United States
Environmental Protection Agency

FISCAL YEAR 2020

Annual Performance Report

EPA-190-R-21-001

January 2021
www.epa.gov/ocfo

FY 2020 Annual Performance Report

Introduction

EPA's *FY 2020 Annual Performance Report* (APR) describes the third 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 2020 Annual Performance Plan (APP) and Congressional Justification (CJ)* as updated in the *FY 2021 APP and CJ*. Please also refer to EPA's *FY 2020 Agency Financial Report* (AFR), available at https://www.epa.gov/planandbudget/fy-2020-agency-financial-report, for information on financial performance results.

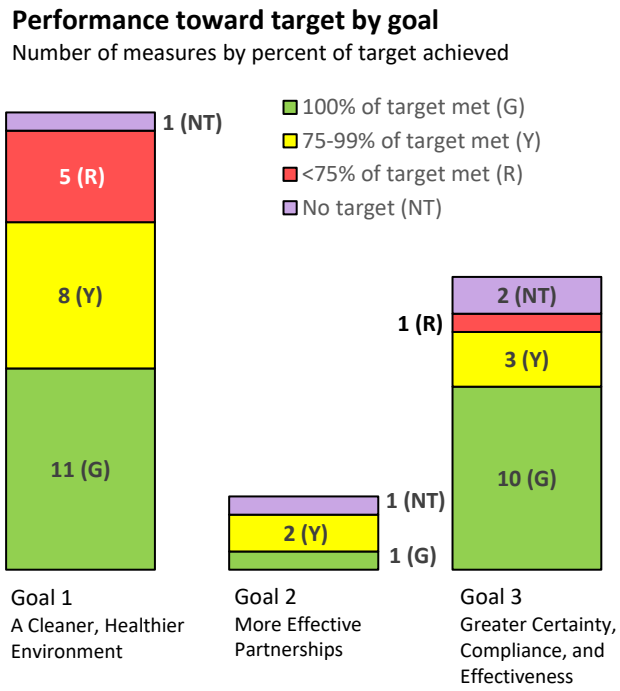
Organization of the FY 2020 APR

EPA's FY 2020 performance results and trend data are 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 2020 Performance Data

FY 2020 Annual Performance Goal Results

For FY 2020, EPA focused on a set of 45 annual performance goals, including annualized long-term performance goals to achieve ambitious targets set in the *FY 2018-2022 EPA Strategic Plan* and measures representing key work areas that support those long-term performance goals. EPA met or exceeded 54% of the targets in their entirety for annual performance goals with FY 2020 targets and data available (22 of 41). For 13 of its annual performance goals with FY 2020 targets and data available (32%), the Agency achieved between 75-99% of the target (including eight where the Agency achieved between 90-99% of the target). For 6 of its annual performance goals with FY 2020 targets and data available (15%), EPA achieved less than 75% of the target.



While EPA is making significant progress toward a broad range of outcomes, the Agency missed targets for 19 (of 41) annual performance goals that had FY 2020 targets and data available. Reasons for missed targets include the complexity of the

environmental challenge, adjustments to standard practice in some areas due to COVID-19, 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.[1] 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 2020 results are available for one of the Agency's annual performance goals as of January 2021, because no actions were due during FY 2020.[2] FY 2020 results are reported for three of the Agency's annual performance goals for which no targets were established.

Verification/Validation of Performance Data

The Agency developed Data Quality Records (DQRs) for the long-term performance goals in the *FY 2018-2022 EPA Strategic Plan*. FY 2020 DQRs will soon be available at https://www.epa.gov/planandbudget/results. EPA maintains the DQRs to ensure consistency and quality of data used for assessing and reporting progress towards annual performance goals. The DQRs describe the results being measured; data sources and limitations; methods for calculating results; and controls to ensure good data quality.

FY 2020-2021 Agency Priority Goals

EPA met targets for three of the six FY 2020-2021 Agency Priority Goals (APGs) in the *FY 2018-2022 EPA Strategic Plan* (redesignation of areas to air quality attainment, water infrastructure, childhood lead exposure) and missed targets for three of the six APGs (site cleanups, permitting decisions, and PFAS). Complete FY 2020-2021 APG Action Plans and Quarterly Progress Updates are available at https://www.performance.gov/EPA/APG_epa_1.html.

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

  Met FY 2020 target. In FY 2020, EPA took final action on state requests to redesignate 22 nonattainment areas to attainment, reducing the number of nonattainment areas to 125 from the October 2019 baseline of 147 areas. Based on the latest improvements in air quality as an indicator of areas eligible for redesignation, EPA expects to meet or exceed its APG goal of 121 nonattainment areas by September 30, 2021. Overall, EPA is on track to achieve its long-term performance goal of 101 set in EPA's FY 2018-2022 Strategic Plan.

- **Empower communities to leverage EPA water infrastructure investments.** *By September 30, 2021, EPA will increase by $16 billion the non-federal dollars leveraged by the EPA water infrastructure finance programs (Clean Water State Revolving Fund*

[1] For example, (PM FIFRA1) Number of FIFRA decisions completed through pesticides registration review; and (PM CF2) Number of Agency administrative subsystems.
[2] PM TSCA2: Number of final existing chemical TSCA risk management actions completed within statutory timelines.

[CWSRF], Drinking Water State Revolving Fund [DWSRF], and the Water Infrastructure Finance and Innovation Act [WIFIA] Program).

Met FY 2020 target. In FY 2020, EPA water infrastructure programs leveraged $10.2 billion non-federal dollars, increasing the funds available to improve, repair, and modernize the nation's water infrastructure. This exceeded the $8 billion FY 2020 goal and demonstrates the powerful opportunity to leverage non-federal dollars. In addition to meeting the annual goal, EPA completed 51 State Revolving Fund (SRF) State Reviews in FY 2020 and attended several virtual conferences and held several virtual training sessions and webinars including a half-day video conference with the SRF State-EPA workgroup for over 360 SRF colleagues.

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

  Missed FY 2020 target. EPA made 34 Superfund sites and 809 brownfield sites RAU in FY 2020, missing the Superfund target of 51 and exceeding the brownfields target of 684. EPA is evaluating how to increase the Superfund number in FY 2021. EPA is on track to meet the FY 2020-2021 goal of 1,368 brownfield sites, due to use of ELMS huddles and performance boards, strong coordination between EPA headquarters and regional offices, and data collection from closed cooperative agreements that had not yet reported their accomplishments.

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

  Missed FY 2020 target. EPA had 65 new permit applications and 384 permit renewals in backlog at the end of FY 2020, compared with targets of 33 and 313, respectively. EPA continued to implement Lean business process improvements to streamline and optimize the Agency's key permitting programs, but experienced permitting delays due to a high number of new permit applications and remaining complex issues, including: (1) incomplete permit applications; (2) time needed to process complex public comments; (3) interagency consultation; (4) complex policy issues impeding decisions; and (5) issues raised during state and tribal review. As part of the sustained effort toward eliminating the permit backlogs, EPA is providing assistance to help permit applicants submit higher-quality applications, improving key aspects of the permit review processes, and working to identify challenges and develop solutions to complex permitting issues.

- **Reduce childhood lead exposures and associated health impacts.** *By September 30, 2021, EPA will: establish drinking water lead testing programs for schools in all states and the District of Columbia; reduce the number of lead nonattainment areas to 10 from a baseline of 13; complete 48 cleanup actions at sites where lead is a contaminant of concern; and increase the recertification rate of lead-based paint renovation, repair and painting firms to 28 percent from a baseline of 23 percent.*

Met FY 2020 target. EPA awarded grants for drinking water lead testing in schools to all 50 states and the District of Columbia, exceeding the FY 2020 target of 45, and provided additional technical assistance to grant recipients to help establish these programs. EPA worked closely with states to reduce the number of areas not attaining lead air pollution standards from 13 to 11, meeting the FY 2020 target. EPA reduced exposures to lead in soil by completing 21 remedial action projects and 35 removal actions at sites where lead is a contaminant of concern, a total of 56 cleanup actions, exceeding the FY 2020 target of 24. EPA exceeded all four quarterly targets and achieved a rate of 38.6% for lead-based paint firm recertifications in FY 2020 Q4, through enhanced outreach and education to ensure firms are certified to conduct lead-safe work to protect children from lead-based paint hazards.

- **Reduce Per- and Polyfluoroalkyl Substances (PFAS) Risks to the Public.** *By September 30, 2021, EPA will meet several of the designated Priority Action milestones in the EPA PFAS Action Plan to establish a framework to understand and address PFAS.*

  Missed FY 2020 target. EPA completed five of six planned milestones in FY 2020. EPA issued Interim Recommendations for Addressing Groundwater contaminated with perfluorooctanoic acid (PFOA) and perfluorooctane Sulfonate (PFOS) (one milestone). These recommendations provide guidance for federal cleanup programs that will be helpful to states and tribes. EPA proposed preliminary determinations to regulate PFOA and PFOS in drinking water (two milestones). If the Agency makes a positive final regulatory determination, it will begin the process to establish a drinking water regulation. EPA finalized the Significant New Use Rule (SNUR) for Long-Chain Perfluoroalkyl Carboxylate (LCPFAC) (two milestones). The SNUR requires notice and EPA review before the use of long-chain PFAS that have been phased out in the U.S. could begin again. EPA missed the milestone to publish the perfluorobutane sulfonic acid (PFBS) toxicity assessment in FY 2020. However, the Agency completed interagency review and is now finalizing the assessment for publication.

Evidence and Evaluation

Summaries of program evaluations completed during FY 2020, and additional FY 2020 contributions to EPA's portfolio of evidence, are available at https://www.epa.gov/planandbudget/results. EPA uses program evaluations and other evidence to assess effectiveness of programs in meeting Agency goals, to identify ways to improve mission delivery, and to strengthen use of evidence in decision making. This is particularly important for fostering transparency and accountability.

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

THE ADMINISTRATOR

Reliability of 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 2020 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.

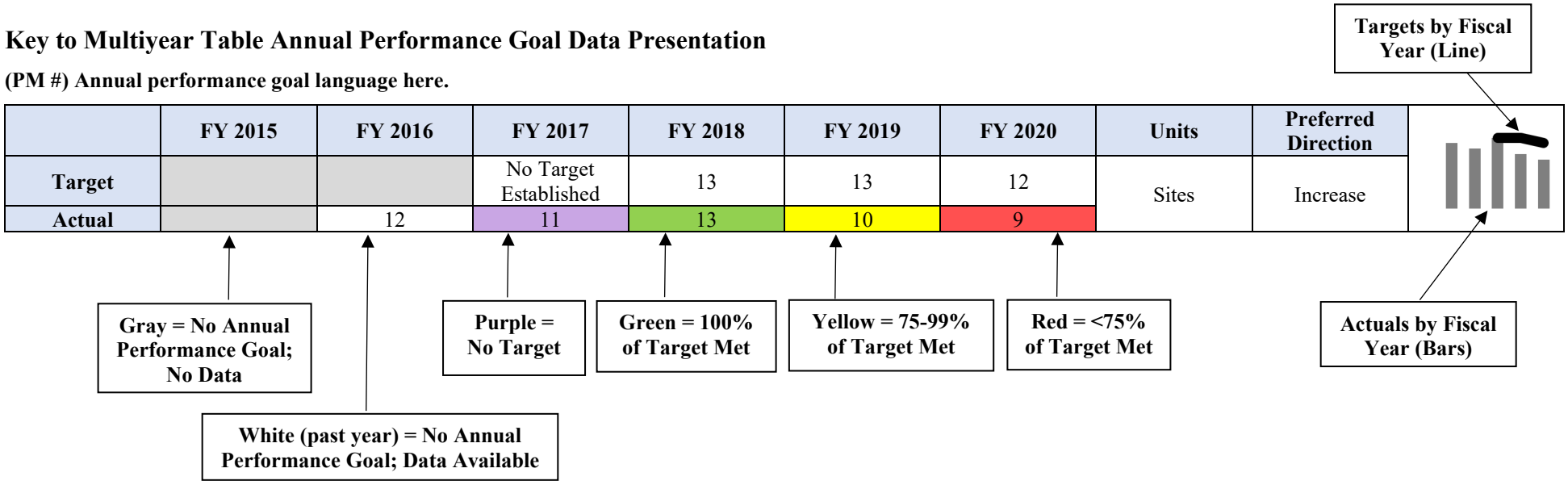
Andrew R. Wheeler
Administrator

1-13-2021
Date

Key to Multiyear Table Annual Performance Goal Data Presentation

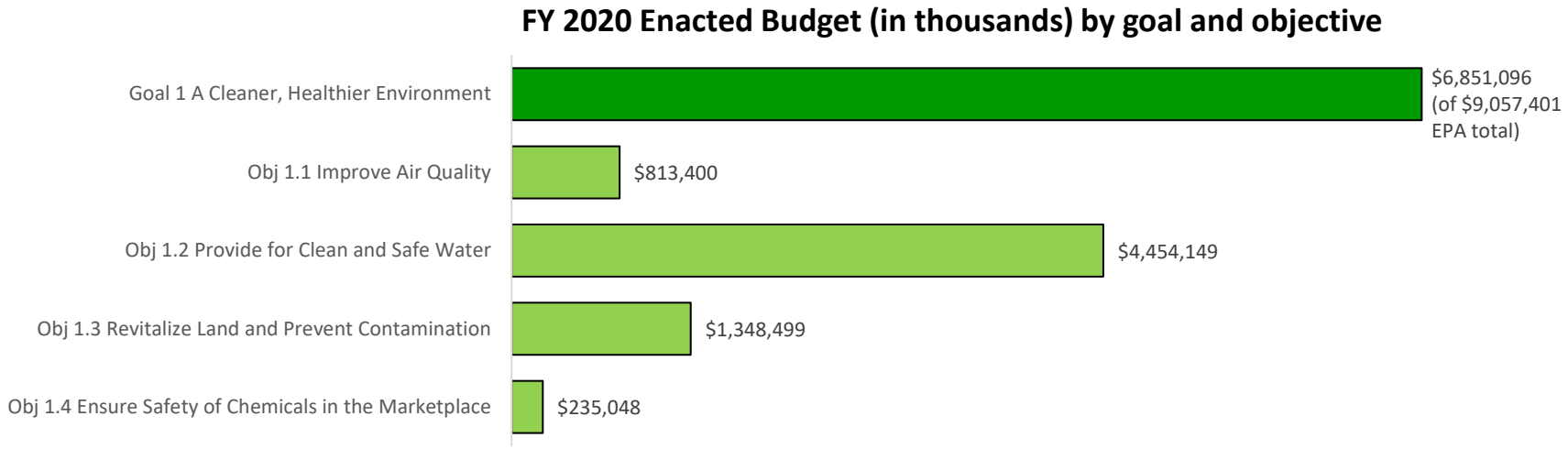
(PM #) Annual performance goal language here.

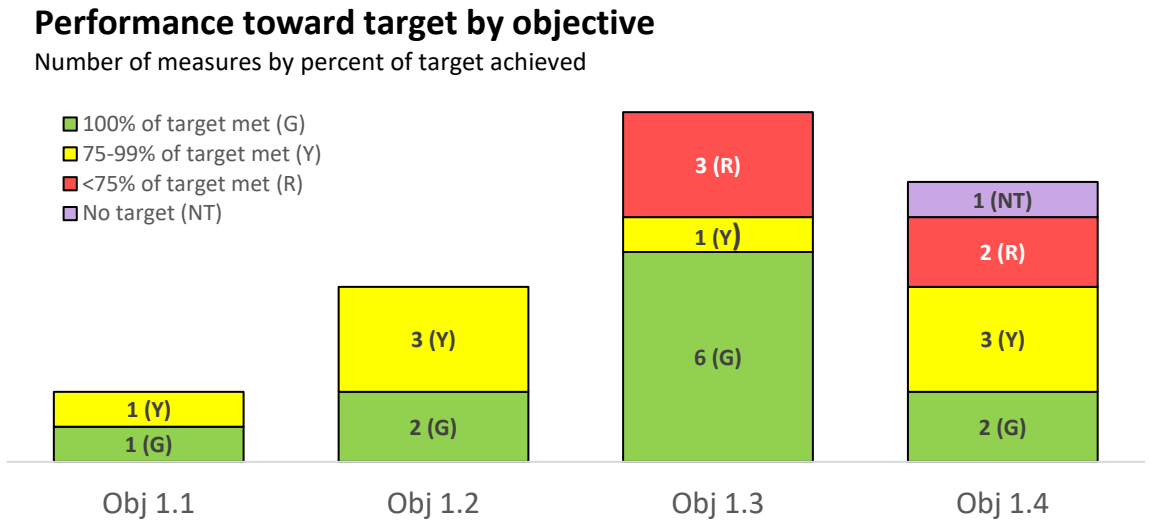
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target			No Target Established	13	13	12	Sites	Increase	
Actual		12	11	13	10	9			



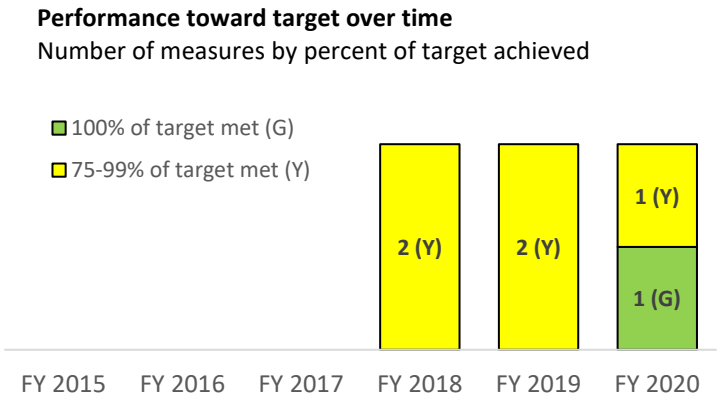
Goal 1 at a Glance

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.

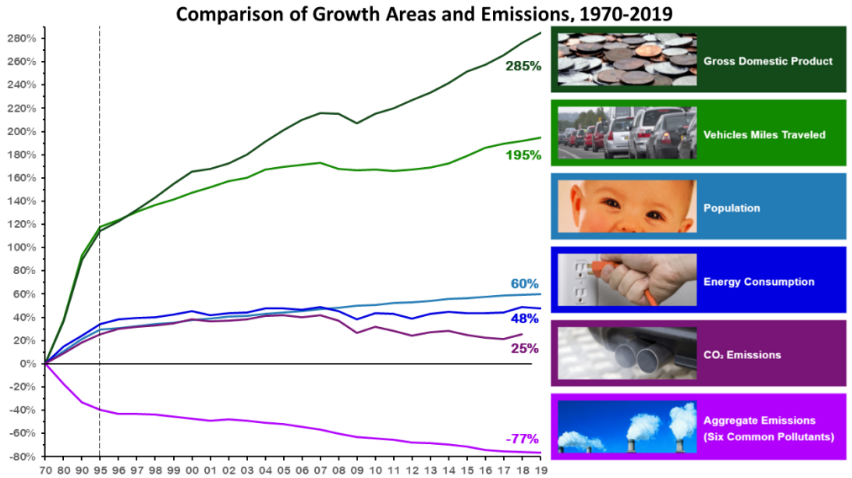




Objective 1.1 – Improve Air Quality: Work with states and tribes to accurately measure air quality and ensure that more Americans are living and working in areas that meet high air quality standards.



Counts are of measures that exist in FY 2020. Chart does not include measures that previously existed but were eliminated prior to FY 2020.



Summary of progress toward strategic objective:

- Redesignated 22 areas to attainment for various National Ambient Air Quality Standards (NAAQS). EPA is on track to meet its FY 2022 long-term performance goal of 101.
- Worked with states to reduce the historic State Implementation Plan (SIP) backlog that existed as of October 2013 by over 90% (from 699 SIPs to 52 SIPs as of September 30, 2020) and provided states with the "State implementation Plan (SIP) Lean Toolkit for Collaboration Between EPA and Air Agencies" to support timely action on SIPs through early engagement. In FY 2020, EPA received 478 new SIPs, took action on 451 SIPs and reduced the current SIP backlog from 382 to 341.
- Published Air Trends Report which shows combined emissions of criteria pollutants and their precursors dropped 7% between 2017-2019, and 77% between 1970-2018 while the economy grew 285% (see graph at lower left).
- Issued over 4,800 certificates of conformity for engines, vehicles, and complementary pieces of equipment allowing manufacturers to enter products into commerce in the U.S.
- Released the annual Automotive Trends Report that finds that Model Year (MY) 2018 vehicle fuel economy was 25.1 miles per gallon, slightly higher than the 24.9 miles per gallon MY 2017.
- Issued annual greenhouse gas (GHG) emissions report showing that since 2005, national net GHG emissions (including sinks) have fallen by 10%, and power sector CO2 combustion emissions have fallen by 27% –even as our economy grew by 25%.
- Released data on 2019 emissions of NOx, SO2, CO2, and mercury (Hg) from power plants in the lower 48 states showing a 23% decline in SO2 emissions compared to 2018, a 14% decline in NOx emissions, an 8% percent decline in CO2 emissions, and a 13% decrease in Hg emissions. Additionally, ozone season NOx emissions dropped by 1%.
- Achieved 100% compliance for power plants in the Acid Rain Program and Cross State Air Pollution Rule allowance trading programs which together have delivered a 94% reduction of SO2 and an 86% reduction in NOx emissions from 1990 levels as of 2019.
- Saved 430 billion kWh of electricity and avoided $35B in energy costs with GHG reductions of 330M metric tons through ENERGY STAR.
- Kept $32M worth of natural gas in pipelines and reduced methane emissions equivalent to 5M metric tons of CO2 between 2016-2018 through EPA's voluntary Natural Gas STAR Methane Challenge Program.

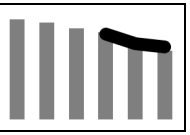
Challenges:

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

Long-Term Performance Goal - By September 30, 2022, reduce the number of nonattainment areas to 101[3].

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

(PM NA1) Number of Nonattainment Areas.

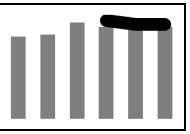
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target				155	138	132	Nonattainment Areas	Below Target	
Actual	182	176	166	159	147	125			

Key Takeaways:

- In FY 2020, EPA took final action on state requests to redesignate 22 nonattainment areas to attainment.
- The original FY 2020 target of 132 was based on projections that were made prior to FY 2018. EPA was able to reach and surpass the FY 2020 goal by redesignating seven additional areas with 125 nonattainment areas remaining (of the 166 nonattainment areas in the FY 2018 baseline).
- Looking ahead, EPA will: (1) work with states to update FY 2021-2022 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 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 in the area are due to implementing permanent and enforceable measures; (3) a 10-year maintenance plan that includes contingency measures to be triggered in the event of a re-violation of the NAAQS; and (4) satisfying any other applicable and outstanding attainment planning and emissions control requirements. Focusing efforts on reducing the number of nonattainment areas helps ensure that states and EPA, in the spirit of maintaining effective partnerships, prioritize taking timely and necessary actions to improve air quality in nonattainment areas through the implementation of permanent and enforceable pollution control measures, so that states can submit, and EPA can approve, redesignation requests for areas once they attain a NAAQS. This measure tracks progress toward a FY 2020-2021 Agency Priority Goal (APG).

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

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target				5,200	5,000	5,000	Certificates	Above Target	
Actual	4,360	4,453	5,109	4,869	4,711	4,843			

Key Takeaways:

- The total number of certificates issued by EPA in FY 2020 was 132 more than in FY 2019.

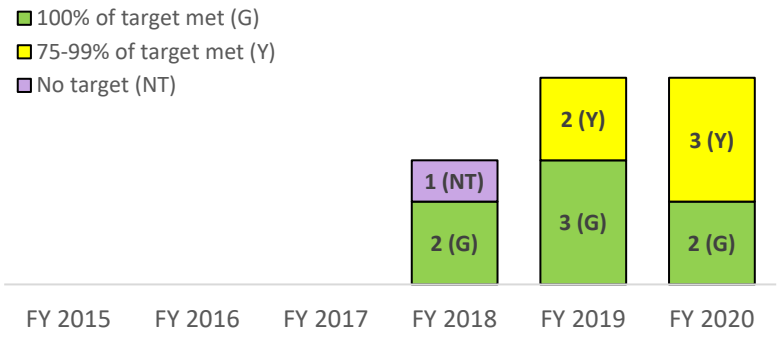
[3] The baseline is 166 nonattainment areas as of 10/1/2017.

- EPA continues 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.

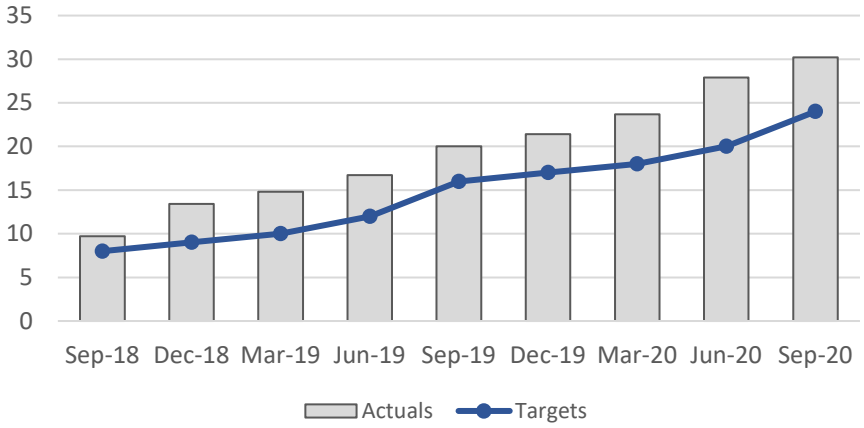
Objective 1.2 – Provide for Clean and Safe Water: Ensure waters are clean through improved water infrastructure and, in partnership with states and tribes, sustainably manage programs to support drinking water, aquatic ecosystems, and recreational, economic, and subsistence activities.

Performance toward target over time
Number of measures by percent of target achieved



Counts are of measures that exist in FY 2020. Chart does not include measures that previously existed but were eliminated prior to FY 2020.

Non-Federal Dollars (Cumulative, in Billions) Leveraged by EPA Water Infrastructure Finance Programs, Sep 2018 - Sep 2020



Summary of progress toward strategic objective:

- Finalized the Navigable Waters Protection Rule, Clean Water Act (CWA) Section 401 Water Quality Certification Rule, and Steam Electric Reconsideration Rule. Also advanced state assumption of CWA Section 404 wetlands programs. In addition, EPA proposed Lead and Copper Rule Revisions, finalized the "Lead Free Rule" and proposed a determination to regulate perfluorooctanoic acid (PFOA) and perfluorooctane sulfonic acid (PFOS) in drinking water. EPA also published a final action to not regulate perchlorate in drinking water.
- Exceeded $8 billion target for non-federal dollars leveraged by EPA water infrastructure finance programs (see graph at lower left). The Water Infrastructure Finance and Innovation Act (WIFIA) Program closed 22 transactions totaling over $3.2 billion in loans to help finance over $6.6 billion for water infrastructure projects and create over 14,000 jobs.
- Sustained system operations during the COVID-19 pandemic by supporting the water sector to identify potential materials and supply chain challenges, advancing solutions to fill potential gaps, providing guidance and incident checklists to utilities, and working with the Department of Homeland Security (DHS) to distribute 3.5 million Personal Protective Equipment (PPE) masks to the nation's water systems.
- Reduced the number of square miles of watershed areas that contained impaired waters in 2019 by over 13,000 square miles.
- Acted on over 20 state lists of impaired waters and approved more than 1,750 Total Maximum Daily Loads (TMDLs).
- Increased by 25% the number of states and territories with a methodology for notifying the public when a harmful algal bloom (HAB) occurs (from 24 to 30 states) and continued to develop a policy for determining if a HAB or hypoxia event in freshwater is an "event of national significance," per the Harmful Algal Bloom and Hypoxia Research and Control Amendments Act (HABHRCA).

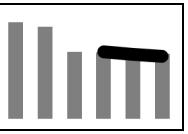
Challenges:

- Nutrient pollution remains a challenge in our nation's lakes and streams. EPA continues to partner with states, tribes, local government, communities and other federal agencies to accelerate progress in reducing nitrogen and phosphorus loadings.
- Impervious surfaces and increased flows result in sewer overflows, water quality impairment, and public health concerns. EPA continues to support communities in developing stormwater plans, promoting green infrastructure and providing resources and training to reduce stormwater pollution.

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[4].

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

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

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target				3,510	3,380	3,280	CWSs	Below Target	
Actual	5,050	4,817	3,508	3,480	3,547	3,423			

Key Takeaways:

- Ninety-three percent of the population served by community water systems (CWS) received drinking water that meets all applicable health-based drinking water standards. While 2,542 of the 3,508 CWS with health-based violations as of September 30, 2017 have returned to compliance, EPA missed the FY 2020 target predominately due to new violations of the Stage 2 Disinfection By-Product Rule, Ground Water Rule, and Revised Total Coliform Rule.
- Reduced systems out of compliance with the Lead and Copper Rule from 290 to 239.
- Proposed Lead and Copper Rule Revisions, finalized the "Lead Free" Rule, proposed a determination to regulate PFOA and PFOS, and published a final action to not regulate perchlorate. Published the proposed Methods Update Rule.
- Conducted approximately 500 engagements with states, tribes, and communities to strengthen the technical, managerial, and financial capacity of drinking water systems, and trained over 4,900 utilities on resiliency against natural, accidental, or intentional (including cybersecurity) events.
- Included cyber threats to IT Technology (business enterprise) and Operation Technology (process control) systems at water facilities in Malevolent Acts guidance (available at https://www.epa.gov/waterriskassessment/baseline-information-malevolent-acts-community-water-systems); Vulnerability Self-Assessment Tool risk assessment software (available at https://www.epa.gov/waterriskassessment/conduct-drinking-water-or-wastewater-utility-risk-assessment) and Small System Risk Assessment Checklist (available at https://www.epa.gov/waterresilience/small-system-risk-and-resilience-assessment-checklist), designed to provide system specific analyses; and the Emergency Response Plan template (available at https://www.epa.gov/waterutilityresponse/develop-or-update-drinking-water-utility-emergency-response-plan), designed for systems to incorporate risk assessment findings.
- Supported system operations during the COVID-19 pandemic by: collaborating with DHS to include water sector workers in the Guidance on the Essential Critical Infrastructure allowing these workers to access the workplace during times of restrictions; working with the water sector to identify potential materials and supply chain challenges and solutions to fill potential gaps; and providing guidance and incident checklists.
- Provided critical support to drinking water systems through technical assistance grants, Water Infrastructure Improvements for the Nation (WIIN) grants, America's Water Infrastructure Act (AWIA) grants, and the Drinking Water State Revolving Fund (DWSRF). Awarded Lead Testing in Schools and Child Care Program Drinking Water grants to 50 states and the District of Columbia which will assist local educational agencies in voluntary testing for lead contamination in drinking water at schools and child-care programs.
- Provided support to small systems. EPA awarded the technical assistance grant to Rural Community Assistance Partnership and the National Rural Water Association.
- Identified drinking water systems out of compliance as an Evidence Act priority area. Outlined a plan to gather and analyze data in EPA's Interim Learning Agenda.

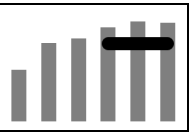
[4] Baseline is 3,508 community water systems out of compliance with health-based standards as of FY 2017. (Footnote updated from *FY 2018-2022 EPA Strategic Plan* published February 12, 2018.)

Metric Details: This measure tracks the number of 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).

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)[5].

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

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

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target				8.0	8.0	8.0	Billions of Dollars	Above Target	
Actual	5.3	8.1	8.6	9.7	10.3	10.2			

Key Takeaways:

- In FY 2020, the WIFIA Program closed 22 transactions totaling over $3.2 billion in loans to help finance over $6.6 billion for water infrastructure projects and create over 14,000 jobs.
- In FY 2020, the Clean Water State Revolving Fund (CWSRF), DWSRF, and WIFIA Programs leveraged over $10.2 billion in non-federal dollars for water infrastructure projects. The programs are on track to meet their FY 2021 Agency Priority Goal of leveraging $16 billion by the end of FY 2021.

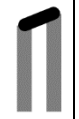
Metric Details: Combined, the three primary water infrastructure programs, DWSRF, CWSRF, and WIFIA Program, represent the largest federal source of funds to address this critical component of our nation's drinking water and clean water infrastructure. SRF data are tracked in the CWSRF Benefits Reporting 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 2021. This measure tracks progress toward a FY 2020-2021 Agency Priority Goal (APG).

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

Long-Term Performance Goal - By September 30, 2022, reduce the number of square miles of watershed with surface water not meeting standards by 37,000 square miles[6].

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

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

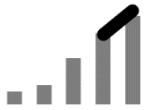
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target				No Target Established	497,728	564,536	Square Miles	Below Target	
Actual				N/A	493,930	561,268			

Key Takeaways:

- EPA has removed 26,268 square miles from the universe of waters identified as impaired as of December 2018 (which includes the adjustment to the universe that occurred in August 2019). Of the 26,268 square miles removed, 13,470 were removed in FY 2020.
- Results under this measure are dependent upon state submittal of Integrated Reports (CWA Section 303(d)/305(b) reports), which are due on April 1 every two years. EPA is working with the states to promote on-time submission for their 2022 reports. This will improve EPA's ability to report on this measure.

Metric Details: Beginning in FY 2020, this measure tracks water quality standards attainment in the 587,536 square miles of waters previously identified as impaired in a state Integrated Report as of August 30, 2019. In FY 2019, the measure tracked progress using a baseline of 506,728 square miles of waters identified as impaired in a state Integrated Report as of December 31, 2018. 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 due to actions including water quality restoration efforts, more complete monitoring to better understand waterbody conditions, or appropriate changes in water quality standards; and (2) the waterbody now either fully supports the use or meets the water quality criterion for that particular pollutant or stressor for which it had been impaired. Data are tracked in EPA's Assessment, TMDL Tracking and Implementation System (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 TMDL-02) Percentage of priority TMDLs, alternative restoration plans, and protection approaches in place.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target					50	67	Percent	Above Target	
Actual		9	14	33.3	51.2	63.5			
Numerator		8,822	14,045	33,194	48,544	59,470	Square Miles		
Denominator		101,141	99,424	99,415	94,806	93,653			

Key Takeaways:

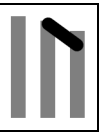
- States, with the assistance of EPA, continue to make progress toward the goal of having 100% of state priority plans in place by the end of FY 2022.
- States and EPA narrowly missed the FY 2020 target by 3.5% due to unforeseen circumstances such as changed water quality conditions and revised priorities having an impact on state development of plans.

[6] 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.)

- Measures tracking resources (e.g., Qlik measures dashboard and the Scenario Builder Tool) assist states and EPA in determining informal annual commitments and monitoring plan development over the course of the year.

Metric Details: This measure tracks state priority waters with a TMDL, alternative restoration, or protection plan in place. EPA, states, and tribes cooperatively developed A Long-Term Vision for Assessment, Restoration and Protection under the CWA Section 303(d) Program, which encourages focused attention on priority waters and acknowledges that states have flexibility in using available tools – TMDLs, alternative restoration plans, and protection approaches – to restore and protect water quality. The calculation method provides 0.5 credit for plans under development and full credit when EPA approves a plan. The goal is to have 100% of priority waters with plans approved or accepted by FY 2022. Data are tracked in ATTAINS. 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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target					360	280	Permits	Below Target	
Actual				456	373	333			

Key Takeaways:

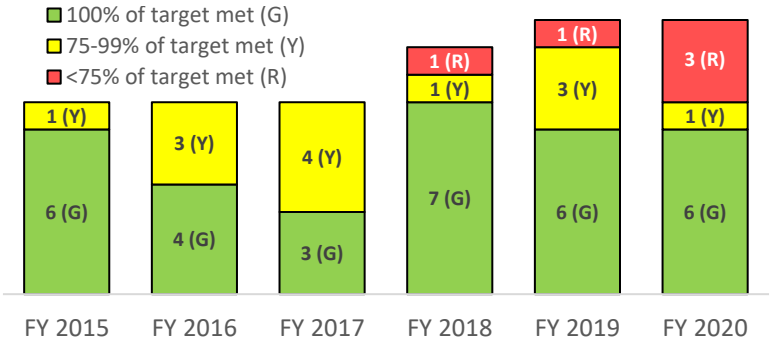
- EPA reduced the backlog of existing National Pollution Discharge Elimination System (NPDES) permits by 11% in FY 2020, and by 40% since the high point in May 2018. EPA also prevented 38 existing permits from becoming backlogged in FY 2020.
- EPA faced and addressed several highly technical issues such as the Supreme Court Decision on direct hydrological connection and the implementation of a new revised 40 Code of Federal Regulation Part 121 regulation that oversees the CWA 401 certification process to verify compliance with water quality requirements as a condition for a permit, and continued to address emerging contaminants. In addition, the program worked collaboratively to address environmental concerns identified during Endangered Species Act (ESA) and National Environmental Policy Act (NEPA) consultations, as well as significant public interest in specific permits, such as aquaculture permits. Permit writers balanced and prioritized their workload to address highly technical and complex permits, implement new requirements, and prevent new permits from becoming backlogged.
- Business processes implemented in FY 2020 will facilitate reduction of the backlog and help EPA meet ambitious future year goals. These include improved tracking, prioritization and assistance to permit writers to address technical and policy issues impeding permit issuance, facilitation of virtual hearings, publishing checklists to aid NPDES permit applicants in submitting complete NPDES permit applications and establishing processes for handling paper permit applications during remote working.

Metric Details: This measure tracks existing EPA-issued NPDES individual permits that are administratively continued because they have passed their expiration date and are awaiting reissuance. Improving the timing for issuance and reissuance of NPDES permits provides greater certainty for the regulated community and ensures that permits reflect the most up-to-date requirements and scientific information to protect water quality across the nation. 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.

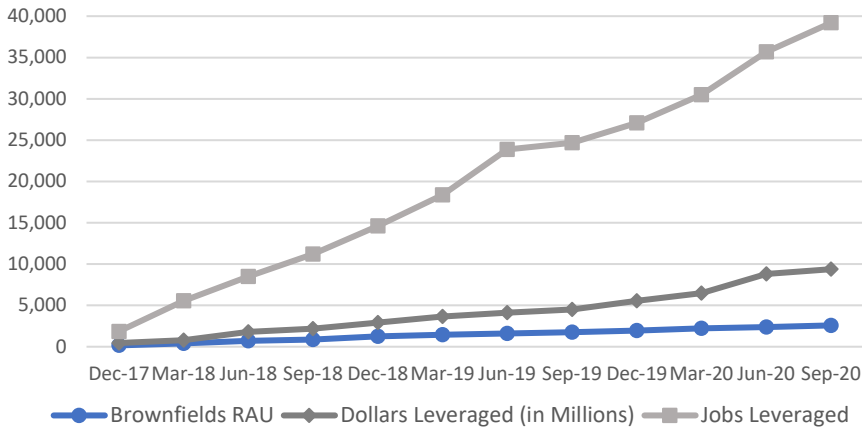
Performance toward target over time

Number of measures by percent of target achieved



Counts are of measures that exist in FY 2020. Chart does not include measures that previously existed but were eliminated prior to FY 2020.

Cumulative Brownfields Accomplishments, Dec 2017 - Sep 2020



Summary of progress toward strategic objective:

- Made sites Ready for Anticipated Use (RAU) under EPA cleanup programs: 34 Superfund site-wide: 809 brownfields; 169 Resource Conservation and Recovery Act (RCRA); and 7,211 Leaking Underground Storage Tanks (LUST).
- Leveraged $4.9 billion and 14,519 jobs through assessment, cleanup and redevelopment of brownfield sites (see graph at lower left). This was achieved through increased use of EPA Lean Management System (ELMS) tools to track accomplishment reporting and reduce reporting delays, strong coordination between EPA headquarters and regional offices, and data collection from closed cooperative agreement recipients missing accomplishment data.
- Completed 91 remedial action projects at Superfund sites, including several at federal facilities.

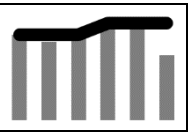
Challenges:

- COVID-19 presented challenges associated with travel restrictions that delayed field work and construction completions.
- EPA faced challenges reaching its ambitious target for LUST cleanups. EPA has intensively engaged state partners to identify long-term strategies to meet the Strategic Goal. In FY 2020, LUST cleanups decreased to 7,211 despite continued work with state partners – primarily due to the impacts from COVID-19, such as many states shutting down site visits for significant periods, owners and operators delaying new cleanup activities due to cost concerns, state staffing impacts due to furloughs and state budget issues because of decreased state gas tax revenues.
- Implementing Institutional Control (ICs) remains a major barrier to achieving sitewide RAU at many Superfund sites because EPA relies on external parties, such as state, local and tribal governments. ICs require those entities outside of EPA to perform tasks and consent to actions that are outside of EPA's control for implementation to occur.
- The number of viable Superfund sitewide RAU candidates is declining due to factors including site complexity and contaminants of concern.

Long-Term Performance Goal - By September 30, 2022, make 255 additional Superfund sites ready for anticipated use (RAU) site-wide[7].

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

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

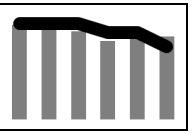
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target	45	45	45	51	51	51	Sites	Above Target	
Actual	45	41	43	51	48	34			

Key Takeaways:

- The number of viable sitewide ready for anticipated use (SWRAU) candidates is declining due to factors including site complexity and newly identified contaminants of concern at a site. The number of site-wide accomplishments has decreased with the number of viable SWRAU candidates.
- In FY 2020, EPA headquarters and regional offices held multiple multilateral conversations to identify potential performance measure alternatives and methods for SWRAU. These conversations are ongoing.

Metric Details: This 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 office has approved the determination. The site universe tracked for this measure includes construction complete final and deleted NPL sites and non-NPL sites with SAA agreements. EPA's universe of sites that have met the SWRAU criteria has a net total of 969 sites, including 955 final and deleted NPL sites and 14 non-NPL sites with SAA agreements in place. As of the end of FY 2020 there were 1,327 final NPL sites and 66 non-NPL sites with active SAA agreements. Targets represent annual increments needed to reach the long-term performance goal by FY 2022. This measure tracks progress toward an FY 2020-2021 Agency Priority Goal (APG).

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

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target	105	105	105	95	95	80	Projects	Above Target	
Actual	104	105	97	87	89	91			

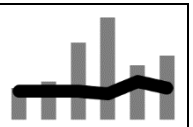
Key Takeaways:

- One region exceeded their projected accomplishments by 14 actions, primarily at federal facilities. This exceedance is the result of some actions completed expeditiously, as well as focused attention on open actions and updated site management plans.
- Regional plans fluctuate significantly from the beginning of the year to the end of the year. Some planned projects are dropped as obstacles are encountered, and some sites are added as noted above. As a result, total accomplishments fluctuate year to year in comparison to targets.

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

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 remedial action project completion data in SEMS.

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

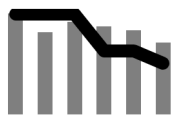
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target	9	9	9	8	12	10	Sites	Above Target	
Actual	10	12	24	32	17	20			

Key Takeaways:

- Due to implementation of ELMS, the Superfund Program and EPA regional offices were able to make a significant number of sufficient data determinations (SDDs) that yielded additional Human Exposure accomplishments untied to any specific remedial activity.

Metric Details: This measure documents progress achieved in controlling unacceptable human exposures to contamination at both private and federal facility Superfund sites and denotes a site-wide accomplishment. The human exposure determination at a site can change over time as conditions across portions (operable units) of a site change. EPA regional offices enter human exposure determinations and supporting data into SEMS. Results reflect a net accomplishment as sites can shift between human exposure under control to human exposure not under control or human exposure insufficient data. The status change often occurs when a previously unknown exposure pathway (e.g., 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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target	275	275	275	175	175	141	Removals	Above Target	
Actual	278	226	255	242	233	197			

Key Takeaways:

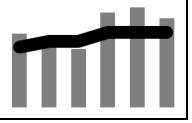
- FY 2020 results declined due to restrictions and limitations on travel and in-person coordination imposed by the COVID-19 pandemic, as well as competing priorities presented by a significant number of natural disasters.

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[8].

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

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

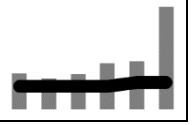
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target	550	600	600	684	684	684	Sites	Above Target	
Actual	668	547	531	861	910	809			

Key Takeaways:

- EPA exceeded the target by utilizing ELMS huddles and performance boards, strong coordination between EPA headquarters and regional offices, and data collection from closed cooperative agreements that had not yet reported their accomplishments.
- EPA concluded a data cleanup initiative in the Assessment, Cleanup and Redevelopment Exchange System (ACRES) database. Data cleanup in ACRES occurred from FY 2018-FY 2020, resulting in higher RAU reporting.

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 ACRES database. This activity results 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 tracks progress toward an FY 2020-2021 APG.

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

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target	1.1	1.1	1.1	1.1	1.3	1.3	Billions of Dollars	Above Target	
Actual	1.71	1.47	1.7	2.2	2.3	4.9			

Key Takeaways:

- EPA exceeded the target by utilizing ELMS huddles and performance boards, strong coordination between EPA headquarters and regional offices, and data collection from closed cooperative agreements that had not yet reported their accomplishments.
- EPA concluded a data cleanup initiative in the ACRES database. Data cleanup in ACRES occurred from FY 2018-FY 2020, resulting in higher dollars leveraged reported.

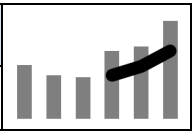
Metric Details: This measure tracks additional dollars leveraged by assessment or cleanup activities conducted with EPA brownfields funding, as reported by cooperative agreement recipients at a specific property into the ACRES database.

[8] 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[9].

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

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

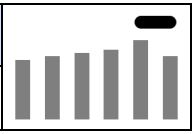
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target				75	91	117	Facilities	Above Target	
Actual	93	75	72	117	127	169			

Key Takeaways:

- EPA exceeded the target through improved data processing, RAU-targeted quarterly stretch goals, and enhanced communication with EPA regional offices and states.
- By the end of FY 2020, 1,642 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.

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

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

Key Takeaways:

- The reduction in remedies constructed is partly due to the difficulty and complexity of remaining cleanups. EPA and the states faced unique challenges to completing remedy constructions due to the COVID-19 pandemic where staff could not physically be on-site.
- EPA made progress in FY 2020 by applying Lean principles to evaluate the process, which help to identify the barriers that were affecting remedy construction. The potential solutions were implemented at the facilities after consulting the Regions and (indirectly) the states.
- A newly established Mission/Vision/Goals for the Corrective Action Program (available at: https://www.epa.gov/sites/production/files/2020-09/documents/rcra_corrective_action_program_vision.pdf), spanning until 2030, will drive future target setting, performance, and implemented process efficiencies.

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

[9] 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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target				64	64	105	Facilities	Above Target	
Actual	100	89	125	109	124	104			

Key Takeaways:

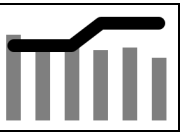
- Permitting progress was down the second and third quarter of FY 2020 due to COVID-19, but EPA almost caught up with its permitting workload in fourth quarter. Impacts include, for example, delays in site visits, public meetings, and lack of access to public libraries which serve as information repositories for documents related to the permitting process. To partially mitigate these impacts, EPA has promoted the use of virtual meetings/hearings in the RCRA permitting process.

Metric Details: This measure tracks RCRA hazardous waste permit renewals or clean-closures in the universe of permitted facilities using the RCRAInfo database. This does not include all permit maintenance since permit modifications cannot be projected and are not included. Maintaining up-to-date permits ensures that permitted facilities have consistent and protective standards to prevent releases. Proper standards for waste management can protect human health, prevent land contamination/degradation and other releases, and avoid future cleanups and associated costs.

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[10].

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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target	8,600	8,600	8,600	11,200	11,200	11,200	Cleanups	Above Target	
Actual	9,869	8,977	8,775	8,128	8,358	7,211			

Key Takeaways:

- In FY 2018-2020 the cumulative total for LUST RAU was 23,697 cleanups, which is 71% of the three-year goal of 33,600 cleanups.
- By the end of FY 2020, a total of 497,407 LUST cleanups had been completed, out of a universe of 559,900 confirmed releases.
- The overall national cleanup rate is at 89% of total identified releases since the beginning of the program in 1988. In FY 2020, the cleanup backlog dropped from 64,760 to 62,439. As part of the ELMS process, EPA is working with the states to develop strategies to address issues regarding cleanup progress.
- As the universe of available cleanups decreases, many of the remaining releases are ones with greater challenges such as no responsible party, technically difficult cleanups and no available funds. COVID-19 played a significant role in the decrease of cleanups completed in FY 2020 due to many states shutting down site visits for significant periods, owners and operators delaying new cleanup activities due to cost concerns, state staffing impacts due to furloughs and state budget issues because of decreased state gas tax revenues.

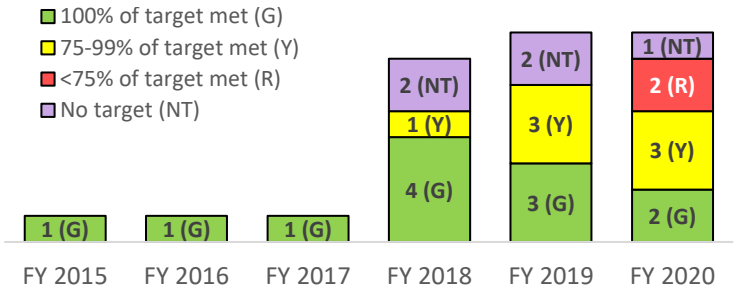
Metric Details: This measure tracks the number of petroleum-contaminated sites where the states, tribes and EPA have completed cleanup activities. The totals include cleanups reported by states as well as EPA cleanups in Indian Country. Sites in Indian country represent approximately 0.2% of total cleanups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

[10] By the end of FY 2017, 469,898 LUST cleanups had been completed.

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.

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

Performance toward target over time
Number of measures by percent of target achieved



Counts are of measures that exist in FY 2020. Chart does not include measures that previously existed but were eliminated prior to FY 2020.

Summary of progress toward strategic objective:

- Published final Toxic Substances Control Act (TSCA) risk evaluations for methylene chloride on time in June 2020, for 1-Bromopropane (1-BP) in August 2020, and for the cyclic aliphatic bromide cluster (HBCD) in September 2020; missed the deadline but published six of the remaining seven risk evaluations initiated in December 2016 by the end of calendar year 2020 and on track to publish the seventh in January 2021.
- In December 2019, released an updated list of alternative test methods or strategies that do not require animal testing as required under TSCA Section 4(h).
- Initiated risk evaluation for 20 High-Priority chemical substances in December 2019, with 20 Low-Priority chemical substances also identified in FY 2020. Final scope documents for all 20 High-Priority chemical substances released in FY 2020.
- Approved 174 expedited emerging viral pathogen submissions in support of COVID-19 response, raising the total number of products evaluated as likely to be effective against COVID-19 to nearly 500 from a baseline of 90 in early March. Developed an expedited review process for products that would like to qualify for inclusion on EPA's List N: Disinfectants for Use Against SARS-CoV-2.

Challenges:

- Final TSCA risk evaluations were delayed by: comments from the public and Science Advisory Committee on Chemicals (SACC) that were more numerous and complex than anticipated; changes resulting from the November 2019 Ninth Circuit decision relating to legacy exposures (asbestos and HBCD); and additional data for Pigment Violet 29 (PV29) from a test order issued in March 2020.
- Competing demands between review of new Pre-Manufacture Notices (PMNs) and Exemption Notices within 90 days, and reducing the backlog of submissions under review for greater than 90 days.
- Lingering delays in Pesticide Registration Improvement Act (PRIA) new active ingredient decisions caused by changes to the peer review schedule in FY 2019, deficient applications, and the need for additional information to make regulatory determinations.
- EPA missed the PRIA new active ingredient decision turnaround time target of 619 days, in part due to a handful of more complex reviews taking significantly longer than other decisions (completed Alphachloralose review in 2,441 days, and three other new active ingredient decisions took more than 1,000 days to complete).
- EPA missed the Federal Insecticide, Fungicide, and Rodenticide Act (FIFRA)-mandated registration review completions target in part because of comment period extensions and the need for data and/or registrant input before finalizing decisions.

Long-Term Performance Goal - By September 30, 2022, complete all EPA-initiated TSCA risk evaluations for existing chemicals in accordance with statutory timelines[11].

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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target				No Target Established	N/A	10	Evaluations	Above Target	No Trend Data
Actual			0	N/A	N/A	1			

Key Takeaways:

- Published the final risk evaluation for methylene chloride in June 2020 within the statutory deadline. Also published two additional final risk evaluations but missed the statutory deadlines: 1-Bromopropane (1-BP) in August 2020 and HBCD in September 2020; missed the statutory deadlines but published six of the remaining seven risk evaluations initiated in December 2016 by the end of calendar year 2020, and on track to publish the seventh (PV29) in January due to extension of the comment period.
- Finalized the designation of 20 chemical substances as High-Priority for upcoming risk evaluations on December 20, 2019, and the designation of 20 chemical substances as Low-Priority on February 20, 2020.
- Initiated risk evaluations for the 20 High-Priority Substances in December 2019 and released final scope documents for all 20 in September 2020.
- Final TSCA risk evaluations were delayed by: comments from the public and the SACC that were more numerous and complex than anticipated; changes resulting from the November 2019 Ninth Circuit decision relating to legacy exposures (asbestos and HBCD); and additional data for PV29 from a test order issued in March.

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

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

Long-Term Performance Goal - By September 30, 2022, complete all TSCA risk management actions for existing chemicals in accordance with statutory timelines[12].

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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target				No Target Established	N/A	N/A	Actions	Above Target	No Trend Data
Actual			0	N/A	N/A	N/A			

Key Takeaways:

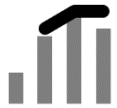
- EPA is on track to achieve all risk management targets by initiating interagency review of the risk management action for four of the five rules in FY 2020. EPA is poised to complete risk management for all five persistent, bioaccumulative, and toxic (PBT) chemicals by the statutory deadline.

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

Long-Term Performance Goal - By September 30, 2022, complete all TSCA pre-manufacture notice final determinations in accordance with statutory timelines[13].

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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target				65	80	80	Percent	Above Target	
Actual			27	58.4	78	65			
Numerator			67	45	103	52	Final Determinations		
Denominator			248	77	132	80			

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

Key Takeaways:

- Increased the percentage of PMN final determinations completed within 90 days from 27% in FY 2017 to 58.4% in FY 2018, and to 78% in FY 2019, but fell down to 65% in FY 2020. The backlog of PMNs under review for more than 90 days continued to decrease at a steady pace in FY 2020 to the lowest recorded level (187 in September 2020). EPA missed the target of completing 80% of cases in under 90 days in FY 2020 because of a focus on completing older, backlog cases. For FY 2021, EPA is targeting resources to focus on new cases and is enhancing internal processes with the goal of improving our performance with respect to the 80% target.

Metric Details: This measure tracks a subset of EPA's new chemicals review activity under TSCA – the review of PMNs, Significant New Use Notices (SNUNs) and Microbial Commercial Activity Notices MCANs) (but not new chemicals reviews covered by exemptions). EPA conducts these reviews prior to approving new chemicals or microbial substances in commerce, or new uses for existing chemicals that are subject to a 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 Program are available at https://www.epa.gov/reviewing-new-chemicals-under-toxic-substances-control-act-tsca/statistics-new-chemicals-review.

(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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target					100	100	Percent	Above Target	
Actual			100	100	100	100			
Numerator			567	292	429	347	Final Determinations		
Denominator			567	292	429	347			

Key Takeaways:

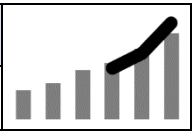
- EPA has continued to complete all new chemical final determinations within the full timeframes allowed by statute.

Metric Details: This measure tracks a subset of EPA's new chemicals review activity under TSCA, the review of PMNs, SNUNs, and MCANs (but not new chemicals reviews covered by exemptions). EPA conducts these reviews prior to approving new chemicals or microbial substances in commerce, or new uses for existing chemicals that are subject to a Significant New Use Rule, to determine whether the chemical substance or significant new use presents an unreasonable risk to human health or the environment. EPA has the authority to agree to voluntary suspensions of the initial 90-day statutory deadline at the request of a submitter. These suspensions provide EPA additional time to complete the required review following receipt of additional necessary information. This measure tracks performance against the full timeframes authorized under the statute. A performance result of 100% indicates that there were no instances in which EPA failed to complete a final determination within the 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[14].

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

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

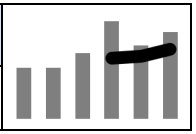
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target				58	75	110	Decisions	Above Target	
Actual	33	41	56	64	80	98			

Key Takeaways:

- EPA missed the FY 2020 target for the following reasons: (1) Comment period extensions requested by stakeholders on proposed decisions from previous quarters. This included many of the pyrethroids, all of the neonicotinoids, and several other chemicals (10-12 chemicals overall). Extended comment period for a proposed decision typically delays the interim/final decision by at least one quarter. (2) Awaiting data or registrant input prior to publishing the interim/final decisions for certain chemicals (five chemicals overall).
- EPA is assessing registration review processes to identify and implement efficiencies; FY 2020 projects include the human health and environmental risk assessment processes, the benefits assessment process, and, for conventional pesticides, the registration review process from the draft risk assessment stage to the proposed interim decision stage.

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

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

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target				70	72	80	Risk Assessments	Above Target	
Actual	59	59	76	112	85	100			

Key Takeaways:

- EPA significantly exceeded the FY 2020 target, which puts these cases in a better position to be fully completed by the statutory deadline of October 2022.

Metric Details: Through the Pesticide Registration Review Program, EPA is reviewing each registered pesticide every 15 years to determine whether it still meets the FIFRA standard for registration. FIFRA requires that all pesticides intended for use in the U.S. be registered (licensed) by EPA to ensure that they do not cause "any unreasonable risk to

[14] 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.)

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[15].

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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target				643	631	619	Days	Below Target	
Actual	627	687	638	603	686	876			

Key Takeaways:

- EPA experienced delays because of changes to the peer review schedule in FY 2019, deficient applications, and the need for additional information to make regulatory determinations. EPA completed fifteen new active ingredient decisions in FY 2020, with decision timeframes ranging from 368 to 2,441 days; the standard deviation was 493 days. The Agency completed review of Alphachloralose in 2,441 days; three other new active ingredient decisions took more than 1,000 days to complete.
- EPA has augmented internal tracking of conventional new active ingredient actions to improve timeliness and is assessing and implementing consistent utilization of the preliminary technical screen for biopesticide new active ingredients.
- One-third of FY 2020 new active ingredient completions have original statutory timeframes that exceed the annual target of 619 days.

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

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

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target	96	96	97	99	99	99	Percent	Above Target	
Actual	98.4	99	99	99.7	98	98			
Numerator	2,078	2,157	2,008	2,193	2,034	2,339	Decisions		
Denominator	2,111	2,174	2,026	2,199	2,085	2,385			

Key Takeaways:

- Twenty-five of the 46 late completions in FY 2020 are related to Gold Seal letter applications that were received or being actively worked on when EPA began working remotely in mid-March due to the COVID-19 pandemic. This was a paper-based process at that time, which presented challenges to completing these actions in a timely

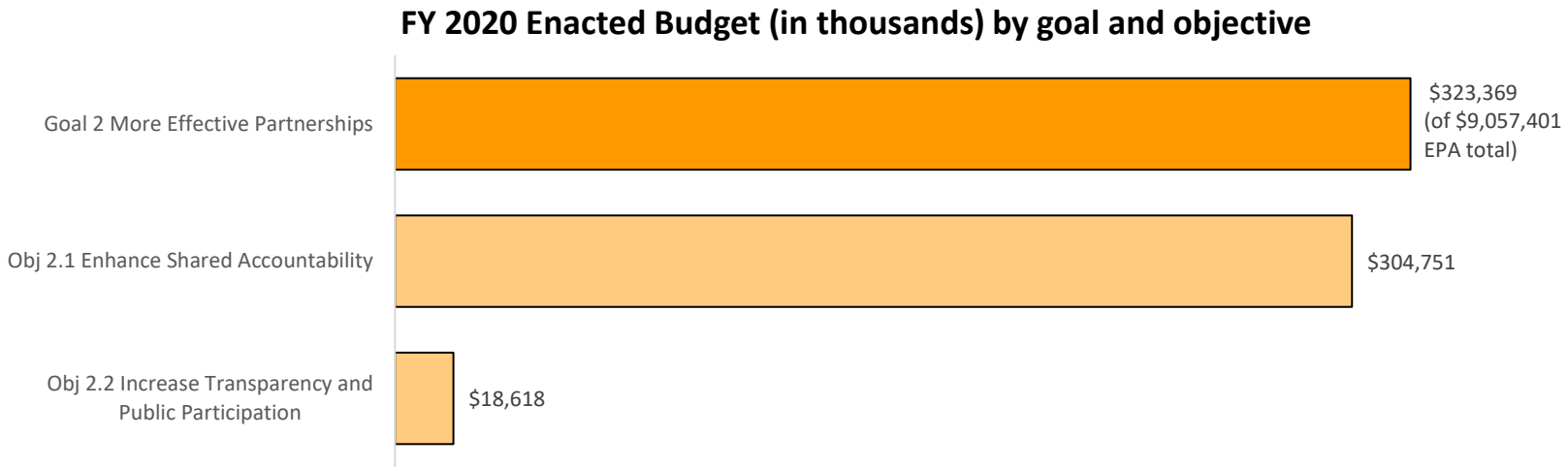
[15] Baseline is an average timeframe of 655 days (range: 93-2,086 days) for PRIA decisions for 68 new active ingredients completed in FY 2015-2017.

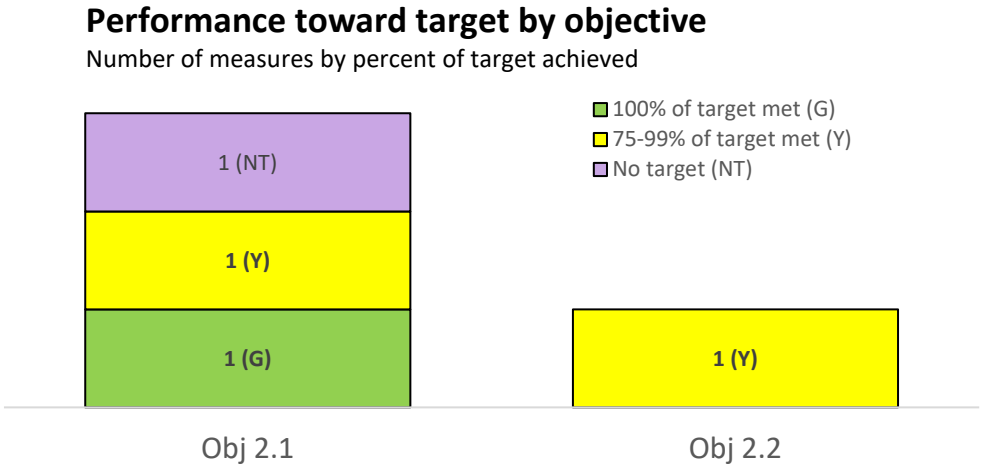
manner while EPA was working remotely. An electronic process for reviewing these applications was quickly developed with coordination from the Department of State, but a number of applications were closed as "late" due to this transition. Excluding these actions, the "on-time" completion rate for FY 2020 was 99.1%.

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

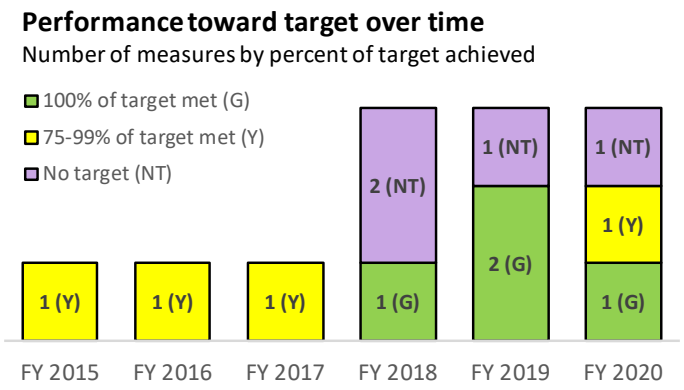
Goal 2 at a Glance

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.



Counts are of measures that exist in FY 2020. Chart does not include measures that previously existed but were eliminated prior to FY 2020.

Summary of progress toward strategic objective:

- Piloted measurement of grant commitment achievement with the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) Section 128(a) grant program. On average, 95% of states, districts, or territories receiving grants were on track with their grant workplans as written.
- The Administrator selected measurement of EPA's grant commitments as a priority area to be addressed under the Evidence Act. EPA outlined a plan for gathering and analyzing data in the Interim Learning Agenda. This work will help EPA better understand current grant reporting and tracking processes across the Agency's grant programs and more efficiently evaluate environmental outcomes on a national scale.
- Released new software to improve the effectiveness and efficiency of compliance inspections conducted by EPA and authorized states for the Resource Conservation and Recovery Act (RCRA) Hazardous Waste Program. Similar tools are being developed for the Clean Water Act National Pollutant Discharge Elimination System (NPDES) Program.
- Transitioned the E-Enterprise for the Environment 2020 National Meeting to monthly webinar series in response to the COVID-19 pandemic, allowing for a significant increase in participation from states, tribes, and EPA (32% increase, 381 participants).
- Worked with states and tribes to implement a new Quality Assurance Project Plan (QAPP) review and approval process—an outcome from a 2018 Lean event that included state and tribal participants, as well as EPA Regional Quality Assurance Managers.
- An internal work group is collaborating to establish goals, metrics, and an overall performance accountability framework for each EPA tribal direct implementation program.
- Implemented over 2,100 actions from the 500 completed EPA-Tribal Environmental Plans (ETEPs), a joint planning approach to inform decisions on financial and technical assistance for environmental programs. EPA will continue to monitor regional actions to implement ETEPs.
- Completed a record 121 tribal consultations in FY 2020. Since 2011, EPA has completed over 600 tribal consultations.

Challenges:

- EPA does not yet have a system to track grant commitments under its 109 grant programs.
- COVID-19 has disrupted some key compliance assurance activities, including a reduction in on-site inspections.
- COVID-19 has made it difficult to host in-person consultations with tribes, limiting their full participation in EPA consultation.

Long-Term Performance Goal - By September 30, 2022, increase the number of grant commitments achieved by states, tribes, and local communities[16].

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

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

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target				No Target Established	No Target Established	No Target Established	Percent	Above Target	No Trend Data
Actual				N/A	N/A	95			
Numerator						53	Commitments		
Denominator						56			

Key Takeaways:

- EPA piloted measurement of grant commitment achievement with the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) Section 128(a) grant.

Metric Details: Grant commitments are negotiated by EPA and the state, tribal, or local grant recipient. This measure is calculated as the annual average of quarterly assessed percentages of states, districts, and territories on track with their grant workplans as written for CERCLA Section 128(a) grants to establish and enhance state and tribal response programs for brownfield sites. The numerator is the number of states, districts, and territories for which EPA Project Officers report grantees as being on track. The denominator is the total number of states, districts, and territories with CERCLA Section 128(a) grants.

Long-Term Performance Goal - By September 30, 2022, increase the use of alternative shared governance approaches to address state, tribal, and local community reviews[17].

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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target				No Target Established	3	20	Alternative Approaches	Above Target	
Actual				0	14	25			

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

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

Key Takeaways:

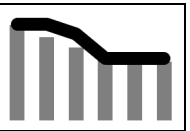
- The Agency exceeded its target again in FY 2020 resulting in increased and more standardized communication between EPA and states in the review of NPDES and Clean Air Act Title V operating permit program reviews.
- With the oversight framework for programs implemented by states and tribes successfully deployed, the Agency will begin measuring the deployment of its National Permitting Oversight Policy in place of alternative shared governance approaches.

Metric Details: This measure tracked the number of program areas where EPA launched the framework for oversight of federal environmental programs implemented by states and tribes. EPA defined, developed, piloted, evaluated, and launched a comprehensive system to evaluate state and local implementation of federal environmental programs in FY 2020. The "oversight framework" is defined as the overarching principles laid out in the Principles Memo (available at https://www.epa.gov/sites/production/files/2019-04/documents/fep_oversight_memo.10.30.18.pdf), coupled with a template populated with state-and regional-specific details on the review activity in question. The purpose of this effort was twofold: to begin to standardize EPA's oversight work across EPA regions, and to maximize the benefits of state and federal resources by focusing on the most important work.

Other Core Work supporting Objective 2.1

Annual performance goal:

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

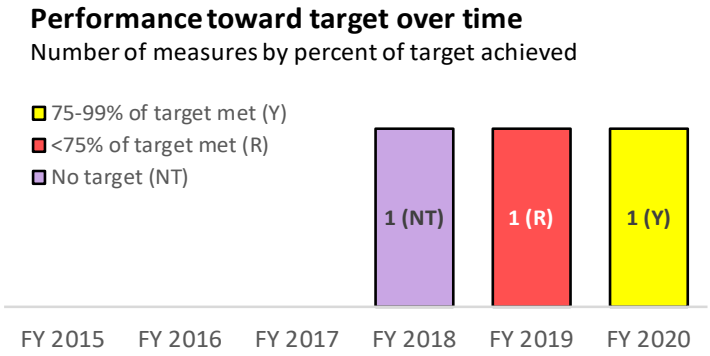
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target	15,500	15,500	14,000	10,000	10,000	10,000	Inspections & Evaluations	Above Target	
Actual	15,400	13,500	11,800	10,600	10,300	8,500			

Key Takeaways:

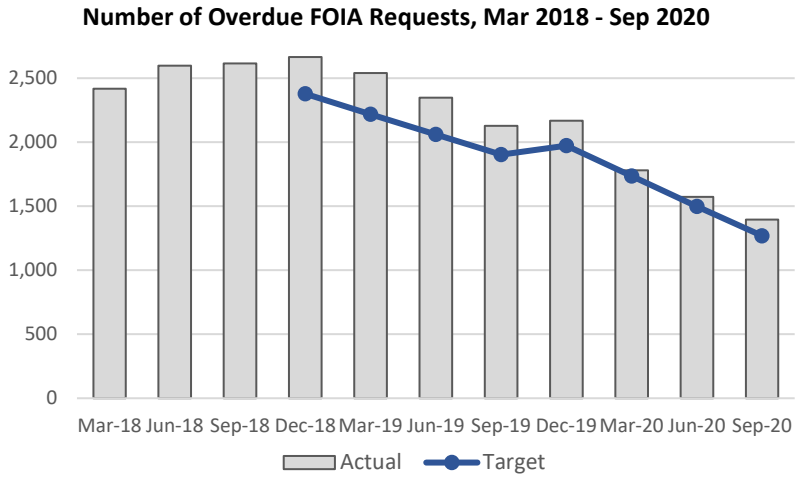
- Due to the challenges of COVID-19, on-site inspection numbers dropped substantially during much of FY 2020. However, EPA was able to increase its off-site compliance monitoring activities (for example review of responses to information requests to assess compliance; review of facility monitoring reports and/or sampling data), and launched efforts with the Environmental Council of the States to pilot remote video partial compliance evaluations.
- The final result is considerably closer to the target than would have been expected given a six month interruption in inspections and evaluations due to COVID-19.
- The FY 2020 results included approximately 3,600 on-site inspections and 4,900 off-site compliance monitoring activities. The sum of the two categories is a more reliable value because it smooths out some variability due to inconsistent definitions. Additionally, EPA has not historically required most types of off-site compliance monitoring activities to be entered into an EPA database, so these numbers are likely an incomplete snapshot of EPA's compliance monitoring activities. EPA issued guidance in April 2020 to provide nationally consistent definitions for on-site inspections and off-site compliance monitoring (effective for all of FY 2020 for on-site inspections and from 4/1/2020 forward for off-site compliance monitoring). More consistent definitions and data entry will make the subtotal data more reliable going forward.

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

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.



Counts are of measures that exist in FY 2020. Chart does not include measures that previously existed but were eliminated prior to FY 2020.



EPA, in consultation with the Office of Management and Budget, has 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:

- Significantly increased the pace of FOIA backlog reduction in FY 2020, building on the progress EPA made in FY 2019 reversing the prior year-over-year FOIA backlog increases. In FY 2020, EPA reduced the backlog by 34% from the beginning of the year, resulting in a total reduction of 45% from the baseline set in 2018 (see graph at lower left).
- Led the efforts of the White House Opportunity and Revitalization Council by delivering community-driven assistance in 38 communities through unique programs such as Local Foods, Local Places, Recreation Economy for Rural Communities, and Building Blocks for Community Revitalization.
- 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.

Challenges:

- Structural issues in one EPA office with a large backlog prevented that office from making progress in FY 2020. The office reorganized and centralized its FOIA program to address continued FOIA backlog increases seen in the first half of the year. The reorganization and interventions yielded results that reversed the backlog increases and this office is now on track to significantly reduce its backlog in FY 2021.
- EPA has historically received an increase in FOIA requests in the year after a presidential election and, thus, anticipates that a request increase could present an additional challenge in FY 2021.
- As a result of the COVID-19 pandemic, EPA's Office of Community Revitalization (OCR) has had to shift to an on-line technical assistance model. As a result, OCR has experienced challenges ensuring adequate levels of community participation. However, OCR has been able to deploy a combination of video teleconference, interactive digital tools and social media to replicate the level and quality of input achieved in on-site workshops, and ensure increased participation of state and federal agency partners who might not otherwise be able to participate in an onsite workshop.

Long-Term Performance Goal - By September 30, 2022, eliminate the backlog and meet statutory deadlines for responding to Freedom of Information Act (FOIA) requests[18].

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

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

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target				No Target Established	25	50	Percent	Above Target	
Actual				-9	16	45			
Numerator				-224	409	1,142	Requests		
Denominator				2,537	2,537	2,537			

Key Takeaways:

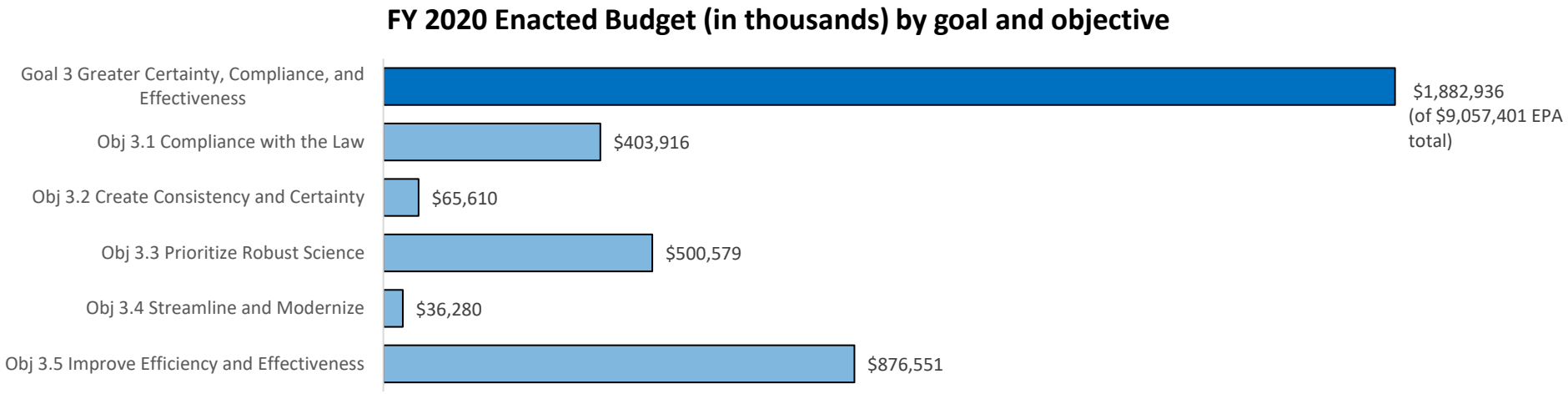
- EPA significantly increased the pace of its FOIA backlog reduction, building on the progress made in FY 2019 reversing the prior year-over-year FOIA backlog increases. In FY 2020, EPA reduced the backlog by 34% from the beginning of the year, resulting in a total reduction of 45% from the baseline set in 2018.
- Structural issues in one EPA office with a large backlog prevented that office from making progress in FY 2020. The office reorganized and centralized its FOIA program to address continued FOIA backlog increases seen in the first half of the year. The reorganization and interventions yielded results that reversed the backlog increases and this office is now on track to significantly reduce its backlog in FY 2021.
- EPA has historically received an increase in FOIA requests in the year after a presidential election and, thus, anticipates that a request increase could present an additional challenge in FY 2021.

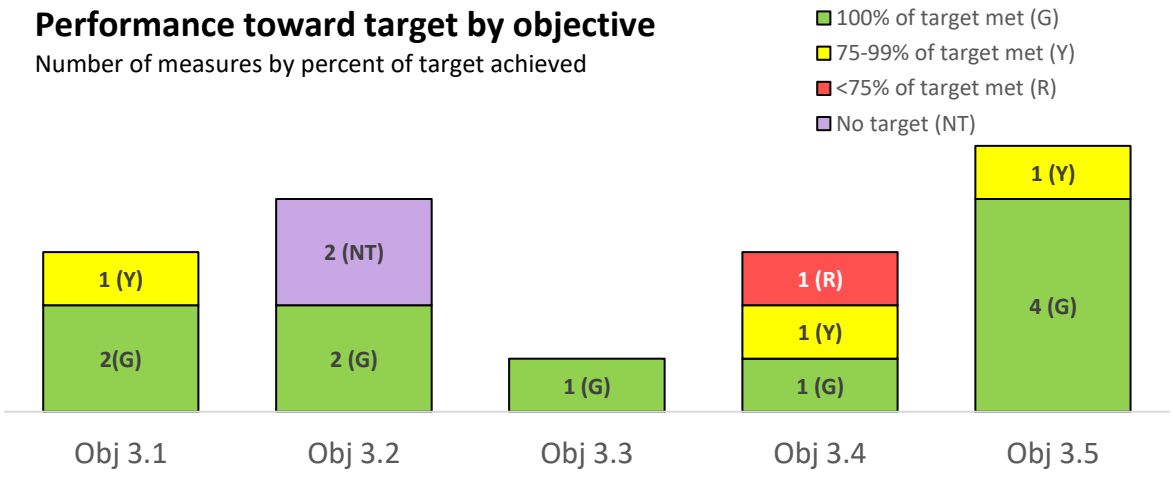
Metric Details: For purposes of this measure, overdue requests are defined as the sum of pending requests that are indicated in FOIAonline.gov as pending beyond the statutory or agreed deadline of 20 working days, or 30 days or longer with an extension. EPA is focusing on reducing the FOIA backlog the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

[18] 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.)

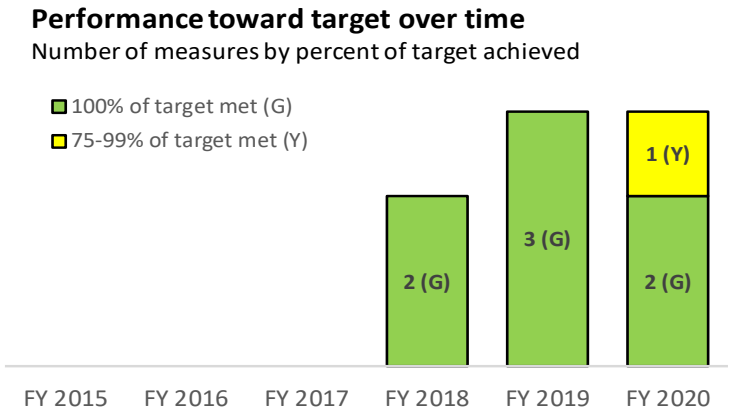
Goal 3 at a Glance

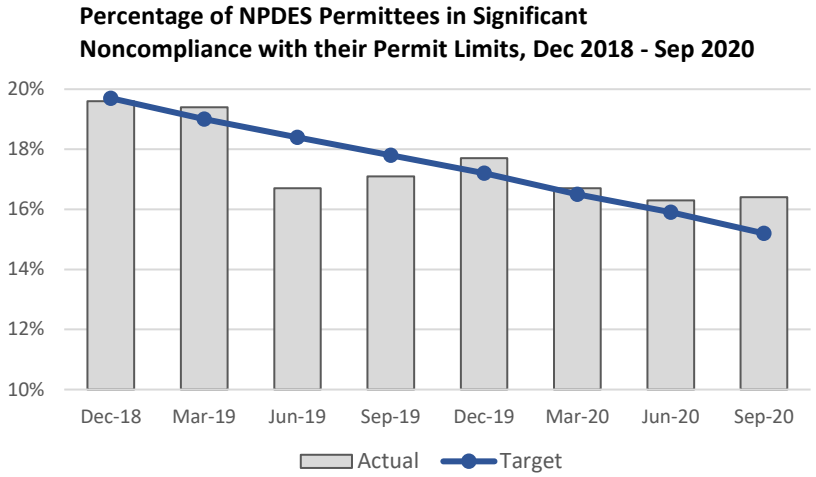
Greater Certainty, Compliance, and Effectiveness: Increase certainty, compliance, and effectiveness by applying the rule of law to achieve more efficient and effective agency operations, service delivery, and regulatory relief.





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:

- Took swift action during the COVID-19 pandemic to ensure continued health and environmental safety - keeping over 7 million illegal pesticide products out of the U.S., expanding compliance monitoring tools, providing over 30 guidances, continuing civil and criminal enforcement, and increasing actions to prohibit the sale or distribution of pesticide products with false or misleading claims, particularly disinfection products falsely claiming effectiveness against the coronavirus.
- Advanced EPA's National Compliance Initiatives (NCI) Goals, including:
  - Clean Water: Reduced the quarterly National Pollutant Discharge Elimination System (NPDES) Significant Non-Compliance rate to 16.4% (see graph at lower left). EPA made substantial progress in reducing the number of NPDES Permittees in significant noncompliance (SNC), and anticipates continuing the downward trend in FY 2021.
  - Safe Drinking Water: Successfully completed pilot of a "Circuit Riders" program, providing one-on-one assistance to about 20 small rural and tribal communities to achieve and sustain drinking water and wastewater compliance; reviewed regional requests for additional circuits and will have circuit riders in every region by Dec. 31.
  - Clean Air Mobile Source Defeat Devices: Resolved 31 cases regarding tampering and aftermarket defeat devices. This is the most of any one year in the Agency's history.
- Enforcement Results: Civil actions resulted in $2.5B in injunctive relief, $160M in penalties, 458M lbs. of pollution reduced and 1.6B lbs. of waste properly managed. Criminal cases secured $42M in penalties and 45 years of incarceration of defendants. Opened 247 criminal cases and charged 91 defendants. Oversaw and, where appropriate, revised open consent decrees requiring over $74B of environmental control obligations.

Challenges:

- COVID-19 has adversely affected many of EPA's enforcement activities, especially the ability to do on-site inspections.
- EPA continues to identify state data issues (e.g., definition, entry, and completeness). Additionally, there are known issues with transferring data from state systems to EPA systems. These issues were exacerbated due to COVID-19.
- Despite efforts of EPA and primacy agencies, community water systems continue to struggle with health-based violations. In FY 2019, 26M Americans consumed water provided by a CWS with at least one health-based violation. In FY 2020, 3,400 systems violated one or more health-based drinking water standards at some point during the year.

Long-Term Performance Goal - By September 30, 2022, reduce the average time from violation identification to correction[19].

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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target					129	120	Cases	Below Target	
Actual					94	74			

Key Takeaways:

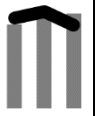
- Ongoing, close cooperation between EPA headquarters and regions and with the Department of Justice continues to ensure that the most challenging cases move toward resolution at an appropriate speed, more quickly returning violators to compliance and supporting increases in pounds of pollutants reduced and pounds of waste managed.

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 as of June 30, 2018.

Long-Term Performance Goal - By September 30, 2022, increase the environmental law compliance rate[20].

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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target				24	25.7	22.1	Percent	Below Target	
Actual				22	25.0	25.2			
Numerator				12,017	10,141	10,544	Permittees		
Denominator				53,545	40,606	41,921			

Key Takeaways:

- EPA experienced data quality and transfer issues, but made substantial progress in fixing them. This work will improve EPA's ability to track the SNC rate and the Agency expects improvements in FY 2021.

Metric Details: This measure tracks the annual 4-quarter 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

[19] 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.)

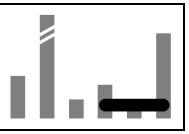
[20] This concept will be piloted by focusing initially on decreasing the percentage of Clean Water Act (CWA) National Pollutant Discharge Elimination System (NPDES) permittees in significant noncompliance with their permit limits. (Footnote updated from *FY 2018-2022 EPA Strategic Plan* published February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

noncompliance identifies a specific level of violation, based on duration, severity, and type of violation. For FY 2018, EPA estimated 24% of NPDES permittees to be in SNC. For FY 2019, EPA recalculated the annual baseline to be 29.4% upon discovery of facilities erroneously included in the universe of regulated permittees counted in the denominator. EPA uses the 1-quarter SNC rate to track progress throughout the year. To be consistent and avoid confusion, the Agency will use the 1-quarter rate starting in FY 2021.

Other Core Work supporting Objective 3.1

Annual performance goal:

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

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target				325	325	325	Millions of Pounds	Above Target	
Actual	1,030	62,223	461	810	347	2,058			

Key Takeaways:

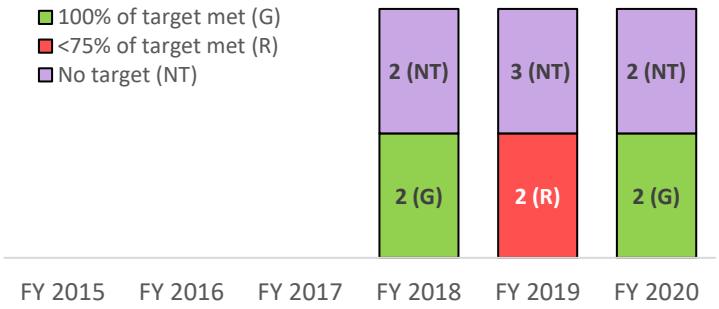
- A settlement resolving a case with the J.R. Simplot Company resulted in a commitment to properly manage 1.6 billion pounds of waste.
- Targets for this measure are estimates based on cases in development and past results. Results in any given year are dependent on actual case outcomes, which are variable and difficult to predict. Annual totals are often influenced by a few large cases.

Metric Details: This measure combines 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.

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

Performance toward target over time

Number of measures by percent of target achieved



Counts are of measures that exist in FY 2020. Chart does not include measures that previously existed but were eliminated prior to FY 2020.

EPA, in consultation with the Office of Management and Budget, has highlighted this objective as a focus area for improvement because net hours of reporting burden across years have increased despite reductions in some Information Collection Requests (ICRs).

Summary of progress toward strategic objective:

- Reduced reporting burden to the regulated community from 177,716,692 hours in October 2019 to 175,155,678 in October 2020.
- Achieved burden hour reductions through better estimates, discontinued ICRs, reduced numbers of respondents, and reduced requirements.
- To further reduce burden hours, EPA is finalizing a guidance document on valuing the cost of time in ICR burden estimates that will help with consistency of estimates.
- Developed a list of the 33 ICRs that exceed 1 million hours of burden to help offices with strategic planning on burden reduction efforts.
- Exceeded the Executive Order (EO) 13771 requirement to issue two deregulatory actions for every regulatory action for the third consecutive year. These deregulatory actions have delivered substantial cost savings.
- Began development of a new measure for the number of external forms that are compliant with the requirements of the 21st Century Integrated Digital Experience Act (IDEA) to reduce burden on the regulated community. EPA will begin to digitize non-compliant forms in FY 2021.

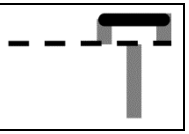
Challenges:

- To significantly reduce burden hours, EPA would have to change individual regulations to reduce the information required to be collected. Regulation changes require staff resources, extramural dollars, and years to complete and need a high degree of focused attention at the agency. EPA has more than 400 ICRs.

Long-Term Performance Goal - By September 30, 2022, eliminate unnecessary or duplicative reporting burdens to the regulated community by 10,000,000 hours[21].

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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target				2,000,000	2,000,000	2,000,000	Hours	Above Target	
Actual				2,026,627	-5,893,454	2,560,814			

Key Takeaways:

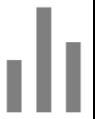
- EPA achieved burden hour reductions through better estimates, discontinued ICRs, reduced numbers of respondents, and reduced requirements.
- To further reduce burden hours, EPA is finalizing a guidance document on valuing the cost of time in ICR burden estimates that will help with consistency of estimates.
- EPA developed a list of the 33 ICRs that exceed one million hours of burden to help offices with strategic planning on burden reduction efforts.

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 two 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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target				No Target Established	No Target Established	No Target Established	Actions	Above Target	
Actual				3	6	4			

Key Takeaways:

- EPA issued four regulatory actions (see PM RG4) and 25 deregulatory actions, 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.

[21] 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.)

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

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target				No Target Established	No Target Established	No Target Established	Actions	Above Target	
Actual				10	18	25			

Key Takeaways:

- EPA issued 25 deregulatory actions and four 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.

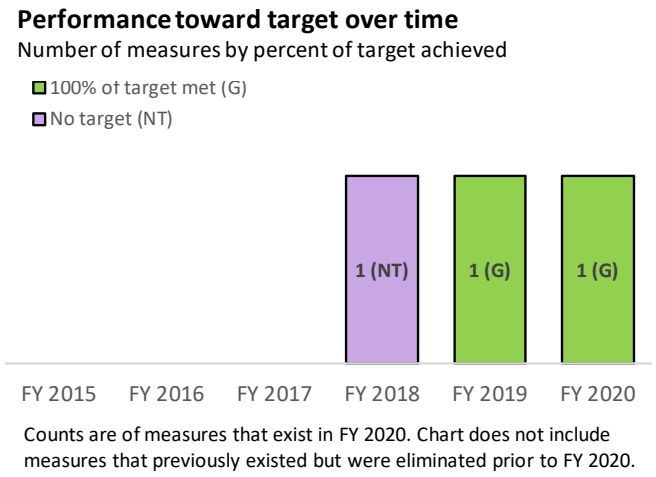
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target				-40	-50	-2,138	Millions of Dollars	Below Target	
Actual			-22	-75	449	-4,870			

Key Takeaways:

- EPA considerably exceeded the FY 2020 target by finalizing, along with National Highway Traffic Safety Administration, the Safer Affordable Fuel-Efficient Vehicles Rule, which included substantial cost savings.

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:

- The Agency continues to directly align its research with the needs of its customers. FY 2020 marked the first year EPA's Office of Research and Development (ORD) operated under a new organizational structure which was implemented to more closely align ORD's operations with its core research priorities. The FY 2020 customer satisfaction survey found that 80% of ORD's delivered products met customer needs (see graph at lower left).

Challenges:

- The COVID-19 pandemic has forced most of the ORD workforce into full-time telework to protect the health and safety of staff members. This has resulted in a slowdown of certain portions of ORD's in-lab research. ORD is continuing to evaluate the risks posed by COVID-19 in order to fulfill its research obligations. Despite this challenge, in FY 2020, ORD delivered over 90% of planned research products on time (FY 2020 deliverables under current StRAP).
- ORD faces a challenge in sustaining a suitably trained and skilled workforce. As of October 2020, 27.6% of ORD career staff are retirement eligible. ORD continually works to improve hiring efficiencies and implement leadership succession planning.
- ORD's work is threatened by aging equipment and facility infrastructure. In FY 2020, ORD stood up a new organization (Research Support and Compliance Division) tasked with mitigating infrastructure and facility risks.

Long-Term Performance Goal - By September 30, 2022, increase the percentage of research products meeting customer needs[22].

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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target				No Target Established	77	80	Percent	Above Target	
Actual				77	79	80			
Numerator				171	154	120	Products		
Denominator				222	196	150			

Key Takeaways:

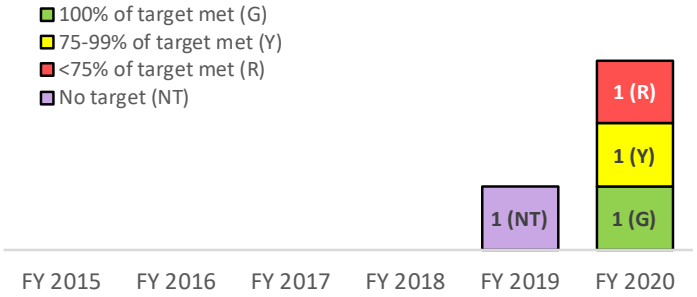
- Products evaluated in FY 2020 which met customer needs included: updates to ORD's EnviroAtlas software tool which provides geospatial data on environmental stressors and other resources to the public, an updated version of the CompTox Chemicals Dashboard which integrates available information to help 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.

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

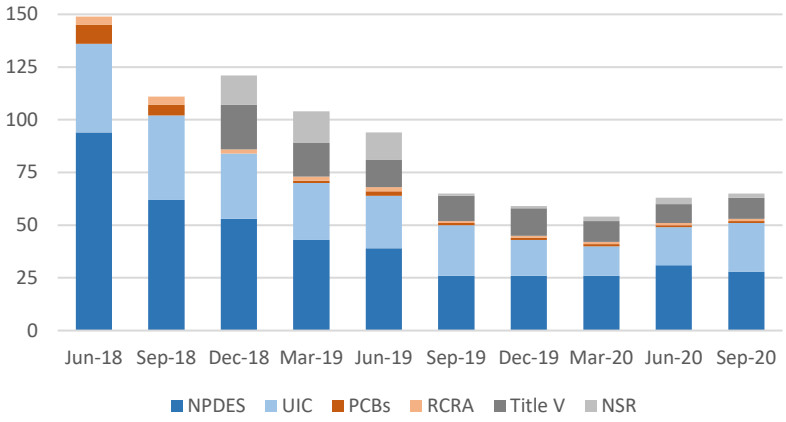
Objective 3.4 – Streamline and Modernize: Issue permits more quickly and modernize our permitting and reporting systems.

Performance toward target over time
Number of measures by percent of target achieved



Counts are of measures that exist in FY 2020. Chart does not include measures that previously existed but were eliminated prior to FY 2020.

Number of New Permit Applications in Backlog, Jun 2018 - Sep 2020



(Title V and NSR not included in FY 2018 results)

Summary of progress toward strategic objective:

- Sustained progress toward implementation of Lean business process improvements to streamline and optimize the Agency's key permitting programs.
- Developed materials and checklists to encourage higher-quality applications.
- Contributed to workshops for Clean Water Act National Pollutant Discharge Elimination System (NPDES) permit writers that included more than 3,000 participants.
- Created a comment response library to more quickly reply to comments and avoid delays due to permit applications receiving higher levels of public interest.
- Participated in a Kaizen project to reduce time to complete the Endangered Species Act (ESA) consultation process required for NPDES permits.
- EPA permitting programs are regularly identifying issues that create bottlenecks to permit review and issuance for the Assistant Deputy Administrator, and developing plans of action including specific improvement actions to be taken to address the underlying issues.
- Identified challenges and developed solutions to complex permitting issues, such as those related to per- and polyfluoroalkyl substances (PFAS), cooling water intakes for electric generating facilities, and compliance with water quality requirements.
- Maintained and operated the Central Data Exchange (CDX) which serves as the point of entry on the Exchange Network (EN) for environmental data transactions with the Agency.
- Awarded EN Grants to states, territories, and tribes to support their participation in the EN using technology, data standards, open-source software, shared services, and reusable tools.

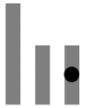
Challenges:

- EPA missed the targets for new and existing permits in backlog. Most of the backlogged permits are in the NPDES and Underground Injection Control (UIC) programs (see graph at lower left).
- Permitting delays continue due to a high number of new permit applications and remaining complex issues, including: (1) incomplete permit applications; (2) time needed to process complex public comments; (3) interagency consultation; (4) complex policy issues impeding decisions; and (5) issues raised during state and tribal review.
- Some permits are delayed due to COVID-19, including delays in public access to permitting information and required consultations with other federal agencies and tribal governments with competing priorities due to COVID-19. Additionally, some applicants requested additional time to respond to requests for information. EPA regional offices successfully hosted virtual public hearings for some draft permits.

Long-Term Performance Goal - By September 30, 2022, reach all permitting-related decisions within six months[23].

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

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

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

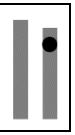
Key Takeaways:

- EPA continued to implement Lean business process improvements to streamline and optimize the Agency's key permitting programs. The Agency reached decisions on new permit applications that were pending for up to 15 years.
- Delays continue due to a high number of new permit applications and remaining complex issues, including: (1) incomplete permit applications; (2) time needed to process complex public comments; (3) interagency consultation; (4) complex policy issues impeding decisions; and (5) issues raised during state and tribal review.
- EPA developed a sample UIC permit application to encourage higher-quality applications, and templates that EPA regional offices can use to request information from UIC permit applicants to encourage earlier responses. For NPDES permits, EPA finalized application checklists to help permit applicants submit more complete applications.
- EPA contributed to and led courses and workshops on NPDES permits that included more than 3,000 participants. EPA also increased content and access to the NPDES Permit Writer's SharePoint site.
- EPA created a comment response library to more quickly reply to comments and avoid delays due to permit applications receiving higher levels of public interest.
- EPA is participating in a Kaizen project to reduce time to complete the ESA consultation process required for NPDES permits.
- EPA permitting programs are regularly identifying issues that create bottlenecks to permit review and issuance for the Assistant Deputy Administrator, and developing plans of action including specific improvement actions to be taken to address the underlying issues.
- EPA is working to identify challenges and develop solutions to complex permitting issues, such as those related to per- and polyfluoroalkyl substances (PFAS), cooling water intakes for electric generating facilities, and verifying compliance with water quality requirements.
- Some permits are delayed due to COVID-19, including delays in site visits, public meetings, restricted access to public libraries which serve as information repositories for documents related to the permitting process, and required consultations with other federal agencies and tribal governments with competing priorities due to COVID-19. Additionally, some applicants requested additional time to respond to requests for information. EPA regional offices successfully hosted virtual public hearings for some draft permits.

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

[23] 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*.)

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

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target						313	Permits	Below Target	
Actual					417	384			

Key Takeaways:

- EPA continued to implement Lean business process improvements to streamline and optimize the Agency's key permitting programs. The Agency reached decisions on existing permit applications that were pending for up to 30 years.
- Delays continue due to a high number of expiring existing permits and remaining complex issues, including: (1) incomplete permit applications; (2) time needed to process complex public comments; (3) interagency consultation; (4) complex policy issues impeding decisions; and (5) issues raised during state and tribal review.
- Most of the existing permit backlog are NPDES permits in EPA Regions 1 and 10. EPA headquarters hosts monthly meetings with both regions to discuss the backlog data, identify challenges, and facilitate policy and technical solutions.

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

Other Core Work supporting Objective 3.4

Annual performance goal

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

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target						60	Percent	Above Target	No Trend Data
Actual						76			
Numerator						29	Communities		
Denominator						38			

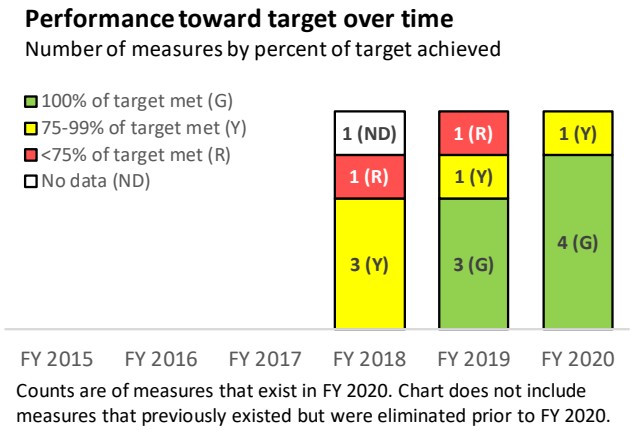
Key Takeaways:

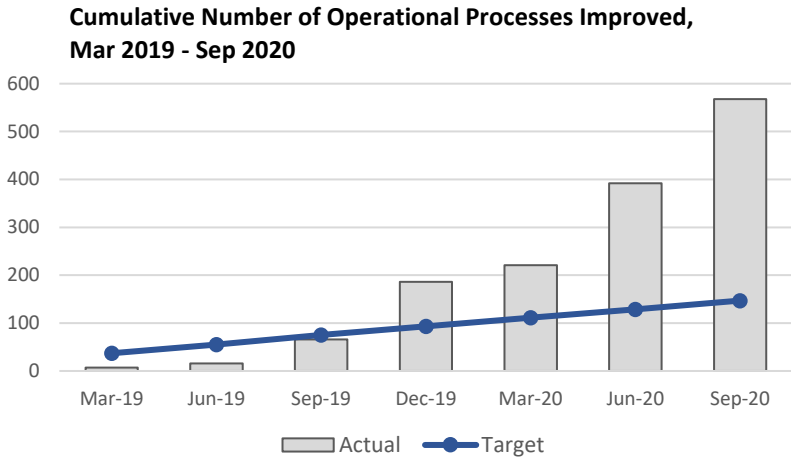
- EPA strives to support communities with federally designated opportunity zones, especially those faced with environmental and economic hardships.
- As a result, EPA exceeded its target with 76% of its technical assistance projects in communities that have Opportunity Zones, and effectively leveraged resources from the U.S. Department of Agriculture (Agricultural Marketing Service and U.S. Forest Service Community Forestry Program), the Federal Emergency Management Agency, and other federal partners.

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, Establishing the White House Opportunity and Revitalization Council, 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.

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 (OMB), has determined that performance toward this objective is making noteworthy progress because EPA has met or exceeded the targets for all measures supporting this objective and is on track to meet the FY 2022 long-term performance goals.

Summary of progress toward strategic objective:

- Cumulatively released 393,853 square feet of unused office and warehouse space and on track to meet the long-term performance goal of releasing 850,641 square feet of space by the end of FY 2022.
- Met the 90% target and on track to meet the FY 2022 long-term performance goal of 100% Procurement Action Lead Time (PALT) achievement for all contract actions.
- Increased avoided costs through strategic sourcing and increased the percentage of EPA contract spending actively managed according to OMB category management principles (i.e., Spend Under Management [SUM]). Increasing SUM will eliminate redundancies, increase efficiency, and deliver more value and savings.
- Received a clean opinion on EPA's Consolidated Financial Statements for the 21st consecutive year.
- Identified Workforce Management as one of the priority areas to be addressed under the Evidence Act, and outlined a plan for gathering and analyzing data in EPA's Interim Learning Agenda.
- Increased EPA Lean Management System (ELMS) deployment to 83% of the Agency's workforce, including more than 11,282 EPA staff.
- Leveraged ELMS to improve 502 operational processes in FY 2020, for a total of 568 to date (see graph at lower left).
- Adopted E-Invoicing of contract invoices using Treasury's Invoice Processing Platform (IPP), meeting the annual goal for increasing the number of administrative shared services.

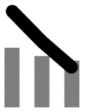
Challenges:

- An estimated 44% of EPA's workforce will be retirement eligible by 2025.
- Prevalence and complexity of evolving cybersecurity threats continues to be a challenge for the Agency. Opportunities exist to further strengthen EPA's information security program.
- Maintaining legacy financial data in perpetuity adds cost and complexity to system and reporting modernization or upgrade projects, and sometimes requires specialized staff training.

Long-Term Performance Goal - By September 30, 2022, reduce unused office and warehouse space by 850,641 square feet[24].

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

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

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target				241,000	163,626	100,821	Square Feet	Above Target	
Actual				149,278	128,150	116,425			

Key Takeaways:

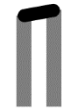
- Exceeded annual target by 15,604 square feet and on track to meet the FY 2022 long-term performance goal.

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

Long-Term Performance Goal - By September 30, 2022, reduce procurement processing times by achieving 100% of procurement action lead times (PALT)[25].

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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target				SA: 75 CP: 65 FAA: 80	85	90	Percent	Above Target	
Actual				SA: 70 CP: 88 FAA: 76	85	90			
Numerator				SA:704 CP: 21 FAA: 3,038	9,269	10,575	Actions		
Denominator				SA: 1,007 CP: 24 FAA: 4,002	10,906	11,719			

[24] Baseline is 5,264,846 square feet as of FY 2017.

[25] 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.)

Key Takeaways:

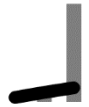
- Met the annual target despite an increase in the overall number of actions.
- Revised and simplified EPA's Advanced Acquisition Planning guidance, and conducted virtual training with the acquisitions community to continue progress toward the FY 2022 long-term performance goal.

Metric Details: This measure tracks the timeliness of the Agency's processing of contract actions 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. The purpose of these efforts is to make EPA a more efficient and effective agency by reducing processing time and costs. Beginning in FY 2019, EPA has reported results for all acquisition categories against the September 30, 2018 baseline of 77% for all contract actions awarded within PALT. FY 2018 actuals were reported against a January 1, 2018 baseline of: 47% for Simplified Acquisitions (SA); 65% for Competitive Proposals (CP); and 67% for Funding and Administrative Actions (FAA).

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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target				25	50	72	Operational Processes	Above Target	
Actual				N/A	66	502			

Key Takeaways:

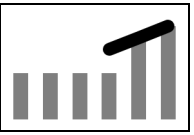
- EPA surpassed its performance target by nearly 600% in FY 2020. EPA has achieved a total of 568 process improvements to date, achieving the goal of 250 process improvements two years ahead of schedule. The increase in process improvements correlates with deployment of ELMS agencywide. ELMS promotes continuous improvement and uses Lean principles and tools, paired with routine monitoring, measurement, and engagement to identify problems, solve problems, and sustain improvements.
- A significant portion of process improvements in FY 2020 are a result of Senior Executive Service (SES) A3 projects – problem-solving projects directly relating to improving processes that have a clear impact on mission responsibilities or mission support objectives. Other improvements result from use of visual management, kaizen events, and other problem-solving activities.

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

Long-Term Performance Goal - By September 30, 2022, increase enterprise adoption of shared services by four[26].

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

(PM CF1) Number of administrative shared services.

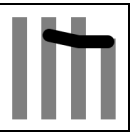
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target				6	7	8	Shared Services	Above Target	
Actual	4	4	4	4	7	8			

Key Takeaways:

- EPA initiated its e-invoicing pilot in October 2019. In less than a year, the Agency is receiving over 70% of all contract invoices using Treasury's Invoice Processing Platform (IPP). A project team is in place to extend this capability for simplified acquisition invoices while concurrently eliminating two administrative systems: the Contracts Payment System (CPS) and the Small Purchase Information Tracking System (SPITS).

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

(PM CF2) Number of Agency administrative subsystems.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Units	Preferred Direction	
Target				24	22	22	Subsystems	Below Target	
Actual			29	29	29	23			

Key Takeaways:

- EPA targeted a total of seven administrative systems or interfaces for retirement in FY 2020. While falling short of the overall target, the Agency was still able to retire six systems: Assistance Information Management System (AIMS), Budget Automation System (BAS), Deposit Collection System (DCS), Executive Resource Center (ERC), Federal Managers Financial Integrity Act (FMFIA), and Working Capital Fund (WCF)/Net Operating Results (NOR).
- EPA's Budget Formulation System (BFS) replaced both BAS and Lotus Notes functionality with a more integrated, efficient and transparent system that enhanced budget formulation and execution processes as well as performance and resource tracking and reporting. These changes reduced staff time needed to provide critical services such as loading quality-checked operational budgets into the Agency's financial system and tracking, executing and reporting budget reprogramming actions throughout the fiscal year.
- Other efficiencies resulting from the changes EPA made to its administrative subsystems include:
  - Reduced staff burden by consolidating and linking corrective action tracking functions with audit findings.
  - Reduced overall maintenance costs by reducing solution architectural footprint.

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

- Eliminated overhead and costs associated with administrative systems for which other agency enterprise systems subsumed their functionality.
- Consolidated administrative support for a system with just one primary user and one backup.
- Eliminated systems written using outdated technology.
- Grant closeout process now performed within one system so users only have one admin system versus two to perform all their work.
- Eliminated a duplicative reporting tool allowing the Agency to consolidate those reports into a single source.

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.