



**United States
Environmental Protection Agency**

FISCAL YEAR 2019

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

FY2019 Performance Measures

EPA-190-R-18-001

February 2018
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**Environmental Protection Agency
2019 Annual Performance Plan and Congressional Justification**

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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.

Strategic Measure – By September 30, 2022, reduce the number of nonattainment areas to 101¹.

Performance Measures that support this strategic measure	FY 2018 Target	FY 2019 Target
(PM NA1) Number of Nonattainment Areas.	155	138
<p>Additional Information: For this measure, nonattainment areas are areas that EPA has determined do not meet a primary or secondary National Ambient Air Quality Standard (NAAQS), or that contribute to air quality in a nearby area that does not meet a non-revoked primary or secondary NAAQS. Focusing efforts on reducing the number of nonattainment areas will help ensure that states and EPA, in the spirit of cooperative federalism, 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 the status of the baseline of 166 areas that were designated nonattainment and listed in 40 CFR Part 81 as of the end of FY 2017. Areas designated nonattainment after October 1, 2017 are not included in baseline. 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.</p>		
(PM NA2) Percent of U.S. Population Living in Nonattainment Areas.	36	34
<p>Additional Information: The percent of the U.S. population living in a nonattainment area represents the number of people out of the total U.S. population living in an area that is designated nonattainment for at least one of the NAAQS. If an area is designated nonattainment for multiple NAAQS, the population residing in the area is counted only once. For example, the Los Angeles area is currently nonattainment for five NAAQS, but the population living in the area is counted only once. This measure tracks population living in areas that remain in nonattainment from the baseline population of 37 percent living in nonattainment areas and listed in 40 CFR Part 81 as of the end of FY 2017. Areas designated nonattainment after October 1, 2017 are not included in the baseline. The data source for this measure is EPA's own "Summary Nonattainment Area Population Exposure Report," available on the EPA's Green Book website (https://www.epa.gov/green-book), which groups nonattainment areas by geographic locations and estimates the total population for nonattainment areas for a single NAAQS, and across all NAAQS. The percent of the estimated population for nonattainment areas and across all NAAQS is compared to the U.S. population based on the 2010 census.</p>		
(PM DV) Percent of measured air quality improvement in counties not meeting the NAAQS from the 2016 baseline.	-2	-3
<p>Additional Information: This measure shows progress in reducing pollutant concentrations in counties not meeting one or more NAAQS relative to the 2016 calculated baseline. The measure is presented as the aggregate percent change in design value concentrations – a statistic that describes the air quality status of a given location relative to the NAAQS – since the baseline year. The aggregate percent change is weighted by the number of counties violating for each pollutant so more weight is given to pollutants with more violating counties. All counties met the NAAQS for carbon monoxide and nitrogen dioxide in 2016, so those two pollutants are not considered in this measure. The other criteria pollutants (ozone, PM2.5, PM10, sulfur dioxide, and lead) are part of this measure. For ozone and PM2.5, targets are based on predictions of future year concentrations resulting from the Community Multi-Scale Air Quality model which estimates the impact of existing and future control strategies. For the other pollutants (PM10, sulfur dioxide, and lead), such modeling predictions are unavailable. Therefore, targets for those pollutants are based a regression curve using historical data. The results</p>		

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

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for this measure are updated annually based on design values computed from actual monitored concentrations. Counties are used for this measure to provide finer resolution in the air quality data.		
(PM SIP) Number of SIPs acted on by the regional offices.	150	175
Additional Information: The Clean Air Act (CAA) requires states to develop a general plan to attain and maintain the NAAQS in all areas of the country and a specific plan to attain the standards for each area designated nonattainment for a NAAQS. These plans, known as State Implementation Plans (SIPs), are developed by state and local air quality management agencies and submitted to EPA for approval. SIPs vary in type and complexity. The CAA requires EPA to review SIP submittals consistent with applicable requirements, and to take action on submissions within 18 months of receipt (EPA has up to six months to determine whether submissions are complete, and 12 months to act upon completed submissions) before they are considered backlogged. Each year, EPA identifies the number of active SIPs, current and backlogged, and considers a range of anticipated incoming SIPs for that year. The number of SIPs changes year to year depending on actions taken in the prior year as well as new SIP submittals. The estimated number of actions will also vary year to year depending on the status of EPA rulemakings, state priorities for which SIPs they want acted on, and potential new SIPs or SIP revisions. As of October 1, 2017, there were 346 backlogged SIPs. The targets for this measure are annual (non-cumulative) numbers.		
(PM M92) Cumulative percentage reduction in the number of days with Air Quality Index (AQI) values over 100 since 2003, weighted by population and AQI value.	67	70
Additional Information: The AQI is an index for reporting daily air quality. An AQI value of 100 generally corresponds to the NAAQS for each of the five pollutants (ozone, particulate matter, carbon monoxide, sulfur dioxide, and nitrogen dioxide) included in the index. When AQI values are above 100, air quality is considered to be unhealthy for certain sensitive groups of people and then for everyone as AQI values get higher. This measure assigns more weight to higher AQI values and counties with more people. Because ozone and PM2.5 typically account for the vast majority of AQI values above 100, this measure largely tracks changes in those two pollutants. The targets for this measure are based on a regression curve using historical data. Refreshed data are included in the calculation of FY 2018 and FY 2019 targets. The results are updated annually based on the actual monitored concentrations.		
(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.	5,200	5,275
Additional Information: 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. This measure is the number of these certificates issued in a given year. EPA reviews all submitted requests and issues certificates of conformity when the manufacturer has demonstrated 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.		
(PM NOX) Ozone Season emissions of nitrogen oxides (NO_x) from electric power generation sources (tons).	590,000	580,000
Additional Information: The EPA operates seven nationwide and/or multi-state Clean Air Allowance Trading Programs that help address air pollutants from large stationary sources. This measure tracks the annual ozone season nitrogen oxide (NO _x) emissions (in tons) from sources in four of those programs: an annual NO _x trading program and two ozone season NO _x trading programs operated by EPA on behalf of 27 states in the eastern U.S. under Title I of the Clean Air Act, as well as a national NO _x emissions reduction program for the power sector operated by EPA under Title IV of the Clean Air Act, the Acid Rain Program. Nitrogen oxides (NO _x) are precursors for fine particulate matter (PM _{2.5}) and ground-level ozone (O ₃). Researchers have associated PM _{2.5} and O ₃ exposure with adverse health effects in toxicological, clinical, and epidemiological studies. Lowering exposure to PM _{2.5} and O ₃ contributes to human health benefits. The ozone season corresponds to the warm summer months when ozone formation is highest (May 1 – September 30). Reductions in NO _x emissions during the ozone season help areas attain ozone standards.		

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2015 is the baseline of actual emissions established with the implementation of the Cross-State Air Pollution Update Rule. In 2015, sources in EPA's nitrogen oxide (NOx) trading programs emitted 616,689 tons of NOx during ozone season.

Other Core Work supporting Objective 1.1.		
Performance Measures	FY 2018 Target	FY 2019 Target
(PM G18) Percentage of Annual Greenhouse Gas Emission Reports verified by EPA before publication.	65	65
<i>Additional Information:</i> The GHG Reporting Program has 41 sectors that include more than 8,000 facilities and suppliers. Both facilities and suppliers are required to report their data annually by March 31st. After submission of the data, the agency conducts a verification review that lasts approximately 150 days and includes a combination of electronic checks, staff review, and follow-up with facilities to identify any reporting errors and have them corrected before publication. The 150-day period includes 60 days for EPA to review reports and identify potential data quality issues, 75 days for reporters to resolve these issues, and 15 days for EPA to review responses or resubmitted reports. EPA typically publishes the data by October 1st each year (see: https://www.epa.gov/ghgreporting).		
(PM S01) Remaining US Consumption of hydrochlorofluorocarbons (HCFCs), chemicals that deplete the Earth's protective ozone layer, measured in tons of Ozone Depleting Potential (ODP).	1,520	1,520
<i>Additional Information:</i> The base of comparison for assessing progress is the domestic consumption cap of Class II HCFCs as set by the Parties to the Montreal Protocol. Each ozone-depleting substance is weighted based on the damage it does to the stratospheric ozone layer or, its ozone-depletion potential (ODP). Beginning on January 1, 1996, the cap was set at the sum of 2.8% of the domestic ODP-weighted consumption of chlorofluorocarbons (CFCs) in 1989 plus the ODP-weighted level of HCFCs in 1989 (a total of 15,240 tons). As defined by the Montreal Protocol, the amount of consumption equals the amount of production plus imports minus exports.		
(PM R35) Percentage level of readiness of radiation program personnel and assets to support federal radiological emergency response and recovery operations.	80	80
<i>Additional Information:</i> Level of readiness of radiation personnel and assets based on preparedness metrics such as exercise and drill performance, training completed, procedures developed, and equipment maintained. The maximum level of readiness is 100% and is dependent upon an annual evaluation of specific criteria that identify progress in six categories: 1) RadNet; 2) Field Support; 3) Analytical Support; 4) Public Information; 5) Data Management; and 6) Science Team.		
(PM R36) Average number of days before availability of quality assured ambient radiation air monitoring data during an emergency.	0.3	0.3
<i>Additional Information:</i> EPA's RadNet system has more than 130 radiation air monitors in 50 states. RadNet runs 24 hours a day, 7 days a week collecting near-real-time measurements of gamma radiation. Over time, RadNet sample testing and monitoring results demonstrate the normal background levels of environmental radiation. In emergencies, EPA provides quality assured data as quickly as possible. In 2005, the average time between collection and availability of data for release by EPA during emergency operations was 2.5 days.		

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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.

Strategic Measure – By September 30, 2022, reduce the number of community water systems out of compliance with health-based standards to 2,700².

Performance Measures that support this strategic measure	FY 2018 Target	FY 2019 Target
(PM DW-01) Number of community water systems out of compliance with health-based standards.	3,510	3,420
<i>Additional Information:</i> This measure tracks community water systems (CWSs) out of compliance with the health-based National Primary Drinking Water Regulations (Maximum Contaminant Level or treatment technique) that overlap 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 of the NPDWRs by public water systems as reported to EPA by the primacy agencies (states and tribes with EPA-delegated enforcement responsibility).		
(PM DW-02) Number of community water systems without a sanitary survey within the last three years (five years for outstanding performance).	4,473	4,373
<i>Additional Information:</i> A sanitary survey is an on-site review of the water sources, facilities, equipment, operation, and maintenance of a public water system for the purpose of evaluating the adequacy of the facilities for producing and distributing safe drinking water. The Interim Enhanced Surface Water Treatment Rule (IESWTR) and the Ground Water Rule (GWR) require primacy agencies to conduct a sanitary survey of each CWS at least once every three years (or every five years for CWSs with outstanding performance).		
(PM DW-03) Percentage of population served by CWSs that receive drinking water that meets all applicable health-based drinking water standards through approaches including effective treatment and source water protection.	92	92
<i>Additional Information:</i> This measure tracks violations from currently CWSs that overlap any part of the year. Data are derived from SDWIS-FED.		
(PM DW-04) Percentage of the population in Indian Country served by community water systems that receive drinking water that meets all applicable health-based drinking water standards.	87	88
<i>Additional Information:</i> This measure tracks violations from currently open and closed CWSs in Indian country that overlap any part of the year. Data are derived from SDWIS-FED.		

² Baseline is 3,600 community water systems out of compliance with health-based standards as of FY 2017.

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Strategic Measure – By September 30, 2022, increase by \$40 billion the non-federal dollars leveraged by EPA water infrastructure finance programs (CWSRF, DWSRF and WIFIA)³.		
Performance Measures that support this strategic measure	FY 2018 Target	FY 2019 Target
(PM INFRA-01) Billions of non-federal dollars leveraged by EPA water infrastructure finance programs (CWSRF, DWSRF and WIFIA).	8	8
<i>Additional Information:</i> Combined, the three primary water infrastructure programs, Drinking Water State Revolving Fund (DWSRF), Clean Water State Revolving Fund (CWSRF), and Water Infrastructure Finance and Innovation Act (WIFIA) program, represent the largest federal source of funds to address this critical component of our nation's drinking water and clean water infrastructure. Non-federal dollars are loans made from recycled loan repayments, bond proceeds, state match, and interest earnings. Baseline is \$32 billion in non-federal dollars leveraged from the DWSRF and CWSRF between FY 2013 and FY 2017. The baseline does not include WIFIA leveraged dollars.		
(PM INFRA-02) Fund utilization rate for the DWSRF.	96	97
<i>Additional Information:</i> The fund utilization rate shows how many dollars of assistance were provided for each dollar made available for projects. It measures all funds (federal and non-federal) signed into loans against all funds (federal and non-federal) made available for projects.		
(PM INFRA-03) Fund utilization rate for the CWSRF.	98	98
<i>Additional Information:</i> The fund utilization rate shows how many dollars of assistance were provided for each dollar made available for projects. It measures all funds (federal and non-federal) signed into loans against all funds (federal and non-federal) made available for projects. Data are collected annually from all 51 state CWSRF programs (50 states and Puerto Rico), reported by municipal and other facility operators, and EPA's regional staff to the National Information Management System (NIMS) database. In FY 2002, the fund utilization rate was 91 percent.		
(PM INFRA-04) Number of American Indian and Alaska Native homes provided access to safe drinking water in coordination with other federal agencies (cumulative).	148,100	152,700
<i>Additional Information:</i> This measure tracks the number of homes with access to potable water from data obtained from the Indian Health Service's (IHS) Project Data System (PDS). There was a total of 400,096 American Indian and Alaska Native homes as of January 1, 2017.		
(PM INFRA-05) Number of American Indian and Alaska Native homes provided access to basic sanitation in coordination with other federal agencies (cumulative).	105,764	110,464
<i>Additional Information:</i> This measure tracks the number of homes provided access to basic sanitation (wastewater treatment service) from data obtained from IHS's PDS. There was a total of 400,096 American Indian and Alaska Native homes as of January 1, 2017.		

³ 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 the program's first loans are anticipated to close in FY 2018.

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Strategic Measure – By September 30, 2022, reduce the number of square miles of watershed with surface water not meeting standards by 37,000 square miles⁴.		
Performance Measures that support this strategic measure	FY 2018 Target	FY 2019 Target
(PM SWP-01) Reduction in the number of square miles of watershed with surface water not meeting standards (cumulative).	No Target Established	9,000
<i>Additional Information:</i> This measure will track the progress of water quality standards attainment in waters previously identified as impaired in the Integrated Report as of October 1, 2018. Progress will be evident by a positive trend in previously impaired waters attaining water quality standards. Water quality standards attainment means that 1) the impairments have been effectively removed by corrective actions (i.e. restoration efforts) 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 will be tracked in the Assessment and Total Maximum Daily Load Tracking and Implementation System (ATTAINS). States will submit to EPA their Integrated Report which will include information on the status of their waters, and state geospatial data will be used to calculate the measure. No result will be reported in FY 2018. Draft baseline: 464,020 square miles of watershed with surface water not meeting standards.		
(PM TMDL-01) Square miles associated with state priority waters addressed by a TMDL, other restoration plan, or protection approach.	35,000	50,000
<i>Additional Information:</i> This measure tracks state priority waters projected to have a Total Maximum Daily Load (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 Clean Water Act 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 goal is to have 100% of priority waters with plans approved or accepted by 2022. Data are tracked in ATTAINS. In 2017, there were 100,275 square miles of state priority waters.		
(PM NPDES-01) Percentage of high-priority state NPDES permits that are issued in the fiscal year.	80	80
<i>Additional Information:</i> Results are calculated by dividing the number of high-priority National Pollutant Discharge Elimination System (NPDES) permits issued during the current fiscal year by the total number of permits selected by states as high-priority for that fiscal year. High-priority permits are those in need of reissuance that have been identified by states as environmentally or programmatically significant. Data are derived from EPA’s Permit Management Oversight System (PMOS) database, which incorporates data from EPA’s NPDES Database, and the Integrated Compliance Information System (ICIS-NPDES).		
(PM NPDES-02) Percentage of high-priority EPA and state NPDES permits (including tribal) that are issued in the fiscal year.	80	80
<i>Additional Information:</i> Results are calculated by dividing the number of high-priority National Pollutant Discharge Elimination System (NPDES) permits issued during the current fiscal year to the total number of permits selected as high-priority for the current fiscal year. High-priority permits are those in need of reissuance that have been identified by states and EPA Regions as environmentally or programmatically significant. Data are derived from EPA’s Permit Management Oversight System (PMOS) database, which incorporates data from EPA’s NPDES Database, and the Integrated Compliance Information System (ICIS-NPDES).		

⁴ Draft baseline is 464,020 square miles of impaired waters as of 9/2017, to be updated in 10/2018.

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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.

Strategic Measure – By September 30, 2022, make 255 additional Superfund sites ready for anticipated use (RAU) site-wide⁵.

Performance Measures that support this strategic measure	FY 2018 Target	FY 2019 Target
(PM S10) Number of Superfund sites made ready for anticipated use site-wide.	51	51
Additional Information: The sitewide ready for anticipated use (SWRAU) measure tracks EPA’s progress in cleaning up and preparing Superfund sites for reuse, 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 cleanup goals in the Record(s) of Decision (ROD) or other remedy decision document(s) have been achieved for media that may affect current and reasonably anticipated future land uses of the site, so that there are no unacceptable risks; and that all institutional or other controls required in the ROD or other remedy decision document(s) have been put in place. The SWRAU determination is made directly in Superfund Enterprise Management System (SEMS) once it is determined that the site meets all required criteria and has been approved as such by appropriate EPA regional personnel. The universe of sites tracked for this performance measure includes final and deleted NPL sites and, since FY 2014, non-NPL sites with SAA agreements. Through FY 2017, EPA ensured that a total of 836 sites, including 828 final and deleted sites and 8 non-NPL sites with SAA agreements in place, met the criteria to be determined SWRAU. As of the end of FY 2017, there were 1,342 sites on the NPL and 51 non-NPL sites with active SAA agreements.		
(PM 115) Number of Superfund remedial site assessments completed.	650	580
Additional Information: This measure tracks the number of screening-level assessments at sites submitted to the Superfund program for potential placement on the National Priorities List. The measure includes the number of site assessment reports completed at non-federal sites by EPA and its state and tribal partners, and the number of EPA reviews of site assessment reports completed by other federal agencies at federal facility sites. Assessment data are tracked in SEMS. Assessment results are used to determine whether cleanup may be warranted under a Superfund managed or monitored program. The SEMS active site inventory included approximately 1,750 sites that needed one or more assessments at the beginning of FY 2018, plus around 300 new sites are assessed each year for potential inclusion in this inventory.		
(PM 170) Number of remedial action projects completed at Superfund sites.	95	95
Additional Information: This performance measure augments the construction completion measure and documents the completion of a discrete scope of activities supporting a Superfund cleanup. The measure demonstrates incremental progress in reducing risk to human health and the environment at Superfund cleanups. Multiple remedial action projects may be necessary prior to achieving site-wide construction completion. Regional remedial action project completion (RAPC) data are tracked in SEMS. The universe of sites tracked for this performance measure includes final and deleted NPL sites and, since FY 2014, non-NPL sites with a Superfund Alternative Agreement.		
(PM 141) Number of Superfund sites with remedy construction completed.	11	11
Additional Information: This performance measure tracks site-wide completion of physical construction of all cleanup actions, including actions to address all immediate threats and to bring all long-term threats under control. EPA regional offices document construction completion (CC) in a Preliminary Close Out Report (PCOR) which is		

⁵ By the end of FY 2017, 836 Superfund sites had been made RAU site-wide.

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reviewed by EPA headquarters. The PCOR signature date is entered in SEMS by the region and EPA headquarters enters the achievement of the CC in SEMS. The universe of sites tracked for this performance measure includes final and deleted NPL sites and, since FY 2014, non-NPL sites with Superfund Alternative Agreements.		
(PM 151) Number of Superfund sites with human exposures brought under control.	8	8
Additional Information: This performance measure documents progress achieved in controlling unacceptable human exposures to contamination at sites and denotes a site-wide accomplishment. Human exposure determinations for sites can change over time as conditions across portions (operable units) of a site change. EPA regional offices enter human exposure determinations and supporting data into SEMS. It is important to note that this performance measure is a net accomplishment as sites can shift between human exposure under control to human exposure not under control or human exposure insufficient data. The change in status 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 there is insufficient data to make such a determination until further investigation takes place. The universe of sites tracked for this performance measure includes final and deleted National Priorities List (NPL) sites and since FY 2014, non-NPL sites with Superfund Alternative Approach agreements. Through FY 2017, EPA ensured that a total of 1,475 sites, including 1,439 final and deleted NPL sites and 36 non-NPL sites with SAA agreements in place, met the criteria to be determined human exposure under control.		
(PM 152) Number of Superfund sites with contaminated groundwater migration brought under control.	11	11
Additional Information: This performance measure documents whether groundwater contamination is below protective, risk-based levels or, if not, whether the migration of contaminated groundwater is stabilized and there is no unacceptable discharge to surface water. This performance measure denotes a site-wide accomplishment and also reflects a net accomplishment as sites can shift between groundwater migration under control to groundwater migration not under control or to groundwater migration insufficient data determinations. Monitoring is conducted to confirm that affected groundwater remains in the original area of contamination. The change in status often occurs when data from a remedial investigation indicate that contaminated groundwater migration is occurring at a site. Regions enter groundwater migration determinations and supporting data into SEMS. The universe of sites tracked for this performance measure includes final and deleted NPL sites and, since FY 2014, non-NPL sites with Superfund Alternative Approach agreements. Through FY 2017, EPA ensured that a total of 1,169 sites, including 1,143 final and deleted NPL sites and 26 sites with SAA agreements in place, met the criteria to be determined groundwater migration under control.		
(PM 137) Number of Superfund removals completed.	175	175
Additional Information: 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 Potentially Responsible Party (PRP)-lead. There is no pre-established universe of removal sites, as removal actions occur after a release has occurred. Data are tracked in SEMS.		
(PM FF1) Percentage of Superfund federal facility sites construction complete.	83	85
Additional Information: This performance measure represents the percent construction complete of the 174 federal facility Superfund NPL sites. The measure is calculated in SEMS using data from the 2,276 operable units (OUs) at federal facilities. The measure is calculated based on the average of three factors: (1) percentage of OUs construction complete; (2) percentage of actions within an OU complete; and (3) percentage complete of the planned duration of those actions. The number of OUs being addressed has increased recently as a result of site discovery, the Military Munitions Response program and emerging contaminants. The addition of OUs leads to a growing denominator, thus reducing the overall percentage result reported.		

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Strategic Measure – By September 30, 2022, make 3,420 additional brownfields sites RAU⁶.		
Performance Measures that support this strategic measure	FY 2018 Target	FY 2019 Target
(PM B30) Number of brownfields sites made ready for anticipated use.	684	684
<i>Additional Information:</i> This performance measure tracks the number of properties/sites benefiting from EPA brownfields funding that have been assessed and determined not to require cleanup, or where cleanup has been completed and institutional controls are in place if required, as reported by cooperative agreement recipients into the Assessment, Cleanup and Redevelopment Exchange System (ACRES) database. This activity is expected to result in additional sites available for productive reuse, while also helping to quantify the impact of funding from EPA's brownfields program.		
(PM B29) Number of brownfield properties assessed.	1,300	1,300
<i>Additional Information:</i> This performance measure tracks the number of properties that have been environmentally assessed for the first time using EPA brownfields funding, as reported by cooperative agreement recipients into the Assessment, Cleanup and Redevelopment Exchange System (ACRES) database. This activity will result in identifying which brownfields are ready to be redeveloped for productive reuse, and which brownfields need to be cleaned up to a regulatory risk-based standard prior to redevelopment.		
(PM B32) Number of properties cleaned up using brownfields funding.	130	130
<i>Additional Information:</i> This performance measure tracks the number of properties that have been cleaned up to a regulatory risk based standard using EPA brownfields funding, as reported by cooperative agreement recipients into the Assessment, Cleanup and Redevelopment Exchange System (ACRES) database. This typically occurs under one of two conditions: (1) a clean or no further action letter (or its equivalent) has been issued by the state or tribe under its voluntary response program (or its equivalent) for cleanup activities at the property; or (2) the cooperative agreement recipient or property owner, upon the recommendation of an environmental professional, has determined and documented that on-property work is finished. Ongoing operation and maintenance activities or monitoring may continue after a cleanup completion designation has been made.		
(PM B34) Jobs leveraged from brownfields activities.	7,000	7,000
<i>Additional Information:</i> This performance measure tracks the number of cleanup and redevelopment jobs leveraged by assessment or cleanup activities conducted with EPA brownfields funding, as reported by cooperative agreement recipients at a specific property into the Assessment, Cleanup and Redevelopment Exchange System (ACRES) database. These are actual numbers reported by recipients that are based on jobs resulting from environmental work at the site or the redevelopment of the site.		
(PM B37) Billions of dollars of cleanup and redevelopment funds leveraged at brownfields sites.	1.1	1.1
<i>Additional Information:</i> This performance measure tracks the number of additional dollars leveraged by assessment or cleanup activities conducted with EPA brownfields funding, as reported by cooperative agreement recipients at a specific property into the Assessment, Cleanup and Redevelopment Exchange System (ACRES) database.		

⁶By the end of FY 2017, 5,993 brownfields properties/sites had been made RAU.

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Strategic Measure – By September 30, 2022, make 536 additional Resource Conservation and Recovery Act (RCRA) corrective action facilities RAU⁷.		
Performance Measures that support this strategic measure	FY 2018 Target	FY 2019 Target
(PM RSRAU) Number of RCRA corrective action facilities made ready for anticipated use.	75	91
<i>Additional Information:</i> This performance measure tracks the number of RCRA corrective action facilities made ready for anticipated use (RAU). To be determined RAU, facilities must meet the following criteria: human exposure under control, final cleanup goals achieved for media that would impact the anticipated use, and if needed, controls in place to ensure long-term protectiveness. The universe for this measure are the 3,779 facilities subject to RCRA corrective action. Information will be entered into RCRAInfo by authorized states and/or EPA regional offices overseeing cleanups. This measure is a latter step in the progression toward completing facility cleanup.		
(PM CA1) Percentage of RCRA corrective action facilities with human exposures to toxins under control.	94	95
<i>Additional Information:</i> This performance measure tracks the percentage of RCRA corrective action facilities that have met the RCRA environmental indicator for human exposure under control. The universe is the agency's list of 3,779 high priority facilities. Information will be entered into RCRAInfo by authorized states and/or EPA regional offices overseeing cleanups. This measure is an early step in the progression toward completing facility cleanup.		
(PM CA2) Percentage of RCRA corrective action facilities with migration of contaminated groundwater under control.	88	89
<i>Additional Information:</i> This performance measure tracks the percentage of RCRA corrective action facilities that have met the RCRA environmental indicator for groundwater migration under control. The universe is the agency's list of 3,779 high priority facilities. Information will be entered into RCRAInfo by authorized states and/or EPA regional offices overseeing cleanups. This measure is an early step in the progression toward completing facility cleanup.		
(PM CA5) Percentage of RCRA corrective action facilities with final remedies constructed.	70	71
<i>Additional Information:</i> This performance measure tracks the percentage of RCRA corrective action facilities with final remedies constructed. The universe is the agency's list of 3,779 high priority facilities. Information will be entered into RCRAInfo by authorized states and/or EPA regional offices overseeing cleanups. This measure is mid-term step in the progression toward completing facility cleanup.		
(PM CA6) Percentage of RCRA corrective action facilities with corrective action performance standards attained.	33	34
<i>Additional Information:</i> The performance measure tracks the percentage of RCRA corrective action facilities with have met final corrective action standards. Facilities at this milestone may still require long-term controls to ensure protectiveness. The universe is the agency's list of 3,779 high priority facilities. Information will be entered into RCRAInfo by authorized states and/or EPA regional offices overseeing cleanups. This measure is a late step in the progression towards completing facility cleanup.		
(PM HW5) Number of renewals or clean-closures at permitted hazardous waste facilities.	64	64
<i>Additional Information:</i> This performance measure tracks RCRA hazardous waste permit renewals or clean-closures in the universe of permitted facilities using EPA's RCRAInfo system. This does not include all permit maintenance since permit modifications cannot be projected and are not included. Maintaining updated permits ensures that permitted facilities have consistent and protective standards to prevent release; proper standards for waste management can protect human health, prevent land		

⁷ By the end of FY 2017, 1,232 RCRA corrective action facilities had been made RAU site-wide.

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contamination/degradation and other releases, and avoid future cleanups and associated substantial costs. At the end of FY 2017, 1,081 (81 percent) of a universe of 1,340 permitted facilities had up-to-date permits.		
(PM HW4) Percentage of hazardous waste units with initial controls in place to prevent release.	45	48
<i>Additional Information:</i> This performance measure tracks the facilities that need an initial permit or other initial control. This goal tracks the percentage of those units that have been permitted, clean-closed, or otherwise had initial controls to prevent release (using EPA’s RCRAInfo system). Issuance of controls decreases the risk of future releases and enhances protection of human health and the environment. At the end of FY 2017, 208 (42 percent) of 500 facilities in need of controls had initial controls (baseline of facilities in need of controls was assessed in 2014).		

Strategic Measure – By September 30, 2022, complete 56,000 additional leaking underground storage tank (LUST) cleanups that meet risk-based standards for human exposure and groundwater migration⁸.		
Performance Measures that support this strategic measure	FY 2018 Target	FY 2019 Target
(PM 112) Number of LUST cleanups completed that meet risk-based standards for human exposure and groundwater migration.	11,200	11,200
<i>Additional Information:</i> This performance measure tracks the number of petroleum-contaminated sites where the states, tribes and EPA have completed cleanup activities. The states and EPA regional offices report the number of cleanups completed within the reporting period (every 6 months based on the fiscal year). The state totals and the EPA regional totals of cleanups completed in Indian country are added together to determine the national number of cleanups completed for the reporting period and the fiscal year. EPA uses the LUST4 database to track progress. The universe totals of confirmed releases pending cleanup will change over time as releases are found and cleanups are completed.		
(PM 113) Number of LUST cleanups completed in Indian country that meet risk-based standards for human exposure and groundwater migration.	16	16
<i>Additional Information:</i> This performance measure tracks the number of petroleum-contaminated sites in Indian country where EPA has completed cleanup activities. EPA regional offices report the number of cleanups completed within the reporting period (every 6 months based on the fiscal year). The EPA regional totals of cleanups completed in Indian country determine the national number of cleanups completed for the reporting period and the fiscal year. EPA uses the LUST4 database to track progress. The universe totals of confirmed releases pending cleanup will change over time as releases are found and cleanups are completed.		
(PM 114) Number of confirmed releases at UST facilities in Indian country.	11	11
<i>Additional Information:</i> This measure tracks the number of new confirmed releases at underground storage (UST) facilities in Indian country. This measure has a direct relation to releases needing to be cleaned up (“backlog” of cleanup sites). EPA regional offices report the number of confirmed releases within the reporting period (every 6 months based on the fiscal year). EPA uses the LUST4 database to track progress. The universe totals will change over time as releases are found and confirmed.		

⁸ By the end of FY 2017, 469,898 LUST cleanups had been completed.

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Other Core Work supporting Objective 1.3.		
Performance Measures	FY 2018 Target	FY 2019 Target
(PM PCB) Number of approvals issued for polychlorinated biphenyl (PCB) cleanup, storage and disposal activities.	160	160
<i>Additional Information:</i> This performance measure tracks the number of PCB approvals under TSCA Section 761. The approvals are issued by EPA and tracked by EPA regional offices and headquarters. There is no universe for the number of approvals because facilities choose to submit approvals, as needed. PCB permit approval activities are not delegated to the states.		
(PM 438) Number of inspections conducted at oil facilities subject to the Spill Prevention, Control and Countermeasure regulation.	410	410
<i>Additional Information:</i> This performance measure tracks the number of EPA inspections occurring at Spill Prevention, Control and Countermeasure (SPCC) facilities. There are approximately 540,000 facilities in the SPCC universe. Data are tracked in the EPA's Oil database.		
(PM 437) Number of inspections conducted at oil facilities subject to the Facility Response Plan regulation.	200	200
<i>Additional Information:</i> This performance measure tracks the number of EPA inspections occurring at Facility Response Plan (FRP) facilities across the country. There are approximately 4,600 facilities in the FRP universe. Data are tracked in the EPA's Oil Database.		
(PM CH2) Number of risk management plan inspections conducted.	175	175
<i>Additional Information:</i> The Risk Management Plan (RMP) program implements section 112(r) of the 1990 Clean Air Act Amendments. The RMP program requires facilities (approximately 12,500) that use extremely hazardous substances to develop a Risk Management Plan. The information required from facilities under the RMP program helps local fire, police, and emergency response personnel prepare for and respond to chemical emergencies. Data are tracked in the EPA's RMP database.		

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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.

Strategic Measure – By September 30, 2022, complete all EPA-initiated TSCA risk evaluations for existing chemicals in accordance with statutory timelines⁹.

Performance Measures that support this strategic measure	FY 2018 Target	FY 2019 Target
(PM TSCA1) Number of final EPA-initiated TSCA risk evaluations completed within statutory timelines.	No Target Established	1
Additional Information: This measure tracks new risk evaluation activity under the Toxic Substances Control Act (TSCA), as amended in 2016 by the Frank R. Lautenberg Chemical Safety for the 21 st Century Act. The risk evaluation process is the second step, following prioritization and before risk management, in EPA's existing chemical process under the TSCA, as amended by the Frank R. Lautenberg Chemical Safety for the 21 st Century Act. The purpose of risk evaluation is to determine whether a chemical substance presents an unreasonable risk to health or the environment, under the conditions of use. As part of this process, EPA must evaluate both hazard and exposure, and ensure decisions are based on the weight-of-scientific-evidence. To count toward the target, an evaluation must be completed within three years. Accordingly, the deadline for the first 10 risk evaluations, which were commenced on December 19, 2016, is December 19, 2019. While work is already underway, no target is established for FY 2018. A risk evaluation is considered complete when the final risk evaluation is published in the Federal Register.		

Strategic Measure – By September 30, 2022, complete all TSCA risk management actions for existing chemicals in accordance with statutory timelines¹⁰.

Performance Measures that support this strategic measure	FY 2018 Target	FY 2019 Target
(PM TSCA2) Number of TSCA risk management actions for existing chemicals completed within statutory timelines.	No Target Established	5
Additional Information: This measure tracks new risk management actions – proposed and final rules – undertaken as a result of risk evaluations conducted under TSCA and for certain Persistent, Bioaccumulative, and Toxic (PBT) chemicals. Statute requires EPA to propose rules under TSCA Section 6 for PBT chemicals by June 21, 2019, with final rules to be issued by December 21, 2020. For risk management actions following identification of unreasonable risk to human health or the environment in a risk evaluation, final risk management actions must be completed within two years. While the statute allows for a two-year extension, this measure tracks the performance against the initial deadline only. The first new risk management actions (proposed rules) for PBT chemicals under amended TSCA are expected to be completed in FY 2019. While		

⁹ There is no baseline for this measure, as the program is operating under new statutory authority.

¹⁰ There is no baseline for this measure, as the program is operating under new statutory authority.

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work is already underway, no target is established for FY 2018. This measure does not include risk management actions for chemical substances for which risk assessments were completed prior to enactment of the Lautenberg Act.

Strategic Measure – By September 30, 2022, complete all TSCA pre-manufacture notice final determinations in accordance with statutory timelines¹¹.

Performance Measures that support this strategic measure	FY 2018 Target	FY 2019 Target
(PM TSCA3) Percent of final TSCA new chemical determinations for Pre-Manufacture Notices, Significant New Use Notices and Microbial Commercial Activity Notices completed within statutory timelines.	65	80
<i>Additional Information:</i> This measure tracks a subset of EPA's new chemicals review activity under TSCA, as amended by the Frank R. Lautenberg Chemical Safety for the 21 st Century Act – the review of Pre-Manufacture Notices, Significant New Use Notices and Microbial Commercial Activity Notices (but not new chemicals reviews covered by exemptions). EPA conducts these reviews prior to approving new chemicals or microbial substances in commerce, or new uses for existing chemicals that are subject to a Significant New Use Rule, to determine whether the chemical substance or significant new use presents an unreasonable risk to human health or the environment. Statute requires that 100% of these new chemical reviews be completed within 90 days. While the statute allows for an extension of up to 90 days, this measure tracks performance against the initial 90-day deadline only. EPA anticipates a steady increase in performance, increasing from the 11.7% actual in FY 2017, to 80% by FY 2019, and 100% by FY 2022.		

Strategic Measure – By September 30, 2022, complete all cases of Federal Insecticide, Fungicide, and Rodenticide Act (FIFRA)-mandated decisions for the pesticides registration review program¹².

Performance Measures that support this strategic measure	FY 2018 Target	FY 2019 Target
(PM FIFRA1) Number of FIFRA decisions completed through pesticides registration review.	58	75
<i>Additional Information:</i> 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 United States be registered (licensed) by the EPA to ensure that they do not cause "unreasonable adverse effects on man or the environment." FIFRA defines unreasonable adverse effects as "any unreasonable risk to man or the environment, taking into account the economic, social, and environmental costs and benefits of the use of any pesticide." By law, the EPA must complete the first 15-year cycle of registration review by October 1, 2022. As of FY 2017, 251 decisions of a known universe of 725 cases were completed.		
(PM FIFRA2) Number of FIFRA registration review draft risk assessments completed.	70	72
<i>Additional Information:</i> 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 United States be registered (licensed) by the EPA to ensure that they do not cause		

¹¹ Baseline is 11.7% of determinations made within 90 days in FY 2017.

¹² Baseline is 251 decisions completed by the close of FY 2017 out of the known universe of 725.

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"unreasonable adverse effects on man or the environment." FIFRA defines unreasonable adverse effects as "any unreasonable risk to man or the environment, taking into account the economic, social, and environmental costs and benefits of the use of any pesticide." By law, the EPA must complete the first 15-year cycle of registration review by October 1, 2022. As of FY 2017, 364 draft risk assessments of a known universe of 725 cases were completed.

Strategic Measure – By September 30, 2022, reduce the Pesticide Registration Improvement Act (PRIA) registration decision timeframe by an average of 60 days.¹³

Performance Measures that support this strategic measure	FY 2018 Target	FY 2019 Target
(PM PRIA1) Average number of days to complete PRIA decisions for new active ingredients.	643	631
<i>Additional Information:</i> To expedite the review and licensing of pesticides new active ingredients, EPA will reduce the incidence of PRIA negotiations, improve meeting the timeframes specified in PRIA, and expedite the overall processing of reduced risk pesticides. The baseline is an average timeframe of 655 days (range: 93-2,086 days) for PRIA decisions for 68 new active ingredients completed in FY 2015-2017. There are 36 different PRIA categories that relate to new active ingredients, with statutory time frames ranging from 7-24 months. Data are tracked and maintained internally by EPA.		
(PM PRIA2) Average number of days exceeding the PRIA decision timeframes for new active ingredients where the original PRIA due date was not met.	303	291
<i>Additional Information:</i> 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 of 316 days exceeding the PRIA decision timeframes in the statute (range: 15-1,538 days) for 42 new active ingredients completed in FY 2015-2017.		
(PM 091) Percentage of decisions (registration actions) completed on time (on or before PRIA or negotiated due dates).	99	99
<i>Additional Information:</i> The average of decisions completed on-time from FY 2014-2016 was 94%. More information on PRIA can be found on https://www.epa.gov/pria-fees/pria-overview-and-history . Whereas PM PRIA1 and PM PRIA2 measure 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.		

¹³ 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.

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GOAL 2 - COOPERATIVE FEDERALISM: REBALANCE THE POWER BETWEEN WASHINGTON AND THE STATES TO CREATE TANGIBLE ENVIRONMENTAL RESULTS FOR THE AMERICAN PEOPLE.

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.

Strategic Measure – By September 30, 2022, increase the number of grant commitments achieved by states, tribes, and local communities¹⁴.

Performance Measures that support this strategic measure	FY 2018 Target	FY 2019 Target
(PM ST1) Number of grant commitments achieved by states, tribes, and local communities.	No Target Established	TBD
<i>Additional Information:</i> Grant commitments are tasks that are jointly negotiated by EPA and the state, tribal, or local grant recipient. For this measure, EPA is only looking at grant commitments in Performance Partnership Grants (PPGs) – a financial tool that allows states and tribes to combine separate “streams” of categorical grant funding, from across 20 eligible categorical grants, into one multi-program grant with a single budget. The baseline, universe (number of commitments contained in PPGs) and 2019 target will be determined in FY 2018. No target is established for FY 2018, but results will be reported.		

Strategic Measure – By September 30, 2022, increase the use of alternative shared governance approaches to address state, tribal, and local community reviews¹⁵.

Performance Measures that support this strategic measure	FY 2018 Target	FY 2019 Target
(PM ST2) Number of alternative shared governance approaches to address state, tribal, and local community reviews.	No Target Established	TBD
<i>Additional Information:</i> EPA will work with states and tribes to find alternative approaches to shared governance, seeking to provide flexibility and streamline oversight of state and tribal programs. Shared governance is the concept where management of federal environmental programs is shared with state, tribal, or local governments. The Agency will pilot new approaches to oversight (e.g., permit reviews) where we have the legal flexibility to do so and streamline those processes by which EPA reviews and approves state and tribal actions. An alternative shared governance approach is any change to an EPA oversight or review process, made to reflect the shared governance concept. EPA will use Lean management system tools to identify areas where EPA and states, tribes, and local governments can streamline current oversight activities. The baseline and FY 2019 target will be determined in FY 2018. No target is established for FY 2018, but results will be reported.		

¹⁴ Baseline will be determined in FY 2018.

¹⁵ Baseline will be determined in FY 2018.

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Other Core Work supporting Objective 2.1.		
Performance Measures	FY 2018 Target	FY 2019 Target
(PM 409) Number of federal on-site compliance monitoring inspections and evaluations and off-site compliance monitoring activities.	10,000	10,000
<i>Additional Information:</i> This measure includes new data elements, such as off-site compliance monitoring activities (e.g., record reviews), not previously tracked or counted, and reflects a recognition that states conduct the vast majority of inspections and an EPA focus on direct implementation programs.		
(PM 426) Number of compliance assurance actions in accordance with EPA’s civil enforcement response policies.	No Target Established	4,000
<i>Additional Information:</i> This measure includes both EPA’s formal civil enforcement action conclusions and informal enforcement actions. Definitions of formal and informal enforcement vary depending on the statute but formal actions are generally used to address more serious violations while informal actions are for less serious violations. An example of a formal enforcement action is a judicial action. An example of an informal enforcement action is a warning letter. No target is established for FY 2018, but results will be reported.		
(PM 427) Number of regulatory sectors served by national web-based compliance assistance centers.	17	18
<i>Additional Information:</i> As of FY 2017, EPA has 17 national web-based compliance assistance centers, providing access to information through web sites, telephone assistance lines, and e-mail discussion groups so that businesses, colleges and universities, tribes, local governments and federal facilities can understand and comply with environmental requirements and save money through pollution prevention techniques. These centers serve regulatory sectors, or facilities with similar operations, processes or practices that are subject to a similar set of regulatory requirements.		
(PM 428) Number of in-person and live webinar trainings provided to states to expand capacity building.	100	100
<i>Additional Information:</i> In FY 2017, EPA conducted approximately 90 in-person and live webinar trainings in order to grow infrastructure and leadership necessary for states to implement environmental enforcement programs. The FY 2018 and 2019 targets for this measure aim to maintain this level of activity.		
(PM 429) Percentage of early Environmental Impact Statement (EIS) engagement	60	70
<i>Additional Information:</i> This measure tracks projects on which EPA submits comments on the Draft EIS to the Lead Agency within 45 days of the public comment period or with Lead Agency authorized extension, as a percentage of the total number of comment letters issued. EPA is charged under Section 309 of the Clean Air Act to review the EIS’s of other federal agencies and to comment on the adequacy and the acceptability of the environmental impacts of the proposed action. EPA participation may involve meeting with the Lead Agency in person or by phone, or providing written comments with recommendations to mitigate impacts of the proposed project or improve the development of the National Environmental Policy Act (NEPA) analysis. Early engagement by stakeholders in the NEPA process can support process efficiencies and improved project outcomes.		
(PM AD4) Cumulative number of state, tribal, and community partners that have integrated data, models, information, and other decision-support tools developed by EPA for climate resiliency into their planning processes.	150	200

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Additional Information: A key goal of EPA’s work on climate resiliency is to build and strengthen the capacity of states, tribes, and local communities to anticipate, prepare, and adapt to a changing climate. This measure focuses on providing the tools, training, technical assistance, data, models, and other information they need to build their adaptive capacity.

(PM AD5) Cumulative number of state, tribal, and community partners that have incorporated climate resiliency into the implementation of their environmental programs supported by major EPA financial mechanisms (grants, loans, contracts, and technical assistance agreements).	150	200
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Additional Information: This measure focuses on supporting climate-resilient investments across the nation.

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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.

Strategic Measure – By September 30, 2022, eliminate the backlog and meet statutory deadlines for responding to Freedom of Information Act (FOIA) requests¹⁶.

Performance Measures that support this strategic measure	FY 2018 Target	FY 2019 Target
(PM FO1) Reduce the FOIA backlog.	No Target Established	TBD
<i>Additional Information:</i> EPA will focus on reducing the FOIA backlog the Agency has built up over the years, and enhancing the FOIA process – which gives the public the right to make requests for federal agency records. The complexity and volume of electronic documents required to 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, 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. The specific measure, baseline and FY 2019 target will be determined in FY 2018. No target is established for FY 2018, but results will be reported.		
(PM FO2) Percentage of FOIA requests completed within statutory deadlines.	No Target Established	TBD
<i>Additional Information:</i> The baseline and FY 2019 target will be determined in FY 2018. No target is established for FY 2018, but results will be reported.		

¹⁶ Baseline will be determined in FY 2018.

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GOAL 3 - RULE OF LAW AND PROCESS: ADMINISTER THE LAW AS CONGRESS INTENDED, TO REFOCUS THE AGENCY ON ITS STATUTORY OBLIGATIONS UNDER THE LAW.

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.

Strategic Measure – By September 30, 2022, reduce the average time from violation identification to correction¹⁷.		
Performance Measures that support this strategic measure	FY 2018 Target	FY 2019 Target
(PM 430) Average time to move EPA civil cases referred to the Department of Justice in FY 2013 or later to settlement or having a complaint filed (years).	No Target Established	3.0
<i>Additional Information:</i> This measure is calculated, for the civil judicial referrals settled during a given year, as the average time from the date of referral to the Department of Justice to settlement or having a complaint filed. Cases included in this measure are those referred in FY 2013 or later. Data for this measure are tracked in EPA’s Integrated Compliance Information System. From FY 2010 through FY 2017, the average time to move EPA civil judicial referrals to settlement or having a complaint filed was 3.2 years. No target is established for FY 2018, but results will be reported.		
(PM 431) By FY 2018, identify one or two direct implementation programs that use administrative and informal enforcement tools to pilot for reducing the time between identification of a violation to correction. Also in FY 2018, gather data to establish baselines against which to measure progress.	Identify Pilot Program(s) and Establish Baselines	Implement Pilot
<i>Additional Information:</i> Informal enforcement tools may include Notices of Violation (NOV), Notices of Noncompliance, and violation letters.		

Strategic Measure – By September 30, 2022, increase the environmental law compliance rate¹⁸.		
Performance Measures that support this strategic measure	FY 2018 Target	FY 2019 Target
(PM 432) Percentage of Clean Water Act National Pollutant Discharge Elimination System (NPDES) permittees not in significant noncompliance with their permit limits.	76	79

¹⁷ Baseline will be determined in FY 2018.

¹⁸ This concept will be piloted by focusing initially on increasing the percentage of Clean Water Act (CWA) National Pollutant Discharge Elimination System (NPDES) permittees not in significant noncompliance with their permit limits to 88% from a baseline of 76% from Q4 FY 2016 to Q3 FY 2017. Other program areas may be included in this strategic measure during the FY 2018-2022 timeframe.

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Additional Information: From Q4 FY 2016 – Q3 FY 2017, the percentage of permittees not in significant noncompliance with their permit limits was 76.0%. This is based on annual significant noncompliance (SNC)/Category 1 noncompliance rate among individually permitted major and non-major (minor) NPDES permittees for which EPA has highly reliable data. Major and minor permittees that were in SNC/Category 1 noncompliance at any time during the one-year period are counted in the percentage denominator. No reduction from baseline is expected in FY 2018. SNC/Category 1 noncompliance are a specific type of violation, the severity of which are classified based on duration, severity, and type of violation. For more information, see: <https://echo.epa.gov/help/facility-search/npdes-program-search-criteria-help>

(PM 433) By FY 2018, develop a compliance rate pilot in a second program (in addition to NPDES) and implement in FY 2019.	Identify Pilot	Implement Pilot

Other Core Work supporting Objective 3.1.		
Performance Measures	FY 2018 Target	FY 2019 Target
(PM 434) Millions of pounds of pollutants and waste reduced, treated, or eliminated through concluded enforcement actions.	325	325
Additional Information: This measure combines environmental benefits from pounds of air, water, hazardous and non-hazardous waste, and toxics/pesticides pollutants reduced, treated, or eliminated through concluded enforcement actions. Prior to FY 2018, pounds of pollutants reduced, treated, or eliminated for different media were tracked using separate measures.		
(PM 435) Number of potentially responsible party (PRP) and other party commitments to perform or pay for cleanup and/or reuse of contaminated sites.	110	110
Additional Information: EPA is reinvigorating efforts to secure PRP commitments to perform timely, high quality cleanup by reducing oversight costs for PRPs that perform timely, high quality work; increasing PRP and Agency personnel adherence to project deadlines; utilizing enforcement authorities to get work underway quickly and to keep work on schedule; and streamlining the dispute resolution process. PRPs and other parties made an average of 100 commitments to perform or pay for cleanup and/or reuse of contaminated sites from FY 2013 to FY 2016.		
(PM 418) Percentage of criminal cases having the most significant health, environmental, and deterrence impacts.	65	65
Additional Information: The mission of EPA's Criminal Enforcement Program is to investigate, help prosecute, and thereby deter the most egregious environmental offenders. The criminal program collects data on a variety of case attributes to evaluate the range, complexity, and quality of our national docket. In 2010, the program developed a case selection methodology to ensure the identification, investigation, and prosecution of cases with significant environmental, human health, and deterrence impact. The data elements used in this tiering methodology include information about human health and environmental impacts, the nature of the pollutant and the release, and the profile and compliance history of the subject(s). Since instituting the tiering system, the percentage of "higher tier" cases has steadily risen. There are valuable cases which do not fit into the higher tiered criteria. Tiering parallels U.S. sentencing guidelines for criminal cases.		
(PM 419) Percentage of criminal cases with individual defendants.	75	75

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Additional Information: During the early years of EPA’s criminal program, organizational defendants made up approximately 70% of the total defendants charged and individual defendants made up the remaining 30%. By FY 2017, these figures had greatly changed: 90% of cases had an individual charged and 10% were cases where only an organizational defendant(s) was charged.

(PM 421) Percentage of conviction rate for criminal defendants.	85	85
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Additional Information: While case outcomes fluctuate based on their specific characteristics, as well as the prosecutorial and sentencing decisions made by the U.S. Department of Justice and the federal courts, EPA’s Criminal Enforcement Program has maintained a historically high conviction rate for defendants charged with environmental crimes.

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

Strategic Measure – By September 30, 2022, meet 100% of legal deadlines imposed on EPA.

Performance Measures that support this strategic measure	FY 2018 Target	FY 2019 Target
(PM RG1) Percentage of legal deadlines met by EPA.	No Target Established	TBD
<i>Additional Information:</i> This measure tracks progress toward EPA meeting its statutory, regulatory, and court-ordered deadlines. EPA is reinvigorating its approach to regulatory development and prioritizing meeting legal deadlines to ensure that expectations for the regulated community and the public are clear and comprehensive and that Agency can achieve its core mission in a manner that is defensible and consistent with its authorities. The baseline and FY 2019 target will be determined in FY 2018. No target is established for FY 2018, but results will be reported.		

Strategic Measure – By September 30, 2022, eliminate unnecessary or duplicative reporting burdens to the regulated community by 10,000,000 hours¹⁹.

Performance Measures that support this strategic measure	FY 2018 Target	FY 2019 Target
(PM RG2) Hours of unnecessary or duplicative reporting burden to the regulated community eliminated.	2,000,000	2,000,000
<i>Additional Information:</i> EPA will develop a process of continuous improvement for managing the paperwork burden on regulated entities associated with EPA's Information Collection Rules, and reduce the burden where possible with a goal of eliminating 2,000,000 hours of unnecessary or duplicative reporting per year toward the goal of 10,000,000 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.		

Other Core Work supporting Objective 3.2.

Performance Measures	FY 2018 Target	FY 2019 Target
(PM RG3) Number of EO 13771 regulatory actions issued.	No Target Established	TBD

¹⁹ Baseline is estimated at 173,849,665 information collection and reporting hours.

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<i>Additional Information:</i> This measure is an OMB requirement based on the Presidential Memorandum M-17-23. The FY 2019 target will be determined in FY 2018. No target is established for FY 2018, but results will be reported. In FY 2017 EPA issued one EO 13771 regulatory action.		
(PM RG4) Number of EO 13771 deregulatory actions issued.	No Target Established	TBD
<i>Additional Information:</i> This measure is an OMB requirement based on the Presidential Memorandum M-17-23. The FY 2019 target will be determined in FY 2018. No target is established for FY 2018, but results will be reported. In FY 2017, EPA issued 16 EO 13771 deregulatory actions.		
(PM RG5) Total incremental cost of all EO 13771 regulatory and deregulatory actions.	-\$40 Million	TBD
<i>Additional Information:</i> This measure is an OMB requirement based on the 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 applying a 7 percent discount rate and using 2016 dollars.		

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

Strategic Measure – By September 30, 2022, increase the number of research products meeting customer needs²⁰.

Performance Measures that support this strategic measure	FY 2018 Target	FY 2019 Target
(PM RD1) Number of Office of Research and Development (ORD) research products meeting customer needs.	No Target Established	TBD
<i>Additional Information:</i> A research product is a deliverable that results from a specific research project or task. Research products may require translation or synthesis before integration into an output ready for partner use. Working with its partners, each program develops a list of planned research products and their associated outputs. The list reflects high priority products the program plans to complete by the end of each fiscal year. A research product qualifies as “meeting customer needs” based on a scoring system that takes account of usability, product quality, and timeliness. Baseline and FY 2019 target will be determined in FY 2018. No target is established for FY 2018, but results will be reported.		
(PM AC1) Percentage of planned research products completed on time by the Air and Energy research program.	100	100
<i>Additional Information:</i> A research product is a deliverable that results from a specific research project or task. Research products may require translation or synthesis before integration into an output ready for partner use. Working with its partners, each program develops a list of planned research products and their associated outputs. The list reflects high priority products the program plans to complete by the end of each fiscal year. The estimated completion date is based on when the output is needed for partner use and when the research products must be transformed into the output. The actual product completion date is self-reported.		
(PM AC2) Percentage of planned research outputs delivered to clients for use in improving air quality.	100	100
<i>Additional Information:</i> Research outputs result from the translation or synthesis of one or more research products into the format compatible with the partner's decision needs. Delivery of a research output means that the output is transferred to ORD's research partner ready for the intended partner use. EPA identifies and describes the planned outputs in the program's Research Program Strategic Plan. To ensure research products are responsive to partners’ needs, ORD has a formalized process for developing and modifying program activities, including engagement with partners when making modifications.		
(PM CS1) Percentage of planned research products completed on time by the Chemical Safety for Sustainability research program.	100	100
<i>Additional Information:</i> A research product is a deliverable that results from a specific research project or task. Research products may require translation or synthesis before integration into an output ready for partner use. Working with its partners, each program develops a list of planned research products and their associated outputs. The list reflects high priority products the program plans to complete by the end of each fiscal year. The estimated completion date is based on when the output is needed for partner use and when the research products are needed to be transformed into the output. The actual product completion date is self-reported.		
(PM CS2) Percentage of planned research outputs delivered to clients and partners to improve their capability to advance the environmentally sustainable development, use, and assessment of chemicals.	100	100

²⁰ Baseline will be determined in FY 2018.

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Additional Information: Research outputs result from the translation or synthesis of one or more research products into the format compatible with the partner's decision needs. Delivery of a research output means that the output is transferred to ORD's research partner ready for the intended partner use. EPA identifies and describes the planned outputs in the program's Research Program Strategic Plan. To ensure research products are responsive to partners' needs, ORD has a formalized process for developing and modifying program activities, including engagement with partners when making modifications.		
(PM HC1) Percentage of planned research products completed on time by the Sustainable and Healthy Communities research program.	100	100
Additional Information: A research product is a deliverable that results from a specific research project or task. Research products may require translation or synthesis before integration into an output ready for partner use. Working with its partners, each program develops a list of planned research products and their associated outputs. The list reflects high priority products the program plans to complete by the end of each fiscal year. The estimated completion date is based on when the output is needed for partner use and when the research products must be transformed into the output. The actual product completion date is self-reported.		
(PM HC2) Percentage of planned research outputs delivered to clients, partners, and stakeholders for use in pursuing their sustainability goals.	100	100
Additional Information: Research outputs result from the translation or synthesis of one or more research products into the format compatible with the partner's decision needs. Delivery of a research output means that the output is transferred to ORD's research partner ready for the intended partner use. EPA identifies and describes the planned outputs in the program's Research Program Strategic Plan. To ensure research products are responsive to partners' needs, ORD has a formalized process for developing and modifying program activities, including engagement with partners when making modifications.		
(PM HS1) Percentage of planned research products completed on time by the Homeland Security research program.	100	100
Additional Information: A research product is a deliverable that results from a specific research project or task. Research products may require translation or synthesis before integration into an output ready for partner use. Working with its partners, each program develops a list of planned research products and their associated outputs. The list reflects high priority products the program plans to complete by the end of each fiscal year. The estimated completion date is based on when the output is needed for partner use and when the research products must be transformed into the output. The actual product completion date is self-reported.		
(PM HS2) Percentage of planned research outputs delivered to clients and partners to improve their capabilities to respond to contamination resulting from homeland security events and related disasters.	100	100
Additional Information: Research outputs result from the translation or synthesis of one or more research products into the format compatible with the partner's decision needs. Delivery of a research output means that the output is transferred to ORD's research partner ready for the intended partner use. EPA identifies and describes the planned outputs in the program's Research Program Strategic Plan. To ensure research products are responsive to partners' needs, ORD has a formalized process for developing and modifying program activities, including engagement with partners when making modifications.		
(PM RA1) Percentage of planned research products completed on time by the Human Health Risk Assessment research program.	100	100
Additional Information: A research product is a deliverable that results from a specific research project or task. Research products may require translation or synthesis before integration into an output ready for partner use. Working with its partners, each program develops a list of planned research products and their associated outputs. The list reflects high priority products the program plans to complete by the end of each fiscal year. The estimated completion date is based on when the output is needed for partner use and when the research products must be transformed into the output. The actual product completion date is self-reported.		
(PM RA2) Percentage of planned research outputs delivered to clients and partners for use in informing human health decisions.	100	100

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Additional Information: Research outputs result from the translation or synthesis of one or more research products into the format compatible with the partner's decision needs. Delivery of a research output means that the output is transferred to ORD's research partner ready for the intended partner use. EPA identifies and describes the planned outputs in the program's Research Program Strategic Plan. To ensure research products are responsive to partners' needs, ORD has a formalized process for developing and modifying program activities, including engagement with partners when making modifications.		
(PM RA8) Annual progress score for finalizing IRIS health assessments, Provisional Peer-Reviewed Toxicity Values, and Integrated Science Assessments.	5	5
Additional Information: The annual score is based on the relative weighting of each chemical using a 3-tier system that includes client interest, complexity of science, and level of effort required. Points are scored by multiplying the weight of each assessment by the number of milestones completed in the assessment process. To support policy and regulatory decisions for EPA's programs and regions, as well as state, tribal, and local agencies, ORD aligns its resources with priority chemicals and product needs. In addition to the critical needs of Superfund, water, air, and children's health, ORD has sharpened its focus on the new TSCA law, and has been providing the needed scientific support to meet its expedited timelines.		
(PM SW1) Percentage of planned research products completed on time by the Safe and Sustainable Water Resources research program.	100	100
Additional Information: A research product is a deliverable that results from a specific research project or task. Research products may require translation or synthesis before integration into an output ready for partner use. Working with its partners, each program develops a list of planned research products and their associated outputs. The list reflects high priority products the program plans to complete by the end of each fiscal year. The estimated completion date is based on when the output is needed for partner use and when the research products are needed to be transformed into the output. The actual product completion date is self-reported.		
(PM SW2) Percentage of planned research outputs delivered to clients and partners to improve the Agency's capability to ensure clean and adequate supplies of water that support human well-being and resilient aquatic ecosystems.	100	100
Additional Information: Research outputs result from the translation or synthesis of one or more research products into the format compatible with the partner's decision needs. Delivery of a research output means that the output is transferred to ORD's research partner ready for the intended partner use. EPA identifies and describes the planned outputs in the program's Research Program Strategic Plan. To ensure research products are responsive to partners' needs, ORD has a formalized process for developing and modifying program activities, including engagement with partners when making modifications.		
(PM RD2) Number of peer-reviewed journal articles with datasets cleared for publication.	336	336
Additional Information: This measure tracks the progress towards EPA's efforts to increase public access to scientific data and publications. These journal articles are among the products of EPA research and scientific development and the publications, along with their underlying data, are peer reviewed and made publically available in accordance with ongoing open data efforts.		

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

Strategic Measure – By September 30, 2022, reach all permitting-related decisions within 6 months.

Performance Measures that support this strategic measure	FY 2018 Target	FY 2019 Target
(PM PE1) Percentage of permitting-related decisions issued within 6 months.	No Target Established	TBD
Additional Information: EPA will improve the efficiency and effectiveness of federal permitting programs through several mechanisms, which include conducting a series of targeted Lean business process improvement events on EPA-issued permits and implementing the results of those events. EPA is scheduled to conduct the first round of Lean events for key permitting programs in January 2018. EPA will also collect system-wide data on permit status, backlog and throughput. Following the Lean events and other efforts, EPA will target and track improvements in permitting processes by gathering, analyzing and using agency-wide data to track results and collect best practices. In addition, EPA will systematically review and amend any internal policies and procedures related to permitting that could be streamlined, as appropriate, to further improve the efficiency and effectiveness of federal permitting programs. Permit decisions include approval or denial actions for a new, renewed or modified permit. Time to issue a permit (also known as lead time) is calculated from the date a permit application is received to the date of a permit issuance or denial action. The baseline and FY 2019 target will be determined in FY 2018. No target is established for FY 2018, but results will be reported.		

Other Core Work supporting Objective 3.4.

Performance Measures	FY 2018 Target	FY 2019 Target
(PM 052) Number of major EPA environmental systems that use the CDX electronic requirements enabling faster receipt, processing, and quality checking of data.	85	90
Additional Information: The Central Data Exchange (CDX) program began in FY 2001 to enable states, tribes and others to send environmental data to EPA through a centralized electronic process. The CDX program estimates its results as the net of new systems using CDX services (increase) and retirement of older systems that are being phased out (decrease). As a result, these results may increase or decrease in subsequent years. The unit of measure "system" is defined as the number of data flows/exchanges that occur through CDX by EPA program offices, states and tribes. There are 16 Vehicle Engine Regulation (VERIFY) data flows/exchanges that occur in CDX. Each serves a different need and is counted individually. Because CDX is used for these 16 unique needs, separate systems have not been developed to fulfill this need; rather, the one CDX solution serves them all.		
(PM 053) Number of states, tribes and territories able to exchange data with CDX through nodes in real time, using standards and automated data-quality checking.	110	115
Additional Information: Users are defined for this measure as the total number of physical and virtual nodes in production and test.		
(PM 999) Number of active unique users from states, tribes, laboratories, regulated facilities and other entities that electronically report environmental data to EPA through CDX.	100,000	110,000

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Additional Information: To calculate unique users of the CDX system, CDX takes all users whose accounts have been active in the last two years and eliminates duplicate registrations under the same email address. Because many EPA regulations require periodic reporting, i.e., once every two, three or five years, a two-year span was utilized to capture the majority of users without overstating their “active” status.

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

Strategic Measure – By September 30, 2022, reduce unused office and warehouse space by 850,641 square feet²¹.

Performance Measures that support this strategic measure	FY 2018 Target	FY 2019 Target
(PM FA1) Reduction in EPA Space (sq. ft. owned and leased).	241,000	65,000
<i>Additional Information:</i> This measure tracks usable square feet of office and warehouse space released with data collected from EPA facility manager notifications, and reports generated when there is a modification to an Occupancy Agreement. Space consolidation efforts will result in EPA becoming a more efficient and effective agency by reducing lease, utility, security and other facility management costs, which will enable the agency to direct resources to core environmental work.		

Strategic Measure – By September 30, 2022, reduce procurement processing times by achieving 100% of procurement action lead times (PALT)²².

Performance Measures that support this strategic measure	FY 2018 Target	FY 2019 Target
(PM PR1) Percentage of contract actions processed within the Procurement Action Lead Time (PALT) Standards.	SA: 75% CP: 65% FAA: 80%	SA: 80% CP: 70% FAA: 85%
<i>Additional Information:</i> This measure tracks the timeliness of the agency's processing of contract actions for Simplified Acquisitions (SA), Competitive Proposals (CP), and Funding and Administrative Actions (FAA) with data collected from the EPA Acquisition System (EAS) and information from EPA contract officer representatives (CORs) and contract officers (COs). Timeliness is measured in processing days from the time the procurement request (PR) is released in EAS to the date the contract is awarded. PALT Standards are outlined in Section 7.1.1 of the EPA Acquisition Guide. As a result of these efforts, EPA will become a more efficient and effective agency by reducing processing time and costs.		
(PM PR2) Acquisition costs avoided through use of strategic sourcing.	\$3,000,000	\$4,000,000
<i>Additional Information:</i> This measure tracks the agency's avoided acquisition costs through use of the strategic sourcing program (SSP) with data collected from EPA's spend-save tool. Avoided costs achieved by SSP contract vehicles result in EPA becoming a more efficient and effective agency by reducing expenditures, processing time and labor, which will enable the agency to direct resources to core environmental work. In FY 2017, EPA obligated \$1.556 billion in contracts.		

²¹ Baseline is 5,264,846 square feet as of FY 2017.

²² Baseline for FY 2017 is under development.

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Strategic Measure – By September 30, 2022, improve 250 operational processes.		
Performance Measures that support this strategic measure	FY 2018 Target	FY 2019 Target
(PM OP1) Number of operational processes improved.	25	50
<i>Additional Information:</i> EPA will apply 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. An operational process is counted as improved following a completed Lean/Kaizen event that meets a three-part test: (1) the work of the process has been standardized; (2) the Lean/Kaizen event is followed by accountability through the use of visual management; and (3) performance has improved. Targets are annual.		

Strategic Measure – By September 30, 2022, increase enterprise adoption of shared services by four²³.		
Performance Measures that support this strategic measure	FY 2018 Target	FY 2019 Target
(PM CF1) Number of administrative shared services.	6	7
<i>Additional Information:</i> EPA will use additional federal and/or internal shared services when supported by business case analysis. Enterprise adoption of shared services will ensure consistency and scalability in tools and services, enabling the agency to standardize internal operational processes, control costs, and improve data quality. The five administrative shared services in place as of the end of FY 2017 were: IBC (HR/payroll), Concur (travel), Compass (core financial management), human resources shared service centers, and finance centers. This measure is cumulative. EPA is targeting the adoption of one additional shared service per year.		
(PM CF2) Number of agency administrative subsystems.	24	22
<i>Additional Information:</i> Reducing the number of agency and Office of the Chief Financial Officer (OCFO) administrative system interfaces will allow EPA users to more easily input and access data and standardize reporting along with moving the payment processing to a federal shared service provider. This will have a positive impact on streamlining operational processes and drive the integration of financial transactions across multiple administrative systems; reducing manual entry and improving data quality. The focus is currently on establishing an integrated end-to-end delivery of financial transactions for contracts, grants, and interagency agreements into Compass. In FY 2017, the Agency had 26 administrative subsystems.		
(PM CF3) Average cost per payment transaction.	\$34.99	\$34.99
<i>Additional Information:</i> Measuring the current financial payment processing and information technology system costs will allow EPA to monitor its progress toward the target of reducing the cost of contract and Simplified Acquisition Purchasing (SAP) transactions to the estimated cost level of an agency-wide shared service solution. Data are tracked in the Agency's Compass system. In FY 2017, the cost per payment transaction was \$38.28. Various operational/process improvement efforts and IT system modernization project planning are underway to achieve cost reductions.		

²³ Baseline is 5 administrative systems/operations shared services in FY 2017.

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Other Core Work supporting Objective 3.5.		
Performance Measures	FY 2018 Target	FY 2019 Target
(PM 35A) Environmental and business actions taken for improved performance or risk reduction.	196	196
<i>Additional Information:</i> This measure captures implemented corrective actions taken by the agency based on Office of the Inspector General (OIG) recommendations to improve EPA programs and/or processes. Results are typically from prior years and may fluctuate depending on the agency's ability to complete agreed-upon corrective actions. The target for this measure is developed by taking the actual performance for two or three fiscal years and adjusted to reflect any significant changes in priorities.		
(PM 35B) Environmental and business recommendations or risks identified for corrective action.	460	460
<i>Additional Information:</i> This measure captures the number of OIG outputs (recommendations for improvement, outreach activities to plan and promote OIG work, congressional testimonies delivered, best practices identified, and risks identified). One key activity during an OIG audit/evaluation is identifying risks to EPA operations and programs. Risk identification is based on federal standards for internal control. Internal control is a process for assuring achievement of an organization's objectives in operational effectiveness and efficiency, reliable reporting, and compliance with laws, regulations and policies. Ultimately effective internal controls assure that operations run efficiently and effectively. The target reflects the average of actual performance for two or three fiscal years, adjusted to reflect any significant changes in priorities.		
(PM 35C) Return on the annual dollar investment, as a percentage of the OIG budget, from audits and investigations.	160	160
<i>Additional Information:</i> Results under this measure identify the potential return on investment and do not include actual recoveries. The OIG's role is to question costs and identify cost efficiencies and funds put to better use (recommended efficiencies). The target reflects the average of actual performance for two or three fiscal years, adjusted to reflect any significant changes in priorities and removing reports from the average calculation with massive recommended efficiencies in excess of \$200M. The reports excluded from the average are: FY2012-\$372M; FY2014-\$230M; FY2015-\$571M; FY2016-\$886M; and FY2017-\$774M.		
(PM 35D) Criminal, civil, administrative, and fraud prevention actions.	87	75
<i>Additional Information:</i> This measure captures criminal, civil, and administrative actions as a result of OIG investigations on fraud, waste and abuse. To a large extent, results are influenced by factors outside the control of OIG (judges, juries, etc.).		