Standard Operating Procedures –
OECA Bowling Chart Management and Monthly Business Meetings
January 18, 2018

EPA has established a new LEAN-based management process that is founded on new sets of measures and a new process for tracking progress in achieving goals associated with those measures. These measures are established in EPA's new, FY 2018-2022 Strategic Plan, and through "Mission Measures" that have been established by each National Program Manager (NPM). All of these measures are assembled by each NPM in a "Bowling Chart" that will be used for tracking process on a monthly basis in attaining the goal created by the NPM for each measure.

This document describes OECA's process, schedule, and responsibilities associated with managing the new Bowling Chart measures, producing the monthly Bowling Chart, and holding the Assistant Administrator/ Deputy Assistant Administrator (AA/DAA) level "Monthly Business Meetings." It also establishes a "Strategic Plan Board" to oversee production of the Bowling Chart, assure progress on the Bowling Chart measures, and identify issues for discussion at the Monthly Business Meetings. *(See Appendix 4.)*

OECA's Bowling Chart contains two Strategic Measures and six Mission Measures (referred to collectively as "Bowling Chart" measures). These measures were selected by OECA because they each support the goals, objectives, and measures described for EPA's compliance and enforcement program as described in the Strategic Plan. Implementation of each of these measures furthers a particularly important aspect of the enforcement work that we in OECA do. *(See Appendix 2.)*

Bowling Chart Schedule *(See Appendix 1 for schedule and Appendix 3 for additional detail)*

Steps	Actions	Due Date *(See detailed schedule in Appendix 1)*	Responsible Party
1 ***Data Entry Complete*** **(for Bowling Chart Measures)**	Regions and OCEFT complete entry of data to the data systems -of-record for the preceding month for each of the Bowling Chart measures and assure its accuracy.	COB Tues or Wed preceding 2nd Friday of the month *(varies by month – see Appendix 1, monthly schedule)*	Regions, OCEFT
2 ***Review and Analyze Measure Data***	"Measure Leads" quality review the data for each measure, obtain/calculate the measure value for the month, conduct analysis (using the Bowling Chart Measure Review Template), and submit this information to "Measure Owner" and Office of Compliance/Planning, Measures and Oversight Division (OC/PMOD) (who enters the data into the Bowling Chart and compiles analyses).	COB 2nd Friday of the month	Measure Leads

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3 ***OECA Strategic Plan Board Meeting***	OECA Strategic Plan Board meets to review progress on Bowling Chart measures, consider countermeasures as needed, and determine agenda for Monthly Business Meeting.	Monday morning preceding 3rd Friday of the month	ODs (OC, OCE, OSRE, OCEFT, FFEO). *Measure Owners and Measure Leads as needed.*
4 ***OECA Monthly Business Meeting***	Monthly Business Meeting is held; focus will vary depending on concerns identified by Strategic Plan Board. *(Measure Owners then schedule measure-specific follow-up meetings as needed to: 1) develop countermeasures; 2) consider redirection of OECA resources or policy or program direction changes; and/or 3) obtain OECA AA support.)*	Tuesday preceding 3rd Friday of the month	AA, DAAs, ODs, Lead Region, and the COO or his representative. *Also, Measure Owners and Measure Leads as needed.*
5 ***Finalize and Submit Bowling Chart***	OC/PMOD makes any needed changes to the draft Bowling Chart resulting from the Monthly Business Meeting and transmits the final Bowling Chart to OCFO for transmittal to the Chief Operating Officer.	3rd Friday of the month	OC/PMOD

(Note: For this schedule to work the Regions MUST entered the limited data for reporting on these measures to the data systems-of-record in accordance with the schedule (see Appendix 1). There will only be time for the Measure Leads to do only a very cursory DQ check.)

Roles and Responsibilities for Managing the Bowling Chart Measures, Producing the Monthly Bowling Chart, and the Monthly Business Meetings:

EPA Regions: In addition to implementing the programs behind the Strategic and Bowling Chart measures, the Regions are responsible for assuring complete, timely and accurate entry of data to the data systems-of-record for the Bowling Chart measures on a monthly, accelerated schedule (per the schedule in Attachment 1). The Lead Region will participate in the Monthly Business Meetings.

Measure Leads: The Measure Leads are responsible for:

a. At the direction of the Measure Owner and using a template provided by OC, developing a written strategy for meeting the goal for their measure.
b. Monitoring activities and progress for their measure and keeping the Measure Owner informed.
c. Obtaining the data for their measure from the data system-of-record, calculating the value to be entered into the Bowling Chart, producing an analysis for their measure (using the Bowling Chart Measure Review Template), and then providing this information to the Measure Owner and OC/PMOD.
d. Attending the Strategic Plan Board meeting and/or the Monthly Business Meeting as needed to provide support for the discussion of their measure.

Measure Owners: The Measure Owners are the Office Director's (OD's) for the OECA office that has the lead for a particular Bowling Chart measure, or another manager identified by the OD. The Measure owners are the persons with primary responsibility for assuring that the measure goals are met and, as such, are responsible for putting in place a written strategy for achieving the measure goal, and for solving issues that arise that may impede reaching the measure goal. The Measure Owners will receive the draft Bowling Chart and the analyses each month, and should review these (for at least their

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measure(s)) prior to the Strategic Plan Board meeting and Monthly Business Meetings. Measure Owners also should be prepared to discuss the measure(s) at these meetings and explain any significant trends, ideas for changes to the measure, and development of "countermeasures" when applicable.

OC/PMOD: OC/PMOD is responsible for:

a. Generally managing the process for producing the Bowling Chart and convening both the Strategic Plan Board meetings and the Monthly Business Review meetings, including agenda development and keeping meeting minutes and a list of action items.
b. Receiving the monthly Bowling Chart values and analyses from the Measure Leads, entering these values into a draft Bowling Chart and adding the color coding, and compiling the analyses into a single document.
c. Providing the draft Bowling Chart, the complied analyses, and a meeting agenda to the Strategic Plan Board prior to their monthly meeting.
d. Transmitting the draft Bowling Chart, compiled analyses, and an agenda for the Monthly Business Meetings to the OECA IO for distribution to the Monthly Business Meeting attendees.
e. Making any changes to the draft Bowling Chart that result from the Monthly Business Meeting and then transmitting the final Bowling Chart to OCFO.

OECA Strategic Plan Board: Responsible for reviewing the information compiled by the DMLs prior to the Board meeting, identifying instances when counter-measures are needed, making decisions about program or other changes that are needed to achieve measure goals, and determining what items need to be on the agenda for elevation to the Monthly Business Meetings for consideration by the AA and DAAs. Board members will be the Office Directors responsible for each measure or their designees as follows:

Responsible Office(s)	Bowling Chart Measure
OC and OCE	Increase compliance by increasing the percentage of NPDES permittees not in significant noncompliance with their permit limits.
OCE	Average time to move EPA civil cases referred to DOJ in FY 2013 or later to settlement or having a complaint filed (years).
OC	Percentage of EPA inspection reports that are timely completed and communicated to the regulated entity in accordance with the applicable policy.
OSRE and FFEO	Number of PRP and other party commitments to perform or pay for cleanup and/or re-use of contaminated sites.
OCEFT	Percentage of criminal cases having the most significant health, environmental, and deterrence impacts.
OC	Percentage of State Review Framework Round 3 recommendations that have been implemented (both timely and late).

The non-OD Measure Owners and the Measure Leads will be invited to attend the Strategic Plan Board meetings as needed.

Monthly Business Meeting Attendees: Attendees of OECA's Monthly Business Meetings assist in assuring success in meeting the goals for the Bowling Chart measures, including identifying approaches for addressing program and/or resource shortfalls that may impede progress on the measures. Attendees include the AA, DAAs, ODs, the Lead Region, and the COO or his representative when they attend. The Measure Owners and Measure Leads will be invited as needed.

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Appendix 1

FY 2018 OECA BOWLING CHART SCHEDULE

REGIONS - COMPLETE DATA ENTRY FOR BOWLING CHART MEASURES: All data is entered into the data system-of-record for retrieval by Measure Leads.

MEASURE LEADS – PROVIDE VALUES AND ANALYSES (TEMPLATES): Bowling Chart values and analyses are provided by Measure Leads to OC/PMOD and Measure Owners (ODs or designees).

OECA STRATEGIC PLAN BOARD MEETING: ODs (OC, OCE, OSRE, FFEO, OCEFT) or designees, Lead Region, and, by invitation, Measure Owners and Measure Leads; review draft Bowling Chart and analyses, discuss progress, and identify issues for Monthly Business Meeting.

OECA MONTHLY BUSINESS MEETING: AA, DAAs, ODs, Lead Region, and by invitation, Measure Owners and Measure Leads review draft Bowling Chart and discuss progress/issues (with Chief Operating Officer (COO) if he attends).

BOWLING CHART DUE TO COO: PMOD sends final Bowling Chart to OCFO for transmittal to COO.

January 2018

Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	**15**	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

February 2018

Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	**19**	20	21	22	23	24
25	26	27	28			

March 2018

Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

April 2018

Su	Mo	Tu	We	Th	Fr	Sa
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15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

May 2018

Su	Mo	Tu	We	Th	Fr	Sa
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13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	**28**	29	30	31		

June 2018

Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

July 2018

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	**4**	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

August 2018

Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
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12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

September 2018

Su	Mo	Tu	We	Th	Fr	Sa
						1
2	**3**	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

October 2018

Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	**8**	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

November 2018

Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	**12**	13	14	15	16	17
18	19	20	21	**22**	23	24
25	26	27	28	29	30	

December 2018

Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
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16	17	18	19	20	21	22
23	24	**25**	26	27	28	29
30	31					

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Appendix 2

Bowling Chart Measures, Data, and Measure Owners and Leads

OECA Bowling Chart Measure	Database-of-Record	Data for Entry to Database-of-Record *(per schedule in Appendix 1)*	Measure Owner and Measure Lead
1. Increase compliance by increasing the percentage of NPDES permittees not in significant noncompliance with their permit limits.	ICIS-NPDES	**None.** *(Significant Non-Compliance (SNC) data is generated by ICIS-NPDES on a set, quarterly schedule. Data complete in ICIS for 4th Q 2017 in mid-Dec 2017.)*	**Measure Owners:** David Hindin (OC), Rosemarie Kelley (OCE) **Measure Leads:** Daniel Palmer (OC/PMOD), Loren Denton (OCE/WED), Scott Gordon (Region 4/OEC)
2. Average time to move EPA civil cases referred to DOJ in FY 2013 or later to settlement or having a complaint filed (years).	ICIS-FE&C	**1. Complaint filed date.** **2. CD lodged date.** *(Measure does not include Superfund cases, bankruptcy actions, collection actions, or actions to gain access to property.)*	**Measure Owner:** Rosemarie Kelley (OCE) **Measure Lead:** Amy Porter or Lauren Kabler (OCE)
3. Percentage of EPA inspection reports that are timely completed and communicated to the regulated entity in accordance with the applicable policy.	Likely to be ICIS FE&C	**None.** *(Implementation of this measure is due to begin in Q3 FY 2018 likely using new data fields to be added to ICIS.)*	**Measure Owner:** David Hindin (OC) **Measure Lead:** Ed Messina (OC) or Chad Carbone (OC)
4. Number of PRP and other party commitments to perform or pay for cleanup and/or re-use of contaminated sites.	SEMS (Superfund) and ICIS-FE&C (RCRA Corrective Action)	**In SEMS:** **1. Completed Superfund enforcement agreements (CD, AOC, UAO, CA, Federal Facility RODs, amendments) for Response (RI/FS, RD, RA, etc.).** **2. Non-PRP agreements (e.g. BFPP, PPA) and comfort status letters.** **3. Bankruptcy settlements that have future costs dollars.** **In ICIS FE&C:** **4. RCRA corrective action clean up orders.**	**Measure Owners:** Cyndy Mackey (OSRE) *(Superfund and RCRA CA)* and Karin Leff (FFEO) *(Superfund Fec. Fac. RODs)* **Measure Lead:** Victoria van Roden and Lance Elson

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OECA Bowling Chart Measure	Database-of-Record	Data for Entry to Database-of-Record *(per schedule in Appendix 1)*	Measure Owner and Measure Lead
5. Percentage of criminal cases having the most significant health, environmental, and deterrence impacts.	Criminal Case Reporting System (CCRS)	**None.** *(Data collected by OCEFT.)*	**Measure Owner:** Jeffrey Martinez (OCEFT) **Measure Lead:** Jennifer Youngberg (OCEFT)
6. Percentage of State Review Framework Round 3 recommendations that have been implemented (both timely and late).	**Jan 2017 Only:** Regional SRF Coordinators or ECs will submit their data via email to Mike Mason in OC using a reporting template provided by Mike. **Post January:** New SRF Tracker.	**For Jan. 2017 only:** Submit to Mike Mason in OC a completed Excel template (provided by Mike to the Regional SRF Coordinators) that identifies the SRF recommendations that have been implemented. **Post January:** Update recommendations status in new SRF Tracker and provide verification of implementation.	**Measure Owner:** David Hindin (OC) or Christopher Knopes (OC) **Measure Lead:** Mike Mason (OC)

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Appendix 3

Bowling Chart Production/Monthly Business Meeting Process – Step by Step

The monthly process of developing the Bowling Chart begins with entry of the data that supports the Bowling Chart measures to the data systems, and ends each month with submission to the COO of a final Bowling Chart. The elements of this process in chronological order are:

1) Activities are undertaken associated with the bowling chart measures (e.g., inspections are conducted);
2) These activities (and associated information, e.g., dates) are recorded, generally by the regions, into the databases-of-record (e.g., ICIS).
3) The data on the activities recorded in the databases associated with the bowling chart measures is reviewed by Measure Leads for completeness and accuracy.
4) The data for each Bowling Chart measure is extracted from the database-of-record by the Measure Lead who then undertakes any calculations needed to produce the values for the measure.
5) Analysis of the measure data for each measure is conducted by the Measure Lead (in consultation with the Measure Owner) to provide an understanding of the data and additional context, and this analysis is entered into a standard template.
6) The measure value and the analysis/template are provided by each Measure Lead to the Measure Owner and to OC/PMOD.
7) PMOD enters the value for each measure into the Bowling Chart and color codes the Bowling Chart cells per COO guidance, and compiles the analyses/templates.
8) PMOD provides the draft Bowling Chart and the compiled analyses/templates to the OECA Strategic Plan Board.
9) The OECA Strategic Plan Board reviews the information compiled by the Measure Leads and meets to review measure progress, consider needed counter-measures, and determine the agenda for the Monthly Business Meeting.
10) Based on input from the Strategic Plan Board meeting, PMOD finalizes the Monthly Business meeting agenda and provides the agenda, the draft Bowling Chart, and any additional information to the OECA IO for transmission to the Monthly Business meeting attendees (AA, DAAs, ODs, Lead Region, and Measure Owners and Leads).
11) The Monthly Business Meeting is convened as an element of the weekly OD meeting.
    - Needed AA direction and decisions are identified.
12) Any final, necessary changes to the draft Bowling Chart resulting from the Strategic Plan Board meeting and the Monthly Business Meeting are made by PMOD.
13) PMOD submits the final Bowling Chart to OCFO for transmission to Henry Darwin.
14) The Measure Owners schedule follow-up meetings as needed to address specific Bowling Chart measure issues that were identified at the Monthly Business Meeting. Such issues could include:
    a) Development of countermeasures;
    b) Consideration of redirection of OECA resources or policy or program direction changes; and
    c) Requests for high-level OECA support/intervention to reach a measure goal.

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Appendix 4

OECA's Strategic Plan Governance Structure

OECA Senior Leadership Monthly Business Meeting:

- Susan Bodine, AA
- Larry Starfield, Principal DAA
- Patrick Traylor, DAA

Strategic Plan Board:

- Office Directors or Designees: OC, OCE, OCEFT, OSRE, FFEO
- Lead Region Enforcement Director

Measure Owners

- Relevant Office Director or Designee

Measure Leads

- Staff or Manager in Relevant Office

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