

### 3. PROPOSED CHANGES IN THE STRATEGIC MEASUREMENT FRAMEWORK

#### HIGHLIGHTS OF SIGNIFICANT PROPOSED CHANGES

EPA's strategic measurement framework (i.e., strategic architecture) of goals, objectives, sub-objectives, and strategic measures describes the human health and environmental results the Agency is working to achieve. Reviewers should note that the overarching framework of goals and objectives remains unchanged from the current *Plan*. However, in the proposed framework, all the statements of measurable results are included at only one level in the framework—the strategic measures—for consistency purposes. Sub-objectives will serve as organizing headers for strategic measures supporting the objective. This means that any sub-objectives that were measurable in the past have been converted into strategic measures for the 2009-2014 framework.

The proposed updated strategic measurement framework for 2009-2014 is presented in a side-by-side format with the current (2006-2011) framework to facilitate review. Throughout all the strategic goals, the proposed strategic measurement framework includes updates to targets and baselines to reflect the new 2009-2014 timeframe. In addition, the narrative below highlights the more significant changes proposed in the new strategic measurement framework. These proposed changes are highlighted in *italics* in the side-by-side presentation of the framework

Across all goals in the proposed architecture, EPA's research and development program is proposing to adopt new strategic measures consistent with the long-term measures in the Office of Management and Budget's (OMB) Program Assessment Rating Tool (PART) evaluation process. These measures are based on the Board of Scientific Counselors (BOSC) performance ratings, which measure the success of each research program in achieving its long-term goals according to the appraisal of independent expert panels.

#### Goal 1 – Clean Air and Global Climate Change

- **Sub-objective 1.1.1 Reduce Criteria Pollutants and Regional Haze:** The draft 2009-2014 strategic measures for this sub-objective are currently based on the assumption that the Clean Air Interstate Rule (CAIR) is implemented as promulgated.<sup>1</sup> As circumstances change, the Agency will revisit this issue and related assumptions during the Strategic Plan update process.
- **Sub-objective 1.4.1 Monitor the Environment for Radiation:** The strategic measure pertaining to the RadNet radiation monitoring program has changed from being a measure of land area covered by monitoring to a measure of people covered, an improved measure of human exposure during radiological emergencies. This language is consistent with the recently completed PART assessment of the radiation program.
- **Sub-objective 1.6.1 Clean Air Research:** A new sub-objective and strategic measure have been added on research supporting the air program.

## Goal 2 – Clean and Safe Water

- **Sub-objective 2.1.2 Fish and Shellfish Safe to Eat:** EPA is eliminating the strategic measure tracking water quality improvements in shellfish-growing areas because data are not routinely available to report on this measure. The Interstate Shellfish Sanitation Conference (ISSC) centralized database was not developed, and EPA has no authority to require reporting of the data. EPA is seeking suggestions on a potential replacement measure.
- **Sub-objective 2.2.2 Improve Coastal and Ocean Water:** EPA is adding two strategic measures to track aquatic ecosystem health for Hawaii and South Central Alaska using the National Coastal Condition Report, prepared as a coordinated effort among EPA, states, the National Oceanic and Atmospheric Administration, the U.S Geological Survey, and the U.S. Fish and Wildlife Service. This change reflects new data that has recently become available.
- **Sub-objective 2.3.1 Drinking Water and Sub-objective 2.3.2 Water Quality Research:** EPA is adding two sub-objectives and strategic measures for drinking water and water quality research.

## Goal 3 – Land Preservation and Restoration

- **Sub-objective 3.1.1 Waste Generation and Recycling:**
  - Construction and Demolition Debris—EPA performed an extensive search concerning the availability of construction and demolition (C&D) materials recycling data. Due to a lack of annually-available data on the percentage of C&D materials recycled, the strategic measure is being deleted in this *Strategic Plan* revision.
  - Municipal Solid Waste—The new strategic measure reflects EPA’s efforts to support the formation and growth of recycling programs through education and outreach and the development of partnerships. This new measure focuses on EPA activities and resulting outcomes rather than relying on a national source generation volume over which the Agency has limited control.
- **Sub-objective 3.2.1 Chemical Release Preparedness and Response:**
  - Homeland Security—As part of our homeland security strategy, EPA has introduced a National Approach to Response (NAR) designed to bring together and ensure efficient utilization of all emergency response assets Agency-wide to respond to nationally significant incidents. EPA has revised the strategic measure to reflect this change in approach, including preparedness to address multiple simultaneous nationally significant incidents.
  - Voluntary Removals—A new combined measure for potentially responsible party (PRP) removals is being introduced. Instead of only counting "voluntary removals," EPA will include all “PRP-lead” removal completions in this measure to ensure a full accounting of these actions.

- Oil Program—As agreed upon with OMB under the oil spill control PART evaluation, EPA is replacing two measures in the *2009-2014 Strategic Plan* to focus on bringing regulated facilities into compliance.
- **Sub-objective 3.3.1 Land Protection Research:** EPA has added a new sub-objective and strategic measure for research on protecting and restoring land.

#### Goal 4 – Healthy Communities and Ecosystems

- **Sub-objective 4.1.1 Reduce Chemical Risks:**
  - ChAMP—The newly announced Chemical Assessment and Management Program (ChAMP) is now tracking risk management actions for chemicals of special concern.<sup>2</sup> Chemicals determined to be of special concern will be subject to risk management follow-up actions.
  - HPV Chemicals—EPA is adding a new strategic measure on reducing chronic human health risks from environmental releases of high production volume (HPV) chemicals in commerce.
  - Mercury—EPA is adding a new strategic measure for international mercury reduction efforts.
- **Sub-objective 4.1.2 Reduce Chemical Risks at Facilities and in Communities:**
  - EPA is moving forward with only one of its three current Risk Management Plan (RMP) strategic measures. The retained measure is revised but will continue to focus on inspections and audits of regulated facilities to reduce accidents and community “vulnerable zones.”
  - EPA will eliminate the Local Emergency Planning Committee (LEPC) strategic measure for this revision since this is a local activity and responsibility.
- **Sub-objective 4.1.3 Protect Human Health from Pesticide Risk:** EPA has a new strategic measure for screening and testing pesticide chemicals for potential endocrine disrupting effects.
- **Sub-objective 4.2.4 Sustain and Restore the United States-Mexico Border Environmental Health:** A new strategic measure is under development in fall/winter 2008 to replace the existing measure on improving water quality along the Border. The new measure may use reductions in biochemical oxygen demand or another parameter to assess improved water quality.
- **Sub-objective 4.3.1 Increase Wetlands:** EPA is proposing to change the way it calculates the measurement for “no net loss” of wetlands from “wetland acreage” to “wetland acreage

and stream miles” to capture more EPA accomplishments in administering the Clean Water Act Section 404 regulatory program. Reporting on acreage and linear feet of stream protected, restored, and mitigated as a result of wetland regional activities will be a positive step forward in documenting program effectiveness. In addition, the strategic measure for "no net loss" will be expressed as a ratio of gains to losses for wetland acreage and stream miles.

- **Sub-objective 4.3.3 Improve the Health of the Great Lakes:** A new strategic measure is being added on removing beneficial use impairments in the Great Lakes, consistent with OMB’s PART evaluation.
- **Objective 4.4 Enhance Science and Research:** Seven sub-objectives and strategic measures have been added under this objective for research on human health, ecosystems, human health risk assessment, global climate change, endocrine disrupting chemicals, pesticides and products, and homeland security.

## Goal 5 – Compliance and Environmental Stewardship

- **Objective 5.1 Achieve Environmental Protection through Improved Compliance:** EPA’s enforcement and compliance program is restructuring its measurement system from a tool-based approach to a problem-based approach. It will focus on the environmental problems EPA addresses with its enforcement and compliance tools. The proposed new sub-objectives and strategic measures reflect this change in approach by including separate measures for air, water, and waste/pesticides/toxics. There is also a new sub-objective for criminal enforcement, with supporting strategic measures. EPA will continue to refine the strategic measures and establish baselines and targets throughout the *Strategic Plan* update process. Further refinements are discussed in “Summaries of Proposed Changes in Strategies” under the “Enforcement/Compliance Measurement Approach” heading for Goal 5.
- **Sub-objective 5.2.1 Prevent Pollution and Promote Environmental Stewardship:** Two new strategic measures have been added for tracking progress in reducing ChAMP priority chemicals of special concern through pollution prevention and other approaches.
- **Sub-objective 5.4.1 Enhance Science and Technology for Sustainability:** A new sub-objective and strategic measure have been added for sustainability research.

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<sup>1</sup> The CAIR rule was recently vacated by the U.S. Court of Appeals for the D.C. Circuit. No decisions have been made in response to this action.

<sup>2</sup> More information on the ChAMP program can be found at <http://www.epa.gov/champ/>.