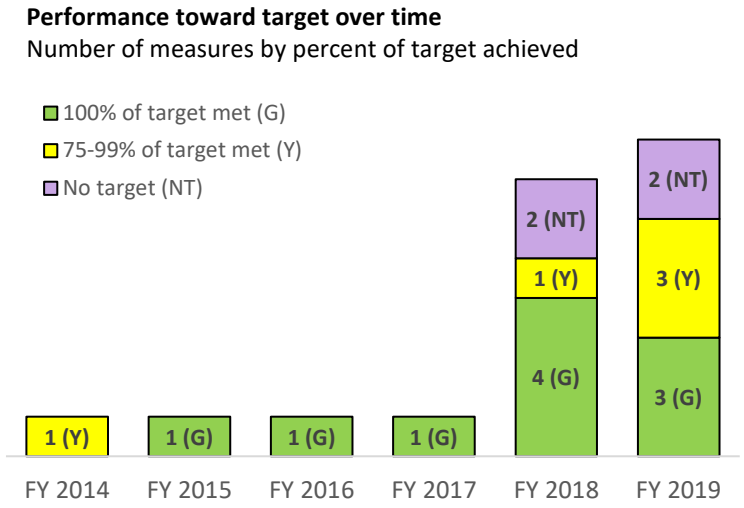
Key Takeaways:

- In FY 2018-2019, the cumulative total for LUST RAU was 16,486 sites, which is 74% of the two-year APG of 22,400 sites.
- The annual trend is increasing for the first time in six years; the last time the Agency saw an increase in cleanups from one year to the next was FY 2013.
- By the end of FY 2019, a total of 493,589 LUST cleanups had been completed, out of a cumulative universe of 550,897 confirmed releases. The national number of cleanups completed is at 90% of total identified releases since the beginning of the Program in 1988. In FY 2019, the cleanup backlog dropped from 64,093 to 57,308.
- As part of ELMS, EPA is working with the states to develop strategies to address issues regarding cleanup progress. The significant increase in backlog reduction is due to state data cleanup efforts in addition to strategies to increase cleanups.
- As the universe of available cleanups decreases, many of the remaining releases are ones with greater challenges such as a lack of responsible party, technically difficult cleanups, or lack of available funds.

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. 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. Targets represent annual increments needed to reach the long-term performance goal by FY 2022.

[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.



Summary of progress toward strategic objective:

- EPA continues to make progress toward all long-term performance goals, with key milestones achieved or in progress for TSCA chemical risk evaluations and risk management actions, and continued improvement on timely completion of pre-manufacture notice final determinations.
- Released the first major update to the TSCA Inventory in 40 years.
- Released draft risk evaluations for four of the 10 chemicals on the initial priority list; all 10 evaluations are expected to be finalized in FY 2020.
- Released for public comment the proposed designations of 20 high-priority chemicals for risk evaluation (along with 20 low-priority chemicals that will not be evaluated at this time); final designations are expected in FY 2020.
- Issued a proposed rule covering five Persistent, Bioaccumulative and Toxic (PBT) chemicals and is on track to issue the final rule by the statutory deadline of December 2020.
- Improved timeliness of pre-manufacture notice final determinations (78% completed within 90 days), while continuing to complete all final determinations within timeframes allowable by statute.
- Exceeded the annual target for both the number of Federal Insecticide, Fungicide, and Rodenticide Act (FIFRA)-mandated decisions completed and the number of draft risk assessments completed (completed 80 decisions, target is 75; completed 85 registration review draft risk assessments, target is 72).

Challenges:

- The new chemical review process under amended TSCA is complex, and the chemical risk evaluation process requirements are rigorous and data-intensive. EPA continues to apply findings from its FY 2018 and FY 2019 Lean activities—e.g., introducing further IT enhancements, recruiting and training additional staff. Given the positive year-over-year trend, EPA expects to meet its long-term performance goal by FY 2022.
- EPA fell short of the annual targets for reducing the Pesticide Registration Improvement Act (PRIA) registration decision timeframe (result of 686 days, target is 631) and percentage of PRIA decisions (registration actions) completed on time (result of 97.6%, target is 99%). EPA will focus on front-end processing of PRIA applications and the conventional new active ingredient process to reduce decision timeframes for new active ingredients.

Long-Term Performance Goal - By September 30, 2022, complete all EPA-initiated TSCA risk evaluations for existing chemicals in accordance with statutory timelines[13].

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 2014	FY 2015	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					

Key Takeaways:

- EPA continues to make progress toward the long-term performance goal, with key milestones achieved or in progress. EPA released draft risk evaluations for four of the 10 chemicals on the initial priority list (Pigment Violet-29, 1,4-Dioxane, Cyclic Aliphatic Bromide Cluster [HBCD], 1-Bromopropane), with all 10 evaluations expected to be finalized in FY 2020.
- EPA also released for public comment proposed designations of 20 additional high-priority chemicals for risk evaluation (along with 20 low-priority chemicals that will not be evaluated at this time); the final designations are expected in FY 2020.

Metric Details: This measure tracks new risk evaluation activity under TSCA, as amended in 2016 by the Frank R. Lautenberg Chemical Safety for the 21st Century Act. A risk evaluation is considered complete when the final risk evaluation is published in the Federal Register. The risk evaluation process is the second step, following prioritization and before risk management, in EPA's existing chemical process under TSCA. 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. 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 Program is operating under new statutory authority. EPA will initiate the next set of 20 risk evaluations in FY 2020 to be completed within the timeframe of three and a half years as anticipated by statute. FY 2019 and FY 2021 have targets of Not Applicable because there are no statutory deadlines in those years. This measure tracked progress toward a FY 2018-2019 Agency Priority Goal.

Long-Term Performance Goal - By September 30, 2022, complete all TSCA risk management actions for existing chemicals in accordance with statutory timelines[14].

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 2014	FY 2015	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					

[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.

Key Takeaways:

- EPA is on track to meet the long-term performance goal by FY 2022, with key milestones achieved or in progress. EPA issued a proposed rule covering five Persistent, Bioaccumulative and Toxic (PBT) chemicals, with the final rule expected by the statutory deadline of December 2020.

Metric Details: This measure tracks the number of risk management actions completed within statutory limits under TSCA, as amended by the Lautenberg Act. Risk management actions are defined under TSCA as amended as actions to address certain PBT chemicals and to address risks from existing chemicals following risk evaluation. Statute requires EPA to propose a rule under TSCA Section 6 for certain PBT chemicals by June 21, 2019 (in FY 2019), with a final rule to be issued by December 21, 2020 (in FY 2021). For risk management actions following identification of unreasonable risk to human health or the environment in a risk evaluation, final risk management actions must be completed within two years after publication of the final risk evaluation. While the statute allows for a two-year extension, this measure tracks performance against the initial deadline only. This measure also encompasses TSCA risk management actions completed for other reasons, such as to address risks from exposure to chemicals for which risk assessments were completed prior to enactment of the Lautenberg Act. The baseline is zero in FY 2017, as the Program is operating under new statutory authority. FY 2019 and FY 2020 have targets of Not Applicable because there are no statutory deadlines in those years. This measure tracked progress toward a FY 2018-2019 APG.

Long-Term Performance Goal - By September 30, 2022, complete all TSCA pre-manufacture notice final determinations in accordance with statutory timelines[15].

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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target					65	80	80	80	Percent	Above Target	
Actual					58.4	78					
Numerator					45	103			Final Determinations		
Denominator					77	132					

Key Takeaways:

- Although substantially improved from FY 2018, performance in FY 2019 was two percent below EPA's annual target of 80 percent. Contributing factors included frequent submitter requests for suspensions of review to provide additional information or amendments, increased complexity of review process under amended TSCA, and continuing need for recruitment and training of new staff. EPA expects improvement by applying findings from the Lean activities completed in FY 2018 and FY 2019, introducing further IT enhancements, and bringing additional staff on board. Given the positive year-over-year trend, EPA expects to meet long-term performance goal.

Metric Details: This measure tracks a subset of EPA's new chemicals review activity under TSCA, as amended by the Frank R. Lautenberg Chemical Safety for the 21st Century Act – the review of Pre-Manufacture Notices, Significant New Use Notices and Microbial Commercial Activity Notices (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. 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. This measure tracks final determinations for submissions received by EPA in that fiscal year. Additional information and statistics about the New Chemicals

[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.)

Program are available at: https://www.epa.gov/reviewing-new-chemicals-under-toxic-substances-control-act-tsca/statistics-new-chemicals-review. This measure tracked progress toward a FY 2018-2019 APG.

(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 2014	FY 2015	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					
Numerator				567	292	429			Final Determinations		
Denominator				567	292	429					

Key Takeaways:

- EPA continues to maintain its perfect record of completing all final determinations within the timeframes allowable by statute, including instances when EPA agreed to grant voluntary suspensions at the request of a submitter.

Metric Details: This measure tracks a subset of EPA's new chemicals review activity under TSCA, as amended by the Frank R. Lautenberg Chemical Safety for the 21st Century Act – the review of Pre-Manufacture Notices, Significant New Use Notices and Microbial Commercial Activity Notices (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 at the request of a submitter; these provide additional time to complete the required review pending receipt of additional information that is needed. 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 period of review agreed to. 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 program[16].

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

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

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target					58	75	110	110	Decisions	Above Target	
Actual	22	33	41	56	64	80					

Key Takeaways:

- EPA efficiently and effectively managed resources and transparently employed rigorous scientific and policy approaches, as well as grouping the nine acetolactate synthase (ALS)-inhibiting herbicides into one single decision, while remaining consistent with statutory mandates.

[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.)

- EPA updated the FY 2018 actual from 65 to 64, due to a data correction.

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 "unreasonable adverse effects on man or the environment." FIFRA defines unreasonable adverse effects as "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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target					70	72	80	85	Risk Assessments	Above Target	
Actual	37	59	59	76	112	85					

Key Takeaways:

- EPA streamlined a significant number of low resource risk assessments by producing qualitative assessments or focusing only on the expected areas of risk, as well as grouping the soil fumigants into one single assessment, while remaining consistent with statutory mandates.
- EPA updated the FY 2018 actual from 113 to 112, due to a data correction.

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 "unreasonable adverse effects on man or the environment." FIFRA defines unreasonable adverse effects as "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 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 days[17].

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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target					643	631	619	607	Days	Below Target	
Actual		627	687	638	603	686					

Key Takeaways:

- FY 2019 performance fell short of the annual target for reducing the PRIA registration decision timeframe.

[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.

- The standard deviation of decision timeframes for the fourteen completions is 128 days, with some of the variability due to varying statutory timeframes for different new active ingredient PRIA categories.
- Contributing factors included: (1) three of the 14 completions had longer statutory timeframes; (2) the total number of new active ingredient completions in FY 2019 was somewhat lower than normal; and (3) 12 of the 14 completions required renegotiation of the PRIA due date, which adds time to the overall process. Reasons for the renegotiation of the PRIA due date in FY 2019 included: deficient applications; additional studies required; risk mitigation issues; public participation process; and the Federal Register Notice publication process.
- The Agency is using the EPA Lean Management System (ELMS) to focus on front end processing of PRIA applications and the conventional new active ingredient process. These activities should lead to process changes that reduce decision timeframes for new active ingredient decisions going forward.

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: 93-2,086 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 7-24 months.

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

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target	97.0	96	96	97	99	99	99	99	Percent	Above Target	
Actual	85	98.4	99	99	99.7	98					
Numerator	1,627	2,078	2,157	2,008	2,193	2,034			Decisions		
Denominator	1,919	2,111	2,174	2,026	2,199	2,085					

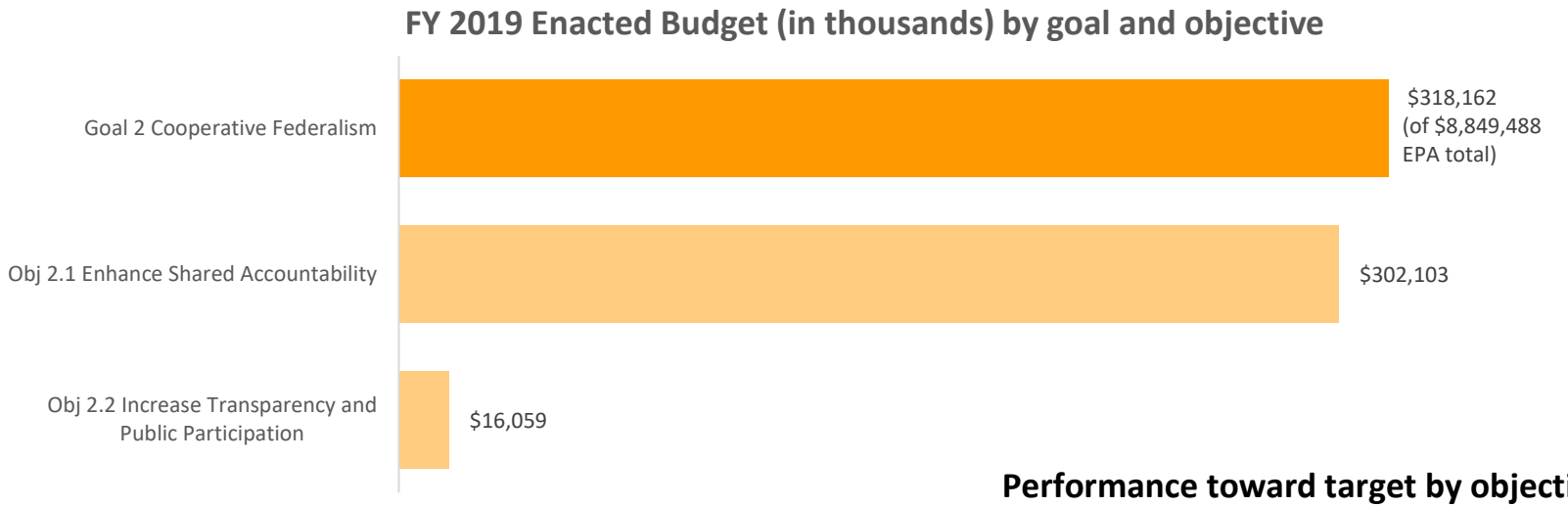
Key Takeaways:

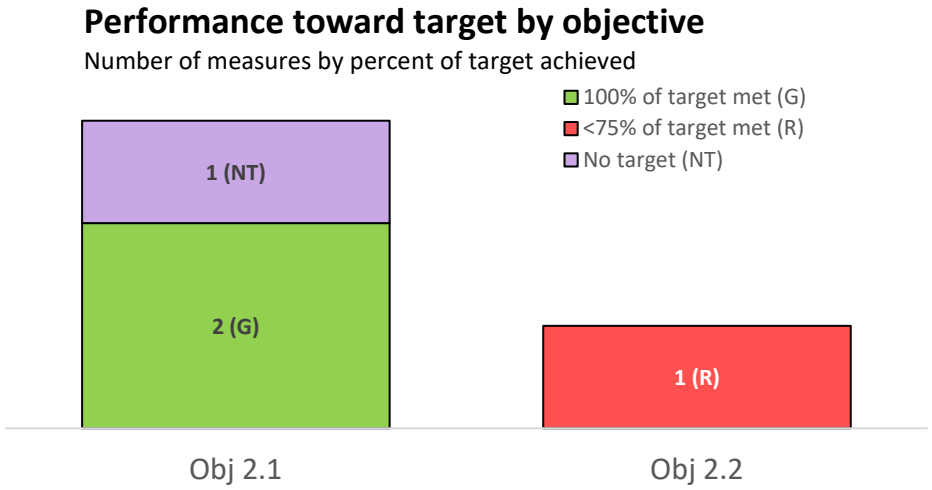
- EPA was one percent short of the annual target for percentage of PRIA decisions (registration actions) completed on time.
- EPA was not able to work on or close out actions during the lapse in government funding, nor was EPA able to initiate work on any new applications submitted during that period. EPA had to review both pending and newly-received applications when the government reopened.
- EPA will continue to monitor on-time performance on a monthly basis in FY 2020.
- Based on prior years and performance following the lapse in government funding in FY 2019, EPA expects to be able to meet the 99% on-time completion target for FY 2020.

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 on https://www.epa.gov/pria-fees/pria-overview-and-history. The baseline is 94% average of decisions completed on-time from FY 2014-2016.

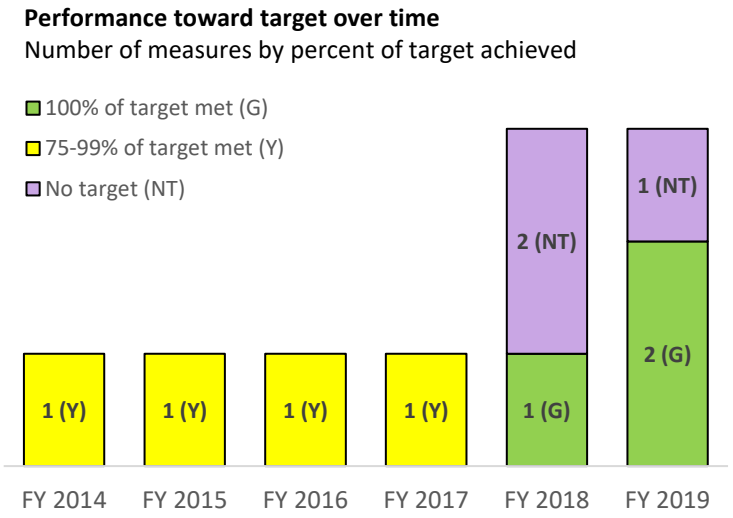
Goal 2 at a Glance

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.





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.



EPA, in consultation with the Office of Management and Budget, highlighted this objective as a focus area for improvement because of the need to clarify the Agency's statutory roles and responsibilities and to tailor state and tribal oversight to maximize EPA's return on investment and reduce burden on states and tribes, while ensuring continued progress in meeting environmental laws.

Summary of progress toward strategic objective:

- EPA is collaborating with state environmental agencies on shared governance approaches, including a national policy on the oversight of state permitting programs.
- EPA is assessing its direct implementation work in Indian Country.
- EPA is analyzing a snapshot of grant commitment data and exploring options for centralized tracking and reporting.
- As of September 30, 2019, EPA has completed 470 EPA-Tribal Environmental Plans (ETEPs). The purpose of these, and additional ETEPs under development, is to increase shared governance through joint planning that informs decisions on financial and technical assistance for environmental programs. EPA will monitor regional actions to implement ETEPs as part of its business review process.
- Completed 64 tribal consultations in FY 2019. Since 2011, EPA has completed over 500 Tribal Consultations, an important Agency milestone under the EPA Tribal Consultation Policy.
- Issued a final policy on *Enhancing Effective Partnerships Between EPA and the states in Civil Enforcement and Compliance Assurance Work*, committing to more effectively carrying out shared responsibilities with our co-regulators by improving communication, engaging in joint work planning, and recognizing the primary role of states in implementing authorized programs while also identifying circumstances where direct EPA action may be appropriate.

Challenges:

- Multiple tools are used by EPA regions to track state environmental outcomes through federal financial assistance agreements. EPA is developing a comprehensive system to track, at a national level, the activities states commit to, in their annual grants, beginning with piloting grant commitment tracking in select programs in FY 2020.
- EPA is conducting a centralized effort across program offices to establish metrics for assessing EPA direct implementation activities. EPA anticipates beginning a pilot program review of regional implementation in Indian Country in FY 2020.

Long-Term Performance Goal - By September 30, 2022, increase the number of grant commitments achieved by states, tribes, and local communities[18].

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

(PM ST1) Percentage of grant commitments achieved by states, tribes, and local communities.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target					No Target Established	No Target Established	No Target Established	TBD	Percent	Above Target	No Trend Data
Actual					N/A	N/A					
Numerator									Commit-ments		
Denominator											

Key Takeaways:

- In FY 2019, EPA analyzed grant commitment data for a subset of the Agency's grant programs and found commitments varied, based on the diverse nature of its programs.
- In FY 2020, EPA is working with program offices to pilot a method to capture grantees' progress toward meeting the commitments established in grant agreements.

Metric Details: Grant commitments are negotiated by EPA and the state, tribal, or local grant recipient. The metric will be calculated as: number of grant commitments achieved over the total number of grant commitments for select grant programs.

Long-Term Performance Goal - By September 30, 2022, increase the use of alternative shared governance approaches to address state, tribal, and local community reviews[19].

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

(PM ST2) Number of alternative shared governance approaches used to address state, tribal, and local community reviews.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target					No Target Established	3	20	20	Alternative Approaches	Above Target	
Actual					0	14					

Key Takeaways:

- EPA coordinated with states and tribes to develop a principles memo, outlining key tenets of shared governance. The memo aligns with the Environmental Council of the States' Cooperative Federalism principles.

[18] Universe (number of grant commitments) and FY 2021 target will be determined in FY 2020. (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.)

- The Clean Water Act National Pollutant Discharge Elimination System (NPDES) and the Clean Air Act Title V operating permit programs piloted the application of this memo using program-specific templates; after seeking feedback from state partners, EPA implemented the process in all 10 of its regional offices.
- EPA continues to work with states to identify additional areas of focus and will deploy a similar process for each of these areas.

Metric Details: This measure tracks the number of program areas where EPA has launched the new oversight framework. EPA will define, develop, pilot, evaluate, and launch a comprehensive system to evaluate state and local implementation of federal environmental programs in FY 2020. Tribes are not included in the pilot at this time. The "oversight framework" is defined as the overarching principles as laid out in the principles memo (available at: https://www.epa.gov/aboutepa/andrew-wheeler-messages-epa-employees), coupled with a template populated with state-and regional specific details on the review activity in question. The purpose of this effort is twofold: to begin to standardize EPA's oversight work across EPA regions, and to maximize state and federal resources by focusing on the most important work.

Other Core Work supporting Objective 2.1

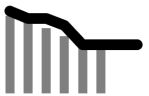
Annual performance goals:

(PM PAM1) Number of EPA actions to address international marine litter priorities.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	No Trend Data
Target								6	Actions	Above Target	
Actual											

Metric Details: This measure covers EPA's efforts to assist international environment ministries to implement tools and approaches to improve water quality, improve solid waste management and prevent marine litter in our shared oceans. Specifically, the measure will track EPA international actions that could include: facilitating local/regional projects that focus on improving waste collection practices in significant source countries, recycling, clean-up and capture; participating in/leading international multilateral fora to increase advancement of EPA policies and positions; assisting in development of marine litter action plan(s) in source countries to reduce leakage of trash to the environment; identification of steps to implement relevant and applicable waste collection and management systems; and assessment of waste flows and sharing of holistic solid waste management approaches. There is no FY 2020 target because this is a new measure in FY 2021.

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

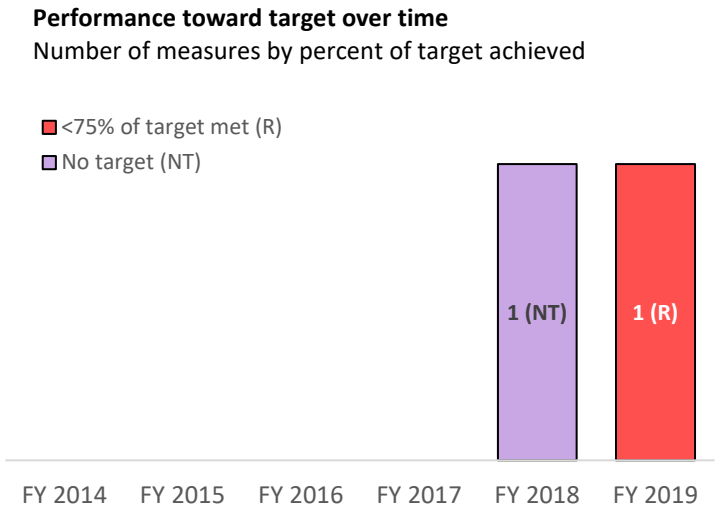
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target	17,000	15,500	15,500	14,000	10,000	10,000	10,000	10,000	Inspections & Evaluations	Above Target	
Actual	16,000	15,400	13,500	11,800	10,600	10,300					

Key Takeaways:

- EPA is using data to target its efforts so that fewer inspections are needed to find noncompliance. EPA also is continuing to expand incentives for self-audit/disclosure.
- EPA formalized its commitment to more effective partnerships and issued a final policy on *Enhancing Effective Partnerships Between the EPA and the States in Civil Enforcement and Compliance Assurance Work*, committing to more effectively carry out shared responsibilities with our co-regulators.

Metric Details: This measure description 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.

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.



EPA, in consultation with the Office of Management and Budget, highlighted this objective as a focus area for improvement due to significant challenges in responding to Freedom of Information Act (FOIA) requests.

Summary of progress toward strategic objective:

- Led the efforts of the White House Opportunity and Revitalization Council by delivering community-driven assistance in 33 communities through unique programs such as Local Foods, Local Places and Building Blocks for Community Revitalization.
- Trained more than 4,000 state level colleagues on best practices for integrating environmental justice considerations at the state level, including representatives from all 50 states, the District of Columbia, and Puerto Rico.
- Collaborated with other federal agencies to provide direct technical assistance workshops to economically distressed communities. These workshops support community-driven solutions to environmental challenges and economic decline in more than 60 communities.
- Formed a workgroup to develop effective risk communication strategies and enhance the Agency's engagement with stakeholders such as parents, other caregivers and healthcare providers regarding children's environmental health.
- Reduced the Agency's FOIA backlog by 16% from the April 2018 baseline, missing the target of 25%. EPA updated its FOIA regulations for the first time since 2002 to bring its regulations into compliance with the 2007, 2009, and 2016 statutory amendments and centralize FOIA submission to EPA's National FOIA Office. EPA enhanced its FOIA intake, review, and assignment standard operating procedures, checklists, and templates, and retrained all FOIA intake review staff, to improve consistency and accuracy in the FOIA intake and assignment process.

Challenges:

- Available staff and funding limit the number of communities EPA can serve from its assistance programs.
- EPA continued to face significant challenges in responding to FOIA requests including a significant FOIA backlog from prior years in certain offices, a substantial increase in the backlog during the lapse in government appropriations, data quality management challenges, and challenges maintaining sufficiently trained staff to process FOIA requests.

Long-Term Performance Goal - By September 30, 2022, eliminate the backlog and meet statutory deadlines for responding to Freedom of Information Act (FOIA) requests[20].

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

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

	FY 2014	FY 2015	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					
Numerator					-224	409			Requests		
Denominator					2,537	2,537					

Key Takeaways:

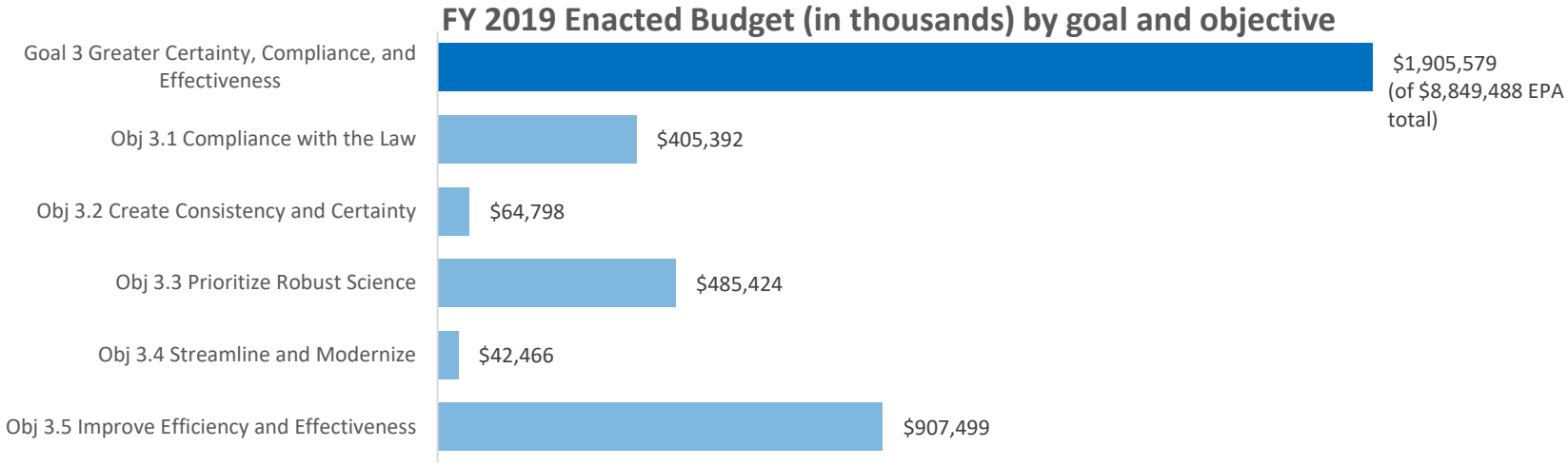
- In FY 2019, EPA made up the ground it lost in FY 2018 and reduced its FOIA backlog to 2,128 at the end of the fiscal year, 409 below the baseline that was set at 2,537 in April 2018. Even with this substantial 16% FOIA backlog reduction, EPA did not achieve its goal of reducing the backlog to 25% below the baseline. Nevertheless, the Agency made enough progress that it believes it will meet the long-term performance goal by FY 2022.
- To reduce its FOIA backlog and enhance FOIA processing, EPA completed the realignment of regional FOIA programs into the Regional Counsel Offices to create direct reporting lines to the General Counsel, who is the Agency's Chief FOIA Officer.
- EPA continued to face significant challenges in responding to FOIA requests including a significant FOIA backlog from prior years in certain offices, a substantial increase in the backlog during the lapse in government appropriations, data quality management challenges, and challenges maintaining sufficiently trained staff to process FOIA requests.
- EPA started issuing monthly backlog reports to Agency leaders displaying each program and regional office's FOIA backlog to increase transparency and accountability.
- EPA updated its FOIA regulations for the first time since 2002 to bring its regulations into compliance with the 2007, 2009, and 2016 statutory amendments and to centralize FOIA submission to EPA's National FOIA Office to streamline the initial intake review and assignment to EPA regions and program offices.
- EPA enhanced its FOIA intake, review, and assignment standard operating procedures, checklists, and templates, and retrained all FOIA intake review staff, to improve consistency and accuracy in the FOIA intake process.
- EPA completed development of and began delivering training to supervisors on their FOIA responsibilities, thereby strengthening the implementation of the FY 2019 performance appraisal requirements for all managers with FOIA responsibilities.

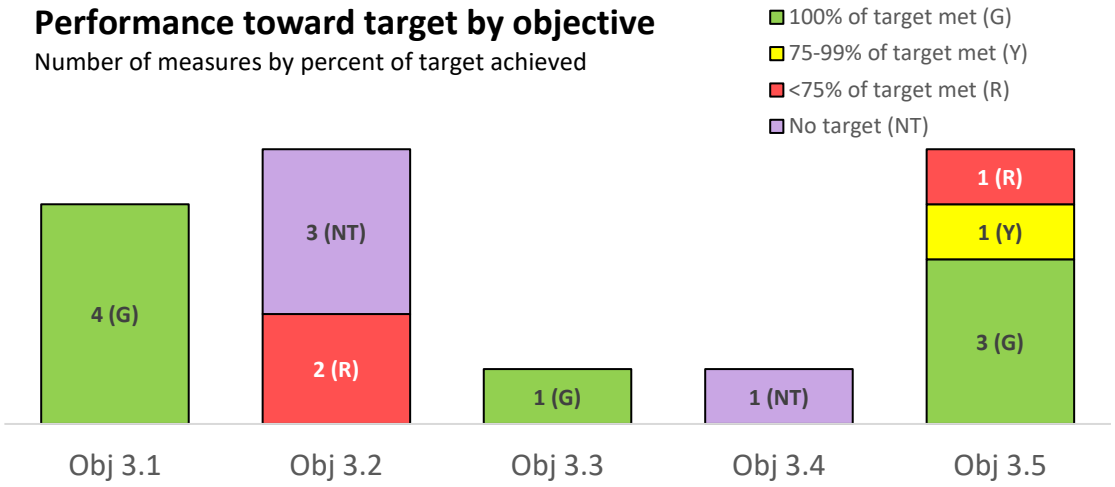
Metric Details: For purposes of this measure, overdue requests are defined as those EPA deadlines that are not indicated as closed on FOIAonline.gov after 20 working days for simple requests, 30 days for unusual circumstances, or other requestor agreed upon timeframes. EPA is focusing on reducing the 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.)

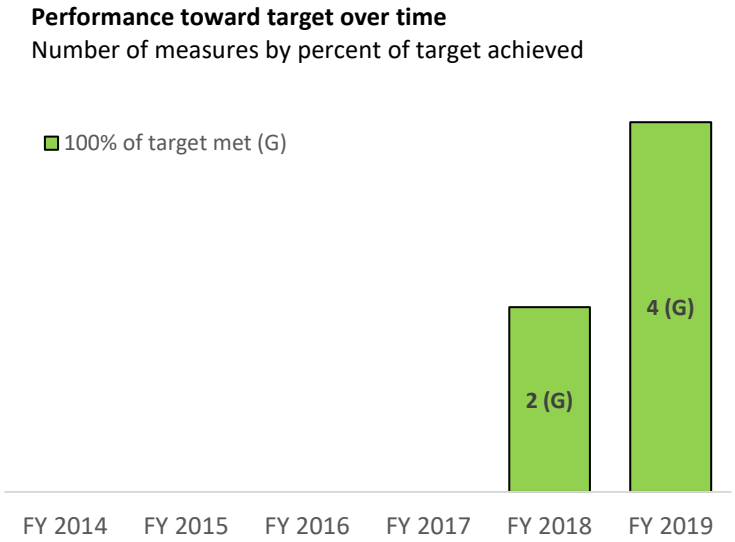
Goal 3 at a Glance

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.





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.



Summary of progress toward strategic objective:

- Selected six National Compliance Initiatives (NCIs) for the FY 2020–2023 cycle that will advance the strategic objectives in the *FY 2018-2022 EPA Strategic Plan* to improve air quality, provide for clean and safe water, ensure chemical safety, and improve compliance with our nation's environmental laws while enhancing shared accountability. The enforcement and compliance assurance program also contributes to the Agency's goal of reducing childhood lead exposures and associated health impacts as part of implementing the Federal Lead Action Plan.
- Increased the percentage of inspection reports that EPA provides to facilities within 70 days of inspection from 46% to 81%. This will speed the correction of violations.
- Reduced the rate of significant noncompliance (SNC) with Clean Water Act National Pollutant Discharge Elimination System (NPDES) permits to 25.0% from a baseline of 29.4%.
- Increased documentable EPA administrative enforcement actions/activities producing correction of violations from 74 to 184.
- The Superfund Enforcement Program secured private party commitments for cleanup and cost recovery and billed for oversight amounts totaling more than $961 million. The use of Superfund enforcement tools resulted in cleanup and redevelopment at 160 private party sites.
- EPA and California reached a settlement with Fiat Chrysler, which paid a $305M penalty and implemented a recall/mitigation program at an estimated cost of $185M for violating the Clean Air Act by installing defeat devices in more than 100,000 vehicles to lessen the effectiveness of the vehicles' emission control systems.
- Reached a settlement with New York City's Hillview Reservoir to address drinking water violations involving potential adverse human health risks posed by Cryptosporidium with injunctive relief estimated at $2.95B.

Challenges:

- EPA and states continue to find (and resolve) NPDES permit data quality issues (e.g., definition, entry, and completeness).

Long-Term Performance Goal - By September 30, 2022, reduce the average time from violation identification to correction[21].

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

(PM 436) Number of all referred no complaint filed (RNCF) civil judicial cases that are more than 2.5 years old.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	No Trend Data
Target						129	120	120	Cases	Below Target	
Actual						94					

Key Takeaways:

- Close cooperation between EPA headquarters and regions and with the Department of Justice ensures that cases move toward resolution at an appropriate speed. EPA is making progress to more quickly return violators to compliance.

Metric Details: This measure represents the number of all 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 in June 2018.

Long-Term Performance Goal - By September 30, 2022, increase the environmental law compliance rate[22].

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

(PM 432) Percentage of Clean Water Act National Pollutant Discharge Elimination System (NPDES) permittees in significant noncompliance with their permit limits.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target					24	25.7	22.1	18.4	Percent	Below Target	
Actual					22	25.0					
Numerator					12,017	10,141			Permittees		
Denominator					53,545	40,606					

Key Takeaways:

- EPA reduced the rate of SNC of NPDES permits to 25.0% from a revised FY 2018 baseline of 29.4%.
- EPA convened a national EPA-state conference focused on reducing the rate of SNC in the NPDES Program by examining best practices being implemented in EPA regions and in states.

[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.)

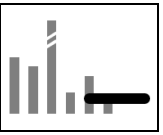
[22] This concept will be piloted by focusing initially on decreasing the percentage of Clean Water Act (CWA) National Pollutant Discharge Elimination System (NPDES) permittees in significant noncompliance with their permit limits. Other program areas may be included in this long-term performance goal during the FY 2018-2022 timeframe. (Footnote updated from *FY 2018-2022 EPA Strategic Plan* published February 12, 2018.)

Metric Details: This purpose of this measure is to track the NPDES SNC/Category 1 noncompliance rate among individually permitted major and non-major (minor) NPDES permittees. Major and minor permittees that were in SNC/Category 1 noncompliance at any time during the year are counted in the numerator. NPDES SNC/Category 1 noncompliance identifies a specific level of violation, based on duration, severity, and type of violation. Baseline: For FY 2018, EPA estimated 24% of NPDES permittees to be in SNC. For FY 2019, EPA recalculated the baseline to be 29.4% upon discovery of facilities erroneously included in the universe of regulated permittees counted in the denominator. This measure tracked progress toward a FY 2018-2019 Agency Priority Goal.

Other Core Work supporting Objective 3.1

Annual performance goals:

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

	FY 2014	FY 2015	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	1,221	1,030	62,223	461	810	347					

Key Takeaways:

- Results exceeded target but were lower than previous years.
- The target for this measure is an estimate based on cases in development and past results. Results in any given year are dependent on actual case outcomes, which are quite variable and difficult to predict. Annual totals are often influenced by a few large cases.

Metric Details: This measure combines environmental benefits from 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.

(PM 441) Number of enforcement tools completed to address cleanup and/or long-term protection, including reuse, of contaminated sites.

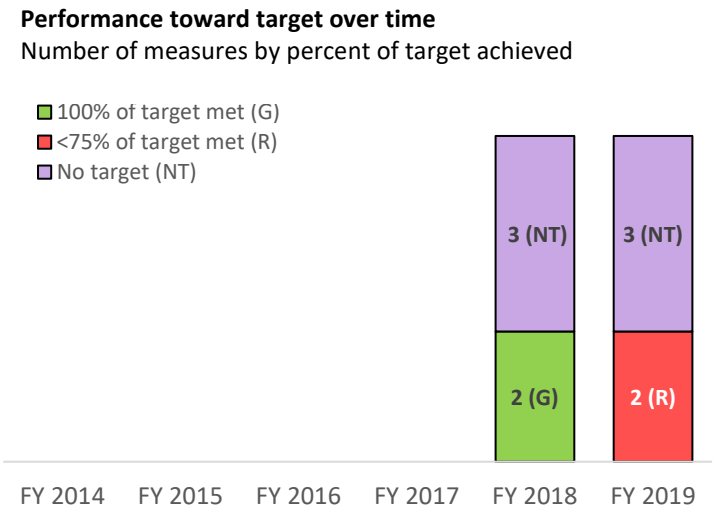
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	No Trend Data
Target						170			Tools	Above Target	
Actual						210					

Key Takeaways:

- Superfund Task Force efforts contributed to achievement of the FY 2019 target for this measure.

Metric Details: For Superfund private sites, this measure includes: completed private party enforcement agreements for the performance of site study and cleanup; agreements that make cash payments toward future site work; cost recovery settlements with funds dedicated for future work; completed agreements with third-party prospective purchasers to help remove liability barriers to contaminated properties and facilitate redevelopment; and assurances to parties interested in cleaning up, purchasing and developing certain properties (comfort/status letter). This measure also counts Superfund Federal Facility Agreements (FFAs) and FFA amendments; Records of Decision (RODs) and ROD amendments; Explanation of Significant Differences (ESDs); and Resource Conservation and Recovery Act (RCRA) Corrective Action cleanup orders. Potentially Responsible Parties and other parties made an average of 170 commitments to perform or pay for cleanup and/or reuse of contaminated sites from FY 2014 to FY 2018. This measure is discontinued after FY 2019.

Objective 3.2 – Create Consistency and Certainty: Outline exactly what is expected of the regulated community to ensure good stewardship and positive environmental outcomes.



EPA, in consultation with the Office of Management and Budget (OMB), highlighted this objective as a focus area for improvement given the increase in reporting burden hours to the regulated community.

Summary of progress toward strategic objective:

- EPA increased reporting burden to the regulated community by 5.9 million hours, compared with a targeted reduction of 2.0 million hours.
- To reduce burden hours, EPA developed a guidance document on valuing the cost of time in Information Collection Request (ICR) burden estimates that will help with consistency of estimates.
- EPA also developed a list of the 33 ICRs that exceed 1 million hours of burden to help offices with strategic planning on burden reduction efforts.

Challenges:

- In order to significantly reduce burden hours, EPA would have to change individual regulations to reduce the information required to be collected. Regulation changes require FTE resources, extramural dollars, and years to complete and need a high degree of focused attention at the agency. EPA has more than 400 ICRs.
- EPA faced challenges meeting legal deadlines based on limited staff resources and focused on deadlines with greatest impact on state planning and environmental benefits.

Long-Term Performance Goal - By September 30, 2022, meet 100% of legal deadlines imposed on EPA.

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

(PM RG1) Percentage of legal deadlines met by EPA.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target					No Target Established	No Target Established			Percent	Above Target	No Trend Data
Actual					N/A	N/A					
Numerator									Legal Deadlines		
Denominator											

Key Takeaways:

- In FY 2019, EPA began to develop a revised methodology to consider the scope for tracking this measure.

Metric Details: The methodology for this measure is under development.

Long-Term Performance Goal - By September 30, 2022, eliminate unnecessary or duplicative reporting burdens to the regulated community by 10,000,000 hours[23].

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

(PM RG2) Hours of unnecessary or duplicative reporting burden to the regulated community eliminated.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target					2,000,000	2,000,000	2,000,000	2,000,000	Hours	Above Target	
Actual					2,026,627	-5,893,454					

Key Takeaways:

- In FY 2019, OMB approved 204 EPA actions on ICRs. Of those, 36% of actions decreased burden, 39% increased burden, and 25% represented no change.
- EPA increased net reporting burden to the regulated community by 5.9 million hours, compared with a targeted reduction of 2.0 million hours. Most of the increase was due to: (1) the microbial rules, which reflect full implementation of the Revised Total Coliform Rule (3.44 million hours); (2) a rule requiring facilities that use extremely hazardous substances to develop a Risk Management Plan (1.78 million hours); (3) a rule increasing the number of facilities subject to reporting under the Emergency Planning and Community Right-to-Know Act (1.05 million hours); and (4) revisions to the Renewable Fuels Standards (0.65 million hours).
- EPA developed a guidance document on valuing the cost of time in ICR burden estimates that will help with consistency of estimates.
- EPA also developed a list of the 33 ICRs that exceed 1,000,000 hours of burden to help offices with strategic planning on burden reduction efforts. These ICRs represent 85% of the Agency's overall burden.

[23] Baseline is estimated at 173,849,665 information collection and reporting hours as of October 2, 2017. (Footnote updated from *FY 2018-2022 EPA Strategic Plan* published February 12, 2018.)

- As of the end of FY 2019, total information collection and reporting hours were 177,716,492.

Metric Details: EPA will engage in continuous improvement for managing the paperwork burden on regulated entities associated with EPA's ICRs and reduce the burden, where possible, with a goal of eliminating 2 million hours of unnecessary or duplicative reporting per year toward the goal of 10 million hours by the end of FY 2022. Annual increments represent permanent changes in reporting burden. The data are tracked in OMB's RegInfo.gov database. Targets represent annual increments needed to reach the long-term performance goal by FY 2022.

Other Core Work supporting Objective 3.2

Annual performance goals:

(PM RG3) Number of EO 13771 regulatory actions issued.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target					No Target Established	No Target Established	No Target Established	No Target Established	Actions	Above Target	
Actual					3	6					

Key Takeaways:

- EPA issued six regulatory actions and 18 deregulatory actions (see PM RG4), exceeding the Executive Order (EO) 13771 two-for-one requirement.

Metric Details: This measure is an OMB requirement based on Presidential Memorandum M-17-23 which outlines the requirements of EO 13771, including a two-for-one requirement that agencies must issue two deregulatory actions for every regulatory action issued. No targets are established per OMB guidance, but results are reported.

(PM RG4) Number of EO 13771 deregulatory actions issued.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target					No Target Established	No Target Established	No Target Established	No Target Established	Actions	Above Target	
Actual					10	18					

Key Takeaways:

- EPA issued 18 deregulatory actions and six regulatory actions (see PM RG3), exceeding the EO 13771 two-for-one requirement.

Metric Details: This measure is an OMB requirement based on Presidential Memorandum M-17-23 which outlines the requirements of EO 13771, including a two-for-one requirement that agencies must issue two deregulatory actions for every regulatory action issued. No targets are established per OMB guidance, but results are reported.

(PM RG5) Total incremental cost of all EO 13771 regulatory and deregulatory actions.

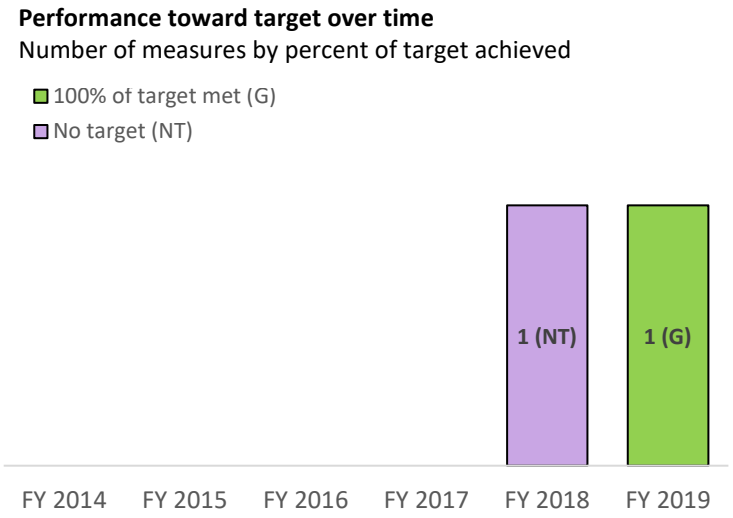
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target					-40	-50	-2,138	No Target Established	Millions of Dollars	Below Target	
Actual				-22	-75	449					

Key Takeaways:

- EPA missed the FY 2019 target because some regulatory actions were delayed and some did not have the anticipated costs and savings.
- In FY 2019, EPA finalized deregulatory actions that will save the American people over $58.3 million per year in regulatory burden.

Metric Details: This measure is an OMB requirement based on Presidential Memorandum M-17-23. In FY 2017, the total incremental cost of all EO 13771 regulatory and deregulatory actions was -$21.5 million. The incremental cost values are annualized values in 2016 dollars applying a 7% discount rate, discounted to the year 2016 and assuming a perpetual time horizon. Incremental benefits are not included in this total.

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



Summary of progress toward strategic objective:

- EPA made significant progress toward the objective of aligning its science and research portfolio with the needs of its customers, by engaging extensively internally and with other federal, state, and local stakeholders to direct research priorities and improve research translation efforts. In addition to delivering over 150 research products that met its customers' needs in FY 2019, EPA's Office of Research and Development (ORD) restructured its organization to align with core research priorities.

Challenges:

- ORD continues to face challenges in retaining expertise and sustaining the right skill mix to meet its mission. To plan for future human capital needs, ORD will continue its efforts to increase hiring efficiencies, strengthen diversity and inclusion programs, and implement leadership succession planning.
- ORD's work is threatened by aging equipment and facility infrastructure. ORD is evaluating operational efficiencies to lower costs of Agency equipment and facility management with the intention of using savings for infrastructure maintenance to improve the long-term viability of the portfolio.

Long-Term Performance Goal - By September 30, 2022, increase the percentage of research products meeting customer needs[24].

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

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

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target					No Target Established	77	80	82	Percent	Above Target	
Actual					77	79					
Numerator					171	154			Products		
Denominator					222	196					

Key Takeaways:

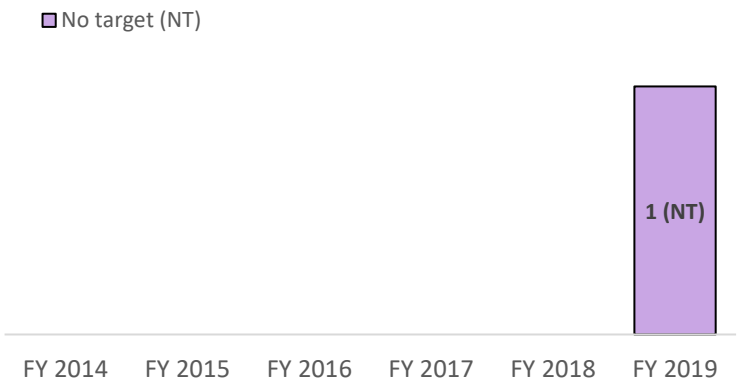
- Products delivered in FY 2019 which met customer needs included: updates to ORD's EnviroAtlas software tool which provides geospatial data on environmental stressors and other resources to the public, an updated version of the CompTox Chemicals Dashboard which integrates available information to help decision-makers and scientists quickly and efficiently evaluate thousands of chemicals, and a series of scientific and regulatory support products developed to support National Ambient Air Quality Standards programs.

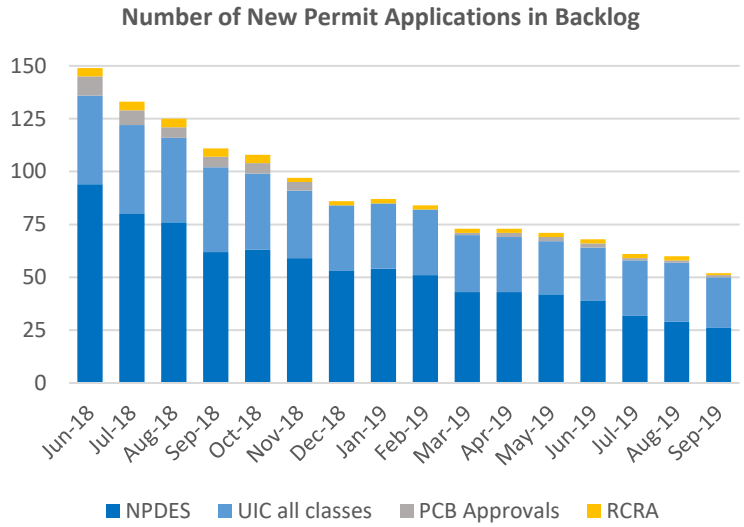
Metric Details: Customer satisfaction is evaluated through a robust survey process. The survey engages approximately 200 key users of ORD products. Survey respondents evaluate the scientific rigor of research products (quality), product relevance (usability), and timeliness of product delivery. The survey results are estimated at a 90% confidence interval of ±10 products. In accordance with recommendations made by the EPA Office of the Inspector General, ORD will submit to the Office of Management and Budget an Information Collection Request (ICR) which, if approved, would allow ORD to survey more than nine non-federal external customers in future rounds of data collection.

[24] 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





Summary of progress toward strategic objective:

- Reduced the number of permit decisions that exceed six months by 53% (see graph on the lower left). Note that these totals do not include permits with statutory timeframes longer than six months.
- Developed tools, which include a centralized system to track pending permit applications and an approach to allow the agency to deny permits based on incomplete applications, to improve permitting efficiency agencywide.
- EPA's regional offices have developed strategies and made significant shifts in resources to address the backlog of new applications. EPA's program and regional offices created standard work products for permit writers, established communities of practice, and some developed work-sharing agreements to better utilize permit writer expertise.
- To modernize permitting systems, EPA developed an electronic system to receive and collaborate with state agencies on proposed Clean Air Act (CAA) Title V operating permits. EPA expects this system, which states could use instead of the current paper-based process, to significantly improve the efficiency and timeliness of required reviews of proposed Title V permits. The Agency is also exploring the possibility of automating the Clean Water Act National Pollutant Discharge Elimination System (NPDES) permit application form.

Challenges:

- EPA's FY 2022 long term performance goal may be influenced by limited available FTE and contract resources; some permit applications may take more time due to complex issues, public interest, and required consultations.

Long-Term Performance Goal - By September 30, 2022, reach all permitting-related decisions within six months[25].

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

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

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target						No Target Established	33	0	Permits	Below Target	
Actual					111	65					

Key Takeaways:

- EPA conducted comprehensive Lean business process improvement events to streamline and optimize the Agency's key permitting programs: NPDES; Safe Drinking Water Act (SDWA) Underground Injection Control (UIC); and CAA Title V and New Source Review (NSR). The permitting programs are continuing to implement recommendations that were identified during those events.
- As part of this effort, the Agency developed a central system to track pending permit applications. Each month the Agency tracks and reports the status of pending permits (date of application receipt, date of permit decision).

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 NSR and Title V permits 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. Note that the baseline and FY 2018 actual do not include NSR or Title V permits. This measure tracked progress toward a FY 2018-2019 Agency Priority Goal (APG) and tracks progress toward a FY 2020-2021 APG.

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

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	No Trend Data
Target							313	209	Permits	Below Target	
Actual						417					

Key Takeaways:

- EPA began tracking this measure in May 2019. Over the first four months, the number of existing permits in backlog decreased by 13% from 479 (as of May 31, 2019) to 417 (as of September 30, 2019).

Metric Details: This measure tracks the sum of existing permits that have passed their expiration date and are awaiting reissuance. This measure includes NPDES, UIC, RCRA, PCBs, and Title V permits. 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.

[25] 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*.)

Other Core Work supporting Objective 3.4

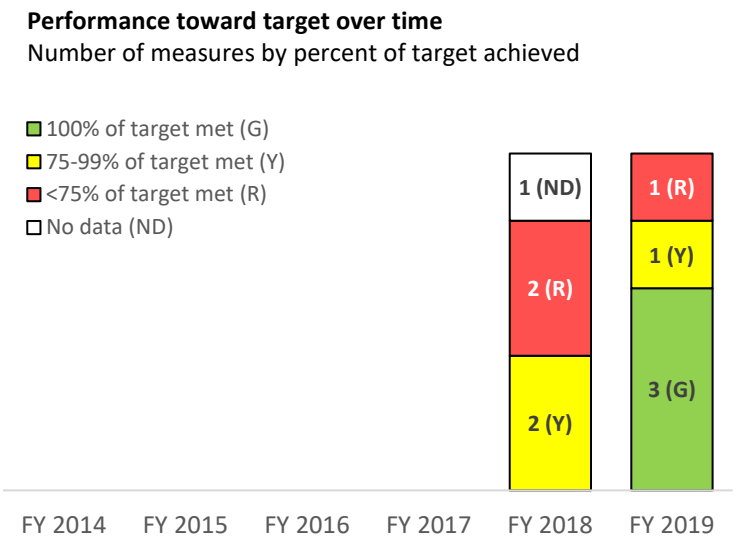
Annual performance goal

(PM OZ1) Percentage of communities receiving direct technical assistance that have Opportunity Zones.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target							60	70	Percent	Above Target	No Trend Data
Actual											
Numerator									Communities		
Denominator											

Metric Details: This measure tracks the number of communities (local governments, community organizations or regional agencies, and other locally-based stakeholders) that receive direct technical assistance from EPA's Office of Community Revitalization (OCR) programs in support of Executive Order (EO) 13853, as a percentage of the total number of communities that receive support from OCR. This assistance is offered through staff and contractor workshops delivered in partnership with community leaders, public and private sector actors, and federal, state, and local stakeholders. Opportunity Zones are defined by census tracts in economically distressed communities designated by the governors of states and territories under the Tax Cuts and Jobs Act of 2017, which established a new federal tax incentive to promote long-term investments in these areas. The purpose of EO 13853 is to facilitate investment in economically distressed communities by streamlining regulations, optimizing the use of federal resources, and stimulating economic opportunity. This is a new measure for FY 2020 and FY 2021.

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



EPA, in consultation with the Office of Management and Budget, highlighted this objective as a focus area for improvement for the purpose of maximizing the Agency's operational efficiency.

Summary of progress toward strategic objective:

- Released 128,150 square feet of unused office and warehouse space.
- Continued headquarters consolidation work that will lead to the closure of the Potomac Yards campus by FY 2021.
- Implemented 66 process improvements, exceeding target of 50.
- Completed initial EPA Lean Management System (ELMS) deployment to 4,522 EPA staff.
- Achieved the 85% target and continued progress toward the long-term performance goal of 100% Procurement Action Lead Time (PALT) achievement by FY 2022.
- Received a clean opinion on EPA's Consolidated Financial Statements for the 20th consecutive year.
- Obligated $2.5 billion for 10 Water Infrastructure Finance Improvement Act loans, bringing the total loan amount to $3.56 billion, and processed the first loan disbursement.
- Adopted three additional shared services.

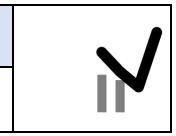
Challenges:

- Developing enterprise-wide systems and tools for current and future business needs requires significant time, balancing multiple stakeholders, and a deep understanding of complex Agency needs. It can be challenging to reach a consensus that serves all organizations but ensures that solutions will be effective in the short and long term.
- Complex and evolving threats require vigilance in cybersecurity protections. Opportunities exist in maintaining focus on the federal-government-wide Continuous Diagnostics & Mitigation (CDM) effort and EPA-specific projects that complement CDM.
- EPA has a high number of retirement-eligible staff in the next few years. EPA is leveraging recently deployed human capital management tools to ensure effective knowledge transfer and succession planning.
- Achieving the goal of improving 250 operational process by FY 2022 will require ELMS deployment to 80% of EPA's work units by FY 2020, as compared with 33% in FY 2019.
- EPA missed the target for reducing the number of Agency administrative subsystems, but is making progress to consolidate agency audit, financial management and payment tracking systems.

Long-Term Performance Goal - By September 30, 2022, reduce unused office and warehouse space by 850,641 square feet[26].

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

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

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target					241,000	163,626	100,821	319,693	Square Feet	Above Target	
Actual					149,278	128,150					

Key Takeaways:

- EPA is on track to meet the long-term performance goal of releasing over 850,641 square feet of space by the end of FY 2022.
- EPA missed the FY 2019 target by 35,476 square feet, largely due to the release of the Gross Ile research facility (35,000 square feet.) being pushed from FY 2019 to FY 2020 as well as logistical delays in other consolidation efforts.

Metric Details: This measure tracks usable 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.

[26] 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)[27].

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 2014	FY 2015	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	No Trend Data
Actual					SA: 70 CP: 88 FAA: 76	85					
Numerator					SA:704 CP: 21 FAA: 3,038	9,269			Actions		
Denominator					SA: 1,007 CP: 24 FAA: 4,002	10,906					

Key Takeaways:

- EPA met the FY 2019 target and will continue to improve results to meet the long-term performance goal of 100% PALT achievement by FY 2022.
- EPA continues to leverage ELMS to identify process improvement opportunities around PALT.

Metric Details: For FY 2018, this measure tracked the timeliness of the Agency's processing of contract actions for Simplified Acquisitions (SA), Competitive Proposals (CP), and Funding and Administrative Actions (FAA) with data collected from EPA's Acquisition System (EAS) as well as information from EPA contract officer representatives (CORs) and contract officers (COs). Timeliness is measured in processing days from the date the procurement request (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. As a result of these efforts, EPA became a more efficient and effective agency by reducing processing time and costs. Beginning in FY 2019, EPA is reporting 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% SA; 65% CP; and 67% FAA.

[27] 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target					25	50	72	72	Operational Processes	Above Target	
Actual					N/A	66					

Key Takeaways:

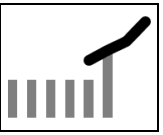
- EPA surpassed its performance target by 32% in FY 2019 by reporting 66 process improvements against a target of 50. The increase in process improvements correlates with deployment of ELMS agencywide. ELMS is a means to promote continuous improvement and uses Lean principles and tools, paired with routine monitoring, measurement and engagement to identify problems, solve problems, and sustain improvements. Examples of process improvements include:
  - EPA Region 5 Great Lakes National Program Office reduced their funding timeframes in Great Lakes Restoration Initiative Grants from 34 days to 14 days with more than three months of sustained improvement (59% improvement).
  - EPA Region 9 Land Division streamlined the tribal grants process, reducing from 136 steps to 56 steps (59% improvement).
  - EPA Region 7 Air and Radiation Division improved the quality of draft Title V operating permits from a 14% first time quality rate to an 84% first time quality rate and is continuing to improve (500% improvement).
  - EPA's Office of the Chief Financial Officer and Office of Compliance improved the Superfund Cost Recovery process by decreasing the number of days to complete a cost recovery request from 30 days to five days (83% improvement).
- The Agency expects each EPA regional or program office to report at least 10 process improvements by FY 2022.

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 is counted as improved if it meets the following criteria: (1) at least 25% improvement over the baseline (stated in measurable/quantifiable terms); (2) visual management is associated with the process; and (3) standard work was created for the process.

Long-Term Performance Goal - By September 30, 2022, increase enterprise adoption of shared services by four[28].

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

(PM CF1) Number of administrative shared services.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target					6	7	8	10	Shared Services	Above Target	
Actual	4	4	4	4	4	7					

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

Key Takeaways:

- Three administrative shared services were deployed in FY 2019: FedTalent for employee training, USAccess for employee identification, and Enterprise Physical Access Systems (ePACS) for federal buildings.
- In FY 2020, EPA plans to adopt one additional shared service: E-Invoicing for vendor payments.

Metric Details: EPA will adopt additional federal shared services when supported by business case analyses. Federal shared services are shared across multiple federal agencies. Enterprise adoption of shared services will ensure 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/FPPS), Payroll (IBC/PeoplePlus), Travel (Concur), and Financial Management (CGI Federal/Compass). No additional shared services were adopted in FY 2018, but the FY 2018 actual was changed from five to four as a result of the revised baseline.

(PM CF2) Number of Agency administrative subsystems.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Units	Preferred Direction	
Target					24	22	22	21	Subsystems	Below Target	
Actual				29	29	29					

Key Takeaways:

- EPA missed the FY 2019 target as a result of reevaluating available resources, timelines and feasibility for retiring various administrative systems.
- EPA is making progress to consolidate agency audit, financial management and payment tracking systems, with a planned decrease of seven Agency administrative systems in 2020 in order to meet the FY 2020 target.

Metric Details: Reducing the number of administrative system interfaces allows EPA users to more easily input and access data and standardizes reporting as payment processing is moved to a federal shared service provider. This 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. The focus is currently on establishing an integrated end-to-end delivery of financial transactions for contracts, grants, and Interagency Agreements into Compass. In FY 2019, EPA adjusted the scope of this measure to include additional administrative subsystems which were not previously counted. This revision resulted in a change to the baseline of existing administrative subsystems from 26 to 29.