Oregon Department of Environmental Quality

Presentation to the Ways and Means Committee: Appendix

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- General fund prioritization

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- Legislative proposals

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- Water Quality
- Land Quality
- Nonlimited funds
- Cross Program

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- Fourth quarter performance measures
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- Reports to the Legislature

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- Audits

Section I: IT projects

- IT projects

STATE OF OREGON
DEPARTMENT OF ENVIRONMENTAL QUALITY
ORGANIZATION 2013-2015

State of Oregon
Department of
Environmental
Quality

John Kitzhaber
Governor

ENVIRONMENTAL QUALITY COMMISSION
William R. Blosser, Portland
Ed Armstrong, Hebo
Colleen Johnson, La Grande
Jane O'Keeffe, Adel
Morgan Rider, Portland

Dick Pedersen
Director

Joni Hammond
Deputy Director

AIR QUALITY DIVISION	WATER QUALITY DIVISION	LAND QUALITY DIVISION	NORTHWEST REGION DIVISION	WESTERN REGION DIVISION	EASTERN REGION DIVISION	LABORATORY DIVISION	ENFORCE-MENT	MANAGEMENT SERVICES DIVISION
Andrew Ginsburg Administrator	**Greg Aldrich** Administrator	**Wendy Wiles** Administrator	**Nina DeConcini** Administrator	**Keith Andersen** Administrator	**Linda Hayes-Gorman** Administrator	**Greg Pettit** Administrator	**Leah Feldon** Manager	**Kerri Nelson** Administrator

DEQ AGENCY SUMMARY

	Total Positions	FTE	HQ	REG	LAB	VIP
2011-2013 LAB	725	710.92	229.71	304.59	66.59	110.03
2013-2015 Current Service Level	715	708.42	231.61	299.92	66.08	110.81
2013-2015 Adjustment Packages	-18	-21.38	-3.17	-15.2	0	0
2013-2015 Policy Packages	21	17.85	2.49	9.95	5.41	
Total 2013-2015 Governor's Balanced Budget	718	707.90	230.93	294.67	71.49	110.81

Headquarters, Regional and Branch Offices

HEADQUARTERS - PORTLAND
811 SW Sixth Avenue
Portland, OR 97204
(503) 229-5696 or (503) 229-5630
Fax (503) 229-6124
Toll-free inside Oregon 1-800-452-4011

AIR QUALITY DIVISION
(503) 229-5359

WATER QUALITY DIVISION
(503) 229-5279

DEQ LABORATORY
3150 NW 229th Avenue
Suite 150
Hillsboro, OR 97124
(503) 693-5700
Fax (503) 693-4999

LAND QUALITY DIVISION
(Cleanup, Hazardous Waste, Solid Waste, Spills Response & Underground Storage Tanks)
(503) 229-5913

NORTHWEST REGION

NORTH COAST BRANCH OFFICE
65 N Hwy 10, Suite G
Warrenton, OR 97146
(503) 861-3280
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NORTHWEST REGION OFFICE
2020 SW Fourth Avenue, Suite 400
Portland, OR 97201
(503) 229-5263
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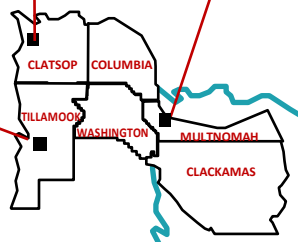
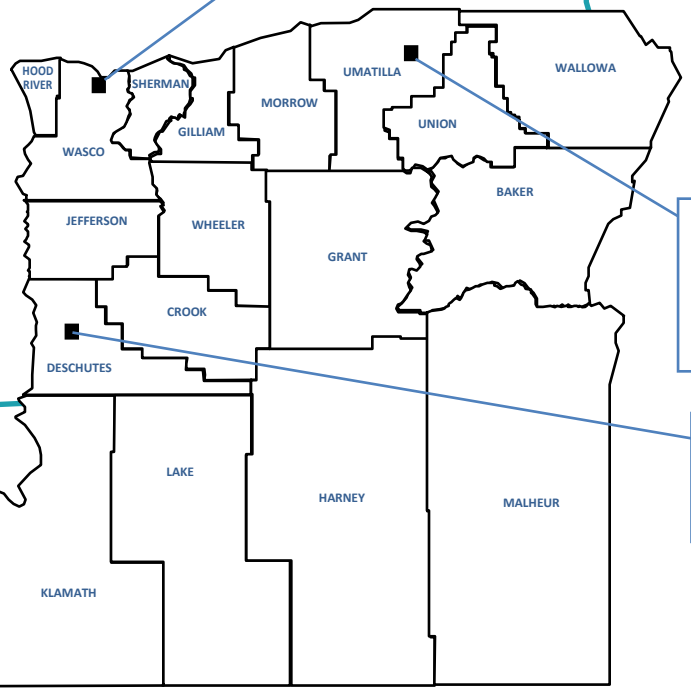
TILLAMOOK BRANCH OFFICE
2310 1st Street, Suite 4
Tillamook, OR 97141
(503) 842-3038
Fax (503) 842-5986



EASTERN REGION

THE DALLES OFFICE
Columbia Gorge Community College
400 East Scenic Drive, Suite 2307
The Dalles, OR 97058
(541) 298-7255
Fax (541) 298-7330



PENDLETON OFFICE
700 SE Emigrant, Suite 330
Pendleton, OR 97801
(541) 276-4063
Fax (541) 278-0168
Toll Free:
1-800-304-3513

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Bend, OR 97701
(541) 388-6146
Fax (541) 388-8283

DEQ
State of Oregon
Department of Environmental Quality

SALEM OFFICE
750 Front Street NE, Suite 120
Salem, OR 97301
(503) 378-8240
Fax (503) 373-7944
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1-800-349-7677

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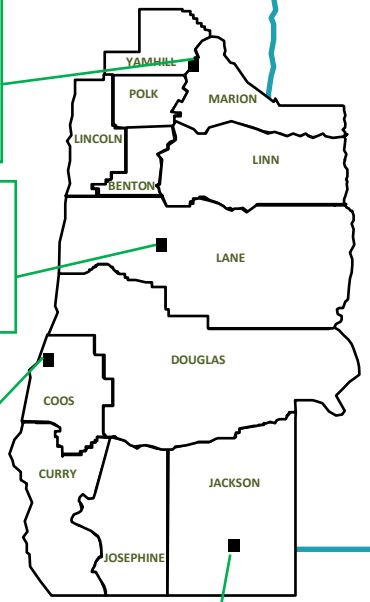
Eugene, OR 97401
(541) 686-7838 or (541) 686-7888
Fax (541) 686-7551
Toll Free: 1-800-844-8467

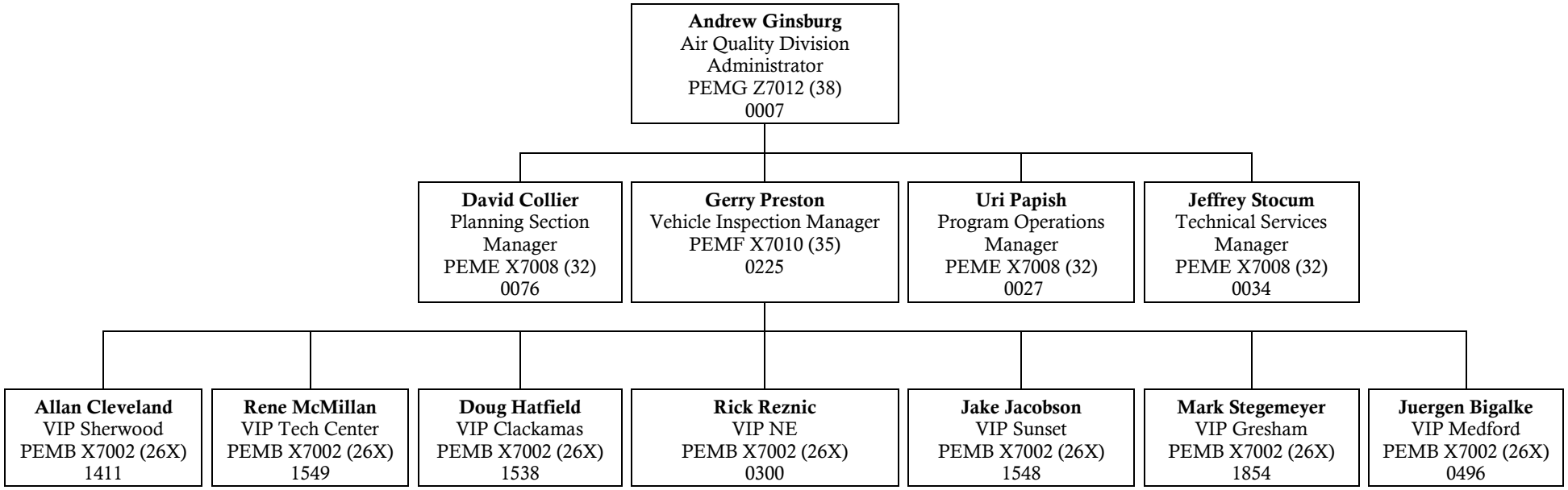
COOS BAY BRANCH OFFICE
381 N Second Street
Coos Bay, OR 97420
(541) 269-2721
Fax (541) 269-7984



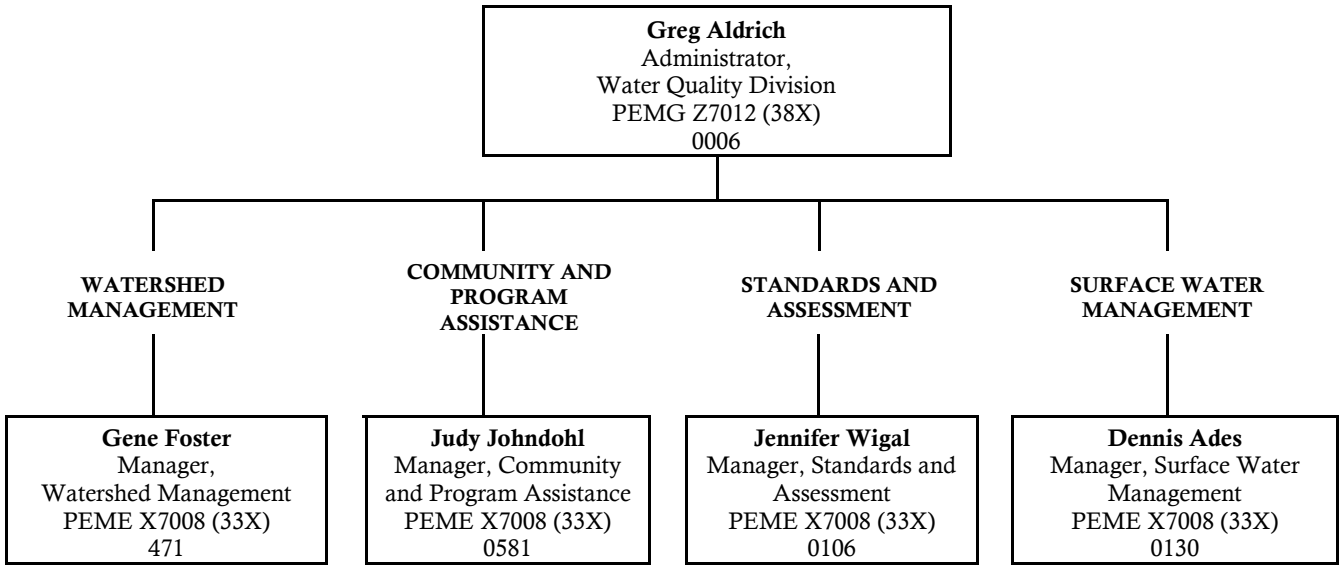
WESTERN REGION

MEDFORD OFFICE
221 Stewart Avenue
Suite 201
Medford, OR 97501
(541) 776-6010
Fax (541) 776-6262
Toll Free 1-877-823-3216

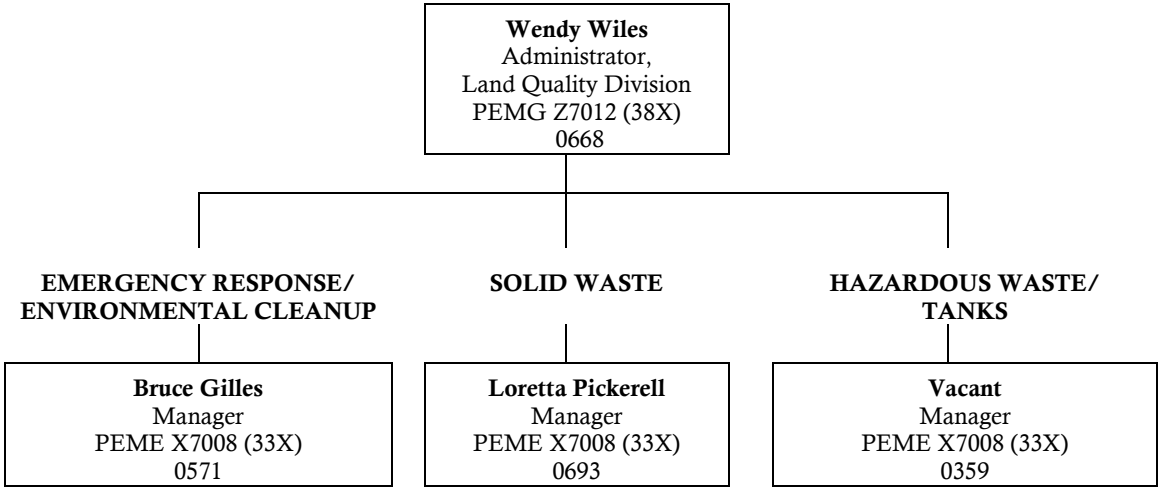
Department of Environmental Quality
2013-2015 AIR QUALITY DIVISION



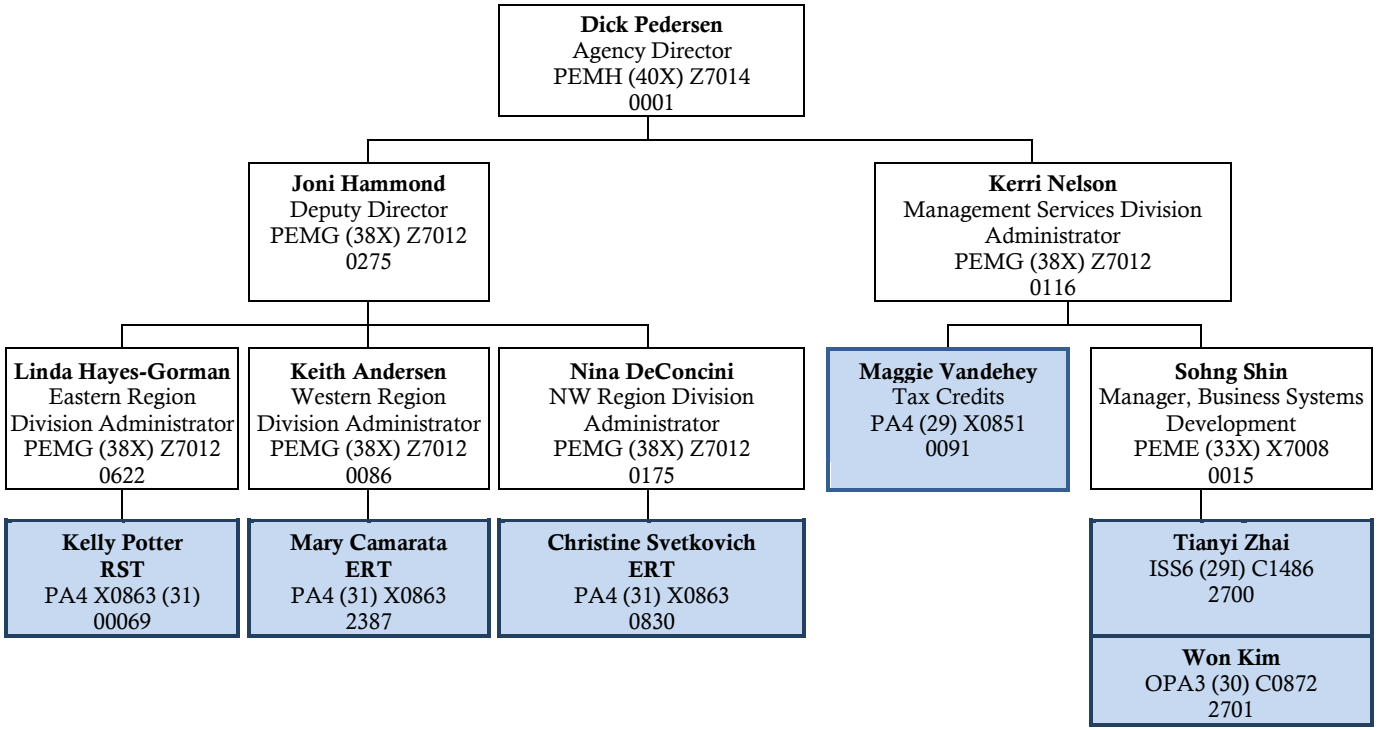
Department of Environmental Quality
2013-2015 WATER QUALITY DIVISION



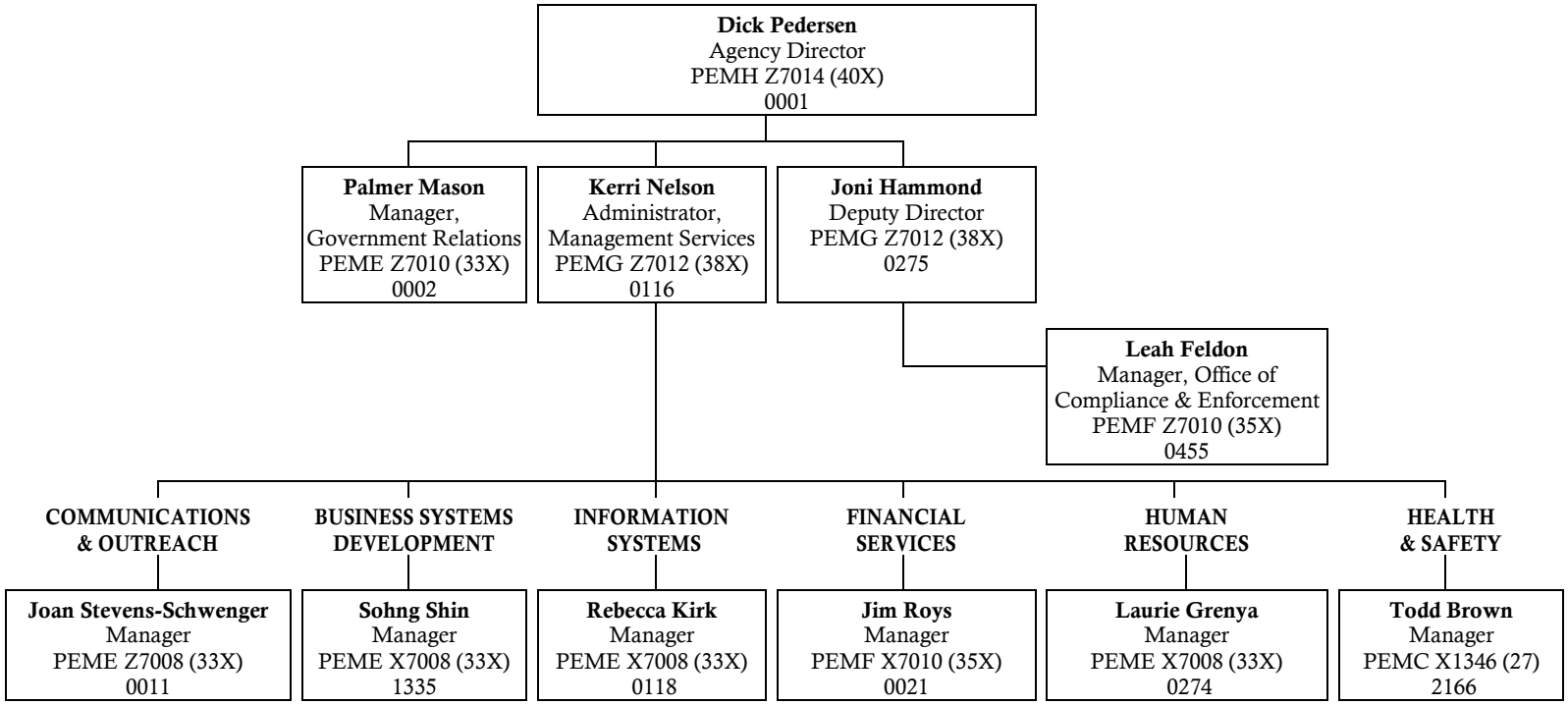
Department of Environmental Quality
2013-2015 LAND QUALITY DIVISION



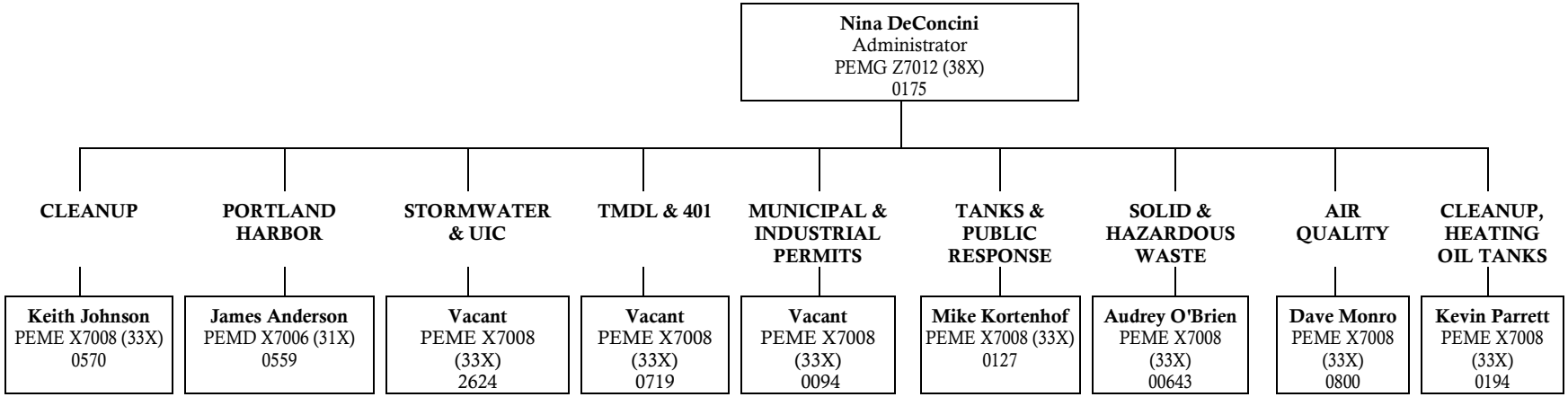
Department of Environmental Quality
2013-15 CROSS PROGRAM POSITIONS
(shaded boxes are Cross-Program positions)



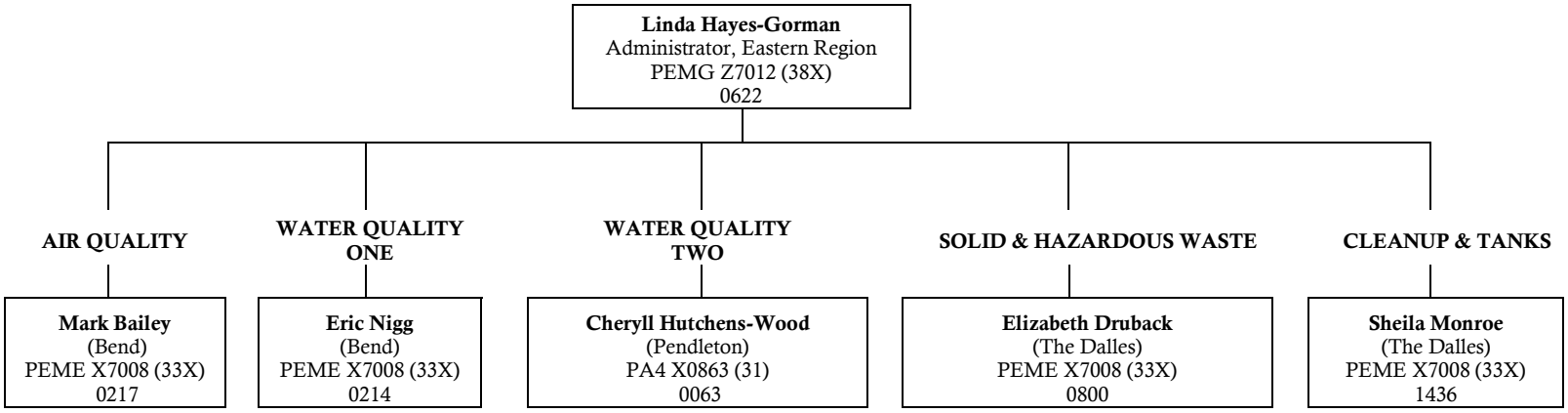
2013-2015 DEQ AGENCY MANAGEMENT PROGRAM



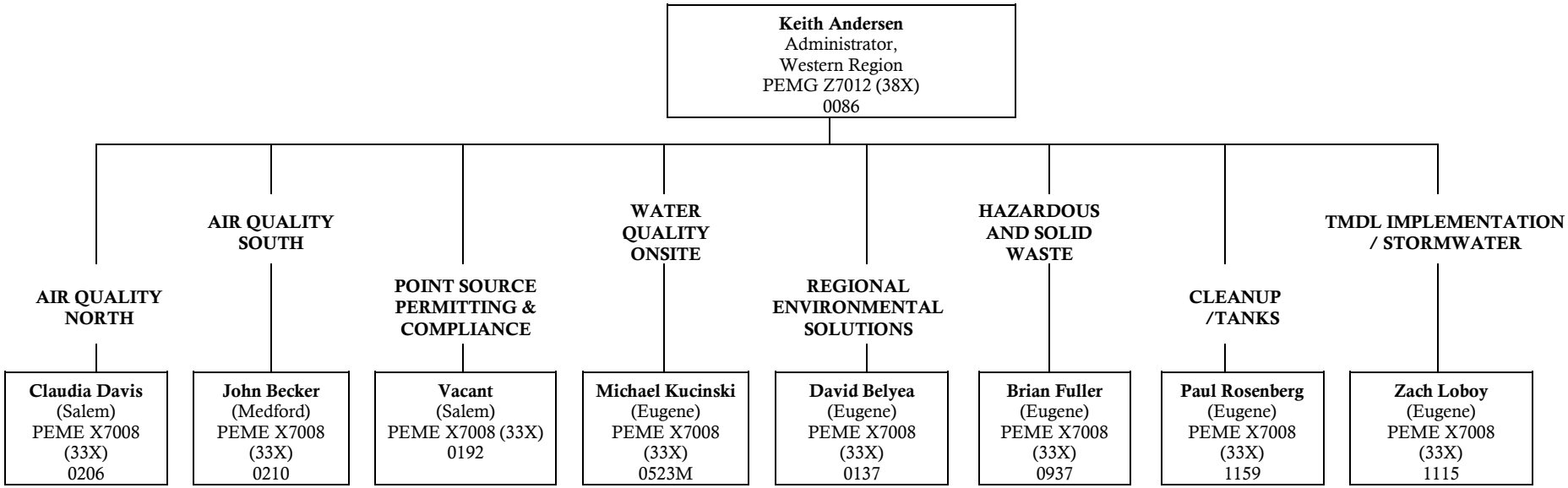
Department of Environmental Quality
2013-2015 DEQ NORTHWEST REGION



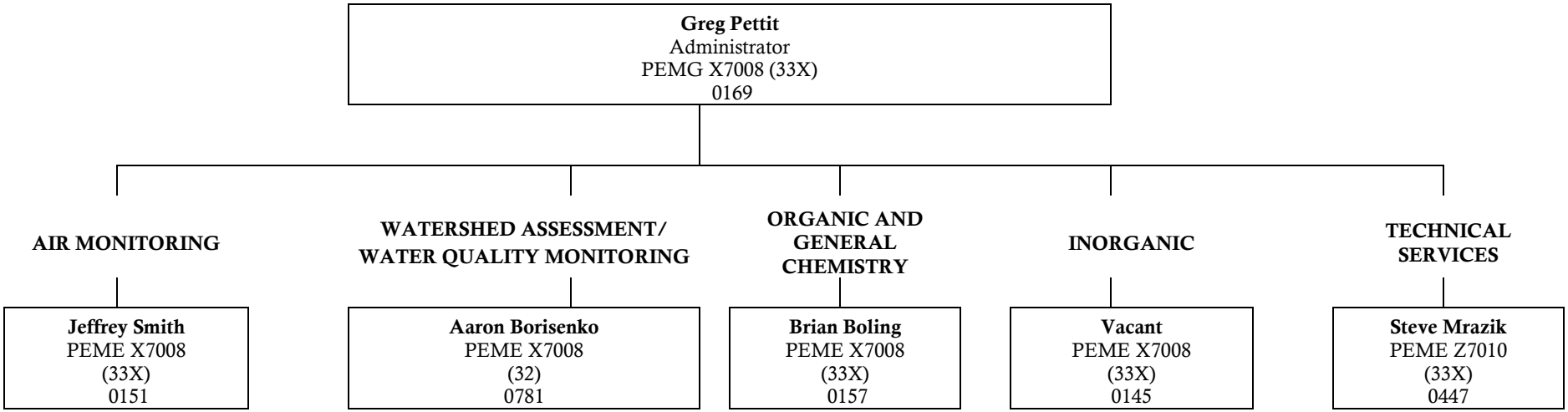
Department of Environmental Quality
2013-2015 DEQ EASTERN REGION



Department of Environmental Quality
2013-2015 DEQ WESTERN REGION



Department of Environmental Quality
2013-2015 DEQ LABORATORY



Oregon DEQ OUR MISSION

To be a leader in restoring, maintaining, and enhancing the quality of Oregon's air, water, and land.

SHARED VISION

Our strength is our people
We base our work on good science
We listen to and engage Oregonians
We communicate proactively and effectively
We enforce the law
We make consistent progress

VALUES

Environmental results
Public service
Partnerships
Employee growth
Teamwork
Excellence and integrity
Diversity
Health, safety and wellness
Economic growth through quality environment

A. Agency organization

Core Work Map

3.06.13

KEY GOALS

- Productive, engaged team
- Accurate scientific information
- Collaborative solutions
- Informed, holistic and transparent decisions
- Environmental laws and regulations implemented
- Excellent service
- Healthy and sustainable environment

OPERATING PROCESSES | SUPPORTING PROCESSES

CORE PROCESSES / SUB PROCESSES

Assessing environmental conditions

1 Defining assessment goals
2 Collecting environmental information
3 Analyzing environmental information
4 Interpreting data

Establishing strategies and requirements

1 Establishing environmental standards and benchmarks
2 Developing new solutions
3 Developing legal requirements
4 Assessing, updating and ending programs

Permitting and authorizing activities

1 Permitting
2 Issuing licenses
3 Issuing certifications
4 Registering sources
5 Approving notifications

Assisting businesses and individuals

1 Providing technical assistance
2 Providing incentives
3 Conducting education and outreach

Ensuring compliance

1 Conducting inspections
2 Collecting and analyzing reports
3 Overseeing environmental restoration
4 Responding to complaints
5 Issuing environmental orders

Enforcing environmental law

1 Establishing enforcement protocols and policy
2 Issuing notices of violation
3 Assessing civil penalties and / or compliance orders
4 Approving environmental projects to mitigate penalties
5 Representing DEQ in contested cases
6 Supporting criminal investigations

Leading DEQ

1 Assessing needs and expectations
2 Setting agency direction
3 Planning work priorities
4 Managing agency performance (effectiveness and accountability)
5 Identifying opportunities to improve
6 Chartering / authorizing improvement opportunities
4 Ensuring success of improvement efforts
8 Planning and testing for business continuity
9 Ensuring budgets and policies are aligned

Meeting operational requirements

1 Determining compliance requirements
2 Determining approach to achieve compliance
3 Developing policies and other compliance strategies
4 Informing and educating employees
5 Implementing compliance strategies
6 Maintaining records
7 Monitoring compliance
8 Conducting internal audits
9 Responding to external audits

Ensuring a safe work environment

1 Understanding workplace safety requirements
2 Planning and developing safe work environment strategies
3 Assessing job hazards, defining safe practices and required training
4 Promoting healthy workforce
5 Engaging employees in improving safety (training, safety committees)
6 Reporting injuries and near misses
7 Conducting quarterly safety inspections/site audits
8 Tracking and implementing improvements and correcting hazards

Engaging employees

1 Recruiting and hiring
2 On-boarding employees
3 Training for job skills
4 Supporting employee growth
5 Developing effective managers
6 Using the Performance Management System
7 Communicating DEQ direction, activities and progress
8 Recognizing accomplishments

Communicating externally

1 Creating and implementing communication tools and training
2 Creating and executing communication plans and materials
3 Communicating with the media and the public
4 Providing and managing information on internal and external websites
5 Identifying and training spokespeople
6 Training staff in communication skills and working with the media
7 Assessing communication effectiveness

Managing resources

1 Managing budget development cycle
2 Developing and implementing operating budget
3 Managing payroll
4 Accounting for funds in and out
5 Reporting financial status
6 Managing contracts and services
7 Managing facilities effectively
8 Optimizing fleet vehicle usage
9 Risk management

Providing information infrastructure

1 Understanding the business needs for technology
2 Developing strategy and priorities for information technology (IT vision)
3 Optimizing existing set of applications
4 Providing appropriate application solutions for unmet needs
5 Supporting and maintaining information infrastructure
6 Sustaining effective collaboration and decision making throughout technology projects
7 Implementing projects effectively
8 Protecting information assets
9 Supporting users

PROCESS MEASURES

- Samples collected per FTE
- Analyses assigned per FTE
- Analytical turnaround time
- Lab quality management
- KPM 11 – Diesel particulate emissions

- Percent of project milestones on target
- Actual FTE compared to budgeted FTE for project
- Assessment of process at end of project
- Percent of projects adhering to process

- Individual permits issued per FTE
- Percent of permits current (also KPM 4)

- Facilities inspected on schedule
- Timely closure of complaints

- Unresolved compliance orders
- Penalties upheld
- Timeliness of issuing Formal Enforcement Actions
- Recidivism
- Supplemental environmental projects completed

- EMT effectiveness breakthrough measure
- Outcome measure roll-up
- KPM 16 – EQC performance

- Policies completed vs. planned
- Employees current on required policies
- Percent of public records requests fulfilled on time

- Cost of time lost and medical expenses
- Employees completing required safety training
- Implementation of agency safety plan
- Safety hazards corrected by deadline
- Vehicle accidents per miles driven statewide

- Employees engaged in career development
- Employees trained
- Days to hire

- Web subscriptions
- Employees coached for events
- News stories after news release

- Meeting budget deadlines
- Meeting deposit requirements
- Correcting timesheet entries
- SPOTS card logs
- Accounting change orders
- Facility occupancy rate
- Meeting mileage requirements

- Agency email up time
- Key systems performance
- Information system up time
- Disaster Recovery
- Electronic incidents

PROCESS OWNERS

Greg Pettit | Andy Ginsburg | Keith Andersen | Wendy Wiles | Nina DeConcini | Leah Koss | Dick Pedersen and Joni Hammond | Kerri Nelson | Linda Hayes-Gorman | Kerri Nelson | Joanie Stevens-Schwenger | Jim Roys | Greg Aldrich

OUTCOME MEASURES

Environmental quality

•KPM 10 – WQ trends
•KPM 12 - # days unhealthy air
•KPM 13 – Toxic air pollutants
•% of ambient river sites rated good to excellent
•AQ and LQ report cards

Greg Pettit

Pollution reduction

•KPM 5 - % TMDLs approved
•KPM 7 – HW cleanup
•KPM 8 – mercury removal
•KPM 9 – SW landfilled/incinerated

Andy Ginsburg

Sustainability goal performance

Wendy Wiles

Timeliness

•KPM 2 – ACDP timeliness
•KPM 3 – WQ individual permit timeliness
•KPM 15 – Title V permits timeliness
•Number of timeliness measures in green

Leah Koss

Customer experience

•KPM 1 – Customer service
•Number of customer service surveys with average score of 3 or higher

Nina DeConcini

Public engagement

•KPM 14 – RST performance
•% of positive comments on feedback cards and surveys

Joanie Stevens-Schwenger

Employee engagement

- Based on Employee Engagement Survey

Kerri Nelson

Workplace safety

- Number of injuries requiring medical attention

Linda Hayes-Gorman

Performance to budget

Jim Roys

Productivity per FTE

- Number of productivity measures in green

Keith Andersen

Process performance

- % outcome measures in green
- % process measures in green
- % measures with 7-step plan

Dick Pedersen and Joni Hammond

Breakthroughs on plan

- Number of breakthrough team milestones completed on plan

Dick Pedersen and Joni Hammond

Environmental Quality Commission Members

The Oregon Environmental Quality Commission is a five-member panel of Oregonians appointed by the governor for four-year terms to serve as DEQ's policy and rule-making board. Members are eligible for reappointment but may not serve more than two consecutive terms.

Bill Blosser
Chair

Bill Blosser is owner of William Blosser Consulting. He is employed by, anc held several positions with, CH2M Hill in Portland. Bill served as Director o Oregon Department of Land Conservation and Development from 2001-2(was formerly president of Sokol Blosser Winery in Dundee, Oregon. Bill ha on and chaired numerous commissions and task forces, including terms as the Water Resources Commission, chair of the Land Conservation and Development Commission and chair of the Policy Advisory Committee on ' Quality to the EQC. Bill has a bachelor of arts degree in history and human from Stanford University and a master's degree in regional planning from University of North Carolina, Chapel Hill. Commissioner Blosser was appoi EQC in January 2006 and lives in Portland.

Terms of service: 1/23/06-6/30/09; 7/1/09-6/30/13

Jane O'Keeffe
Vice-chair

Jane O'Keeffe, a native of northeast Oregon, has been an operating partn O'Keeffe Family Ranch, a fourth-generation cattle operation in Adel, near Lakeview, for more than 25 years and has served as partner in the Campb Crossing Ranch in Kimberly since 2007. She has served as a member and c of the Oregon Watershed Enhancement Board and has been active in othe natural resource boards involving forest lands and sustainability. Her publi also includes work as consultant to the National Forest Counties and Scho Coalition and seven years as a Lake County commissioner. Jane has a bach degree in agriculture and resources economics from Oregon State Univers Commissioner O'Keeffe was appointed to EQC in June 2008 and resides in

Term of service: 7/1/08-6/30/12; eligible for reappointment

Ed Armstrong
Commissioner

Ed Armstrong has lived in Oregon for nearly six decades. He grew up in Washington County and served many years in the education field. He rece B.S. degree in biology from Portland State University. He has served as a h school teacher, director of an alternative education program, curriculum c grant writer, and CEO of a national water treatment company. Armstrong served on numerous boards and councils, and has been involved with wat restoration projects with students over the years. His work has been recog and received awards statewide and nationally. Commissioner Armstrong v appointed to EQC in February 2012 and lives in Hebo.

Term of service: 3/1/12-6/30/15; eligible for reappointment

Morgan Rider
Commissioner

Morgan Rider specializes in strategic corporate sustainability planning, environmental management system development and environmental hea safety compliance. She has managed and performed environmental comp projects and audits for large commercial clients with national and internat assets. Rider has worked as environmental compliance manager for LSI Lo Nike, and has been the sustainability chair for the Pacific Northwest Clean Open since 2009. She holds a B.S. in civil and environmental engineering fi Cornell University and is a registered professional engineer in the state of Commissioner Rider was appointed to EQC in February 2012 and lives in P

Term of service: 3/1/12-6/30/15; eligible for reappointment

Colleen Johnson
Commissioner

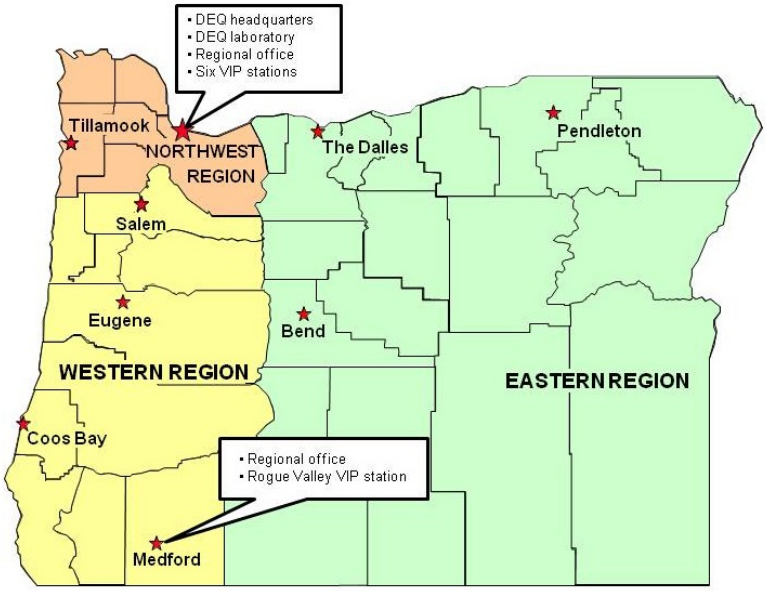
Colleen Johnson has been a Professor of Economics at Eastern Oregon Un for over 26 years. She has a PhD in economics from Washington State Univ She is a nationally known scholar on the effects of federal deficits on inter and the field of institutional economics. Her primary areas of teaching are macroeconomics, labor economics, public policy and public administratior Commissioner Johnson served for 16 years on the La Grande City Council, those as Mayor of La Grande. As Mayor, she also served on the Oregon Ma Association Board of Directors and on the League of Oregon Cities Board o Directors. Commissioner Johnson was appointed to EQC in December 201 lives in La Grande.

*Terms of service: 12/13/12-12/12/*16

Fact Sheet

DEQ Snapshot

DEQ works with all Oregonians to provide a healthy, sustainable environment that supports a diverse economy. DEQ's work is guided by state and federal laws, as well as environmental needs and opportunities. The agency's activities reflect statewide priorities, community interests and economic conditions.



DEQ staff and offices

DEQ employs approximately 700 scientists, engineers, geologists, toxicologists, inspectors, legal and policy staff, technicians, managers and professional support staff. DEQ works in your neighborhood, with:

- 12 offices, distributed around the state
- Seven vehicle inspection stations serving over 500,000 urban customers per year, and
- An accredited environmental laboratory

Science is DEQ's cornerstone

Science and environmental information are the foundation of DEQ's work. DEQ staff monitors Oregon's air, water and land quality and use this data to identify actions necessary to protect public health and the environment. DEQ's scientific data helps set permit limits and inform citizens and policy makers about the best ways to provide a healthy environment and a sustainable economic future for Oregon.

An overview of DEQ's work

DEQ implements state and federal environmental laws to protect the quality of Oregon's air, water and land. The Oregon Environmental Quality Commission, a five-member citizen panel appointed by Oregon's governor to serve as DEQ's policy and rulemaking board, provides direction. In addition, the governor, the Legislature and Oregon communities help shape DEQ's work and ensure that DEQ is responsive to changing environmental and economic needs.

DEQ provides environmental science and information, regulatory services and technical assistance to Oregon businesses, local governments, homeowners and community groups.

Monitoring and analysis

DEQ's laboratory monitors the quality of Oregon's air and water at over 1,500 locations, collects over 20,000 samples, and performs approximately 300,000 analyses each year. DEQ uses this information to determine sources of pollution, how much pollution is present, whether or not it is increasing or decreasing and the appropriate strategies to address the pollution.

Permitting and licensing

Using monitoring information, science and laws, DEQ carefully designs permits and licenses for municipalities, service providers, businesses and industrial facilities to protect public health and the environment. DEQ develops and oversees many kinds of permits and licenses, including:

- 400 material recovery facilities, landfills and solid waste disposal facilities
- More than 2,600 federal and state air quality permits
- 10 household hazardous waste disposal facilities
- Over 700 onsite septic system installers and service providers
- Over 5,300 federal and state water quality permits
- 164 underground tank removal and cleanup companies
- About 1,500 tanker truck vapor certifications

Emergency response and cleanup

DEQ's emergency response team follows up on about 2,300 reports of spills, oil or hazardous materials. Program staff responds on-scene to about 20 significant spills and provides expertise for the cleanup of approximately 700 other environmental incidents across the state, biennially.

Environmental cleanup

DEQ is actively involved in overseeing the cleanup of more than 440 contaminated sites

State of Oregon
Department of Environmental Quality

Office of the Director
811 SW 6th Avenue
Portland, OR 97204
Phone: 503-229-5696
800-452-4011
Fax: 503-229-5850
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http://www.oregon.gov/DEQ/

DEQ is a leader in restoring, maintaining and enhancing the quality of Oregon's air, land and water.

Last updated: 6/14/12
By: S. Caldera
12-OD-001

across Oregon. In addition to working at industrial or commercial cleanup sites, DEQ works with homeowners to decommission unused heating oil tanks. DEQ also oversees the decommissioning and destruction of chemical weapons and munitions at the Umatilla Chemical Depot. The facility has destroyed or disposed of approximately 70 percent of weapons and munitions, and is expected to complete operations in late 2011.

Inspections, compliance and enforcement

DEQ offers compliance assistance and evaluates compliance through inspections and responding to complaints. Most violations are corrected through informal non-enforcement means, but DEQ issues penalties for the most significant violations and chronic violators. DEQ issues approximately 200 penalties per year derived from over 2,000 inspections and many more monitoring-report reviews. DEQ is using more expedited enforcement offers, which offer lower penalties for a streamlined settlement process that stimulates faster compliance.

Technical assistance

DEQ helps Oregonians comply with federal, state and local environmental regulations through public education, training and technical assistance. Technical assistance, offered through the Small Business Assistance Program, Hazardous Waste Technical Assistance Program, and Toxic Use Reduction Programs, is given without the risk of enforcement. By accessing these programs, workshops and one-on-one assistance from technical staff, businesses and organizations can correct small environmental issues that could otherwise lead to non-compliance and environmental damage.

Pollution reduction

DEQ helps reduce pollution through innovative, non-permit-based programs. Program staff interacts with local communities and the public to solve everyday pollution problems by:

- Assisting over 700 Portland-area employers meet commute trip reduction goals
- Monitoring an average of 2,500 asbestos abatement projects each year
- Tracking statewide greenhouse gas emissions
- Implementing the Heat Smart program that requires the removal of uncertified woodstoves at the time of a home's sale
- Working on water quality pollution control plans in 33 watershed sub-basins
- Since 1991, providing more than $6.1 million dollars in grants to local governments for solid and household hazard waste projects and programs
- Since 2009, implementing product stewardship through Oregon E-Cycles, which provides free recycling of certain electronics for Oregonians, and has kept over 33 million tons of electronic waste out of the landfill and diverted over 51,000 products for reuse.
- Providing tax incentives and grants to retrofit school bus and trucking fleet diesel engines to reduce air pollution

Other ways DEQ helps Oregon business

DEQ conducts activities that help grow, sustain, and protect Oregon's economy. DEQ does this by:

- **Promoting community and economic development** through Oregon's Regional Solutions Team. DEQ is one of 10 state agencies that, with direction from the governor's office, collaborate to find local solutions to community and economic issues across Oregon.
- **Protecting Oregon's natural resources** by ensuring that ships, barges and other vessels have oil spill contingency plans and properly manage ballast water to prevent costly spills and introduction of invasive species during 2,500 vessel trips per year.
- **Restoring valuable property** by promoting redevelopment of "brownfield" sites. An average of 10 prospective purchaser agreements are signed each year by developers seeking to revitalize previously contaminated and often abandoned property.
- **Supporting communities** by issuing state revolving fund loans that provide roughly $55 million per year for water quality improvement projects.

Service support and infrastructure

The efficient and effective delivery of our diverse set of services requires support and infrastructure. DEQ maintains critical support services in:

- **Information Services** to provide technology and systems to support efficient internal processes, improve Oregonians' access to environmental information and modernize the public's interaction with DEQ.
- **Financial Management** to ensure proper fiscal controls, manage funding and provide operational data to support budget planning and management of DEQ's programs.
- **Employee and organization advancement** to provide human resources support, conduct training, improve recruitment and retention and provide strategic and operational planning, including process improvement activities.

Alternative formats of this document are available. Contact DEQ's Office of Communications and Outreach by phone at 503-229-5696 for more information.

Position Number	Step	Hire Date	Job Class	Classification Title	Comments
0000811	02	12/17/2012	C0103	OFFICE SPECIALIST 1	
0001426	01	12/5/2011	C0104	OFFICE SPECIALIST 2	
0000105	01	10/1/2012	C0104	OFFICE SPECIALIST 2	
0000794	**08**	5/1/2012	C0104	OFFICE SPECIALIST 2	Transfer in from other agency
0000025	**04**	7/5/2011	C0211	ACCOUNTING TECHNICIAN 2	Previous compensation, difficult recruitment
0001551	00	1/1/2012	C0212	ACCOUNTING TECHNICIAN 3	Demotion from another agency layoff
0001551	02	8/22/2011	C0212	ACCOUNTING TECHNICIAN 3	
0002146	02	8/27/2012	C0864	PUBLIC AFFAIRS SPECIALIST 1	
0000842	02	9/28/2012	C0870	OPERATIONS & POLICY ANALYST 1	
0000472	**04**	12/3/2012	C0871	OPERATIONS & POLICY ANALYST 2	Previous compensation
0000575	**05**	9/1/2012	C1117	RESEARCH ANALYST 3	Transfer in from other agency
0000634	01	10/1/2012	C1484	INFO SYSTEMS SPECIALIST 4	
0002816	02	10/8/2012	C1484	INFO SYSTEMS SPECIALIST 4	
0002251	01	5/21/2012	C3715	CHEMIST 1	
0002251	01	8/13/2012	C3715	CHEMIST 1	
0000617	02	4/23/2012	C3715	CHEMIST 1	
0000332	01	5/21/2012	C3716	CHEMIST 2	
0002517	01	3/20/2012	C3807	VEHICLE EMISSION TECHNICIAN 1	
0002517	01	11/27/2012	C3807	VEHICLE EMISSION TECHNICIAN 1	
0000243	01	4/17/2012	C3807	VEHICLE EMISSION TECHNICIAN 1	
0000253	01	3/13/2012	C3807	VEHICLE EMISSION TECHNICIAN 1	
0000499	01	3/13/2012	C3807	VEHICLE EMISSION TECHNICIAN 1	
0000269	01	9/1/2011	C3807	VEHICLE EMISSION TECHNICIAN 1	
0000246	01	9/1/2011	C3807	VEHICLE EMISSION TECHNICIAN 1	
0000242	01	3/13/2012	C3807	VEHICLE EMISSION TECHNICIAN 1	
0000254	01	3/13/2012	C3807	VEHICLE EMISSION TECHNICIAN 1	
0000229	01	3/13/2012	C3807	VEHICLE EMISSION TECHNICIAN 1	
0000244	01	3/13/2012	C3807	VEHICLE EMISSION TECHNICIAN 1	
0000234	01	11/20/2012	C3807	VEHICLE EMISSION TECHNICIAN 1	
0000259	01	11/27/2012	C3807	VEHICLE EMISSION TECHNICIAN 1	
0000264	01	11/19/2012	C3807	VEHICLE EMISSION TECHNICIAN 1	
0000246	01	11/30/2012	C3807	VEHICLE EMISSION TECHNICIAN 1	
0002517	01	12/26/2012	C3807	VEHICLE EMISSION TECHNICIAN 1	
0000243	01	1/2/2013	C3807	VEHICLE EMISSION TECHNICIAN 1	
0001168	01	6/1/2012	C8501	NATURAL RESOURCE SPECIALIST 1	
0001168	02	6/22/2012	C8501	NATURAL RESOURCE SPECIALIST 1	
0001168	**09**	5/22/2012	C8501	NATURAL RESOURCE SPECIALIST 1	Previous compensation prior to layoff
0000683	02	6/11/2012	C8502	NATURAL RESOURCE SPECIALIST 2	
0002928	02	9/4/2012	C8502	NATURAL RESOURCE SPECIALIST 2	
0000573	**04**	6/11/2012	C8502	NATURAL RESOURCE SPECIALIST 2	Previous compensation
0002738	02	11/1/2012	C8503	NATURAL RESOURCE SPECIALIST 3	
0002353	**04**	1/17/2013	C8503	NATURAL RESOURCE SPECIALIST 3	Previous compensation
0001330	**09**	10/1/2012	C8503	NATURAL RESOURCE SPECIALIST 3	Previous compensation, recall from layoff
0001692	02	7/19/2011	C8504	NATURAL RESOURCE SPECIALIST 4	
0001422	02	11/13/2012	C8504	NATURAL RESOURCE SPECIALIST 4	

0000069	**03**	11/7/2011	X0863	PROGRAM ANALYST 4	Position in process of being reclassed to X0873. Rate equates to Step 2 of that salary range.
0002387	**03**	11/7/2011	X0863	PROGRAM ANALYST 4	Position in process of being reclassed to X0873. Rate equates to Step 2 of that salary range.
0000069	**03**	12/5/2011	X0863	PROGRAM ANALYST 4	Position in process of being reclassed to X0873. Rate equates to Step 2 of that salary range.
0000830	**03**	4/30/2012	X0863	PROGRAM ANALYST 4	Position in process of being reclassed to X0873. Rate equates to Step 2 of that salary range.
0001372	02	6/6/2012	X0872	OPERATIONS & POLICY ANALYST 3	
0000194	**08**	11/13/2012	X7008	PRINCIPAL EXECUTIVE/MANAGER E	Previous compensation
0002817	**08**	10/1/2012	Z0119	EXECUTIVE SUPPORT SPECIALIST 2	Previous compensation, difficult recruitment

DEQ position reclassifications in 2011-13

During the 2011-13 biennium, DEQ has undertaken significantly more position reclassifications than it has in the past, grouped into four categories:

1. Alignment with Long-Term Position Use
2. Reorganization of agency accounting and budget functions into a single Financial Services department
3. Reclassifying 6 positions to provide positions to staff DEQ representation on Regional Solutions Team
4. Adopt changes to achieve HB4131 agency staff to management ratio targets

In total, these classification changes have resulted in a net *decrease* of $550,000 of salaries as determined by the permanent finance plan calculations required as a part of any request to reclassify positions. A brief summary of each of the categories is provided below.

Alignment with Long-Term Position Use

Over the past 10 to 15 years, the nature of DEQ's work has changed, resulting in a declining need for Environmental Engineer skills and increased needs for Natural Resource Specialists and Hydrogeologists. Over that time period, DEQ under-filled (lower salary range) or cross filled (same salary range) a number of positions to reflect the changing work.

The mismatch between actual filled classifications and the budgeted classifications didn't initially create any issues for ongoing operations, and continued to be budgeted at the proper cost due to the approach used by the DAS Chief Financial Office in developing PICS freeze each budget cycle. It wasn't until the start of the 2011-13 biennium when DEQ had to implement layoffs that the classification mismatch became problematic. Layoff rights are determined based on *budgeted* position classification, and the classification mismatch potential put employees in these positions at risk in terms of bumping rights.

Financial Services Reorganization

In February 2011, DEQ consolidated its Accounting and Budget sections into a single new section, employing technical lead workers to manage the day to day functions of smaller subsections. All position classifications were reviewed to ensure each was up to date, with several being adjusted to align with the new organization and processes. Overall, two positions – including one manager – were abolished, two were classified downward and one was classified upward.

Regional Solutions Teams

To implement the Governor's Regional Solutions initiative, DEQ reclassified three existing positions that had been with the agency for years performing Community Solutions Team/Economic Revitalization Team activities. DEQ also reclassified three other vacant positions and recruited/filled those positions to staff the six agency positions envisioned in the Regional Solutions initiative.

Staff to Management Ratio per HB4131

HB4131 requires state agencies to make progress towards goals of increasing the staff to management ratio each year until the agency reaches a ratio of 11:1. DEQ has implemented a range of actions, including the abolishment of management positions, aligning staff reporting relationships to eliminate supervisory classification for supervisors with only one or two direct reports, and ensuring that staff positions were properly identified in the budget.

The following table summarizes the total changes in FTE by classification as a result of the reclassification packages. While representing a small total reduction in FTE, the salary savings of around $550,000 result from shifting FTE from the more expensive supervisory positions into staff positions, as well as an overall shift toward less expensive classifications within the staff positions.

DEQ Classification Changes Completed - 2011-13

	FTE by Position Type		
Class Title	Staff	Supervisory	TOTAL
Accountant 2	(3.00)		(3.00)
Accountant 4	(1.00)	1.00	0.00
Accounting Tech 1	1.00		1.00
Accounting Tech 3	1.00		1.00
Administrative Specialist 1	2.75		2.75
Chemist 2	(1.00)		(1.00)
Chemist 3	1.00		1.00
Environmental Law Spec	1.00		1.00
Environmental Engineer 2	(2.00)		(2.00)
Environmental Engineer 3	(9.00)		(9.00)
Executive Support Spec 1	(1.00)		(1.00)
Executive Support Spec 2	(0.50)		(0.50)
Financial Analyst 3	1.00		1.00
Facilites Operations Spec 1	(1.00)		(1.00)
Info Systems Specialist 4	1.00		1.00
Info Systems Specialist 6	(1.00)		(1.00)
Natural Resource Specialist 1	(1.00)		(1.00)
Natural Resource Specialist 3	2.00		2.00
Natural Resource Specialist 4	5.21		5.21
Natural Resource Specialist 5	(2.00)		(2.00)
NRS 3 Sanitarian	2.00		2.00
NRS 4 Hydrogeologist	2.00		2.00
Office Specialist 1	3.00		3.00
Office Specialist 2	(3.00)		(3.00)
Operations & Policy Analyst 1	1.00		1.00
Operations & Policy Analyst 2	(1.00)		(1.00)
Operations & Policy Analyst 3	1.00	1.00	2.00
Operations & Policy Analyst 4	7.00		7.00
Principal Executive/Manager D		(1.00)	(1.00)
Principal Executive/Manager E	1.00	(3.90)	(2.90)
Principal Executive/Manager F	(1.00)	(1.00)	(2.00)
Procurement & Contract Asst	1.00		1.00
Procurement & Contract Spec 1	1.00		1.00
Procurement & Contract Spec 2	(1.00)		(1.00)
Procurement & Contract Spec 3	(1.00)	1.00	0.00
Program Analyst 2	(1.00)		(1.00)
Program Analyst 4	(3.00)		(3.00)
Public Service Rep 2	1.00		1.00
Public Affairs Specialist 1	1.00		1.00
Revenue Agent 1	1.00		1.00
Training & Development Spec 2	0.00	(1.00)	(1.00)
Vehicle Emissions Tech 1	0.88		0.88
Vehicle Emissions Tech 2	(2.00)		(2.00)
Grand Total	3.34	(3.90)	(0.56)

15% Lottery Fund Prioritization for Reduction Options - Feb 2013

Oregon Department of Environmental Quality

2013 - 2015 Biennium **Agency Number: 34000**

Detail of 15% Reduction to 2013-15 Current Service Level Budget

1	2	3	4	5	6	7	8	9	10	11	12	13	14	16
Priority		**Dept. Initials**	**Prgm. or Activity Initials**	**Program Unit/Activity Description**	**GF**	**LF**	**OF**	**NL-OF**	**FF**	**NL-FF**	**TOTAL FUNDS**	**Pos.**	**FTE**	**Impact of Reduction on Services and Outcomes**
Dept	**Prgm/ Div**													
1	1	DEQ	WQ	Eastern Region TMDL implementation		190,421					$ 190,421	1	1.00	Reduces capacity in Eastern Region to support TMDL implementation activities, including assistance in developing TMDL implementation plans, oversight of TMDL implementation activities to ensure their effectiveness toward meeting water quality objectives, and providing technical assistance to communities, watershed councils and other stakeholders on the design and implementation of water quality restoration projects.
2	2	DEQ	WQ	Western Region nonpoint source basin coordination		189,680					$ 189,680	1	1.00	Eliminates one of three positions doing TMDL development and implementation in Western Region coastal basins and ensuring DEQ compliance with Coastal Zone Management Act requirements. Reduces technical assistance to communities, watershed councils, local governments, state and federal agencies and other entities implementing pollution controls and conducting watershed restoration activities. Also eliminates ability to do effectiveness monitoring and data evaluation to ensure effective deployment of water quality improvement resources.
3	3	DEQ	WQ	WQ toxics data management specialist laboratory		204,782					$ 204,782	1	1.00	Eliminates position at Laboratory that reviews, processes, enters into data base and interprets toxics data both internally generated and submitted by external parties such as permittees. Significantly impacts ability to prepare integrated 303d/305b report, provide technical support for NPDES permittees to implement toxics standards and to conduct reasonable potential analyses.
					-	584,883	-	-	-	-	$ 584,883	3	3.00	

Positive numbers would be reductions to the 2013-15 budget, negative numbers would be limitation increases

Target		584,883
Difference	$	0

15% General Fund Prioritization for Reduction Options - Feb 2013

Oregon Department of Environmental Quality

2013 - 2015 Biennium **Agency Number: 34000**

Detail of 15% Reduction to 2013-15 Current Service Level Budget

1	2	3	4	5	6	7	8	9	10	11	12	13	14	16	
Priority		**Dept. Initials**	**Prgm. or Activity Initials**	**Program Unit/Activity Description**	**GF**	**LF**	**OF**	**NL-OF**	**FF**	**NL-FF**	**TOTAL FUNDS**	**Pos.**	**FTE**	**Impact of Reduction on Services and Outcomes**	
Dept	**Prgm/ Div**														
1	1	DEQ	Debt	Refund Series 2003 Orphan Site Bonds	206,000						$ 206,000			Current municipal bond market rates indicate that refunding of the 2003 series Orphan Site bond could result in savings on the order of $250,000 over the remaining 10 year life of the bonds, much of which could be brought forward into the 2013 -15 biennium. The reduction option estimates one time savings for 2013-15 and are based on bond market conditions in place in early February 2013.	1st 5%
2	1	DEQ	LQ	Hazardous waste compliance program	72,082						$ 72,082	0	0.12	Reduces revenue to cover services and supplies. Impact will be felt in 15-17, when fund balances are depleted. Estimate an additional .25 FTE reduction at that time.	
3	1	DEQ	AQ	Lane Regional Air Protection Agency	32,483						$ 32,483			Reduces the General Fund support for Lane Regional Air Protection Agency in proportion to the DEQ Air Quality General Fund reduction. The cut will mean further reduction in overall services that LRAPA provides for Lane County residents and businesses. This cut could also result in a loss of federal funds to LRAPA because the General Fund is used as grant match.	
4	2	DEQ	WQ	Groundwater - Groundwater Management Areas (GWMA)	548,363						$ 548,363	2	2.50	Eliminates DEQ monitoring, coordination and implementation of all GWMAs statewide (Lower Umatilla Basin, Northern Malheur County, Southern Willamette Basin) and technical assistance to communities and watershed councils engaged in GW pollution prevention. Reduces ability to do GW quality monitoring in the laboratory. Eliminates statewide groundwater program coordinator and policy development position.	
5	3	DEQ	WQ	Western Region WQ permit coordination	77,145						$ 77,145	0	0.50	Reduces administrative support for wastewater and graywater permits, including public notice, permit assignment, permit formatting, etc. Would decrease timeliness of permit issuance.	
6	2	DEQ	AQ	Air quality permits - ACDP	309,940						$ 309,940	2	2.00	ACDP program is 92% fee funded. This cut would eliminate half of the remaining non-fee support for ACDP and would reduce permitting, inspections and technical assistance to smaller permit holders. This cut would exacerbate the shortfall in program fee revenue reflected in package 070.	
7	3	DEQ	AQ	Air Toxics Monitoring	264,218						$ 264,218	2	1.08	Eliminate the last state-funded air toxics monitor that is being relocated from Medford to Hillsboro and will be moved again when sufficient data has been gathered. This cut would eliminate DEQ's ability to monitor and identify local air toxics problems in other parts of Oregon where we have no air toxics data.	
9	4	DEQ	AQ	Air Quality Planning	76,129						$ 76,129	0	0.33	Eliminate the General Funded portion of one Air Quality planning position. Work within the section would be reprioritized and redistrubted but would result in delays in DEQ's efforts to remove the federal "nonattainment" designation in Klamath Falls and prevent a federal "nonattainment" designation in Lakeview. Both communities violate federal health standards for fine particulate, which harms public health and results in more costly federal requirements for industry. The cut would also delay air toxics reduction efforts.	2nd 5%
10	5	DEQ	AQ	Air Quality regional planning and local government coordination	81,344						$ 81,344	0	0.30	Eliminate part of an Air Quality regional planning/coordination position in Portland. This cut would reduce clean air plan implementation efforts and coordination with local govenments on transportation, land use and air quality related activities in the Portland area.	
11	5	DEQ	WQ	WQ standards and assessment	192,851						$ 192,851	1	0.79	Would delay work on development of new standards and reduce support for variances and other work related to the implementation of new toxics standards.	
12	6	DEQ	WQ	Groundwater - Lab Analytical	195,124						$ 195,124	1	1.00	Eliminates the last remaining laboratory analytical position funded to do groundwater quality analyses.	
13	7	DEQ	WQ	Northwest Region stormwater engineer	283,669						$ 283,669	1	1.00	Would delay issuance of stormwater permits, reduce DEQ's ability to meet inspection goal commitments and the agency's ability to provide technical assistance to permittees. Would also reduce technical support for program/policy implementation and development.	

15% General Fund Prioritization for Reduction Options - Feb 2013

Oregon Department of Environmental Quality

2013 - 2015 Biennium **Agency Number: 34000**

Detail of 15% Reduction to 2013-15 Current Service Level Budget

1	2	3	4	5	6	7	8	9	10	11	12	13	14	16
Priority		**Dept. Initials**	**Prgm. or Activity Initials**	**Program Unit/Activity Description**	**GF**	**LF**	**OF**	**NL-OF**	**FF**	**NL-FF**	**TOTAL FUNDS**	**Pos.**	**FTE**	**Impact of Reduction on Services and Outcomes**
14	8	DEQ	WQ	HQ nonpoint source coordination	234,331						$ 234,331	1	1.00	Reduce HQ support for nonpoint source policy development and interagency coordination on agricultural water quality issues, including development of memoranda of agreement, reviewing and providing feedback on agricultural water quality management plans regarding progress toward meeting TMDL load allocations, and ongoing coordination. Also reduces support for developing guidance and improving coordination between HQ and regions, and providing support for DEQ's nonpoint source toxics reduction efforts.
15	9	DEQ	WQ	Wastewater permitting - WQ permit program analyst	217,232						$ 217,232	1	1.00	Eliminates water quality rule coordinator, wastewater permit performance coordination, and contract coordinator for special agent jurisdictions.
16	6	DEQ	AQ	Air Quality Emission Inventory	80,099						$ 80,099	0	0.47	Eliminate a portion of one Air Quality emission inventory position. When communities violate federal air quality health standards, an in-depth analysis of emissions is a critical element of planning to bring the community back into compliance and a federal requirement. This cut would delay the technical data for the Lakeview attainment plan and Klamath Falls maintenance plan and delays negatively impact public health and result in more costly federal requirements for industry in those communities.
17	7	DEQ	AQ	Air quality permits - ACDP	296,086						$ 296,086	1	1.50	ACDP program is 92% fee funded. This cut along with cut #6 would eliminate all of the remaining non-fee positions in ACDP. This cut would reduce on site emissions testing and facitlity inspections and would delay required air quality modeling for new and expanding industrial facilities. This cut would even further exacerbate the shortfall in program fee revenue reflected in package 070.
18	10	DEQ	WQ	WQ toxics monitoring	288,371						$ 288,371	1	1.00	Eliminates position that plans, conducts and interprets data for statewide ambient water toxics monitoring program. Reduces ability to conduct toxics monitoring by one third.
19	8	DEQ	AQ	Air Quality - toxicologist	110,888						$ 110,888	0	0.50	Reduce Air Quality toxicology work. This cut would significantly reduce DEQ's ability to respond to air toxics problems based on scientific analysis.
21	12	DEQ	WQ	WQ WR Willamette TMDL implementation	303,650						$ 303,650	1	1.00	Reduces Western Region support for TMDL implementation in Willamette basin, including technical assistance to communities, watershed councils, local government agencies, state and federal agencies and other entitites implementing pollution controls and conducting watershed restoration activities. Also eliminates ability to do effectiveness monitoring and evaluate water quality data to ensure effective deployment of water quality improvement resources. If taken, WR would have 1 FTE remaining to do this work.
23	14	DEQ	WQ	WQ ER stormwater specialist	217,231						$ 217,231	1	1.00	Eliminates last stormwater specialist in Eastern Region. Will reduce timeliness of stormwater permit issuance and responses to proposed new construction projects will be delayed. DEQ will be unable to assure the public that permitted industrial and construction discharges are in compliance and potential water pollution violations will go unchecked.
24	15	DEQ	WQ	WR WQ NPDES permits	217,231						$ 217,231	1	1.00	Reduces staffing for industrial wastewater permits; will delay permit issuance and contribute to growth in backlog.
					4,304,467	-	-	-	-	-	$ 4,304,467	16	18.09	

Positive numbers would be reductions to the 2013-15 budget, negative numbers would be limitation increases

4,304,467
$ (0)

2nd 5%

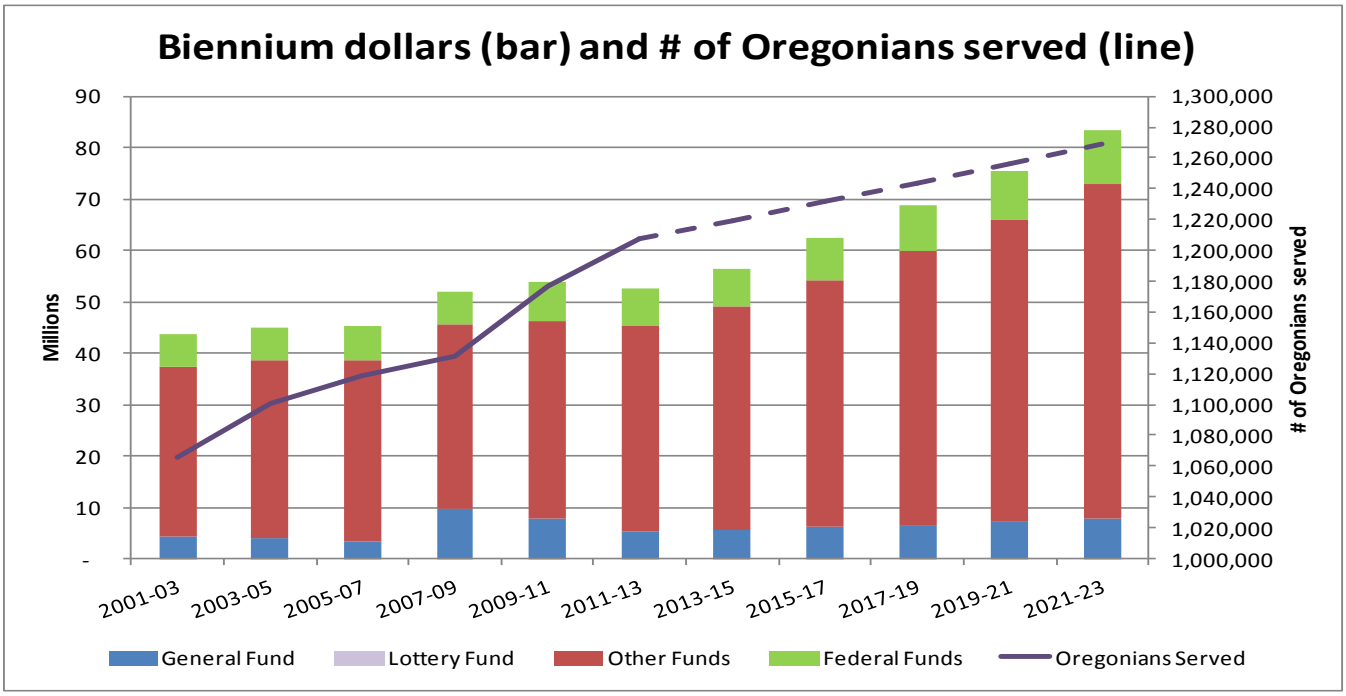
3rd 5%

DEQ 2013 Legislative Proposals

Bill #	Title: Purpose
HB 2238	**Small Community Clean Water Grant Program** Changes the eligible uses of the Sewer Assessment Deferral Loan Program to provide grants for the construction, upgrading or repair of wastewater treatment and disposal systems. Grants would be available to federally recognized Indian tribal governments and to small communities with a population less than 5,000 and having a median household income equal to or less than Oregon's median household income.
HB 2237	**Modify Clean Fuels Standard Statute** Removes the December 31, 2015 sunset of the Environmental Quality Commission's authority to establish low carbon fuel standards for transportation fuels. The bill also contains language that would authorize the Environmental Quality Commission to establish fees to fund the Clean Fuels program.
HB 2408	**Paint Product Stewardship Program** Modifies the Paint Product Stewardship law that the Oregon Legislature passed in 2009 (House Bill 3037). DEQ's proposed bill (House Bill 2048) seeks to make the pilot program permanent and make changes to improve the program for the benefit of consumers buying paint, the paint industry, Oregon's environment and DEQ. The changes will provide clearer performance standards, increase fees to better cover DEQ's costs and add enforcement authority for the permanent program.

Department of Environmental Quality: Air Quality Program

Primary Outcome Area:	Healthy Environment
Secondary Outcome Area:	Economy and Jobs
Program Contact:	Dick Pedersen, DEQ director



Although every Oregonian benefits from clean air, for this exercise DEQ is counting *Oregonians served* as: industrial and commercial permittees, Medford and Portland vehicle owners, asbestos abatement contractors, homeowners removing old polluting woodstoves, grant recipients of diesel emission reduction projects including school districts, marine and trucking companies and communities with air pollution problems.

Executive Summary

DEQ's Air Quality Program manages and restores Oregon's air to protect people from breathing harmful toxics and pollution, reduce greenhouse gases, ensure the state's beautiful vistas remain visible and maintain the ability of business and industry to locate and thrive in our communities.

Program Description

Oregonians place a high value on clean air and a healthy environment to support people, wildlife and a thriving economy. DEQ's Air Quality Program protects Oregonians' health and the environment by assessing environmental conditions through monitoring and scientific analysis, determining and

implementing pollution control strategies in statewide and in individual communities, and regulating sources of air pollution through permits, inspections and enforcement.

DEQ works closely with communities in developing local clean air plans to meet federal air quality standards. Working with local governments, neighborhood groups and business stakeholders is critical to program success, especially in densely populated urban areas in which pollution from cars and trucks, woodstoves, manufacturing and construction threaten people's health. Some strategies are implemented at the community level, such as federal grant-based woodstove change out programs or regional air toxics reduction plans, and other strategies are implemented throughout the state, such as regulation of industrial emissions and tailpipe standards for new cars and trucks.

Program Justification and Link to 10-Year Outcome

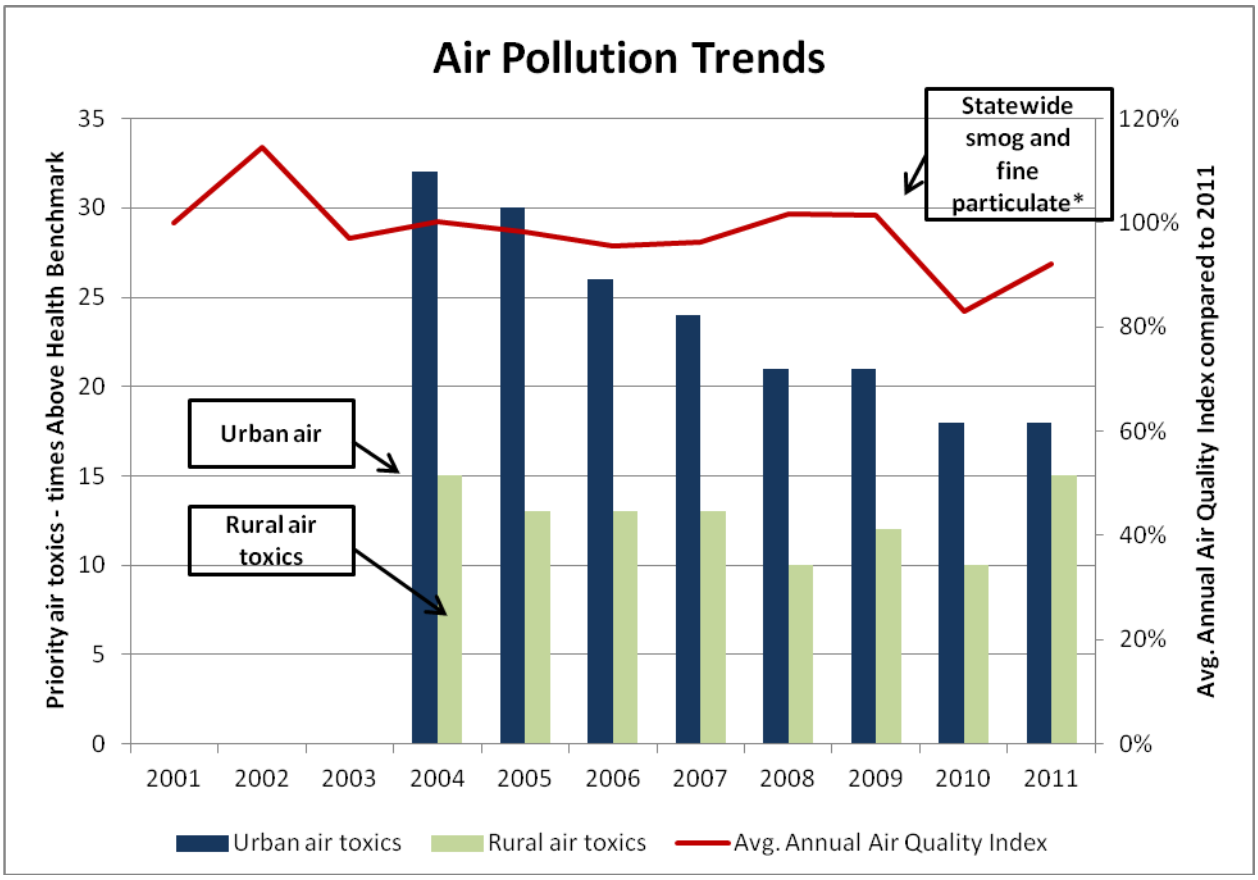
DEQ's Air Quality Program links to Strategies 1, 3, 4 and 5 under the Healthy Environment outcome area. The program has a track record of improving air quality to meet federal standards, reducing emissions of air toxics that exceed health benchmarks, reducing greenhouse gas emissions from transportation and energy sources and ensuring compliance with emission limits for permitted industrial facilities to support healthy, livable communities and address environmental justice issues.

DEQ's Air Quality Program contributes to Healthy Environment outcomes by reducing air pollution that threatens human health and the environment, including emissions from vehicles, woodstoves, fuels, solvents, field burning, asbestos removal, power generation, industry and other pollution sources. Oregon's air has improved considerably since DEQ's Air Quality Program was established in 1969. Levels of smog, soot and carbon monoxide have declined dramatically statewide despite substantial pollution growth so that now only three communities violate federal standards. Major challenges ahead include reducing exposure to cancer-causing air toxics such as benzene and diesel exhaust, addressing the likely adoption of more stringent federal standards for several pollutants and reducing greenhouse gas emissions.

DEQ's Air Quality Program links directly to Healthy Environment outcomes for Strategies 1 and 3 by developing and implementing clean air plans to meet federal standards, and reducing air toxics and greenhouse gases; to Strategy 4 outcomes by expanding opportunities for using biomass through flexible permitting and incentives and coordinating investments in transportation and land use that reduce air pollution. The Air Quality Program also collaborates with other natural resource agencies through the Oregon Strategy for Greenhouse Gas Reductions, Columbia River Gorge Management Plan and Oregon's Ten-Year Energy Plan to meet the Strategy 5 outcomes of collaborating on climate research and greenhouse gas reductions.

Program Performance

Program performance can be measured in many ways. This chart uses monitoring data to show air pollution trends for traditional pollutants, such as smog and fine particulate and air toxics such as benzene and arsenic. The toxics data includes urban and rural levels.



*Excludes diesel particulate that cannot be monitored separately

Air quality is influenced by many factors including land use, weather and forest fires. Overall, Oregon's air continues to improve due to efforts such as DEQ's vehicle inspection program, standards to increase mileage and reduce emissions in cars and trucks, programs to reduce vapor leaks from fuel distribution, programs to change out inefficient wood stoves and retrofit diesel engines, and regulations limiting emissions from industry.

Other measurement metrics include: Unhealthy air days for sensitive populations (e.g. children and asthmatics) (2011: 73 unhealthy air days, compared to 2001: 90 days); Air Contaminant Discharge Permit timeliness (2011: 79 percent); Title V Permit timeliness (2011: 68 percent); Vehicle Inspection customer service (2010: 87 percent rated good to excellent); Tons of diesel emissions emitted each year (2008: 2,962 tons, compared to 2004: 4,400 tons).

Enabling Legislation/Program Authorization

DEQ administers state and federal laws regulating air quality. The U.S. Environmental Protection Agency delegates authority to DEQ to implement the federal Clean Air Act in Oregon, which includes programs to meet federal air quality standards and regulate Oregon industry through permitting, inspection and the removal of old polluting wood stoves when homes are sold. DEQ also administers the

Clean Diesel Program, a financial assistance program to retrofit diesel engines with exhaust controls to reduce emissions. DEQ's statutory authorities for the air program in the Oregon Revised Statutes are:

Chapter 468 — Environmental Quality Generally
Chapter 468A — Air Quality

The Oregon Environmental Quality Commission adopts Oregon Administrative Rules that implement federal and state laws. DEQ's air quality rules are found in OAR Chapter 340, Divisions 11 to 12 and 200 to 268. EQC is a five-member citizen commission whose members are appointed by the governor, subject to confirmation by the Senate. In addition to adopting rules, EQC also establishes policy, and appoints the agency's director (ORS Chapter 468).

Funding Streams

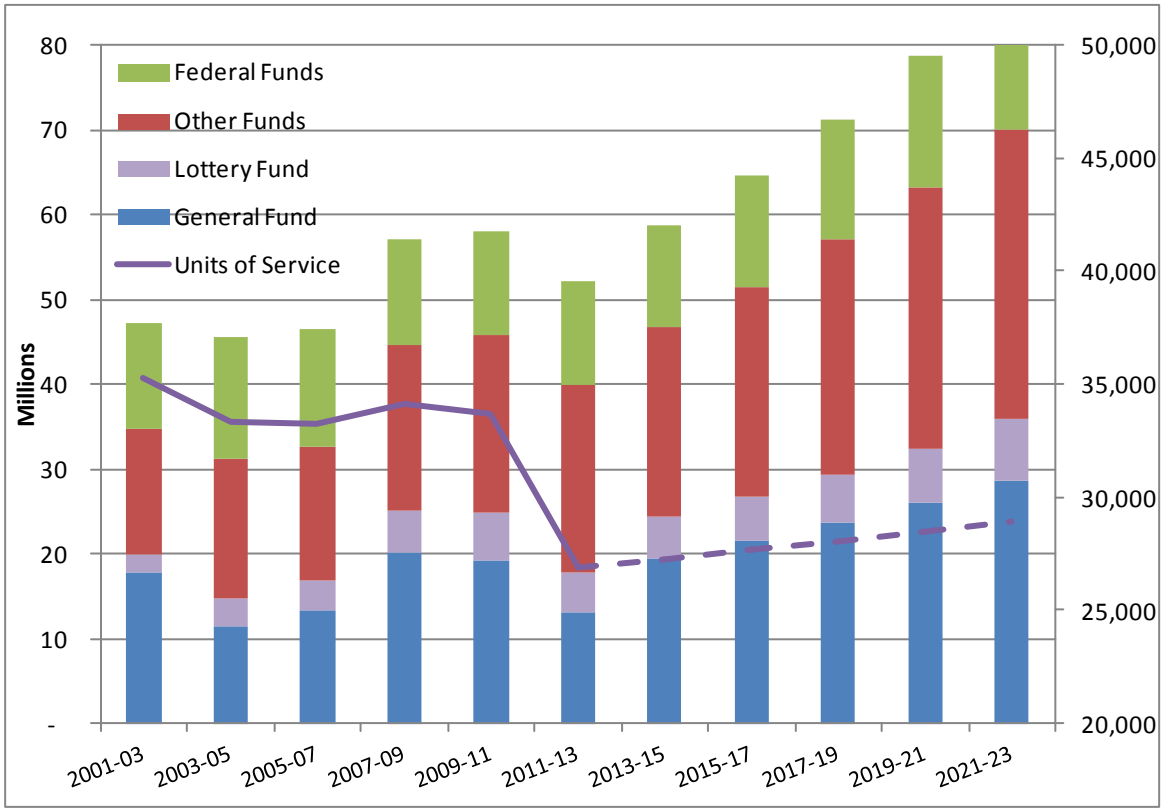
DEQ's Air Quality Program receives general fund (10 percent), federal Clean Air Act grants (14 percent) and fees (76 percent) collected for air permits, vehicle emissions testing, asbestos abatement projects and various other small programs. DEQ also collects some fees for services from other state and federal agencies. While general fund accounts for only 10 percent of the Air Quality Program budget, it is essential to monitoring, meeting federal air quality standards, reducing air toxics and matching the federal grant.

Significant Proposed Program Changes from 2011-13

Air Quality proposes two changes for 2013-15 that result in an overall reduction of 1.68 FTE from 2011-13 levels. The budget includes a reduction of 6.67 FTE in the Air Contaminant Discharge Permit program due to inflation and personal services cost increases since the last increase in 2007. DEQ is requesting restoration of 3.67 FTE (policy package 111) based on an ACDP fee increase of approximately 20 percent. DEQ recently undertook agency-wide process improvement projects for the permitting and inspection functions. When implemented, the recommendations will simplify and standardize processes; however, DEQ still needs the requested FTE so that ACDP permits can be processed in a timely manner and do not create an obstacle to future economic development, especially for new facilities and for existing facilities modifying their operations.

Department of Environmental Quality: Water Quality Program

Primary Outcome Area: Healthy Environment
Secondary Outcome Area: Economy and Jobs
Program Contact: Dick Pedersen, DEQ director



While all Oregonians benefit from clean water, for the purposes of this graph, *Oregonians served* include industrial and municipal wastewater and stormwater dischargers, onsite septic system owners and service providers, sewage treatment plant operators and owners, hydroelectric projects, owners of underground injection control systems, projects involving removing or placing material into state waters (i.e., dredge and fill), natural resource management agencies and watershed councils.

Executive Summary

Oregonians place a high value on clean water to provide healthy habitats for fish, wildlife and people and to support a thriving economy. DEQ's Water Quality Program is responsible for ensuring this expectation can be met and accomplishes it through a comprehensive approach to water quality monitoring and assessment, pollution prevention and restoration.

Program Description

Oregonians treasure their natural environment. The beauty and utility of Oregon's waters ensures that people and wildlife enjoy clean and healthy water for a variety of uses. DEQ's Water Quality Program protects Oregonians' health and the environment by assessing environmental conditions through monitoring and scientific analysis, setting quality standards to ensure that water is clean, determining pollution control strategies and creating clean water management plans with local communities and regulating industrial and municipal sources of water pollution through permits, inspections and enforcement.

DEQ's Water Quality Program works closely with communities, tribal governments, farmers and industry to develop clean water management plans to meet federal requirements. Working with these stakeholders is critical to program success, especially in regional river-basin areas where the water is shared by families, boaters and fishermen, businesses and municipalities who either drink, recreate in or discharge to the river. While many of the program's strategies are carried out locally, such as the clean water management plans, other strategies are implemented throughout the state, such as the regulation of wastewater treatment plants, septic system permitting to protect groundwater and the regulation of industrial discharges to the state's waters.

Program Justification and Link to 10-Year Outcome

DEQ's Water Quality Program links to Strategies 1, 2, 3 and 5 of the Healthy Environment outcomes area. DEQ's Water Quality Program contributes to Healthy Environment outcomes by improving and protecting Oregon's water quality, restoring and protecting the state's watersheds from toxics and other pollutants to support healthy habitats, protecting groundwater resources and working with industry and local communities to develop innovative and collaborative approaches to improving water quality that result in environmental benefits for less money, such as a water quality trading program.

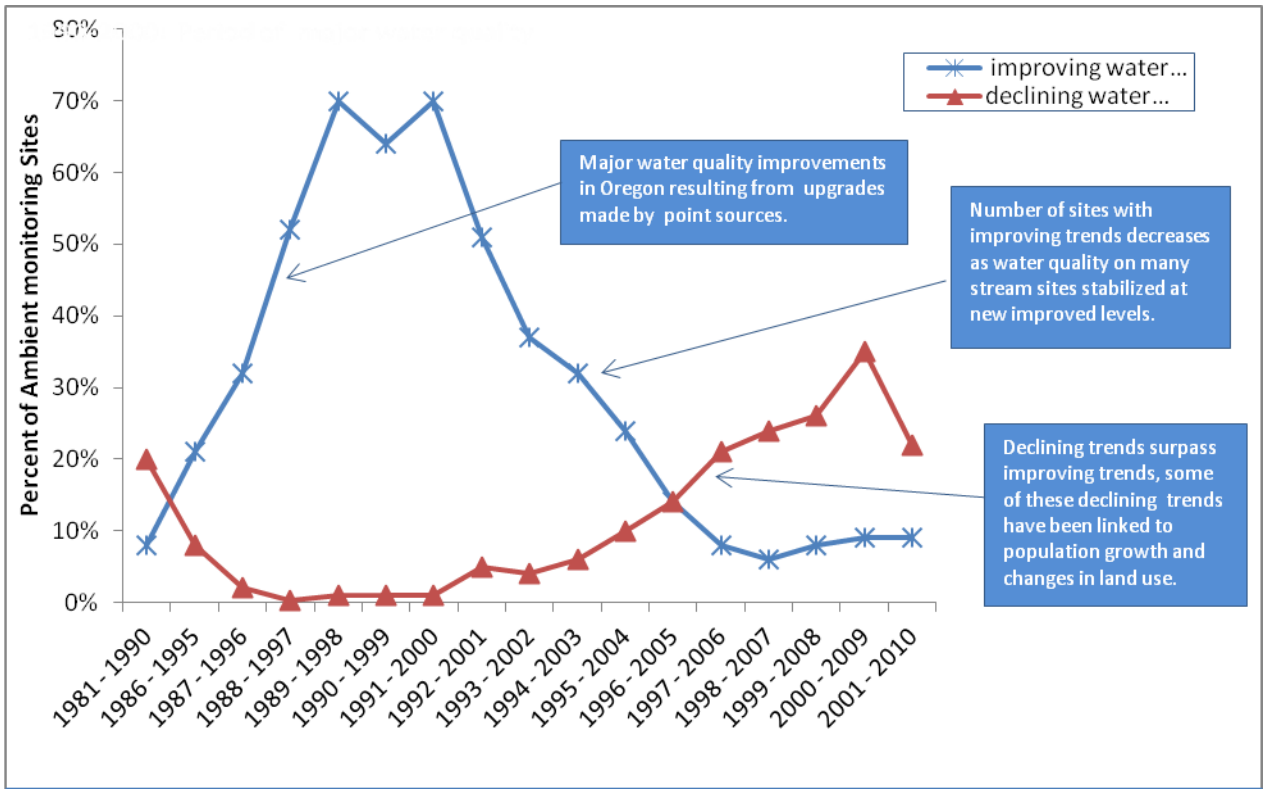
Water quality has improved dramatically over the past 40 years, with significant improvements in the 1970s and 80s when DEQ began issuing industrial permits with discharge limits. The 1990s brought more improvements with DEQ's work in creating clean water management plans leading to more stringent discharge limits and resulting in improved oxygen levels and reduced bacteria and nutrient levels in Oregon's waters. Despite these successes, some problems remain. Many water bodies do not meet standards for temperature or sediment, and there are extensive areas of nitrate and pesticide contamination throughout the state, which are problems chiefly related to non-point sources (those without discharge permits). Toxics are also a concern. Recent monitoring efforts are finding new toxic contaminants such as flame retardants and pharmaceuticals in both groundwater and surface water. These chemicals can be harmful to both people and wildlife.

DEQ's Water Quality Program contributes to Healthy Environment outcomes in Strategies 1, 2, 3 and 5 by identifying river segments and riparian areas for protection, restoring water quality and habitat health, protecting watersheds to enhance habitats for fish, wildlife and people,

reducing exposure to toxics through assessment and regulation and improving program efficiency. The program is developing and using water quality trading programs and habitat restoration as innovative strategies to meet the outcomes in Strategy 5 and participates in the Oregon Plan for Salmon and Watersheds and the Integrated Water Resources Strategy, and plays a leadership role in developing water quality management plans to help create a seamless water quality protection plan for Oregon. DEQ is also implementing an outcome-based management system to reduce costs and improve program efficiency and effectiveness.

Program Performance

This chart shows water quality trends for each monitoring site. The dramatic increase in improving sites from 1980 through 2000 reflects upgrades to wastewater treatment systems for municipal and industrial point sources. The trend reversal in 2000 suggests that nonpoint pollution, such as runoff from urban and rural lands, is driving water quality trends downwards.



Water quality in Oregon's rivers and streams depends on a number of factors including land use. Overall, Oregon's water quality continues to improve in many areas due to clean water management plans, permitting requirements that reduce pollution from industry and wastewater treatment plants and programs to help local communities restore habitat and aging water treatment infrastructure. Runoff from urban, farm and forest areas is challenging water quality in many areas, as is the detection of emerging contaminants, such as flame retardants and other chemicals that bio-accumulate in fish.

Other program measurement metrics include: Percent of individual and general wastewater permits that are current (2010: 77 percent; target: 80 percent); water quality permit timeliness for

individual permits only (2010: 15 percent; target: 50 percent); percent of impaired water bodies for which a clean water management plan has been approved (2009: 71 percent; target: 74 percent).

Enabling Legislation/Program Authorization

The U.S. Environmental Protection Agency authorizes DEQ to implement federal Clean Water Act programs such as setting standards, working with communities on local clean water management plans and regulating Oregon industry through permitting, inspection and compliance programs. State law establishes DEQ's groundwater protection authorities and authorizes DEQ to permit wastewater reuse and gray water systems. DEQ also administers financial assistance programs. The largest is the Clean Water State Revolving Fund, which provides low-interest loans to communities for wastewater treatment and other clean water projects.

Funding Streams

DEQ's Water Quality Program receives revenue from general fund, lottery fund, federal and other sources, such as licenses, fees and revenue transfers from other state agencies. This includes program and competitive grants from the U.S. Environmental Protection Agency, some of which have state matching or maintenance-of-effort requirements.

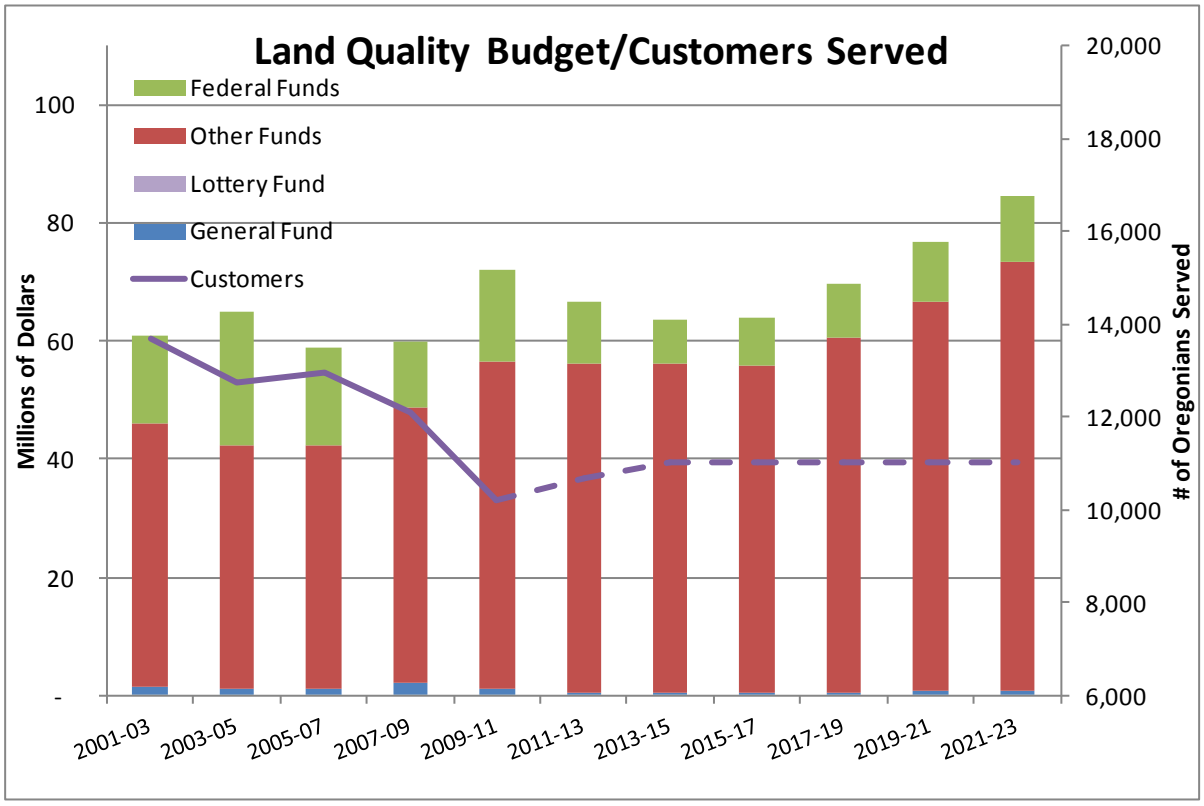
DEQ's Water Quality Program receives general fund (25 percent), lottery fund (9 percent), federal funds (23 percent) and other funds (43 percent). Federal grant revenue has not kept pace with cost increases, and general and federal fund reductions have led to DEQ dipping below the 60 (fee)/40 (general/federal fund) split for permit program funding agreement with the Blue Ribbon Committee. DEQ's Water Quality Program is pursuing fee increases to keep pace with increasing costs and the increasing complexity of permitting work. This strategy is not available to address cost increases in several program areas that are largely dependent on state and federal public money, such as monitoring, water quality standards and development of clean water plans.

Significant Proposed Program Changes from 2011-13

Water Quality's budget proposes to eliminate 3.25 FTE in the wastewater permitting program, 2.25 FTE in the onsite septic system program and 2.0 FTE working on water quality improvement activities. These reductions are necessitated by a decline in fee revenue, a reduction in federal funds and increased costs. The budget restores three wastewater permitting positions to do permitting work, and shifts three total daily maximum load positions from Lottery to General Fund. The budget includes three fee-increase policy packages to restore and/or enhance the onsite, 401 certification and operator certification programs. The budget also includes four enhancement packages that would enable the agency to initiate a statewide groundwater monitoring program, restart Oregon Plan monitoring and work with other agencies and local groups to implement the Integrated Water Resources Strategy. The fourth enhancement package is linked to a policy package in the Department of Agriculture's budget, which together would establish stable funding and staffing for the Pesticide Stewardship Partnership program.

Department of Environmental Quality: Land Quality Program

Primary Outcome Area:	Healthy Environment
Secondary Outcome Area:	Economy and Jobs
Tertiary Outcome Area	Healthy People
Program Contact:	Dick Pedersen, DEQ director



While all Oregonians benefit from clean and productive land, for the purposes of this chart *Oregonians served* means owners of contaminated property, government and business customers who handle waste materials and receive regulatory services or technical assistance and gas station owners.

Executive Summary

DEQ's Land Quality Program improves and protects Oregon's land, air and water through safe management and reduction of waste and toxics, cleaning up contaminated sites and responding to emergency spills. Land Quality programs create more livable communities and contribute to Oregon's economic growth, especially cleaning up properties to provide shovel-ready sites for business and industrial development.

Program Description

Oregonians value a healthy environment, a strong economy and sustainable use of resources. DEQ's Land Quality Program contributes to these goals by preventing releases of pollutants to the environment, cleaning up contaminated sites, ensuring that spills of contaminants like petroleum are contained and cleaned up and regulating the use and disposal of hazardous chemicals, pesticides, petroleum products and other toxic materials. The program requires that those responsible for chemical spills and contaminated sites clean them up, and pays for cleanup when responsible parties lack funding.

The Land Quality Program coordinates DEQ's toxics reduction strategy, promotes and ensures the safe and sustainable use and reuse of materials, measures and oversees the state's recycling goals and recycling programs such as e-waste and paint. The program promotes green chemistry alternatives to toxic chemicals, and uses creative approaches to help manufacturers, governments and consumers reduce greenhouse gases and reduce their carbon footprints. In collaboration with the marine industry, the Land Quality Program also helps reduce the threat of invasive species in the state's waters.

DEQ's Land Quality Program works with businesses, communities and individuals to safely manage wastes, reduce the use of toxic materials and clean up contamination. The program collaborates with citizens, non-government organizations, local governments and industry to create a healthy and sustainable Oregon.

Program Justification and Link to 10-Year Outcomes

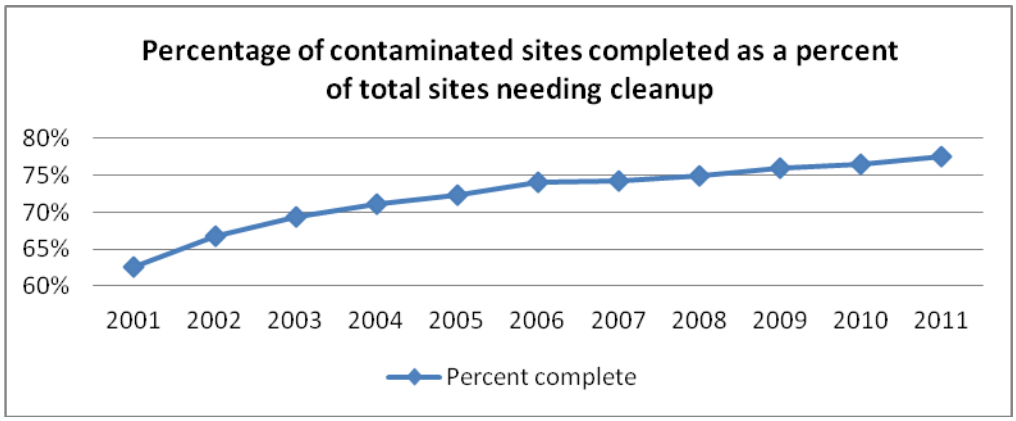
DEQ's Land Quality Program links to Strategies 1, 2, 3 and 5 of the Healthy Environment outcome area. DEQ's Land Quality Program continues to make significant progress in ensuring that wastes and materials are handled safely, preventing waste and supporting efforts to use resources sustainably. Thousands of acres of land have been cleaned up and many of the most toxic sites addressed.

DEQ's Land Quality Program links directly to Oregon 10-year Healthy Environment outcome Strategies 1 and 2 by reducing greenhouse gas emissions in products through programs that prevent waste or reuse materials, improving water quality for people and fish by preventing and reducing waste, toxic runoff and groundwater pollution through the cleanup of contaminated sites and safe management of petroleum and other materials. The program also links to Strategy 3 by identifying and reducing toxics and hazardous waste in the environment, working to ensure that Oregonians have clean ground and well water, access to hazardous household waste disposal sites and reducing the use of chemicals through promoting safe or green chemistry alternatives.

DEQ's Land Quality programs collaborate with other natural resource agencies through the state's Strategy for Greenhouse Gas Reductions, Water Quality Management Plans, Pesticide Stewardship Initiative and Invasive Species Management Plan to meet the Strategy 5 outcomes.

The program also links to Strategy 5 by streamlining programs for cost savings and efficiency through outcome-based management, and developing more flexible regulatory approaches such as standards-based, rather than prescriptive, programs for composting and recycling.

Program Performance



More than half of Land Quality's budget is invested in environmental cleanup programs. This chart shows the number of contaminated sites completed each year as a percentage of the sites that need investigation and cleanup. The number of sites continues to grow, with the addition of sites newly discovered or reported. The growth in new sites is closely associated with economic development as developers prepare sites for new uses. Land Quality's success in this area is heavily influenced by the financial ability of owners to undertake cleanups and by the degree of contamination of sites, some of which take years to fully address.

Other measurement metrics include: Petroleum tank leaks have dropped from 800 a year in 1990 to 50 in 2012 due to enforcement of standards and operational requirement; DEQ's guidance, financial, technical assistance and recycling programs helped local communities achieve and maintain statutory goals, including no increase in waste generated per-capita starting in 2005 and no increase in total waste generated beginning in 2009. In 2010, 50 percent of all wastes were recovered (recycling plus composting), reaching the statutory goal one year behind schedule. Estimated greenhouse gas reductions from recycling, composting and energy recovery in 2009 equaled 2.8 million metric tons of carbon dioxide - the equivalent of reducing the emissions from 570,000 average passenger cars for a year.

Enabling Legislation/Program Authorization

Land Quality programs administer state and federal laws regulating management of waste materials and cleanup of contamination. DEQ is authorized by the U.S. Environmental Protection Agency to carry out the Resource Conservation and Recovery Act in Oregon, which covers waste management, primarily hazardous waste, and underground storage tank programs. DEQ's Land Quality Program also implements state laws addressing waste reduction and recycling, reducing the use of toxics, prevention of and preparation for oil spills, preventing the spread of invasive species by ships, cleaning up pollution from industrial activity, landfills and illegal drug labs and emergency response to spills of oil and hazardous materials.

Related enabling statutes include Oregon Revised Statutes Chapter 453 (Hazardous Substances); Chapters 459/459A (Solid Waste Control/ Reuse and Recycling); Chapters 465/466 (Hazardous Waste and Hazardous Materials I & II); Chapter 468 (Environmental Quality Generally); Chapter 475 (Illegal Drug Lab Cleanup); and Chapter 783 (Ballast Water).

The Oregon Environmental Quality Commission adopts Oregon Administrative Rules that implement federal and state laws. DEQ's rules are found in OAR Chapter 340, Divisions 11 to 180. EQC is a five-member citizen commission whose members are appointed by the governor, subject to confirmation by the Senate. In addition to adopting rules, EQC also establishes policy, subject to legislative mandate, and appoints the agency's director (ORS Chapter 468).

Funding Streams

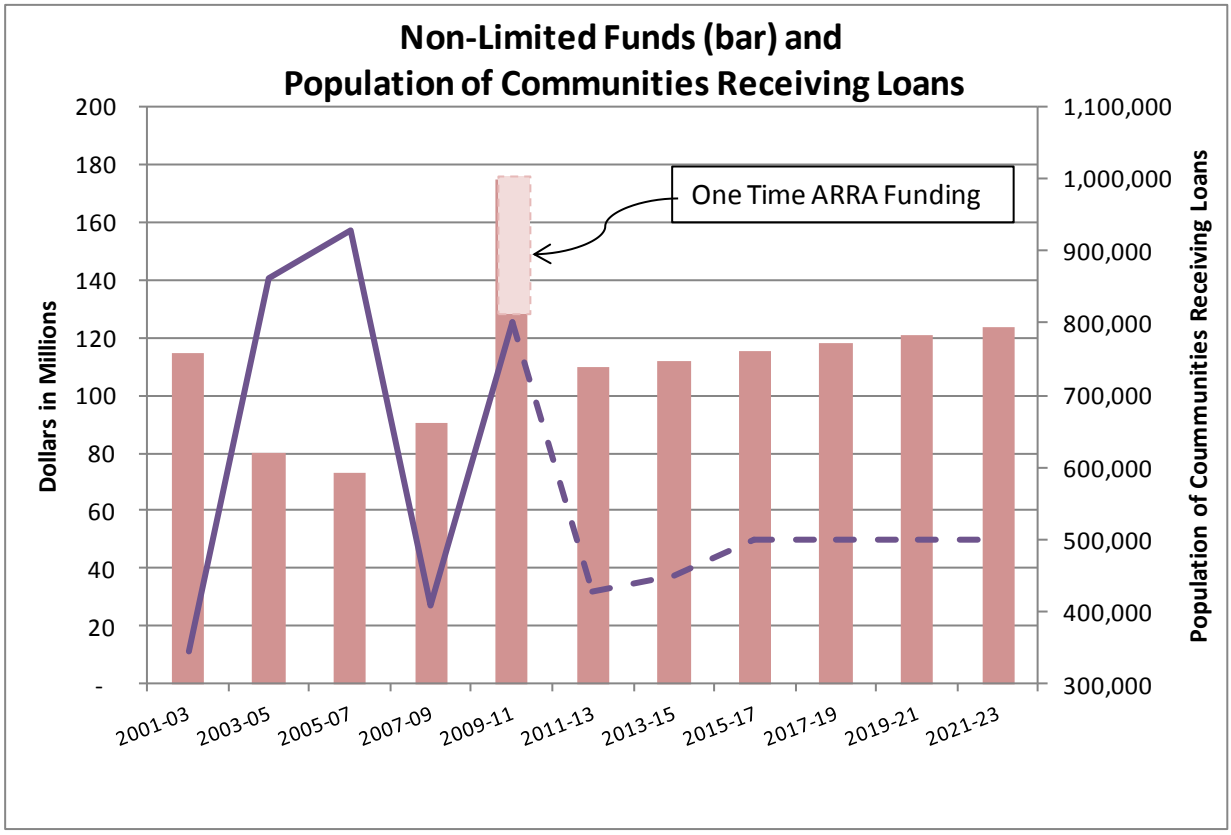
DEQ's Land Quality Program receives general fund (1 percent), federal funds (14 percent) and fees, cost recovery and bond proceeds (85 percent). The one percent general fund supports a portion of hazardous waste management and invasive species prevention. In addition, DEQ receives general funds for debt service on bond proceeds used in previous biennia to clean up contamination at "orphan" sites when no other financial source is available to finance the clean up. Bonds to be sold in 2012 will be financed by fees. The program relies on about 20 fee categories related to industrial activities and materials regulated such as fees assessed on waste materials produced and disposed, on dry cleaner and gas station operations and on marine vessels and facilities using petroleum products. About 30 percent of revenue is cost recovery for the cleanup or cleanup oversight of contaminated sites. DEQ's Land Quality Program leverages fee revenues to obtain federal funds with low match requirements ranging from 10 to 25 percent. Federal, bond and fee funds spent on cleanup are leveraged through cost recovery to create revolving funds.

Significant Proposed Program Changes from 2011-13

There are no increases in Land Quality's budget request for 2013-15. DEQ is proposing to make permanent the paint product stewardship pilot program and to increase fees charged to the stewardship organization, but is not requesting additional resources. The plan review fee would be raised by $5,000 from the current level, to $15,000, and the annual fee would go from $10,000 to $20,000. The budget is decreased by $6 million from 2011-13, reflecting primarily the completed destruction of chemical weapons stored at the Umatilla Depot and reducing the e-waste budget to reflect the shift in spending from the state to manufacturer-run programs.

Department of Environmental Quality: Non-Limited Budget

Primary Outcome Area: Economy and Jobs
Secondary Outcome Area: Healthy Environment
Program Contact: Dick Pedersen, DEQ director



Executive Summary

Loans from DEQ's Clean Water State Revolving Fund make up the non-limited portion of DEQ's budget. This loan program, which is implemented through DEQ's water quality program budget, protects public health and the environment by offering financial assistance to communities and special districts for water pollution control projects.

Program Description

The Clean Water State Revolving Fund loan program provides low-cost loans for the planning, design or construction of projects that prevent or mitigate water pollution. These projects include wastewater treatment facilities and upgrades, sewer replacement and rehabilitation, stormwater controls, irrigation improvements and certain types of nonpoint source projects such as animal waste management or stream restoration. Eligible agencies include Indian tribal governments, cities, counties, sanitary districts, soil and water conservation districts, irrigation districts, various special districts and certain intergovernmental entities. New facilities and facility upgrades

enable communities to meet the demands of growing populations and new or expanding business and industrial sectors and replace aging infrastructure.

DEQ's Clean Water State Revolving Fund program has provided more than $918 million in low-cost loans since 1990 to assist 143 Oregon communities with water quality improvement projects. The low-interest rates and terms of the loans make this program an attractive alternative to the municipal bond market. For example, a $4 million, 20-year loan with a Clean Water State Revolving Fund interest rate that is one percentage point lower than a bond reduces interest costs by $500,000 over the life of the loan. DEQ accepts new applications year-round and ranks projects based upon established criteria.

Program Justification and Link to 10-Year Outcome

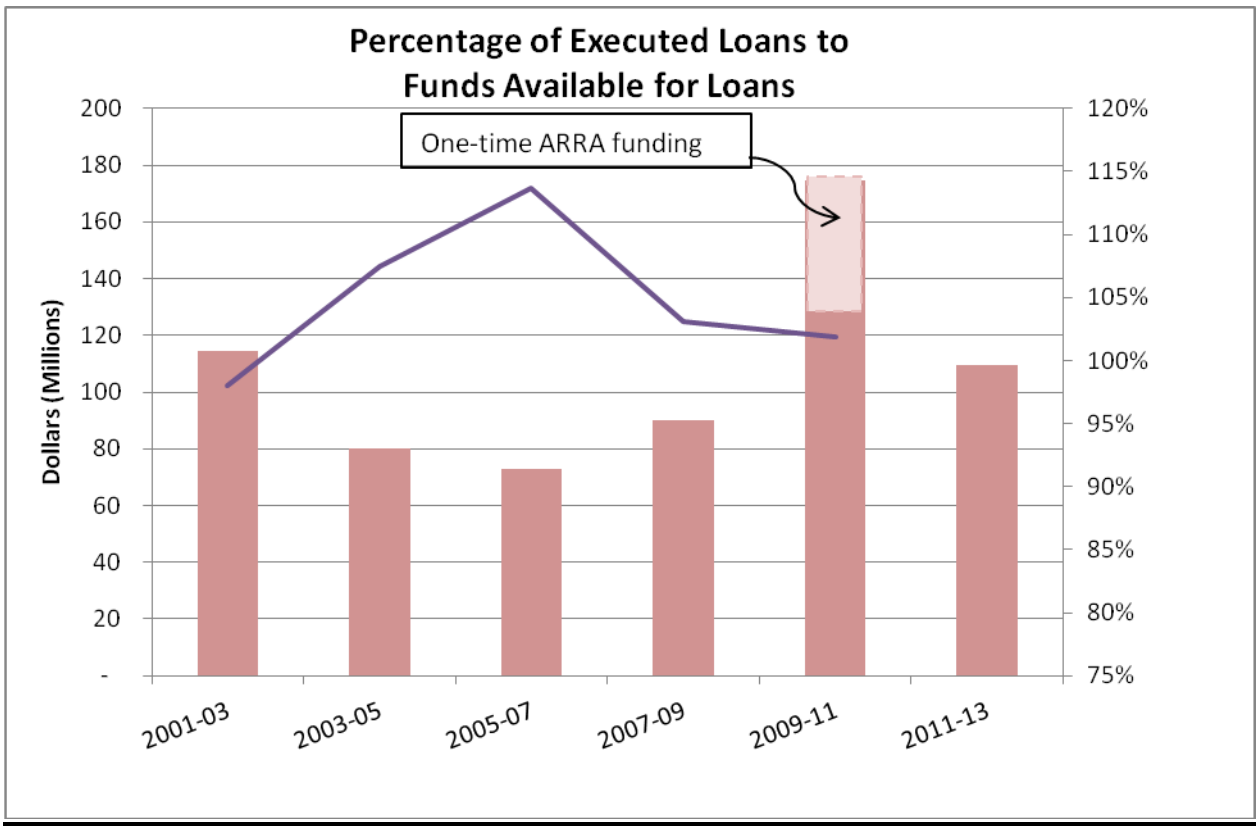
DEQ's Clean Water State Revolving Fund program links to Strategy 2 in the Economy and Jobs outcome area. The program contributes to Economy and Jobs outcomes by funding construction projects with a clean water benefit statewide. These projects contribute to Oregon's resiliency by supporting local construction companies, creating opportunities for disadvantaged businesses, encouraging long-term planning for public facilities, promoting sustainability and providing funding for public projects that aid in protecting the quality of life of Oregonians. The program gives technical assistance to disadvantaged communities to identify infrastructure needs, asset management and sustainable project development.

DEQ's Clean Water State Revolving Fund program contributes to Economy and Jobs Outcomes in Strategy 2 by integrating public funding for projects through participation in inter-entity and one-stop meetings involving representatives from federal Rural Development offices, the Infrastructure Financing Authority and other state agencies that provide communities with customized funding packages. Coordination and prudent fund management has resulted in leveraging federal funds by over 200 percent since the beginning of the loan program since it executed its first loan in 1990.

DEQ conducts a Clean Watersheds Needs Survey every four years to identify clean water infrastructure needs statewide, with a planning horizon of 20 years. In 2008, DEQ documented needs in Oregon totaling $4.9 billion. This was a 40 percent increase from the $3.5 billion in needs documented in 2004, and outpaces by far the $50 million per year the CWSRF program typically provides for funding projects.

Program Performance

DEQ is responsible for ensuring the financial integrity, viability and perpetuity of the Clean Water State Revolving Fund. The long-term goal is to keep cash reserves low by providing funding to local communities to the maximum extent possible while balancing the need for cash to cover variability in project completion. Since the beginning of the loan program, the percentage of executed loan agreements to the funds available to loan is 99.39 percent. The chart below depicts this performance measure since 2001.



Note: DEQ can execute loan agreements that total more than total loan funding available because the demand for loan funds will lag behind loan disbursements. There is no danger of insufficient funds available to borrowers.

Enabling Legislation/Program Authorization

Federal legislation authorizes the U.S. Environmental Protection Agency to implement a state water pollution control revolving fund program and provide capitalization grants to states that have established a loan program that meets federal requirements.

Oregon Revised Statutes 468.423 through 468.440 provide the authority for DEQ to establish a program to administer the Clean Water State Revolving Fund. Oregon Administrative Rule Chapter 340 Division 54 establishes procedures for implementing this loan program. The rules include criteria DEQ uses to rank project applications for funding priority.

Funding Streams

The loan fund is comprised of federal capitalization grants of about $15 million per year, state matching funds, loan repayments and fund earnings. The state issues general obligation bonds to meet the 20 percent match requirement for the federal grants. Since 2003, debt service on the bonds has been paid for out of the loan fund. A loan fee of 0.5 percent on unpaid loan balances covers DEQ's costs to implement the program.

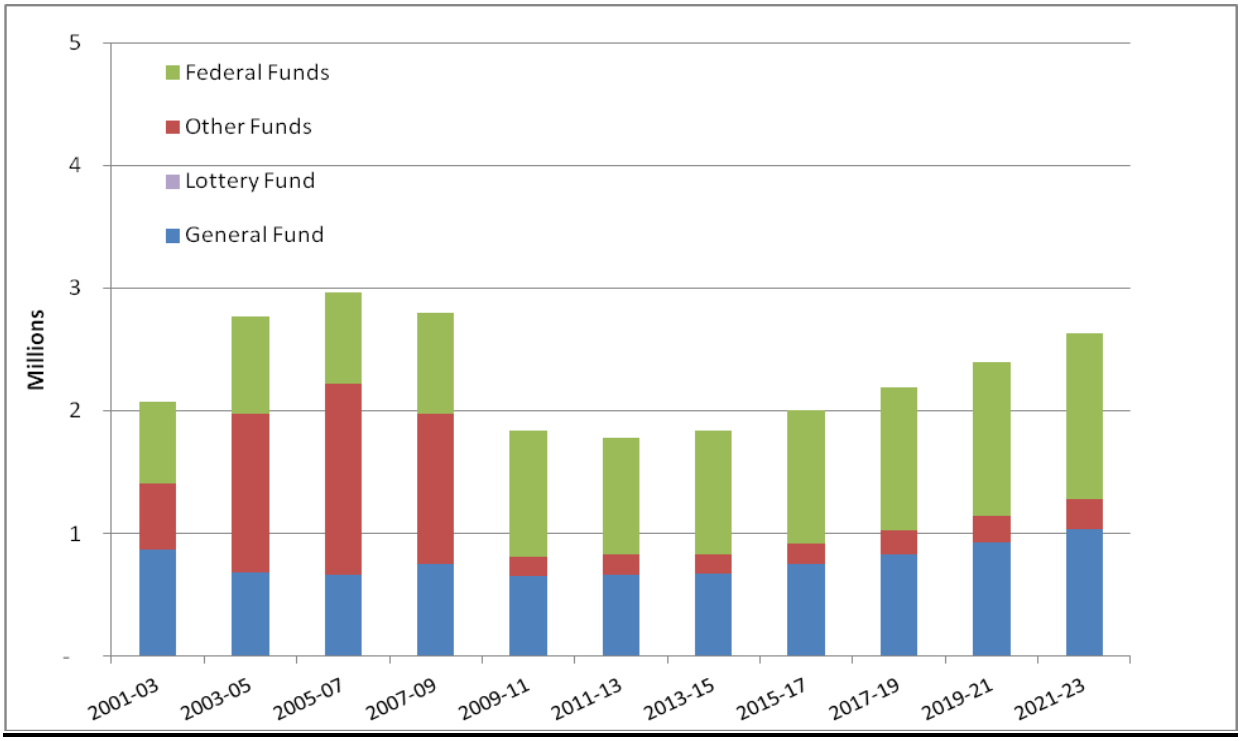
Significant Proposed Program Changes from 2011-13

No significant changes.

DEQ: Nonlimited

Department of Environmental Quality: Cross Program

Primary Outcome Area:	Economy and Jobs
Secondary Outcome Area:	Healthy Environment
Program Contact:	Dick Pedersen, DEQ director



Note: Units of service not established for this program.

Executive Summary

Regional Solutions Team

DEQ's Cross Program supports the governor's Regional Solution Teams, of which DEQ is a member agency. Regional Solution Teams solve problems by working with government, municipal, private and public partners and small communities to address local, regional and statewide infrastructure needs; support business development that leads to job creation; help resolve community problems related to land use, low-income housing, environmental protection and transportation; and serve as DEQ's contact for key economic development projects with regional significance.

Data Sharing

DEQ contributes to the National Environmental Information Exchange Network, a data clearinghouse that enhances environmental data sharing among state, local and federal agencies to meet regulatory reporting requirements and other information needs.

Program Description

Regional Solutions Team
DEQ participates in the state's six Regional Solutions Teams to ensure a collaborative, efficient approach to community and economic development in Oregon. Six DEQ staff are co-located with other agencies' teams at Regional Solutions Centers at Oregon colleges and universities to:

- Foster better communication and collaboration among agencies and with applicants on projects
- Leverage agencies' resources to assist communities
- Streamline regulatory processes to save funding and reduce permitting time
- Enhance project resources by using the technical expertise of college faculty and students

Regional Solutions Teams assist with community-driven projects such as water conservation and stream restoration; active forestry management of Oregon and California timber lands; regulatory integration and streamlining initiative; work force training; availability of buildable industrial lands; renewable energy development; research corridor and business incubators; infrastructure enhancement including transportation, sewer, water, and communications; and expansion of international trade.

Data Sharing
DEQ's work on the Exchange Network supports improved sharing of information about environmental conditions in air and water and on land among the U.S. Environmental Protection Agency, the states and other regulators. The Exchange Network allows information needs to be met efficiently, avoiding wasted and duplicative work. In Oregon, local, state, private and regional organizations use the data for regulatory reporting, environmental decision-making and environmental research.

Program Justification and Link to 10-Year Outcome

DEQ's cross-program work links to Strategies 1, 2 and 3 in the Economy and Jobs outcome area.

Regional Solutions Team
The governor's Regional Solutions Teams play a key role in meeting the Economy and Jobs outcomes. The RST's work links to Strategy 1 by providing technical assistance and serving as a point of contact for applicants on projects involving natural resource industries, fabricated metals, high technology, green technology and construction of wastewater treatment facilities. A recent example of a community-driven project is the relocation of the National Oceanic and Atmospheric Administration fleet project in Newport, Oregon. DEQ worked with other RST member agencies and federal agencies to coordinate on conditions for the dredging removal/fill permit.

Regional Solutions Team work also supports Strategies 2 and 3. DEQ partners with other state, local and federal agencies to provide one-stop services for regional projects, including technical assistance on permitting requirements. Agencies also pool technical expertise and resources to protect, preserve and invest in infrastructure assets like roads, state facilities, community housing, parks and wastewater treatment plants. For example DEQ, Business Oregon, and Oregon Department of Transportation leveraged funding to help replace a deteriorating port

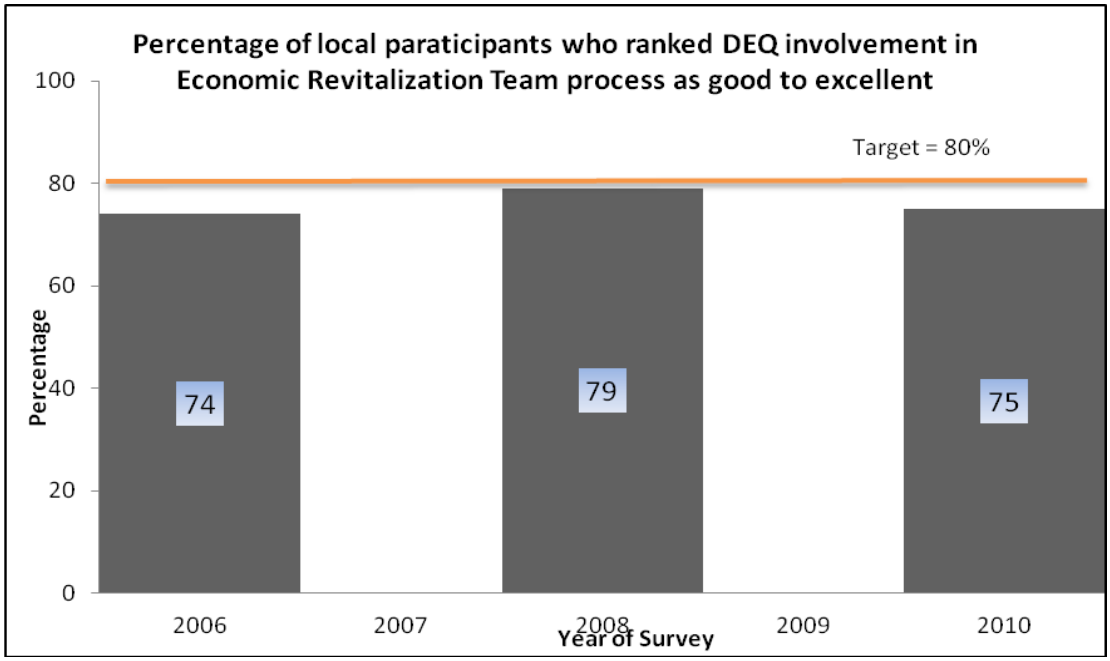
facility used by a deep sea fishing fleet. The Regional Solutions Teams also support workforce preparedness through internships based on communities' needs, such as the internship DEQ provided last summer in its cleanup program for a student majoring in environmental studies.

Data Sharing

The federally-supported National Environmental Information Exchange Network links to Strategy 2 by supporting a streamlined method to share data among local, regional and state-wide entities. This data collaboration is important for all regulated entities in Oregon (for example, industries, municipalities and small businesses) as it minimizes the duplication of data development and collection, allows them to use existing data as appropriate and helps them more efficiently meet reporting requirements. This efficiency saves time that entities can use for other purposes.

Program Performance

Regional Solutions Team:



Economic Revitalization Teams, the predecessor of Governor Kitzhaber's Regional Solutions Centers, conducted customer satisfaction surveys regarding its services once every two years and the first survey was conducted in 2006. The graph above shows the most recent survey that measured participants' perception of the involvement of state agency partners. Elected officials, stakeholders and community members are usually involved in these projects, and state agency performance is critical to success. DEQ received the highest ranking amongst the four partner agencies, just below a target of 80 percent.

Data Sharing

The Exchange Network is still under development and there are currently no metrics to assess its performance. DEQ is recognized as a leader in the national Exchange Network community for its accomplishments to date, including:

- "One click" report generation for hazardous waste and facility data
- Real-time access for the Oregon Department of Human Services-Health Division staff to use air monitoring data in risk analysis
- Elimination of the requirement for business to report toxic releases to both the State Fire Marshal and EPA (one report serves both)
- A single access point to water monitoring data from multiple sources, including well testing related to real estate transactions

Enabling Legislation/Program Authorization

Regional Solutions Team
In December 2011, Governor Kitzhaber issued Executive Order No. 11-12 to establish six Regional Solutions Centers in Oregon to solve problems and maximize economic development opportunities at the state, regional and local level. The executive order extends efforts first started as the Community Solutions Team under Governor Kitzhaber's first administration in the late 1990s. Governor Kulongoski later revamped the CST program, renaming it the Economic Revitalization Team and focusing efforts on job creation.

Data Sharing
DEQ administers federal environmental programs through delegation from the U.S. Environmental Protection Agency. EPA retains oversight authority and, among other things, requires DEQ to meet reporting requirements.

Funding Streams

Regional Solution Team
DEQ has 2.4 FTE, funded with General Fund, supporting the Regional Solutions Teams.

Data Sharing
DEQ has 2.0 FTE working on the National Environmental Information Exchange Network, supported 100 percent by federal grants.

Significant Proposed Program Changes from 2011-13
There are no significant changes in the Cross Program budget request for 2013-15.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

ENVIRONMENTAL QUALITY, DEPARTMENT of

Annual Performance Progress Report (APPR) for Fiscal Year (2011-2012)

Original Submission Date: 2012

Finalize Date: 3/21/2013

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

2011-2012 KPM	2011-2012 Approved Key Performance Measures (KPMs)
1	CUSTOMER SERVICE: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.
2	PERMIT TIMELINESS: Percentage of air contaminant discharge permits issued within the target period.
3	PERMIT TIMELINESS: Percentage of individual wastewater discharge permits issued within 270 days.
4	UPDATED PERMITS: Percent of total wastewater permits that are current.
5	WATER QUALITY TMDLs: Percent of impaired waterbody miles for which a TMDL has been approved.
6	UMATILLA: Cumulative percent of chemical agent destroyed at Umatilla Chemical Demilitarization Facility (UMCDF).
7a	CLEANUP: Percent of identified Oregon hazardous waste sites cleaned up: overall.
7b	CLEANUP: Percent of identified Oregon hazardous waste sites cleaned up: tanks.
7c	CLEANUP: Percent of identified Oregon hazardous waste sites cleaned up: hazardous substances.
8	TOXICS PREVENTION AND REDUCTION: Pounds of mercury removed from the environment through DEQ's efforts.
9	SOLID WASTE - Pounds of municipal solid waste landfilled or incinerated per capita.
10a	WATER QUALITY CONDITIONS - Percent of monitored stream sites with significantly increasing trends in water quality.
10b	WATER QUALITY CONDITIONS - Percent of monitored stream sites with decreasing trends in water quality.
10c	WATER QUALITY CONDITIONS – Percent of monitored stream sites with water quality in good to excellent condition.
11	AIR QUALITY DIESEL EMISSIONS: Quantity of diesel particulate emissions.
12a	AIR QUALITY CONDITIONS - National Standards: Number of days when air is unhealthy for sensitive groups.
12b	AIR QUALITY CONDITIONS - National Standards: Number of days when air is unhealthy for all groups.
13a	AIR QUALITY - AIR TOXICS - Percent of Oregonians at risk from toxic air pollutants that contribute to cancer.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

13b	AIR QUALITY - AIR TOXICS - Percent of Oregonians at risk from toxic air pollutants that contribute to respiratory problems and other non-cancer health effects.
14	ERT: Percent of local participants who rank DEQ involvement in Economic Revitalization Team process as good to excellent.
15	PERMIT TIMELINESS: Percent of Title V operating permits issued with the target period.
16	BOARDS AND COMMISSIONS: Percent of total best practices met by the Environmental Quality Commission.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2013-2015
NEW	**Title:** AIR QUALITY - AIR TOXICS - Air Toxics Trends in Larger Communities **Rationale:** 13a, AIR QUALITY – AIR TOXICS - Percent of Oregonians at risk from toxic air pollutants that contribute to cancer. This measure was developed in 2006 based on our best understanding of air toxics assessment tools at the time. Since then, we have found that the existing measure does not effectively communicate progress in addressing air toxics risk and it may not be readily understandable. The new KPM, Air Toxics Trends in Larger Communities, compares actual monitoring results for five airborne toxic chemicals with established threshold levels (i.e. air toxics benchmarks) that represent levels of acceptable risk to the public based on current medical studies. DEQ's goal is to reduce monitored levels of five representative toxics, benzene, acetaldehyde, formaldehyde, arsenic and cadmium down to one time above the benchmark for each pollutant by 2020. Air toxics, as measured by trends in the five tracked pollutant concentrations, have improved significantly from an average concentration of 32 times above the health benchmark in 2004 to 18 times above the benchmark in 2011 with reductions in all five pollutants. Measured amounts (times above the benchmark) for 2011 include: benzene - seven times above, acetaldehyde - three times above, formaldehyde two times above, arsenic - five times above and cadmium - two times above.
NEW	**Title:** AIR QUALITY - AIR TOXICS - Air Toxics Trends in Smaller Communities **Rationale:** 13b, AIR QUALITY - Air Toxics - Percent of Oregonians at risk from toxic air pollutants that contribute to respiratory problems and other non-cancer health effects. This measure was developed in 2006 based on our best understanding of air toxics assessment tools at the time. Since then, we have found that the existing measure does not effectively communicate progress in addressing air toxics risk and it may not be readily understandable. The proposed KPM, Air Toxics Trends in Smaller Communities compares actual monitoring results for five airborne toxic chemicals with established threshold levels (i.e. air toxics benchmarks) that represent levels of acceptable risk to the public based on current medical studies. DEQ's goal is to reduce monitored levels of five representative toxics, benzene, acetaldehyde, formaldehyde, arsenic and cadmium down to one time above the benchmark for each pollutant by 2020. Air toxics, as measured by trends in the five tracked pollutant concentrations, have improved from an average concentration of 15 times above the health benchmark in 2004 to about 11 times above the benchmark in 2010 with reductions in all pollutants. An increase in pollutant levels in 2011 back to 15 times above the benchmark was caused by higher levels of benzene from unidentified

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

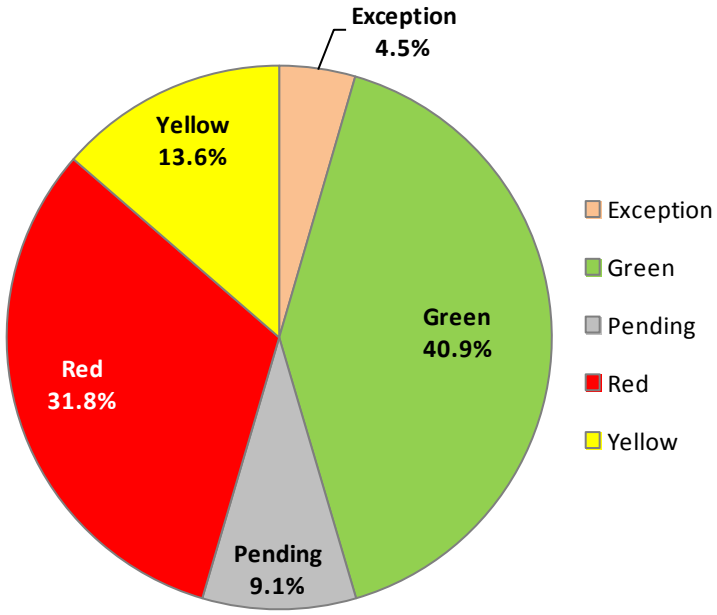
	sources on two days in July and August. The benzene was not caused by fires or combustion and may have been related to use of a solvent or cleaner.
DELETE	**Title:** AIR QUALITY - AIR TOXICS - Percent of Oregonians at risk from toxic air pollutants that contribute to cancer. **Rationale:** DEQ requests approval to replace DEQ Key Performance Measure: 13a, AIR QUALITY – AIR TOXICS - Percent of Oregonians at risk from toxic air pollutants that contribute to cancer. This measure was developed in 2006 based on our best understanding of air toxics assessment tools at the time. Since then, we have found that the existing measure does not effectively communicate progress in addressing air toxics risk and it may not be readily understandable. Data not comparable - The data supporting this measure originates with a comprehensive inventory of air pollution sources conducted by DEQ every three years. EPA uses DEQ;s inventory to predict toxic air pollutant concentrations and associated heath threats. The results from one year cannot be definitively compared to a previous year since inventory and calculation methods are continuing to improve and a difference could be a result simply of a change in method. The risk assessment can also change from one analysis to the next because it relies on constantly improving information about pollutant toxicity. Data not timely - The process outlined above by DEQ and EPA takes a long time to produce data and does not provide a timely reading of the benefits of air toxics reduction efforts as originally hoped. When the measure was developed, DEQ expected regular measurements at three year intervals. Instead, reports have been delayed. For example, EPA released a report in 2009 based on 2002 calendar year data and they released a report in 2010 based on 2005 data. Measure not understandable - During the Legislature's review of DEQ's KPM's in 2011, Rep. Jenson questioned whether the measure overstates the problem by showing a high percentage of Oregonians at risk from air toxics. While DEQ continues to believe that exposure to air toxics creates significant public health risk, we agree that the KMP could be misconstrued to overstate the risk because it oversimplifies complex toxicology and exposure assessment methods. To address these concerns, DEQ developed a revised air toxics measure. The new measure compares Portland area monitoring data of five representative toxics air pollutants to benchmarks that serve as air quality goals for those same pollutants. It more clearly measures the outcomes of DEQ's work to reduce air toxics and the risk to residents of larger communities (50,000 and greater) from air toxics. The new measure is Air Toxics Trends in Larger Communities.
DELETE	**Title:** AIR QUALITY - AIR TOXICS - Percent of Oregonians at risk from toxic air pollutants that contribute to respiratory problems and other non-cancer health effects. **Rationale:** DEQ requests replacement of the following DEQ Key Performance Measure: 13b, AIR QUALITY – AIR TOXICS - Percent of Oregonians at risk from toxic air pollutants that contribute to respiratory problems. This measure was developed in 2006 and DEQ had hoped that it would provide a good measure of our air toxics reduction efforts but unfortunately that is not the case for a number of reasons that we have outlined below. • **Data not comparable** - The data supporting this measure originates with a comprehensive inventory of air pollution sources conducted by DEQ every three years. EPA uses DEQ's inventory to predict toxic air pollutant concentrations and associated health threats. The results from one year cannot be definitively compared to a previous year since inventory and calculation methods are continuing to improve and a difference could be a result simply of a change in method. The risk assessment can also change from one analysis to the next because it relies on constantly improving information about pollutant toxicity.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

	• **Data not timely** – The process outlined above by DEQ and EPA takes a long time to produce data and does not provide a timely reading of the benefits of air toxics reduction efforts as originally hoped. When the measure was developed, DEQ expected regular measurements at three year intervals. Instead, reports have been delayed. For example, EPA released a report in 2009 based on 2002 calendar year data and they released a report in 2010 based on 2005 data. • **Measure not understandable** - During the Legislature's review of DEQ's KPM's in 2011, Rep. Jenson questioned whether the measure overstates the problem by showing a high percentage of Oregonians at risk from air toxics. While DEQ continues to believe that exposure to air toxics creates significant public health risk, we agree that the KMP could be misconstrued to overstate the risk because it oversimplifies complex toxicology and exposure assessment methods. • To address these concerns, DEQ developed a revised air toxics measure. The new measure compares La Grande area monitoring data of five representative toxics air pollutants to benchmarks that serve as air quality goals for those same pollutants. It more clearly measures the outcomes of DEQ's work to reduce air toxics and the risk to residents of smaller communities (less than 50,000) from air toxics. The new measure is Air Toxics Trends in Smaller Communities.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

ENVIRONMENTAL QUALITY, DEPARTMENT of	I. EXECUTIVE SUMMARY
Agency Mission: To be a leader in restoring, maintaining and enhancing the quality of Oregon's air, water and land.	
Contact: Kerri Nelson	**Contact Phone:** 503-229-5045
Alternate: Melissa Aerne	**Alternate Phone:** 503-229-5155



Green = Target to -5%

Yellow = Target -6% to -15%

Red = Target > -15%

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1. SCOPE OF REPORT

This Annual Performance Progress Report for fiscal years 2011-2012 provides performance results related to each of the agency's primary environmental programs, land, air and water quality. Not all sub-programs are represented in Key Performance Measures, but the highest agency priorities are reflected in these measures. The 2011 Legislature approved all the Key Performance Measures and related targets without change.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

DEQ is proposing to modify KPM 13a and 13b to more clearly measure the outcomes of DEQ's work to reduce air toxics and Oregonian's risk from air toxics. These measures were developed in 2006 based on our best understanding of air toxics assessment tools at the time. Since then, the agency has found that the existing measures do not effectively communicate progress in addressing air toxics risk, may not be readily understandable and can be misconstrued to overstate risk because they oversimplify complex toxicology and exposure assessment methods. The modified measures would assess air toxics trends in larger communities (KPM 13a) and smaller communities (KPM 13b). DEQ's goal is to reduce monitored levels of five representative toxics, benzene, acetaldehyde, formaldehyde, arsenic and cadmium down to one time above the benchmark for each pollutant by 2020 for any size community, and these modified measures reflect that goal. The benchmarks serve as clean air goals, not regulatory standards.

2. THE OREGON CONTEXT

The Department of Environmental Quality's chief responsibility is protecting, maintaining and enhancing environmental conditions in Oregon. DEQ implements federally delegated programs for water quality, air quality and hazardous waste, consistent with federal mandates and the Performance Partnership Agreement negotiated between DEQ and EPA Region 10. The PPA establishes priority activities and required performance tracking for delegated programs. In addition, DEQ oversees state environmental programs including the states vehicle inspection, solid waste, underground storage tanks, spill response and cleanup programs. Program implementation includes environmental monitoring, permitting, compliance and enforcement, technical assistance and other voluntary programs and rule-making. DEQ has primary responsibility in achieving several Oregon Benchmarks and a statewide High Level Outcome (HLO), which have been adopted by the agency as Key Performance Measures. These include:

- OBM 10a (KPM #2) PERMIT TIMELINESS: Percentage of air contaminant discharge permits issued within the target period.
- OBM 10b (KPM #3) - PERMIT TIMELINESS: Percentage of individual wastewater discharge permits issued within 270 days.
- HLO 1 (KPM #5) WATER QUALITY TMDLs: Percent of impaired waterbody miles for which a TMDL has been approved.
- OBM 85 (KPM #7) CLEANUP: Percent of identified Oregon hazardous waste sites cleaned up: overall, tanks, and hazardous substances.
- OBM 84 (KPM #9) SOLID WASTE: Pounds of municipal solid waste landfilled or incinerated per capita.
- OBM 79 (KPM #10) WATER QUALITY CONDITIONS: Percent of monitored stream sites with significantly increasing trends in water quality, with decreasing trends in water quality, and with water in good to excellent condition.
- OBM 75 (KPM #12) AIR QUALITY CONDITIONS: Number of days when air is unhealthy for sensitive groups and for all groups.
- OBM 76 (KPM #13) AIR QUALITY- Air Toxics: Percent of Oregonians at risk from toxic air pollutants that contribute to cancer and that contribute to respiratory problems.

Protecting and enhancing environmental quality requires the collaboration and involvement of many local agencies, businesses, and Oregon residents. DEQ partners with federal, state and local agencies, and organizations to restore environmental conditions and to encourage individual actions that are protective of the health and environment of Oregon and Oregonians. More information about DEQ programs and partnerships can be found at http://www.Oregon.gov/DEQ.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

3. PERFORMANCE SUMMARY

DEQ is meeting targets for five of its Key Performance Measures. The specific Key Performance Measures for which 2009 targets were met include:

- KPM 6 - UMATILLA: Cumulative percent of chemical agent destroyed at Umatilla Chemical Demilitarization Facility (UMCDF.)
- KPM 7a (OBM 85) - CLEANUP: Percent of identified Oregon hazardous waste sites cleaned up: overall.
- KPM 7b (OBM 85) - CLEANUP: Percent of identified Oregon hazardous waste sites cleaned up: tanks.
- KPM 7c (OBM 85) - CLEANUP: Percent of identified Oregon hazardous waste sites cleaned up: hazardous substances.
- KPM 10c (OBM 79c) - WATER QUALITY CONDITIONS - Percent of monitored stream sites with water quality in good to excellent conditions. DEQ is not meeting targets for 17 Key Performance Measures, including permit timeliness in the air and water quality programs, solid waste generation, and air and water quality conditions (with the exception that DEQ did meet its targets for streams in good to excellent condition, identified above).

Specifically, the following Key Performance Measures did not meet 2009 targets:

- KPM 1 - CUSTOMER SERVICE: Percent of customers rating their satisfaction with the agency's customer service as good or excellent: overall, timeliness, accuracy, helpfulness, expertise, availability of information.
- KPM 2 (OBM 10a) - PERMIT TIMELINESS: Percentage of air contaminant discharge permits issued within the target period.
- KPM 3 (OBM 10b) - PERMIT TIMELINESS: Percentage of individual wastewater discharge permits issued within 270 days.
- KPM 4 - UPDATED PERMITS: Percent of total wastewater permits that are current.
- KPM 5 (HLO 1) - WATER QUALITY TMDLs: Percent of impaired waterbody miles for which a TMDL has been approved.
- KPM 8 - TOXICS PREVENTION AND REDUCTION: Pounds of mercury removed from the environment through DEQ's efforts.
- KPM 9 (OBM 84) - SOLID WASTE: Pounds of municipal solid waste landfilled or incinerated per capita.
- KPM 10a (OBM 79a) - WATER QUALITY CONDITIONS: Percent of monitored stream sites with significantly increasing trends in water quality.
- KPM 10b (OBM 79b) - WATER QUALITY CONDITIONS - Percent of monitored stream sites with decreasing trends in water quality.
- KPM 11 - AIR QUALITY DIESEL EMISSIONS: Quantity of particulate emissions.
- KPM 12a (OBM 75a) - AIR QUALITY CONDITIONS - Number of days when air is unhealthy for sensitive groups.
- KPM 12b (OBM 75b) - AIR QUALITY CONDITIONS - Number of days when air is unhealthy for all groups.
- KPM 13a (OBM 76) - AIR QUALITY-AIR TOXICS: Percent of Oregonians at risk from toxic air pollutants that contribute to cancer.
- KPM 13b (OBM 76) - AIR QUALITY-AIR TOXICS: Percent of Oregonians at risk from toxic air pollutants that contribute to respiratory problems and other non-cancer health effects.
- KPM 14 - RST: Percent of local participants who rank DEQ involvement in Regional Solutions Teams as good to excellent.
- KPM 15 - PERMIT TIMELINESS: Percent of Title V operating permits issued within the target period.
- KPM 16 - BOARDS AND COMMISSIONS: Percent of total best practices met by the Environmental Quality Commission.

Results have been affected by General Fund reductions in 2011, furlough days, a hiring freeze during part of 2011 and staff resources devoted to permitting and inspection process improvement projects. Although DEQ will be challenged to meet some of the measure targets given reduced funding levels, the agency is implementing an outcome-based management system and conducting process improvement events to help it

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

streamline process with the primary purpose of improving performance to meet measured targets. Specific performance challenges are described in the narrative for each Key Performance Measure. It is important to recognize that in adopting several high level Oregon Benchmarks as Key Performance Measures, DEQ's overall performance results as reflected in the Performance Summary Table, are not solely within DEQs control. Many of the outcomes are shared responsibilities with other state agencies.

4. CHALLENGES

A key challenge DEQ faces in achieving performance results relates to the trend in reduced or static funding, which impacts agency fiscal and staff resources. The agency has had to make difficult decisions on how best to focus resources to ensure that the highest priority work is being done, with the result that some work is not completed or is not completed timely.

5. RESOURCES AND EFFICIENCY

DEQ's legislatively adopted budget for FY 2011-13 is $326,196,558. Of this $194,911,588 makes up DEQs operating budget which funds DEQ operations. Local communities and partners receive the balance from DEQ to spend on local environmental projects, notably programs such as the Clean Water State Revolving Fund for Wastewater and Stormwater and federal stimulus funding. During this biennium, funding issues continue to affect DEQ as well as other state agencies. DEQ lost General Fund and Lottery Fund and fee revenues have been substantially lower than anticipated. This has affected DEQ's ability to provide the services that are measured by these Key Performance Measures. Since 2009, DEQ has been conducting innovation and streamlining efforts as a way to be more effective in accomplishing the agency's mission and delivering services. Additionally, DEQ began implementing an outcome-based management system in 2010. Outcome-based management is a system for setting goals for the agency's core, or day-to-day work, and for developing and using performance measures to frequently asses our progress in meeting those goals. With this system in place, DEQ expects to perform its work more effectively, use our resources more efficiently and improve the accountability and transparency of our work.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #1	CUSTOMER SERVICE: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.	2006
Goal	EXCELLENCE: Delivering outstanding public service and using customer feedback to improve our service.	
Oregon Context	While there are no Oregon benchmarks or high level outcomes related to this measure, excellence in customer service is a state government priority, and state agencies are required to measure results. DEQ ranks customer service as one of its top desired agency outcomes.	
Data Source	Since 2006, DEQ has surveyed its permitting customers bienually. Beginning fall 2012, DEQ will survey permitting and other customers on an ongoing basis with the goal of improving services. These results reflect the 2012 biennal customer service survey of air, and water quality permitted sources and onsite septic system home owners.	
Owner	DEQ Office of Communications and Outreach. Joanie Stevens-Schwenger, 503-229-6585.	

1. OUR STRATEGY

DEQ's strategy is to improve timeliness, accuracy and availability of information to permitting customers to improve overall customer service ratings.

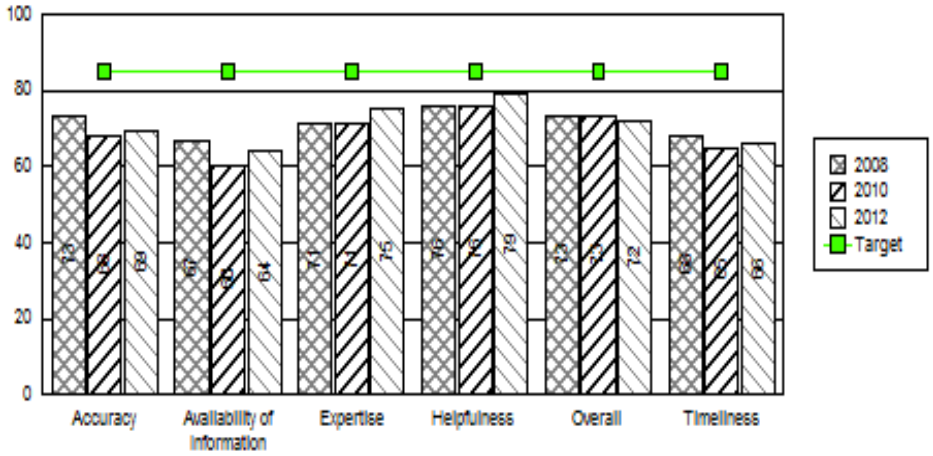
2. ABOUT THE TARGETS

The target is 85 percent, on a scale from 0 to 100 percent, for all categories. This target is based on the percent of customers surveyed that rate DEQ as very good to excellent for six categories: accuracy, availability of information, expertise, helpfulness, timeliness and overall. A higher percentage represents a better score for this measure.

3. HOW WE ARE DOING

The 2012 survey showed scores that remained steady from the 2010 results in all six categories. The "overall" category had a decline of one percent from the 2010 results, with all other categories having an increase of one or more percent from the 2010 results. Comparing the 2008, 2010 and 2012 results, customer satisfaction appears consistent across the six categories.

KPM1: customer satisfaction ratings for air and water permittees and onsite septic customers



AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

Deviations within each category are between one and five percent over the three sample years. Each category in every sample year is below the target of 85 percent, illustrating a general need for improvement in this area.2006 results (not shown in graph)-Accuracy: 87 percent-Availability of information: 82 percent-Expertise: 78 percent-Helpfulness: 87 percent-Timeliness: 87 percent-Overall: 87 percent

4. HOW WE COMPARE

Results seem to be fairly steady over the past four years, though not meeting the target. Compared to the DAS customer service survey results, which uses the same questions and target as DEQ's survey, DEQ appears to be slightly higher ranked across the six categories for 2010 data. 2012 data is not yet available from DAS for comparison.DAS 2010 customer service results, against a target of 85 percent-Accuracy: 64 percent (DEQ: 68)-Availability of information: 55 percent (DEQ: 60)-Expertise: 67 percent (DEQ: 71)-Helpfulness: 66 percent (DEQ: 76)-Timeliness: 62 percent (DEQ: 65)-Overall: 60 percent (DEQ: 72)The respondents for the DAS survey are not the same as the respondents for the DEQ survey, so this is not a direct comparison.

5. FACTORS AFFECTING RESULTS

While staff continue to receive high marks for helpfulness, complicated processes, regulations and requirements in the permitting programs add up to slower service and correlating lower customer service ratings. Budget shortfalls in recent years have resulted in fewer permitting staff, which also contributes to permit delays.

6. WHAT NEEDS TO BE DONE

DEQ has adopted an outcome-based management for all programs to improve services and ensure results. Agency staff are engaged in process improvement efforts that will create more efficient and effective permitting and inspections while also resulting in improved environmental results and customer service. DEQ's next step is to implement staff process improvement recommendations and measure their effectiveness. One of the recommendations is to frequently gather customer feedback and use the information on an ongoing basis to streamline processes and improve services. DEQ plans to gather customer feedback in all programs within the next year.

7. ABOUT THE DATA

The Portland State University Survey Research Lab conducted the survey during May 2012. PSU used a telephone survey to statistically sample targeted populations. The survey was administered to a representative sample of DEQ customers statewide including 500 permit holders and 1800 vehicle inspection customers. The ranges of sampling variability were computed at the 95 percent confidence level. DEQ established the baseline for these survey questions with these groups in 2006. DEQ is currently revising its approach to collecting customer feedback and anticipates surveying more customer groups for the next reporting period.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #2	PERMIT TIMELINESS: Percentage of air contaminant discharge permits issued within the target period.	1992
Goal	IMPROVE OREGON'S AIR AND WATER.	
Oregon Context	KPM #2 is also Oregon Benchmark #10a. It links to: (1) Oregon's Statewide Planning Goal 6: Air, water, and land resources quality (OAR 660-015-00 (06)); (2) Oregon Shines Goal 1: Quality jobs for all Oregonians, and (3) Oregon Shines Goal 3: Healthy, Sustainable surroundings.	
Data Source	DEQ Air Quality Permit Tracking database.	
Owner	DEQ Air Quality Program. Margaret Oliphant, (503) 229-5687.	

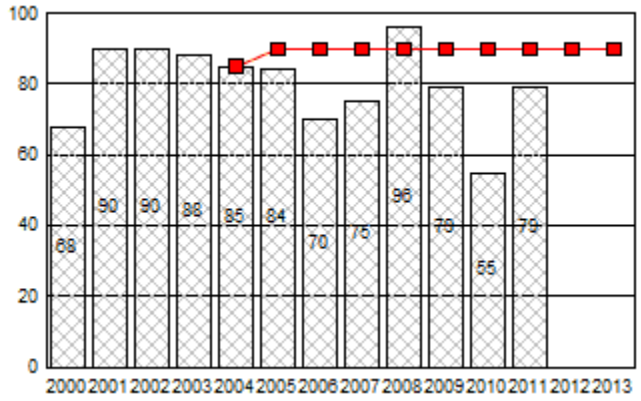
1. OUR STRATEGY

Air Contaminant Discharge Permits are required for construction of new and modified point sources of all sizes as well as operation of medium sized point sources and smaller sources of hazardous air pollution. DEQ manages air quality permitting resources to ensure that time-critical permits are a high priority. In addition, DEQ invests in process improvements to streamline, create efficiencies and reduce the staff time required to issue permits.

2. ABOUT THE TARGETS

Processing targets are set for the different types of permits and range from 30 days for the simplest permits to 365 days for the most complex permits. DEQ's high standard is to issue 90 percent of ACDP permits within the target periods. Businesses need quick turnaround times on permits to construct, expand or modify their operations. A high percentage of timely permits issued is a key economic development benchmark that was long tracked by the Oregon Progress Board and one indicator of an efficient permitting program.

KPM2: Air Quality Permit Timeliness:
ACDP Permits issued within Target



Data is represented by percent

3. HOW WE ARE DOING

Since 2001, DEQ has been streamlining the ACDP permitting process and developing general permits to expeditiously permit entire source categories under one permit rather than more time-consuming individual permits. Streamlining significantly decreased the time required to issue a permit. As a result, DEQ shortened the target period for timely processing of ACDP permits from an average of 167 days to an average of 69 days. More recently, timeliness jumped to 96 percent in 2008 when previously issued general permits came up for renewal and were reassigned, an easy process that resulted in a dramatic jump in timeliness. In 2010, another extraordinary event shifted timeliness downward. EPA adopted new federal standards to reduce toxic air pollution from smaller manufacturing facilities and smaller businesses called "area sources." Area sources have

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

lower emissions of air toxics than major sources, but due to the sheer number of sources, they can and do contribute significant amounts of toxic air pollution to local air sheds. DEQ issued simplified general permits for most of these new area sources but the volume of sources (1,500 in 2010 up from 150 in previous years) drove timeliness to 55 percent. In 2011 DEQ continued area source permitting but only issued 640 permits and permit timeliness recovered to 79 percent.

While the 90 percent timeliness goals are not being met, DEQ prioritizes work and makes sure that critical permitting gets done. For example, permits that must be issued before a source can proceed with a construction project receive high priority and get processed before more routine work, resulting in more routine work not meeting timeliness targets. As noted above, this key performance measure was a long time Oregon economic benchmark and DEQ's prioritization efforts address the intent of the benchmark.

4. HOW WE COMPARE

There are no formal public or private industry standards for permit issuance; however, there is a clear expectation that permits be issued in a timely manner.

5. FACTORS AFFECTING RESULTS

Over the years, permit streamlining and the development of simplified general ACDP permits have had the most significant positive effects on permit timeliness. DEQ was able to cut processing times by more than half and still exceed targets because of streamlining in the early part of the decade. Recently, when EPA initiated federal regulations for new air pollution sources, DEQ implemented those regulations by developing a simple registration process for small businesses that meet certain environmental criteria and by issuing a large number of general permits. While registration and simplified general permits have saved time, many of the new sources are small businesses new to regulation and DEQ has spent a considerable amount of time providing technical assistance, leaving less time to meet permit timeliness goals. Another factor affecting timeliness is increased public interest and involvement in permitting, including concerns about environmental justice, air toxics and odors. Results have also been affected by reduced ACDP resources due to General Fund cuts in 2011, furlough days, a hiring freeze during part of 2011 and staff resources devoted to permitting and inspection process improvement projects.

6. WHAT NEEDS TO BE DONE

Maintaining adequate staffing and continuous improvement to permit processing are the key actions for attaining and sustaining the permit timeliness goal. The ACDP program is facing a deficit for 2013-2015. Without a fee increase, DEQ will have to reduce staffing by nearly 7 FTE from the current 33 FTE level. With a reduction of that magnitude, DEQ would not be able to maintain adequate service in the program, causing further permit backlogs and delays in addressing air quality issues at ACDP facilities. DEQ recently undertook agency-wide process improvement projects for the permitting and inspection functions. When implemented, the recommendations will simplify and standardize processes. However, DEQ still needs adequate FTE to run the program and plans to request an ACDP fee increase that would provide sufficient revenue to restore about 4 FTE of the 7 unaffordable FTE. In addition to fees, the ACDP program is supported with small amounts of General Fund and federal funds. It will be important to retain all three funding sources to maintain adequate staffing. At the same time, DEQ must continue to develop new general permits and continue to do further streamlining. DEQ's ability to process ACDP permits in a timely manner is important to future economic development, especially for new facilities and for existing facilities modifying their operations.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

7. ABOUT THE DATA

The reporting cycle is a calendar year. The strength of the data is that records exist on each of the ACDP permit actions taken by DEQ during the year. The primary weakness of the system is that the data's validity depends on accurate entry by multiple individuals. A secondary weakness of the data is the non-weighted value of a permit action; complex permit actions require significantly more resources than simple ones but impact the reported data in the same way.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #3	PERMIT TIMELINESS: Percentage of individual wastewater discharge permits issued within 270 days.	1992
Goal	IMPROVE OREGON'S AIR AND WATER.	
Oregon Context	KPM #3 is also Oregon Benchmark #10b. It links to: (1) Oregon's Statewide Planning Goal 6: Air, water, and land resources quality (OAR 660-015-00 (06)); (2) Oregon Shines Goal 1: Quality jobs for all Oregonians, and (3) Oregon Shines Goal 3: Healthy, Sustainable surroundings (Oregon Benchmark 78, Stream Water Quality.)	
Data Source	Water Quality Program database	
Owner	Water Quality Program, Chris Clipper, (503) 229-5656	

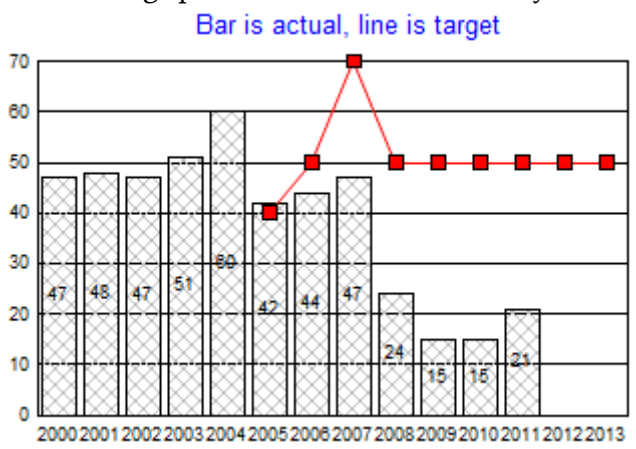
1. OUR STRATEGY

To achieve this goal, DEQ continues to focus on timely issuance of permits and reducing the permit backlog. DEQ develops permit issuance plans based on a watershed approach.

2. ABOUT THE TARGETS

Individual National Pollution Discharge Elimination System permits and Water Pollution Control Facilities permits are issued for five and ten years, respectively. Permits for ongoing operations may be administratively extended after permit expiration, but it is difficult to permit new or expanded activities until a new permit is issued. The target sets a standard for issuing permits in a timely manner because businesses need quick turn-around times on permits to construct, expand or modify their operations. High percentages of permits issued in a timely manner indicate a sufficiently staffed and efficient program. DEQ lowered the target from 70 percent in 2007 to 50 percent for 2008-2011 for several reasons: DEQ has experienced significant staff turnover and has held positions vacant to meet budget needs; ongoing litigation; and DEQ permit workload has increased because of a greater number of permits and increasing complexity to meet terms of settlement agreements and EPA requirements.

KPM3: Percentage of individual wastewater discharge permits issued within 270 days



Data is represented by percent

3. HOW WE ARE DOING

DEQ did not meet its 2011 target for timeliness. For new or renewal permit applications submitted in 2011, 21 percent of individual wastewater discharge permits were issued within 270 days. Though significantly below our target, the 2011 data is an improvement from our 2009 and 2010 results.

4. HOW WE COMPARE

There are no formal public or private industry standards for permit issuance, although there is a clear expectation that permits be issued in a timely manner.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

5. FACTORS AFFECTING RESULTS

DEQ's inability to meet this KPM target is a result of several factors: lawsuits, permit complexity, staffing reductions and an increase in the number of permits managed by the program. Lawsuits can cause DEQ to temporarily halt the issuance of permits while issues are being addressed, such as happened in 2012 due to litigation over the water quality standard for temperature. Lawsuits can also create new work for DEQ, such as resulted from a federal court decision that required permits for pesticide applications in, over or near water. DEQ needed to develop and administer a new general permit within the court-ordered timeline of October 2011. This required staff to be redirected to work on the new permit, preventing them from following-through on prior work commitments, and also added to the total number of permits managed by the program. During 2011, the wastewater permitting program monitored or participated in seven lawsuits affecting permit issuance. Permits are becoming more complex and requiring substantially more staff time to develop. This is driven in large part by the implementation of watershed-based water quality improvement plans which require more customized and site-specific approaches to permitting. Historically, pollutant discharge limits in permits were based upon existing treatment technologies, whereas today discharge limits are based upon local water quality conditions. This requires considerably more data and more complicated analyses to develop permits that enable us to achieve fishable and swimmable waters throughout the state. In DEQ's legislatively adopted budget, the wastewater permitting program was reduced from approximately 76 FTE in 2007-09 to 68 FTE in 2009-11 as a result of increased costs, decreased permit revenues and reduced General Fund support for the program. DEQ projects that a revenue shortfall for 2013-15 will require reduction of at least an additional six FTE.

6. WHAT NEEDS TO BE DONE

DEQ continues to develop and implement strategies to improve the quality and efficiency of the permitting process. This includes identifying and training subject matter experts, implementing internal management directives which are similar to standard operating procedures, updating permit language templates, and aligning permit renewal to a watershed approach. Subject matter experts will be available throughout the permitting program to provide support on technically challenging permitting issues that few staff encounter more than twice a year. Training and program implementation of management directives and permit templates will improve quality and consistency of permits throughout the program. Integration of permitting activities with the watershed approach will allow DEQ to systematically gather and process data to inform a number of water quality programs including assessment and nonpoint and point source pollution control strategies at the appropriate geographic scales. DEQ also needs to renegotiate with EPA an appropriate NPDES source inspection and compliance reporting framework that prioritizes improving environmental outcomes and makes best use of diminished permitting resources at DEQ.

DEQ needs to continue working towards better integration of water quality program activities (for example, permitting, onsite septic systems and water quality improvement plans). In 2010, DEQ began implementing an outcome-based management system and permitting is a major core process that DEQ is focusing on for improvement. DEQ is currently developing a more timely and efficient permitting process as one of its process improvement goals and will be tracking the results quarterly.

7. ABOUT THE DATA

The reporting cycle is the calendar year. Due to the 270-day target timeline, data for each calendar year is reported at the end of September the following year.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #4	UPDATED PERMITS: Percent of total wastewater permits that are current.	1999
Goal	IMPROVE OREGON'S AIR AND WATER.	
Oregon Context	KPM #4 links to: (1) Oregon's Statewide Planning Goal 6: Air, water, and land resources quality (OAR 660-015-00 (06)); (2) Oregon Shines Goal 1: Quality jobs for all Oregonians, and (3) Oregon Shines Goal 3: Healthy, Sustainable surroundings (Oregon Benchmark 78, Stream Water Quality.)	
Data Source	Water Quality Program database	
Owner	Water Quality Program, Chris Clipper, (503) 229-5656	

1. OUR STRATEGY

To achieve this goal, DEQ continues to focus on timely issuance of water quality permits and reducing the permit backlog.

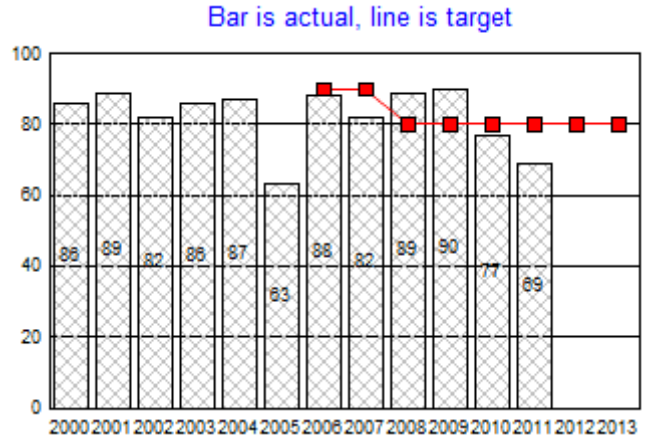
2. ABOUT THE TARGETS

Higher percentages of current permits are desirable because renewed permits incorporate current water quality standards to better protect water quality in Oregon. To promote timely permit renewal, DEQ's goal is to have 80 percent of all general and individual permits current each year.

3. HOW WE ARE DOING

At the end of 2011, 69 percent of general and individual permits were current, meaning DEQ did not meet its 2011 target. This percentage includes National Permit Discharge Elimination System permits and Water Pollution Control Facility permits, and excludes onsite septic system permits. DEQ worked with the Blue Ribbon Committee, a group of stakeholders who collaborated with DEQ to identify long-term improvements to the wastewater permitting program.

KPM4: Percent of total wastewater permits that are current



Since 2005, DEQ has been implementing the Committee's recommendations, including developing and implementing a permit issuance plan that processes permits on a watershed basis and reduces the backlog of expired permits. As a part of outcome-based management, in 2012, DEQ conducted a review of its permitting programs to identify high-impact, low-cost internal solutions to reduce the amount of time it takes to issue permits and initiated development of an implementation plan for recommendations coming out of that process.

4. HOW WE COMPARE

The U.S. Environmental Protection Agency reports to Congress the percent of NPDES permits that are current. The federal national target is to have 90 percent of NPDES permits current. DEQ did not meet that target for 2011, with 35 percent of NPDES permits (individual and general) being current. This percentage includes only NPDES permits, and excludes NPDES stormwater, WPCF and onsite septic system permits.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

5. FACTORS AFFECTING RESULTS

DEQ is transitioning to a watershed approach that will allow the agency to better plan for workload and resource needs in the water quality permit program. This effort will likely delay some permit renewals in order to match the watershed-based permit issuance cycle. The complexities of technical and legal issues encountered during permit development also affect this schedule. DEQ has worked hard to resolve many of the lawsuits it was facing in the past five years and to provide valuable tools to permit writers to assist in the development and issuance of permits. Permit actions are also frequently subject to legal challenges that require the assistance of technical staff. In addition, the number of requests for new permits or major modifications of existing permits that DEQ may receive are not predictable. All of these activities shift resources away from permit renewals, causing delays in renewal.

6. WHAT NEEDS TO BE DONE

DEQ continues to develop and implement strategies to improve the quality and efficiency of the permitting process. This includes identifying and training subject matter experts, implementing internal management directives which are similar to standard operating procedures, updating permit language templates, and aligning permit renewal to a watershed approach. Subject matter experts will be available throughout the permitting program to provide support on technically challenging permitting issues that few staff encounter more than twice a year. Training and implementation of management directives and permit templates will improve quality and consistency of permits throughout the program. Integration of permitting activities with the watershed approach will allow DEQ to systematically gather and process data to inform a number of water quality programs including assessment and nonpoint and point source pollution control strategies at the appropriate geographic scales. DEQ also needs to renegotiate with EPA an appropriate NPDES source inspection and compliance reporting framework that prioritizes improving environmental outcomes and makes best use of diminished permitting resources at DEQ.

To help meet the goal for current permits, DEQ needs to continue to invest in training and tools for staff to ensure that they have the most current information, data and skills to resolve the complex environmental and regulatory challenges. DEQ will update key guidance documents and will continue to offer topic specific training as well as workshops for permit writers. DEQ will be working on a new Permit Writers' Manual and improving database systems. DEQ needs to continue working towards achieving better integration between the water quality program activities (for example, permitting, onsite septic systems and water quality improvement plans). In 2010, DEQ began implementing outcome-based management. Under this process, DEQ is reviewing its programs (including permitting) to identify processes where efficiencies may be gained. DEQ is also developing outcome and process measures that the agency reviews quarterly, to ensure timely response to issues that arise.

7. ABOUT THE DATA

The reporting cycle is the calendar year.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #5	WATER QUALITY TMDLs: Percent of impaired waterbody miles for which a TMDL has been approved.	1999
Goal	IMPROVE OREGON'S AIR AND WATER	
Oregon Context	KPM #5 links to HLO #1: Percent of Oregon stream miles impaired Oregon's 303d list, and Oregon Benchmark #78, which reports on water quality trends in monitored streams.	
Data Source	DEQ Water Quality Program files on TMDLs issued by Oregon DEQ and approved by EPA, and the 2004/2006-approved 303d list of impaired waterbodies.	
Owner	DEQ Water Quality Program. Gene Foster, (503) 229-5325.	

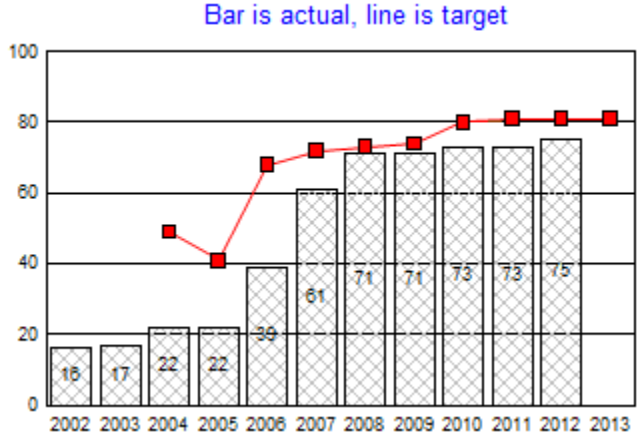
1. OUR STRATEGY

DEQ implements the Total Maximum Daily Load (TMDL or clean water plan) program based on a federal settlement agreement and Water Quality program priorities.

2. ABOUT THE TARGETS

The targets are based on the number of stream miles for which TMDLs have been developed to address all designated pollutant impairments, relative to the total number of stream miles that are designated as not meeting water quality standards for one or more pollutants. The list of impaired waterbodies (Oregon's 303d list) is updated approximately every two years as water quality standards change and additional data is collected. The current 303d list contains 11,165 stream miles that are impaired and in need of a TMDL. Thus, this measure tracks our progress in issuing TMDLs as a percentage of the total number of impaired waterbodies.

KPM5: TMDLs - Percent of impaired waterbody miles for which a TMDL has been approved



Data is represented by percent

3. HOW WE ARE DOING

For 2012, DEQ fell slightly short of its target, with approved TMDLs in place for 75 percent of impaired stream miles rather than the target of 81 percent. DEQ has made good progress in developing TMDLs and is currently focused on technical and monitoring work needed for development of complex TMDLs in large basins.

4. HOW WE COMPARE

The U.S. Environmental Protection Agency sets national goals for water quality improvements. The completion of TMDLs is an important step towards meeting these goals. Oregon has generally been in the forefront of TMDL development, and has often been called out as a model for how TMDLs should be developed.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

5. FACTORS AFFECTING RESULTS

The rate of TMDL completion was slowed in recent years due to litigation, reductions in funding, and longer-than-expected timeframes for completing TMDLs in some very large basins.

6. WHAT NEEDS TO BE DONE

DEQ met the 2010 TMDL Consent Decree. However, even after completion of the Consent Decree, additional TMDLs will need to be completed because there are many waterways in Oregon that have water quality pollution problems that do not have TMDLs. In addition, DEQ will develop Implementation Ready TMDLs in the Coastal Nonpoint Management Area to gain approval of our Coastal Nonpoint Source Management Plan as required by the federal Coastal Zone Reauthorization Act (CZARA). These are a high priority for the Water Quality program, and resource allocation will continue to reflect this priority. DEQ is assessing the best way to calculate this measure because the 303(d) list is updated approximately every two years. This results in an ever-changing baseline reflecting the total number of impaired stream miles, making comparisons over time unclear. DEQ expects to recommend changes to this KPM in the future to better reflect the water quality improvements resulting from TMDLs.

7. ABOUT THE DATA

The data is reported as the number of TMDLs completed for each calendar year, although EPA sets its targets based on the federal fiscal year. The number of river miles is determined based on the most recently approved 303d list of impaired waterbodies, approved by EPA in 2004/2006.

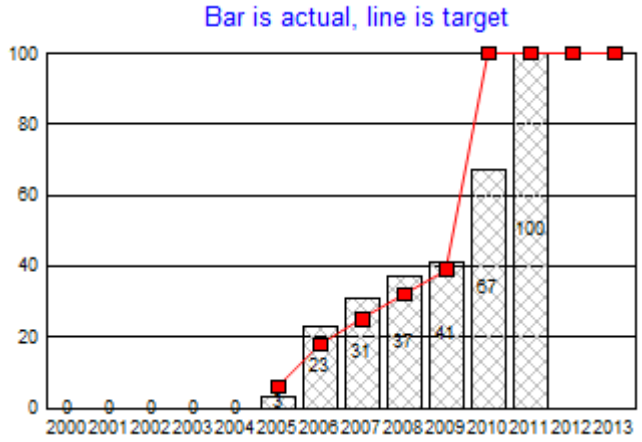
AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #6	UMATILLA: Cumulative percent of chemical agent destroyed at Umatilla Chemical Demilitarization Facility (UMCDF).	2002
Goal	PROTECT PEOPLE & THE ENVIRONMENT FROM TOXICS.	
Oregon Context	There are no Oregon High Level Outcomes related to this measure.	
Data Source	DEQ Umatilla Chemical Demilitarization Program data.	
Owner	DEQ Eastern Region, Umatilla Chemical Demilitarization Program. Lissa Druback, (541) 298-7255 x222	

1. OUR STRATEGY

DEQ has provided oversight of the U.S. Army and its contractors to ensure the safe and timely destruction of all chemical agents at the Umatilla Chemical Agent Disposal Facility, which is now complete. The Army and its contractors were responsible for the actual destruction of chemical agents. DEQ continues to regulate activity at the facility via permit and is actively engaged in the process to ensure protection of workers, the community and the environment.

KPM6: UMATILLA - Cumulative percent of chemical agent destroyed at UMCDF



Data is represented by percent

2. ABOUT THE TARGETS

The U.S. Army set the original targets for completing chemical weapons destruction. The targets reflected consideration of the type of chemical agent being destroyed, the type of munitions that contain the chemical and operational constraints, such as the capacity of the incinerator, as well as budget. The targets increased over time from commencement of chemical weapons destruction in 2004 through completion.

3. HOW WE ARE DOING

The Umatilla Chemical Agent Disposal Facility destroyed the last agent-filled munitions in its stockpile October 25, 2011, in advance of its year-end target, and well before the April 2012 deadline imposed under international treaty. One-hundred percent of the chemical agents have been destroyed.

4. HOW WE COMPARE

There are no other chemical weapons facilities in Oregon. There are five other facilities in the country; some destroy chemical weapons through incineration and some through neutralization. Each facility is unique in its ability to destroy chemical agent and each facility has different types and amounts of chemical agent, which negates meaningful comparison.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

5. FACTORS AFFECTING RESULTS

Although there were challenges associated with processing the mustard ton containers due to solid heels (undrainable agent that remains in the container after liquid portion is drained), these were overcome and the schedule was not significantly impacted.

6. WHAT NEEDS TO BE DONE

DEQ needs to continue oversight of the dismantling, decontamination and closure of this facility. These activities are beyond the scope of this measure.

7. ABOUT THE DATA

Data were provided to DEQ by the U.S. Army and reported on a calendar year basis.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

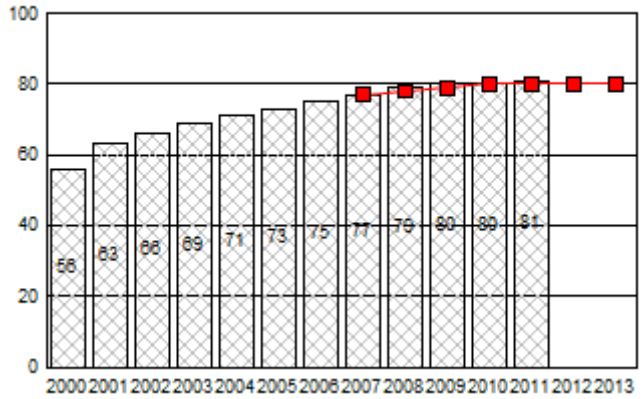
ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #7a	CLEANUP: Percent of identified Oregon hazardous waste sites cleaned up: overall.	2007
Goal	PROTECT PEOPLE & THE ENVIRONMENT FROM TOXICS.	
Oregon Context	KPM #7 is also Oregon Benchmark #85. It links to (1) Oregon Statewide Planning Goal 6: Air, water and land resources quality (OAR 660-015-00 (06)); and (2) Oregon Shines Goal 3: Healthy, sustainable surroundings.	
Data Source	Environmental Cleanup Site Information (ECSI) database; Leaking Underground Storage Tank database.	
Owner	DEQ Land Quality Program. Tom Roick, (503) 229-5502.	

1. OUR STRATEGY

This performance measure combines tank sites (for example, home heating oil and commercial gasoline service stations where releases of fuel from underground storage tanks have occurred) and hazardous substance sites (where releases of hazardous substances such as heavy metals, chlorinated solvents or PCBs have occurred). The great majority of sites counted in this overall measure are tank sites. DEQ's strategy over the cleanup program's history has been to continually improve processes to make it easier and cheaper for regulated parties to clean up contaminated properties to appropriate environmental standards. For example, DEQ uses risk-based corrective action guidance that initially applied to petroleum cleanups but has been expanded to include other hazardous substances. DEQ works with staff from the Oregon Business Development Department to find funding for brownfields investigation and cleanup. Also, DEQ's prospective purchaser program is designed to encourage cleanup and redevelopment by addressing liability issues of new site owners. The heating oil tank cleanup program that allows private contractors, rather than DEQ, to certify that cleanup has been done according to standards has been quite successful in promoting residential tanks cleanups. Recently, DEQ's cleanup program began process improvement activities to achieve more timely and effective environmental results.

KPM7a: Percent of identified Oregon hazardous waste sites cleaned up – overall

Bar is actual, line is target



Data is represented by percent

2. ABOUT THE TARGETS

This measure tracks the total number of sites cleaned up as a percentage of the universe of contaminated sites in DEQ's hazardous substance cleanup and tanks databases combined. The higher the percentage of sites cleaned up, the better we are doing. This measure was modified in 2006 to align the Key Performance Measure and Oregon Benchmark by removing sites that are in the process of being cleaned up and measuring only those sites that have fully completed cleanup. Because of this modification, targets are not available for prior years.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

3. HOW WE ARE DOING

As of 2011, DEQ's cleanup and tanks programs had overseen the cleanup of 81 percent of all sites identified, which is above the target of 80 percent. In 2011, this involved the cleanup of an additional 1,356 sites, for a total of 31,691 sites that have been addressed out of 39,161 known sites. Although new sites continue to be identified, we believe the trend in completing cleanups will continue upward toward the 90 to 92 percent achievement level.

4. HOW WE COMPARE

There are no relevant comparisons available.

5. FACTORS AFFECTING RESULTS

Each year DEQ identifies additional sites that need cleanup, creating a "moving target" as the total number of sites increases. Nevertheless, DEQ has completed enough cleanups relative to new sites identified to make forward progress. The cumulative percentage completed has increased by at least one percentage point per year since tracking began in 1996.

6. WHAT NEEDS TO BE DONE

DEQ will continue to look for ways to encourage and enable property owners to take on cleanup and to improve DEQ's processes to complete cleanups more efficiently and timely. DEQ continues to work on solving technical challenges that will help facilitate cleanup, such as evaluating the migration of hazardous substance vapors into buildings and establishing criteria for the management of contaminated sediments.
DEQ completed a voluntary "green remediation" policy with the goal of encouraging more sustainable cleanups by looking for efficiencies in energy and resource use on cleanup projects. Finally, in 2010, DEQ began implementing an outcome-based management system. Outcome-based management is a system for setting goals for the agency's core goals and measuring its progress in meeting those goals. Routinely measuring our progress not only highlights results, but increases transparency and accountability. The system emphasizes continuous process improvement and achieving outcomes.

7. ABOUT THE DATA

Data is by calendar year comes from DEQ's leaking underground storage tank database, which includes both residential heating oil tank releases and commercial tank releases and Environmental Cleanup Site Information database.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

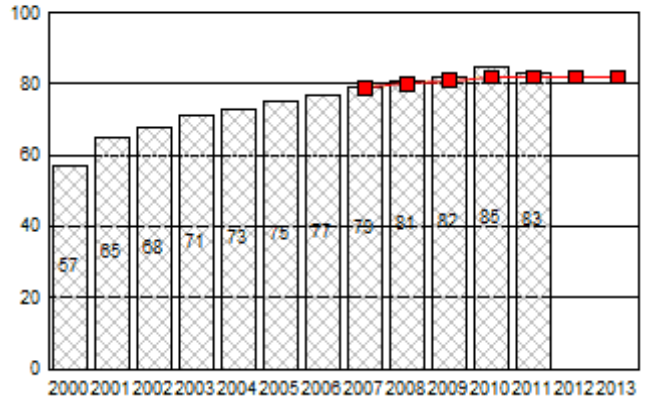
ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #7b	CLEANUP: Percent of identified Oregon hazardous waste sites cleaned up: tanks.	2002
Goal	PROTECT PEOPLE & THE ENVIRONMENT FROM TOXICS.	
Oregon Context	KPM #7 is also Oregon Benchmark #85. It links to (1) Oregon Statewide Planning Goal 6: Air, water and land resources quality (OAR 660-015-00 (06)); and (2) Oregon Shines Goal 3: Healthy, sustainable surroundings.	
Data Source	Leaking Underground Storage Tank (LUST) database.	
Owner	DEQ Land Quality Program. Tom Roick, (503) 229-5502.	

1. OUR STRATEGY

DEQ's strategy is to maintain programs and guidance that facilitate tank cleanups, to use federal funds and the state orphan site account to clean up when responsible parties are unable to do so, to use available funding and other tools to encourage cleanup and to ensure compliance with tank regulations that minimize the number of new releases from regulated tanks. The sites counted in this measure are tank sites only (home heating oil and regulated tanks, mostly at commercial gasoline service stations, where releases of fuel from underground storage tanks have occurred). DEQ updates its risk-based corrective action guidance for regulated tank owners to help expedite characterization and cleanup of petroleum releases, and operates a program that licenses third-party contractors to complete and certify heating oil tank cleanups. DEQ encourages prospective buyers of contaminated commercial tank sites to use the prospective purchaser program, which addresses liability concerns, thus facilitating investigation and cleanup.

KPM7b: Percent of identified Oregon hazardous waste sites cleaned up – tanks

Bar is actual, line is target



Data is represented by percent

2. ABOUT THE TARGETS

This measure tracks the number of tank sites cleaned up as a percentage of the total universe of tank release sites identified and recorded in DEQ's database. The higher the percentage the better we are doing, with the long-term goal of between 90 and 100 percent of tank sites cleaned up.

3. HOW WE ARE DOING

At the end of 2011, DEQ had overseen 83 percent of tank sites cleaned up, just over the target of 82 percent. This involved the cleanup (in 2011) of 1,317 additional sites for a total of 31,007 tanks sites that have been addressed out 37,451 known sites. Progress in cleaning up regulated tank sites

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

has reached 86 percent, due in part to the availability of federal stimulus and other federal grant funds to clean up sites without viable responsible parties and to continued reductions in the number of new releases from regulated tanks. There have been, on average, about 50 new releases over the past four years, compared to about 100 in the previous four years and several hundred in the early years of the regulatory program. Since DEQ started tracking tank statistics in 1996, the percentage of tank sites cleaned up has steadily increased.

4. HOW WE COMPARE

National data is available from the U.S. Environmental Protection Agency for regulated tank sites, which does not include heating oil tanks. As of 2011, Oregon was above the national average with 86 percent of regulated tanks sites cleaned up, compared to 82 percent nationally.

5. FACTORS AFFECTING RESULTS

Each year DEQ identifies more tank sites needing work, creating a "moving target" as the number of tank sites increases. Most cleanup work is funded by responsible parties, so economic factors also influence the number of cleanups. This is especially true for home heating oil tank cleanups, which typically happen during property transfers, so the depressed real estate market has decreased cleanup activity. The recession also decreases the number of regulated brownfield site cleanups. In addition, many of the remaining regulated tank cleanups are more difficult and beyond the financial means of property owners.

6. WHAT NEEDS TO BE DONE

DEQ needs to continue to use enforcement tools for regulated facilities that are out of compliance to help prevent future releases and to keep guidance up-to-date to facilitate tank site cleanups. The availability of federal funds for regulated tank site cleanup has declined, so DEQ will need to use remaining grant funds, prospective purchaser agreements and other tools to help leverage private and other available funds to clean up tank brownfield sites. DEQ will also prioritize its cleanup work to continue to meet its goal of reducing the regulated tank site backlog by 10 percent each year.

7. ABOUT THE DATA

Data is by calendar year, and derived DEQ's leaking underground storage tank database.

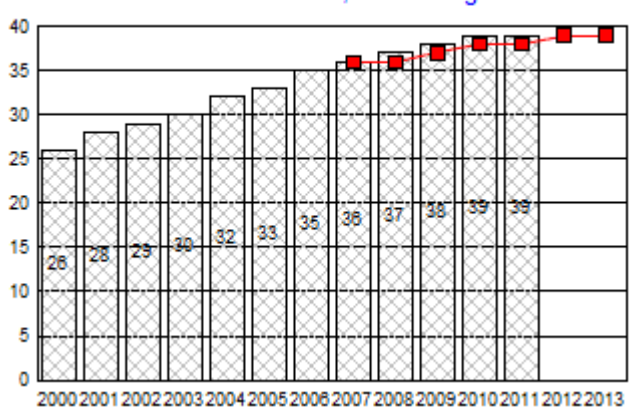
AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #7c	CLEANUP: Percent of identified Oregon hazardous waste sites cleaned up: hazardous substances.	2007
Goal	PROTECT PEOPLE & THE ENVIRONMENT FROM TOXICS.	
Oregon Context	KPM #7 is also Oregon Benchmark #85. It links to (1) Oregon Statewide Planning Goal 6: Air, water and land resources quality (OAR 660-015-00 (06)); and (2) Oregon Shines Goal 3: Healthy, sustainable surroundings.	
Data Source	Environmental Cleanup Site Information (ECSI) database.	
Owner	DEQ Land Quality Program. Tom Roick, (503) 229-5502.	

1. OUR STRATEGY

This measure tracks performance in cleaning up hazardous substance sites, a category that excludes underground storage tank sites reported in #7b. DEQ's hazardous substance cleanup program strategy is to prioritize work on sites that pose the highest risk to human health and the environment, to encourage responsible parties to investigate and cleanup sites through voluntary programs and to use a variety of funding sources and tools, such as prospective purchaser agreements, to stimulate brownfield cleanups. New strategies include focusing on specific geographic areas, partnering with other DEQ programs such as Water Quality to coordinate on the reduction of toxic substances in the environment, and implementing outcome-based management to make the cleanup process more transparent, effective and efficient. DEQ has already taken several steps to streamline its processes to improve timeliness and environmental results.

KPM7c: Percent of identified Oregon hazardous waste sites cleaned up - hazardous substances



2. ABOUT THE TARGETS

This measure tracks the number of sites cleaned up as a percentage the total universe of hazardous substance contaminated sites identified and recorded in DEQ's Environmental Cleanup Site Information database. The higher the percentage, the better we are doing. The 38 percent target for hazardous substance sites is significantly lower than the 80 and 82 percent targets for measures 7a (all sites) and 7b (tank sites). The main difference is that hazardous substance investigations and cleanups may include a range of contaminants such as heavy metals, chlorinated solvents, and PCBs, and are often much more complex than petroleum tank investigations and cleanups. Additionally, state law requires property owners to decommission unused underground tanks; report, investigate and clean up leaking tanks; and disclose information about heating oil tanks during a property sale. Therefore, the majority of tank sites are cleaned up fairly quickly compared to more complex and expensive hazardous substance sites.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

3. HOW WE ARE DOING

As of December 31, 2011, DEQ had completed cleanup at nearly 40 percent of all hazardous substance sites, above the target of 38 percent. This involved the cleanup in 2011 of 39 additional sites for a total of 684 sites that have been addressed out of 1,710 in the database. Since DEQ started tracking these statistics in 1996, the percentage of sites cleaned up has increased one to two percent each year, a consistent upward and positive trend.

4. HOW WE COMPARE

There are no comparisons available.

5. FACTORS AFFECTING RESULTS

DEQ's continuing identification of additional sites creates a "moving target" in which the universe of sites increases each year as DEQ identifies more sites needing work. The number of sites cleaned up on a voluntary basis depends on the ability of responsible parties to fund cleanups, so it can be influenced by economic factors. Nevertheless, DEQ consistently cleans up enough sites each year that there continues to be an increase in the overall percentage of sites completing cleanup.

6. WHAT NEEDS TO BE DONE

DEQ's cleanup program priorities for the remained of the 2011-13 and through 2013-15 biennium continue to be:

- Identify, initiate investigation and complete cleanup at high priority sites that threaten human health or sensitive environments
- Continue to respond to community brownfield and economic development needs
- Identify and promote the use of green technologies to improve the overall sustainability of cleanup projects
- Develop and maintain technical guidance, policy, and other tools and resource capabilities needed to support Cleanup
- Maintain financial stability of the Cleanup program

DEQ will also continue to use outcome-based management to set goals, measure results and streamline processes that will result in more timely cleanups. Additionally, DEQ will continue to improve communications with responsible parties and to find ways to help control costs.

7. ABOUT THE DATA

Data is by calendar year, and comes from DEQ's Environmental Cleanup Site Information database.

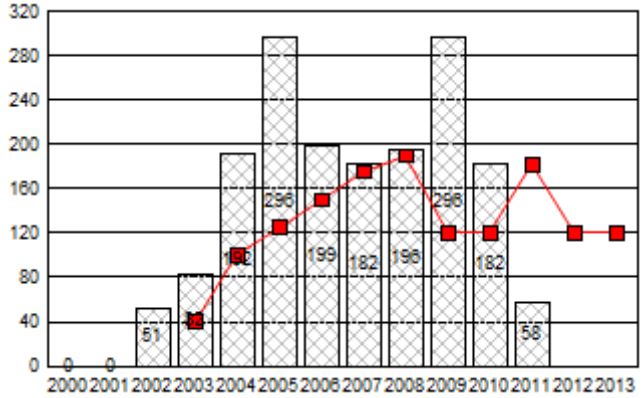
AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #8	TOXICS PREVENTION AND REDUCTION: Pounds of mercury removed from the environment through DEQ's efforts.	2002
Goal	PROTECT PEOPLE & THE ENVIRONMENT FROM TOXICS. This is one of DEQ's identified sustainability measures.	
Oregon Context	KPM #8 does not directly link to a High Level Outcome, but supports Oregon Shines Goal 3: Healthy, sustainable surroundings.	
Data Source	Annual project reports.	
Owner	Land Quality Program. Maggie Conley (503) 229-5106.	

1. OUR STRATEGY

DEQ's mercury reduction strategy has been to provide mercury collection opportunities for homeowners and small businesses. An important part of this strategy is to remove mercury from the environment through partnerships with other organizations, such as with Thermostat Recycling Corporation and the Product Stewardship Institute for the recovery of mercury thermostats, and the Oregon Dental Association and the Oregon Association of Clean Water Agencies for mercury dental waste collection. In 2011, despite a drop in funding, DEQ partnered with local governments to continue several programs. Under the free mercury collection program, DEQ provided free management of elemental mercury, mercury-containing compounds and mercury-containing products collected at locally sponsored household hazardous waste facilities from conditionally exempt generators. Under the thermometer exchange program, DEQ provided free digital thermometers for local governments to offer as incentives for individuals to bring mercury-containing thermometers to local household hazardous collection events. Under the school lab cleanout program, DEQ provided a chemical expert to identify dangerous and unnecessary chemicals, including mercury, in science laboratories and art classrooms.

KPM8: Pounds of mercury removed from the environment through DEQ's efforts



Data is represented by number

In addition to the partnership programs, DEQ continues to offer free collection of large quantities of mercury from individual homeowners with no disposal options. In the past few years, mercury has been highlighted as a persistent toxic of particular concern, but it is just one of numerous toxics that have the potential to cause adverse impact to people and the environment. DEQ recently developed a Toxics Reduction Strategy with an integrated approach across programs to help prioritize our work and focus resources on toxics of most concern, including mercury. This strategy is expected to be finalized later in 2012. All of the mercury collection reported is recycled. This does not prevent re-release from new products, but it does keep it from going to landfills, incinerators and waterways and reduces the amount newly mined. Mercury management is an issue nationally because there are no mercury repositories for its safe and permanent removal from the environment.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

2. ABOUT THE TARGETS

DEQ sets targets for anticipated mercury recovery based on projected program funding and partner participation.

3. HOW WE ARE DOING

In 2011, DEQ supported programs that resulted in the collection of 58 pounds of mercury, well under the target of 182 pounds. This is a significant decline compared to the previous six years, when collection consistently exceeded 100 pounds and has ranged as high as nearly 300 pounds. The amount collected declined due to DEQ budgetary constraints and less partner participation.

4. HOW WE COMPARE

DEQ does not track mercury collections not funded by DEQ, so no comparisons are available.

5. FACTORS AFFECTING RESULTS

The reduced amount of mercury collected in 2011 is a result of DEQ needing, at least temporarily, to eliminate funding for the household hazardous waste collection program and to reduce funding for the free mercury program, the school lab cleanout program and the home mercury pickup program. The reductions were due to a significant decline in revenue from the solid waste disposal fee, beginning in 2008. It is unclear how much of the decline is due to the economy, and how much to changes in waste disposal practices. If revenues return to previous levels, DEQ would be able to again invest in programs that collect mercury. Similarly, partnership participation declined in 2011. For example, only one county was able to participate in the school lab cleanout program, resulting in less mercury collection from that source. The amount of mercury reported includes only elemental mercury collected. The amount of non-elemental mercury collected, such as that found in some pesticides, cannot be estimated and reported with any accuracy.

6. WHAT NEEDS TO BE DONE

DEQ needs to increase outreach and promotion to stimulate public participation in removing mercury from the environment. In the near term, DEQ will focus on programs that involve collection of elemental mercury and devices containing elemental mercury.

7. ABOUT THE DATA

Data is collected from DEQ's household hazardous waste contractor and compiled annually by DEQ staff. Mercury data is only included in this report if DEQ contributed to the cost of collecting or managing the waste mercury. Mercury collected from households at locally sponsored household hazardous waste collection facilities and events, including those in the Portland Metro area, is not included.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #9	SOLID WASTE - Pounds of municipal solid waste landfilled or incinerated per capita.	2002
Goal	INVOLVE OREGONIANS IN SOLVING ENVIRONMENTAL PROBLEMS.	
Oregon Context	As an Oregon Benchmark, this measure is also linked to: (1) Oregon Statewide Planning Goal 6: Air, water and land resources quality (OAR 660-015-00 (06)); and (2) Oregon Shines Goal 3: Healthy, sustainable surroundings.	
Data Source	Landfill disposal tonnage reports.	
Owner	DEQ Land Quality Program. Mary Lou Perry, (503) 229-5731.	

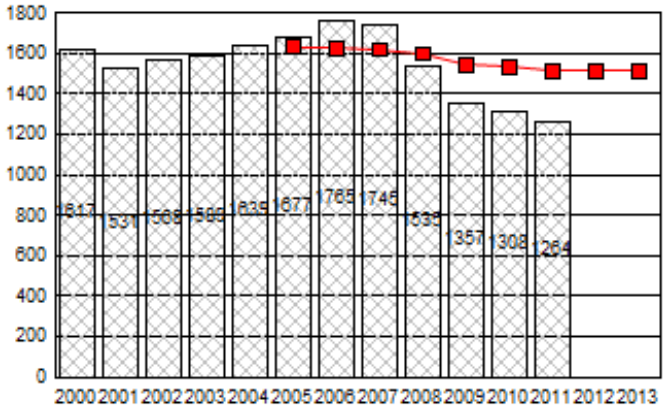
1. OUR STRATEGY

DEQ's strategy for this measure is to encourage individuals and businesses to reduce the amount of waste generated and to increase the amount that is recovered through recycling, composting or energy recovery. Oregonian's involvement is crucial and requires environmentally-conscious choices in purchasing, use, and end-of-life management of products.

2. ABOUT THE TARGETS

The targets help us track how well Oregonians are doing in reducing the amount of waste generated and increasing the amount recovered on a per capita basis. The lower the values of this measure, the better. Our statewide goals for waste generation are: no increase in per capita generation by 2005, and no annual increase in total generation.

KPM9: Pounds of municipal solid waste landfilled or incinerated per capital



Bar is actual, line is target

3. HOW WE ARE DOING

Oregon's per capita disposal rate was below the target. In 2011 the per capita waste disposed or incinerated was 1,264 pounds, which is better than the 2011 target of 1,513 pounds. It is also a reduction from 2010, when the amount was 1,308 per capita. Total waste generation, the amount recovered, and the amount disposed have all continued to decrease significantly since 2007.

4. HOW WE COMPARE

Comparing Oregon's disposal rates to other states or to the national average is difficult because states define and measure their waste streams differently. However, Oregon's per capita waste disposal rate is substantially below the national average.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

5. FACTORS AFFECTING RESULTS

Although strong recycling programs in Oregon have had a large influence in reducing disposal, many other factors can also affect year-to-year changes. Over the last four years, the depressed economy has resulted in large waste reductions. The decline in construction activity, beginning in July 2007, led to decreases in both recovery and disposal of materials, such as wood waste and scrap metal, which contribute sizeable tonnages to this measure.

6. WHAT NEEDS TO BE DONE

DEQ needs to continue tracking the data and looking at programs that may assist Oregonians' understanding of steps they can take to reduce per capita disposal even further. DEQ's process to envision what solid waste and materials management should look like in 2050 and backcasting from there to get Oregon to that vision is well underway. DEQ will present its "2050 Vision and Framework for Action" in late 2012. Next steps include evaluating and prioritizing short and longer term actions and aligning available resources to accomplish the actions. Implementing these steps should help Oregon continue to meet the goal for solid waste disposal reduction.

7. ABOUT THE DATA

All landfills and incinerators report the tons of waste they dispose to DEQ each quarter, except for very small facilities that report to DEQ annually. DEQ has occasionally audited disposal data from selected facilities. All of the larger landfills use certified scales and computerized recordkeeping to record and report disposal tonnage. As more accurate tonnages are reported, past annual tonnages are updated. Additionally, the results reported here are slightly higher than those used for our annual recovery survey report. A 2001 change in state law directed DEQ to increase that survey amount by excluding from the disposal number the amount of materials burned as fuel at the waste-to-energy facility in Marion County. For reporting and analysis consistency, the data used for this measure does not include the Marion County adjustment.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

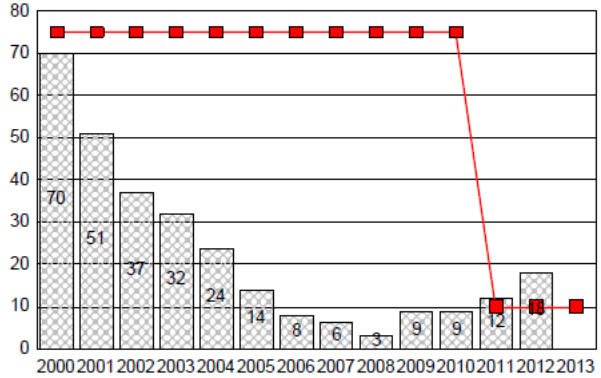
ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #10a	WATER QUALITY CONDITIONS - Percent of monitored stream sites with significantly increasing trends in water quality.	1992
Goal	PROTECT AND IMPROVE OREGON'S WATER AND AIR: IMPROVE ENVIRONMENTAL HEALTH.	
Oregon Context	As an Oregon Benchmark, this measure is also linked to: 1) Oregon's Statewide Planning Goal 6: air, water, and land resources quality (OAR 660- 015- 00 (06)); and 2) Oregon Shines goal 3: Healthy, sustainable surroundings.	
Data Source	DEQ water quality monitoring data.	
Owner	DEQ Laboratory. Aaron Borisenko, Water Quality Monitoring Manager (503) 693-5723.	

1. OUR STRATEGY

All Water Quality programs at DEQ implement strategies which are intended to maintain and improve overall water quality. This performance measure is linked to two goals: protecting Oregon's water and Oregon's statewide planning goal # 6, to maintain and improve the quality of the air, water and land resources of the state.

. KPM10 is a high-level indicator of Oregon's overall water quality conditions and trends. Many factors influence overall water quality, and some, such as population growth, land use changes and climate change effects, are beyond DEQ's jurisdiction. Also, water quality protection is shared by a number of agencies including the Oregon Department of Forestry, Oregon Department of Agriculture, and federal land managers like the U.S. Forest Service and the Bureau of Land Management.

KPM10a: Percent of monitored stream sites with significantly increasing trends in water quality



Data is represented by percent

KPM 10 (a,b,c) is based on the Oregon Water Quality Index. The OWQI combines eight water quality measurements into a single number that tell us about general surface water quality. The index is based on readily available conventional water quality indicators including level of nutrients, fecal bacteria, pH and dissolved oxygen. It does not include toxic chemicals primarily because such data is limited. DEQ annually analyzes data from a network of approximately 130 ambient river monitoring sites and determines trends in water quality based on the most recent ten-year period, known as a ten-year rolling average. DEQ then summarizes data for the entire state. The term "significantly," as used in benchmarks 10a and 10b, refers to statistically significant change at the 80 percent confidence interval. This is a conservative definition which highlights real changes in water quality over time. DEQ further analyzes data from individual monitoring sites with the greatest changes in water quality to determine which of the water quality measurements are driving water quality changes. The agency also evaluates which watershed activities can explain the changes in water quality. This information helps determine the effectiveness of water quality

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

management strategies being implemented by many different jurisdictions. When conducting this analysis, DEQ takes into consideration that with some water quality improvement strategies, such as improving the condition of streamside vegetation, it may take many years before improved water quality conditions are measurable.

2. ABOUT THE TARGETS

The performance measure (10a, b and c) incorporates three components related to stream water quality: increasing trends, decreasing trends, and streams in good to excellent condition. A greater number of streams with increasing water quality rather than declining water quality indicate progress towards the goal of protecting Oregon's water. In addition, maintaining or increasing the percentage of stream sites with good to excellent water quality also indicates progress towards the goal. Measure 10a tracks the percent of monitored streams with significantly increasing trends in water quality. The 1980s and 1990s were periods of very significant water quality improvements, in large part because of the new controls that were imposed on discharges of municipal and industrial wastewater. As water quality improves, we would expect to see the percent of increasing trends diminish because there are not such big gains to be had. In 2011, DEQ changed the target for KPM 10(a) from 75 percent to 10 percent to reflect that nearly half of the ambient water quality monitoring locations (50 percent) are in "good to excellent" condition according to the Oregon Water Quality Index and therefore have little room for further improvements. Expecting a rate of 75 percent improvement across the monitoring stations sets unrealistic expectations of what can be accomplished through current water quality management activities. Many of Oregon's future water quality improvement will likely come from the implementation activities for non-point sources. It takes longer to see direct environmental outcomes from implementing non-point source activities than from point source activities.

3. HOW WE ARE DOING

From approximately 1995 to 2004, water quality across the state improved dramatically and this was reflected in Key Performance measures 10a, b, and c. The rate of these improvements started to decline in 2001. In 2009 and 2010, the percentage of monitored stream sites with significantly increasing trends over the previous ten years was 9 percent (11 of 128 stream sites). In 2011, 12 percent of the ambient monitoring sites showed increasing water quality trends and the most recent data for 2012 had 18 percent of the site showing improvement. In 2012 the percentage of sites with improving trends exceeded the percentage of sites with declining trends.

4. HOW WE COMPARE

No industry standards exist. The performance is based on changes in the OWQI at river monitoring sites throughout the state. The OWQI is used to describe general stream water quality status and trends. Oregon has been an international leader in the development of the OWQI and many other governments - local, state and international (Canada) - have developed water quality indices based on the OWQI.

5. FACTORS AFFECTING RESULTS

A number of factors contributed to the large improvements in water quality that occurred from 1995 to 2004. During this period, DEQ developed many clean water plans for stream basins that did not meet water quality standards throughout the state. These plans, known as Total Maximum Daily Loads (TMDL), in many cases required permitted sources to improve wastewater treatment and to meet stricter effluent discharge limits. Many of the streams with the biggest water quality improvements were in areas with clean water plans. In addition, during this time there were improvements in stormwater management in many basins and improved practices for protecting water quality being implemented on forestry and

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

agriculture lands. The improvements resulting from these changes were reflected in the ten-year trends reported for years 1995 through 2004. Since trends are based only on the previous 10 years and those improvements occurred over five years ago, current 10-year trend analyses no longer reflect those improvements. Many factors that contribute to water quality are outside DEQ's direct control. Responsibility for forested lands resides with several federal agencies and the Oregon Department of Forestry. Similarly, the Oregon Department of Agriculture is the lead in implementing water quality protections on agricultural lands. Many urban and suburban land use impacts as well as annual weather variations and climate change all affect the quality of water in Oregon. Nevertheless, DEQ does work closely with sister agencies and jurisdictions to establish activities to protect or restore water quality.

6. WHAT NEEDS TO BE DONE

The data for this benchmark are developed from a network of 128 ambient monitoring sites on the state's major rivers and streams. Analyzing the response of water quality to specific activities and sources of pollution will help to guide future actions. Implementing and periodically updating clean water plans contributes to improving water quality. Communicating water quality trends with other land management agencies will help to target management actions and program activities moving forward. Finally, DEQ is evaluating new performance measures that would show the link between water quality and the work DEQ does to protect it.

7. ABOUT THE DATA

Long term ambient water quality monitoring data are collected in accordance with the Ambient Water Quality Monitoring Network Quality Assurance Project Plan. All data used has met strict data quality requirements. The statistical processes used to analyze the data are documented in the "Annual Water Quality Index Summary Report." DEQ performs analysis on a ten year data set. All DEQ monitoring data are accessible via the web at http://deq12.deq.state.or.us/lasar2/.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #10b	WATER QUALITY CONDITIONS - Percent of monitored stream sites with decreasing trends in water quality.	1992
Goal	PROTECT AND IMPROVE OREGON'S WATER AND AIR: IMPROVE ENVIRONMENTAL HEALTH.	
Oregon Context	As an Oregon Benchmark, this measure is also linked to: 1) Oregon's Statewide Planning Goal 6: air, water, and land resources quality (OAR 660- 015- 00 (06)); and 2) Oregon Shines goal 3: Healthy, sustainable surroundings.	
Data Source	DEQ water quality monitoring data.	
Owner	DEQ Laboratory. Aaron Borisenko, Water Quality Monitoring Manager (503) 693-5723.	

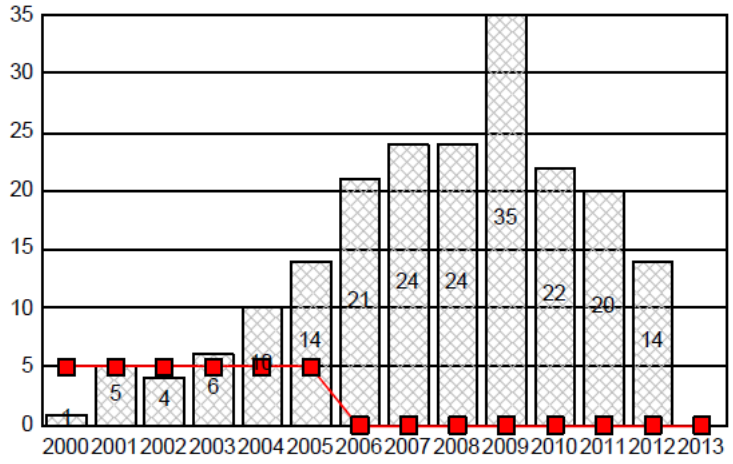
1. OUR STRATEGY

All Water Quality programs at DEQ implement strategies which are intended to maintain and improve overall water quality. This performance measure is linked to two goals: protecting Oregon's water and Oregon's statewide planning goal # 6, to maintain and improve the quality of the air, water and land resources of the state.

KPM10 is a high-level indicator of Oregon's overall water quality conditions and trends. . Many factors influence overall water quality, and some, such as population growth, land use changes and climate change effects, are beyond DEQ's jurisdiction. Also, water quality protection is shared by a number of agencies including the Oregon Department of Forestry, Oregon Department of Agriculture, and federal land managers like the US Forest Service and the Bureau of Land Management.

KPM 10 (a,b,c) is based on the Oregon Water Quality Index. The OWQI combines eight water quality measurements into a single number that tell us about general surface water quality. The index is based on readily available conventional water quality indicators including level of nutrients, fecal bacteria, pH and dissolved oxygen. It does not include toxic chemicals primarily because such data is limited. DEQ annually analyzes data from a network of approximately 130 ambient river monitoring sites and determines trends in water quality based on the most recent ten-year period, known as a ten-year rolling average. DEQ then summarizes data for the entire state. The term "significantly," as used in benchmarks 10a and 10b, refers to statistically significant change at the 80 percent confidence interval. This is a conservative definition which highlights real changes in water quality over time. DEQ further analyzes data from individual monitoring sites with the greatest changes in water quality to determine which of the water quality measurements are driving the water quality changes. The agency also evaluates which watershed activities can explain the changes in water quality. This information helps

KPM10b: Percent of monitored stream sites with decreasing trends in water quality



Data is represented by percent

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

determine the effectiveness of water quality management strategies being implemented by many different jurisdictions. When conducting this analysis, DEQ takes into consideration that with some water quality improvement strategies, such as improving the condition of streamside vegetation, it may take many years before improved water quality conditions is measurable.

2. ABOUT THE TARGETS

The performance measure incorporates three components related to stream water quality: increasing trends, decreasing trends, and streams in good to excellent condition. A greater number of streams with improving rather than declining water quality indicate progress towards the goal of protecting Oregon's water, as does the maintenance or increase of the percentage of stream sites with good to excellent water quality. DEQ maintains a target of zero percent of sites with decreasing water quality to comply with anti-degradation objectives outlined in the federal Clean Water Act and to maintain past environmental gains.

3. HOW WE ARE DOING

In 2010 and 2011 the percentage of sites with declining water quality dropped to 22 percent and 20 percent. In 2012 the percentage of sites with declining water quality dropped even further to 14 percent. In 2012 overall, the percentage of sites with improving water quality exceeded the percentage of sites with declined in quality.

4. HOW WE COMPARE

No industry standards exist. The performance is based on changes in the OWQI at routine river monitoring sites throughout the state. The OWQI is used to describe general stream water quality status and trends. Oregon has been an international leader in the development of the OWQI and many other governments - local, state and international (Canada) - have developed water quality indices based on the OWQI.

5. FACTORS AFFECTING RESULTS

In 2012, the three sites with the largest declines in water quality were located on ambient sites in the Wallowa, the Grande Ronde and John Day watersheds. In general, the decline in water quality at these sites were related to increases in total solids, nitrate, phosphorous and bacteria concentrations. Declining water quality was also found at another 16 sites around the state, although these changes were relatively small. The most common reasons for declining water quality at these sites were increased total solids, nitrate and phosphorus. No common causes for the decline have been determined.

6. WHAT NEEDS TO BE DONE

The data for this benchmark are developed from a network of 128 ambient monitoring sites on the state's major rivers and streams. Analyzing the response of water quality to specific activities and sources of pollution will help to guide future actions. Implementing and periodic update of clean water plans helps improve water quality. Communicating water quality trends with other land management agencies will help to target management actions and program activities moving forward. Finally, DEQ is evaluating new performance measures that would display the link between water quality and the work DEQ does to protect it.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

7. ABOUT THE DATA

Long-term ambient water quality monitoring data are collected in accordance with the Ambient Water Quality Monitoring Network Quality Assurance Project Plan. All data used has met strict data quality requirements. The statistical processes used to analyze the data are documented in the "Annual Water Quality Index Summary Report." DEQ performs analysis on a ten year data set. All DEQ monitoring data are accessible via the web at http://deq12.deq.state.or.us/lasar2/.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #10c	WATER QUALITY CONDITIONS – Percent of monitored stream sites with water quality in good to excellent condition.	1992
Goal	PROTECT AND IMPROVE OREGON'S WATER AND AIR: IMPROVE ENVIRONMENTAL HEALTH.	
Oregon Context	As an Oregon Benchmark, this measure is also linked to: 1) Oregon's Statewide Planning Goal 6: air, water, and land resources quality (OAR 660- 015- 00 (06)); and 2) Oregon Shines goal 3: Healthy, sustainable surroundings	
Data Source	DEQ water quality monitoring data.	
Owner	DEQ Laboratory. Aaron Borisenko, Water Quality Monitoring Manager (503) 693-5723.	

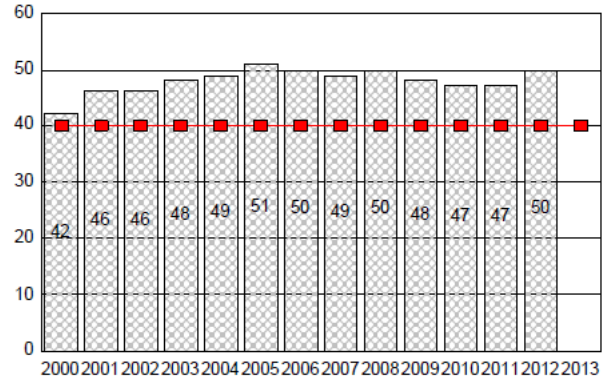
1. OUR STRATEGY

All Water Quality programs at DEQ implement strategies which are intended to maintain and improve overall water quality. This performance measure is linked to two goals: protecting Oregon's water and Oregon's statewide planning goal # 6, to maintain and improve the quality of the air, water and land resources of the state.

. KPM10 is a high level indicator of Oregon's overall water quality conditions and trends. . Many factors influence overall water quality, and some, such as population growth, land use changes and climate change effects, are beyond DEQ's jurisdiction. Also, the protection of water quality is shared by a number of agencies including the Oregon Department of Forestry, Oregon Department of Agriculture, and federal land managers like the U.S. Forest Service and the Bureau of Land Management.

KPM 10 (a,b,c) is based on the Oregon Water Quality Index. The OWQI combines eight water quality measurements into a single number that tell us about general surface water quality.

KPM10c: Percent of monitored stream sites with water quality in good to excellent conditions



Data is represented by percent

It is based on readily available conventional water quality indicators including level of nutrients, fecal bacteria, pH and dissolved oxygen. It does not include toxic chemicals primarily because such data is limited. DEQ annually analyzes data from a network of approximately 130 ambient river monitoring sites and determines trends in water quality based on the most recent ten-year period, known as a ten-year rolling average. DEQ then summarizes data for the entire state. The term "significantly," as used in benchmarks 10a and 10b, refers to statistically significant change at the 80 percent confidence interval. This is a conservative definition which highlights real changes in water quality over time. DEQ further analyzes data from individual monitoring sites with the greatest changes in water quality to determine which of the water quality measurements are driving water quality changes. The agency also evaluates what watershed activities can explain the changes in water quality. This information helps

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

determine the effectiveness of water quality management strategies being implemented by many different jurisdictions. When conducting this analysis, DEQ takes into consideration that with some water quality improvement strategies, such as improving the condition of streamside vegetation, it may take many years before improved water quality conditions are measureable.

2. ABOUT THE TARGETS

The target for benchmark 10 c has not been revised since it was originally developed. Although DEQ has met or exceeded this benchmark for ten years, recent declines in the percentage of good or excellent sites indicate that the target is still reasonable.

3. HOW WE ARE DOING

We find good or excellent water quality at almost half of the sites we routinely monitor. While we are meeting our target for overall water quality condition, over 50 percent of the sites still need improvement and diligence is needed to prevent the improved water quality of some locations from declining. In 2011, 47 percent of the ambient sites had good or excellent water quality, which was the same as 2010. In 2012, we saw a 3 percent improvement, with 50 percent of the ambient sites with good or excellent water quality. Tracking recent gains in future years remains important.

4. HOW WE COMPARE

No industry standards exist. The performance is based on changes in the OWQI at routine river monitoring sites throughout the state. The OWQI is used to describe general stream water quality status and trends. Oregon has been an international leader in the development of the OWQI and many other governments - local, state and international (Canada) - have developed water quality indices based on the OWQI.

5. FACTORS AFFECTING RESULTS

Over the last three years, water quality has been improving. Increases in the percentage of sites with improving water quality in 2012 helped to regain some previous downward trends.

6. WHAT NEEDS TO BE DONE

The data for this benchmark are developed from a network of 128 ambient monitoring sites on the state's major rivers and streams. DEQ needs to continue working with our partners around the state to protect and improve Oregon's waters.

7. ABOUT THE DATA

DEQ collects long term ambient water quality monitoring data in accordance with the Ambient Water Quality Monitoring Network Quality Assurance Project Plan. All data used has met strict data quality requirements. The statistical processes used to analyze the data are documented in the "Annual Water Quality Index Summary Report." DEQ performs analysis on a ten year data set. All DEQ monitoring data are accessible via the web at http://deq12.deq.state.or.us/lasar2/.

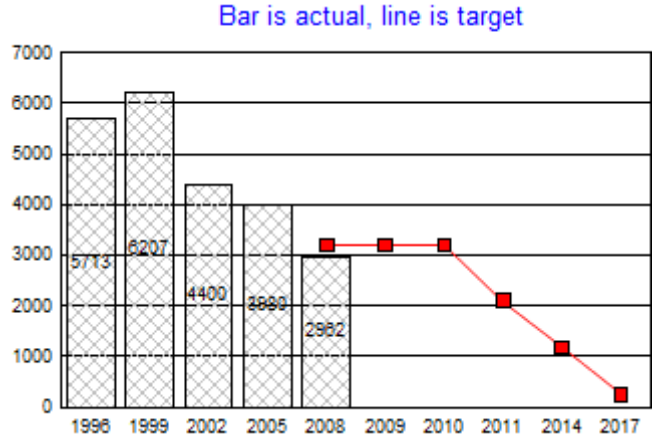
AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #11	AIR QUALITY DIESEL EMISSIONS: Quantity of diesel particulate emissions.	2007
Goal	IMPROVE OREGON'S AIR AND WATER.	
Oregon Context	KPM # 11 (air quality diesel emissions) is also linked to: (1) Oregon Progress Board Benchmark #75a; (2) Oregon Progress Board Benchmark #12a; (3) Oregon Statewide Planning Goal 6: Protecting air, water and land resources; and (4) Oregon Shines Goal 3: Provide healthy, sustainable surroundings.	
Data Source	DEQ air quality emission inventory database. The inventory is resource-intensive to compile and validate. It is updated every three years on a schedule that meets EPA reporting requirements.	
Owner	Air Quality Division, Margaret Oliphant, (503) 229-5687.	

1. OUR STRATEGY

There are approximately 300,000 diesel engines that operate in Oregon each year that will continue to pollute for around 30 years before being retired and replaced with engines subject to strict federal emission standards for new vehicles. DEQ has developed a Clean Diesel Initiative, an education and incentive program to retrofit or replace these older engines. DEQ's focus is fleet outreach to identify specific operational efficiencies and equipment to reduce fuel consumption and diesel pollution. Fleets are encouraged to use cleaner fuels, including biofuels, install advanced exhaust controls and scrap old engines. DEQ seeks federal grant funding to provide the incentives.

KPM11: Quantity of diesel particulate emissions (in tons)



2. ABOUT THE TARGETS

The 2007 Oregon Legislature adopted a goal (ORS 468A.793) to reduce the cancer risk from exposure to diesel particulate to one cancer in a million individuals over a lifetime of exposure by 2017. DEQ has translated this goal into an emissions target of no more than 250 tons of diesel particulate emitted in 2017. Achieving this goal would result in fewer cancer-related deaths per year in Oregon and reduced incidence of other health effects including cardiovascular disease, asthma, bronchitis, chronic obstructive pulmonary disorder and other diseases.

3. HOW WE ARE DOING

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

The measure illustrates that diesel emissions remain at unhealthy levels in Oregon, but that progress has been made. Several fleets have installed advanced exhaust controls on existing vehicles and other projects are underway, including projects on school buses, construction equipment, garbage trucks, transit buses, delivery vehicles and over-the-road trucks. With federal grants and Oregon tax credits, 40-year old engines have been replaced on eleven Columbia River towboats, substantially lowering emissions and fuel consumption. Four truck stops have electrified parking spaces where overnight truckers can enjoy comfortable cabs without idling overnight, and one railroad has installed idle reduction controls on their locomotives, saving significant amounts of fuel and lowering emissions (these engines typically run continuously even when not in use). With assistance from several agencies, an Oregon non-profit organization, Cascade Sierra Solutions, operates showrooms in Oregon, Washington and California that showcase a variety of emission-reduction technologies to over-the-road truckers who operate along the I-5 corridor. This organization also leases auxiliary power units and offers low-cost financing for equipment and engine upgrades. At the current rate of progress, however, Oregon will not meet the diesel emissions target without additional funding or regulatory measures.

4. HOW WE COMPARE

Although the National-scale Air Toxics Assessment covers all states, state-to-state comparisons are misleading and not recommended. Each state produces its own inventory of emissions based on methods unique to that state, so differences in risk among states can be artifacts of different methodologies. While EPA attempts to harmonize the data and develop a national estimate of health risk by state, it lacks reliability for comparison purposes among states.

Since diesel fuel consumption in Oregon is slightly higher per capita than other states and the fleet is slightly older than the national average, exposure to the harmful effects of diesel exhaust is likely to be slightly higher than the national average. In both California and Washington, multi-million dollar financial assistance programs for public and private fleets have been in place to support cleaner engine repowers and exhaust control upgrades for at least the past seven years. California has also adopted a program to phase-in requirements for using cleaner diesel fuel, scrapping old engines (displacement of old California engines to Oregon and other states may be occurring), repowering with cleaner engines and upgrading the exhaust control systems on existing in-use diesel vehicles and equipment.

5. FACTORS AFFECTING RESULTS

The rising cost of diesel fuel has stimulated interest among fleets to improve their fuel economy and shift to lower cost fuels like natural gas. For others, environmental credibility is important. However, these factors alone are not likely to achieve the overall public health benchmark. Aside from using less fuel, installing advanced exhaust controls is the most cost effective approach to reduce diesel emissions. However, it is difficult for many businesses to justify investing up to $10,000 per device, per vehicle, when the primary benefit of the investment is public health. This is why financial assistance is crucial to incenting engine owners to install the best solution to reduce diesel particulate matter.

In 2007, the Legislature provided $1.5 million of state and federal funds, as well as tax credits, for clean diesel projects. The economic downturn placed extraordinary pressures on the state budget, resulting in a rescission of about 20 percent of the General Fund appropriated for clean diesel grants in the 2007-2009 biennium and elimination of General Fund support in the 2009-2011 biennium. Meanwhile, the federal economic stimulus (American Recovery and Reconciliation Act) provided $1.7 million for clean diesel upgrade projects in municipal, school bus and transit fleets in the Portland area and in Klamath, Deschutes, Marion, Polk and Lane counties. Once the ARRA projects are completed, the only funding for diesel projects will be annual federal diesel grants averaging about $190,000 per year. State tax credits expired at the end of 2011. The loss of funding for incentive programs will result in slower progress toward the target and legislative goal.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

6. WHAT NEEDS TO BE DONE

Meeting the target will require collaboration among DEQ, other state agencies, local governments, health agencies and private partners throughout the state. Although emissions will be reduced over time as a result of fleet turnover with cleaner new engines, DEQ's projections show that even by 2026 the estimated cancer risk will still be five times over the target. To meet the one in a million cancer risk target in 2017 requires a reduction of about 140 tons of diesel particulate each year in addition to the declines that will occur from normal fleet turnover. A preliminary estimate of reductions from the current level of activity is around 18 tons per year.

Additional funding is required to achieve the target if Oregon relies solely on voluntary measures. Oregon could also consider regulatory approaches, although these would also be difficult to implement without financial assistance programs. In addition, the Environmental Quality Commission lacks authority to set emission limits for non-highway diesel engines, such as construction equipment. DEQ will continue to aggressively search for opportunities to establish partnerships to advance projects that can be supported with available federal funds.

At the request of the 2009 Legislature, DEQ convened a study workgroup to consider strategies to reduce greenhouse gas emission from over the road heavy and medium duty trucks by improving efficiency and reducing unnecessary long-duration idling. In addition to reducing greenhouse gas emissions, implementation of these strategies would result in emission reductions of diesel particulate. In 2011, DEQ proposed legislation to implement the reduction strategies but the legislation was unsuccessful.

7. ABOUT THE DATA

This data is from an assessment of all air pollutants from all sources in the state that is compiled every three years. The 2008 calendar year is the latest available for this report. The inventory is made according to methods determined by EPA and used by state and local air quality agencies nationwide. Extensive quality assurance procedures ensure data quality. The 2011 inventory will be published by fall 2013, following the completion of data collection, quality assurance and quality checking procedures.

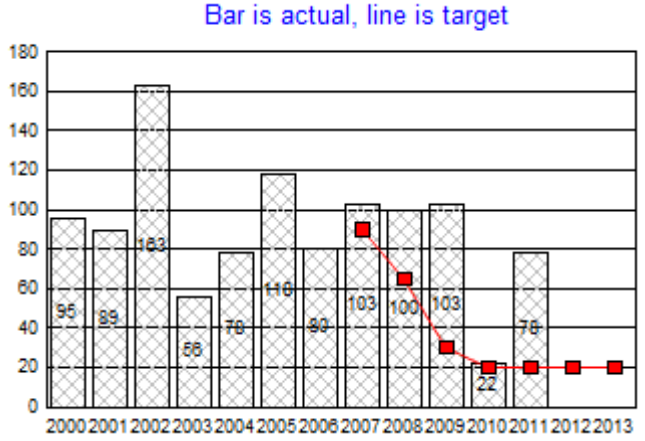
AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #12a	AIR QUALITY CONDITIONS - National Standards: Number of days when air is unhealthy for sensitive groups.	1992
Goal	IMPROVE OREGON'S AIR AND WATER.	
Oregon Context	KPM # 12a (air quality conditions) is also linked to: (1) Oregon Progress Board Benchmark #75a; (2) Oregon Statewide Planning Goal 6: Protecting air, water and land resources; and (3) Oregon Shines Goal 3: Provide healthy, sustainable surroundings.	
Data Source	DEQ air quality monitoring database.	
Owner	Air Quality Division. Margaret Oliphant, (503) 229-5687.	

1. OUR STRATEGY

There are three elements in DEQ's strategy to improve and protect Oregon's air quality.1) In communities where air pollution levels do not meet the health-based national air standards (non-attainment areas), DEQ analyzes the air quality and works with local advisory committees to develop plans to meet the federal standards. To gain EPA approval, these plans must include a demonstration that permanent and enforceable measures will result in attainment of the standard by federal deadlines. 2) In communities where the levels are close to exceeding the national standards, DEQ works with the community to reduce existing sources of air pollution to protect public health and prevent violations of federal standards. 3) DEQ develops and implements statewide air quality improvement initiatives to reduce emissions from specific source categories (e.g. industrial factories, old polluting residential wood stoves, diesel engines and open burning) that will improve air quality for all Oregonians. This includes implementation of federal measures, as well as development of voluntary and mandatory state measures to address Oregon-specific air pollution problems.

KPM12a: Air Quality – National Standards
Number of days when air is unhealthy for sensitive groups



Data is represented by number

2. ABOUT THE TARGETS

DEQ strives to fully protect public health from outdoor air pollution. Oregon Benchmark #75 has been the primary measure of air quality in Oregon for many years, tracking the percent of time Oregon's air quality meets federal health-based standards. Initially, the measure was based on the number of communities violating federal air quality standards. However, this did not allow DEQ to track gradual improvement or worsening of air quality, and resulted in swings in results when the administrative step of designating an area as "attainment" or "non-attainment occurred. The measure was revised in 2006 to reflect the annual trend in actual air quality for both sensitive individuals and the general population. KPM 12a

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

indicates the number of days that sensitive groups of Oregonians (e.g. children and asthmatics) breathe air that exceeds the federal health-based air quality standards for particulate matter, ozone (smog) and four other air pollutants. Reducing the number of unhealthy air days for sensitive population by half over the next five years is one of the outcomes of the Healthy Environment 10 Year Plan for Oregon and DEQ's target for the longer term is to eliminate unhealthy air days and, in the process, return Oregon to compliance with federal standards.

3. HOW WE ARE DOING

Statewide, the number of days that were unhealthy for sensitive groups increased from 22 days in 2010 to 78 days in 2011, as cold stagnant weather worsened fine particulate air pollution. Thirteen communities had unhealthy air days but the three communities that currently violate the federal standard for fine particulate experienced the most days. Lakeview experienced 18 days while Oakridge had 15 and Klamath Falls had 11 days that were unhealthy for their most sensitive citizens.
This measure illustrates that the air is unhealthy for sensitive groups to breathe in many Oregon cities on many individual days. The majority of the unhealthy air days are caused by elevated fine particulate levels resulting from woodstoves and other combustion sources.

Klamath Falls provides a good example of a success story and on-going challenge in meeting air quality standards. Prior to the 2008-09 winter heating season, DEQ and its local partners carried out an extensive public education effort to encourage residents to reduce emissions from residential wood heating. The community also continued to implement several wood smoke reduction strategies including local ordinances for wood heating restrictions on poor ventilation days. Thanks to these efforts, unhealthy days for sensitive people in Klamath Falls have declined in the past three years. For example, the 2009-2011 average number of unhealthy days for sensitive people was nine per year, whereas the 2006-2008 three year average was 22 days per year. Klamath Falls remains in violation of fine particulate standards and DEQ has proposed a new plan designed to bring it into compliance in the next few years.

Oregon has made great progress in improving air quality, and thanks to a variety of federal, state and local emission reduction measures, all areas of the state were meeting federal standards by the mid-1990s. However, there are still numerous individual days when the air is unhealthy to breathe for sensitive individuals, and DEQ has continued to work to protect public health. One significant challenge is the ever increasing stringency of national ambient air quality health standards promulgated by EPA. Over the past 30 years these standards have become progressively more stringent and protective of public health as more and more medical research confirms the link between air pollution and harmful health effects. In 2006, EPA tightened the standards for fine particulate matter based on the most recent health studies at the time. In Oregon, Klamath Falls and Oakridge violated the new standard and were designated as "non-attainment" (not in compliance with standards) by EPA necessitating emissions reduction planning. Lakeview is currently not meeting the fine particulate standard but has yet to be officially designated nonattainment by EPA, and several more communities are at risk of future violations. Nonattainment status has both significant public health and economic consequences for these communities. DEQ is working with these communities to restore healthy air quality and rescind their nonattainment designations under the Clean Air Act. DEQ's strategy for working with these communities must also be forward thinking, as EPA is contemplating additional changes to national air quality health standards for fine particulate and ozone (smog) in the 2012 to 2014 timeframe based on new health research.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

4. HOW WE COMPARE

The U.S. Environmental Protection Agency maintains a national database that allows comparison of Oregon data to Washington and Idaho for unhealthy air days. However, Oregon has updated its unhealthy air day calculation based on the 2006 fine particulate standard while other states have not changed their calculation method (see About the Data below). The measure will be comparable again in coming years when other states update their measures to include the new federal standards.

5. FACTORS AFFECTING RESULTS

As scientific understanding of the relationship between air quality and people's health has improved, EPA has been re-evaluating several of the national health-based air quality standards. EPA plans to make changes to the fine particulate (PM2.5) standard by the end of 2012 and is scheduled to issue a new ozone standard in 2013 or 2014. The new standards reflect advancing health information, and indicate that additional people are at risk from air pollution. In Oregon, our reliance on burning for heat and for waste disposal – along with increasing motor vehicle use, consumer and commercial activities and industrial emissions – are the primary causes of unhealthy air. Weather patterns, especially poor ventilation days in winter, and natural events, such as wildfires, can be significant factors resulting in poor air quality.

6. WHAT NEEDS TO BE DONE

Reducing the number of days sensitive populations are exposed to air pollution exceeding federal standards represents a longer-term challenge. Many communities experience polluted days due to weather conditions (winter cold with inversions and summer heat with stagnation) as well as wildfires and prescribed burning. DEQ's strategy is to reduce emissions from the primary contributors (cleaner wood stoves, cleaner cars, cleaner fuels, etc.) and to curtail emissions during weather events (winter no burn days, summer air advisories). DEQ also partners with the Oregon Department of Forestry to improve smoke management to minimize smoke impacts while reducing the risk of wildfire through prescribed burning.

Meeting the targets will require collaboration among DEQ, other state agencies, local governments, health agencies, the public and other partners. DEQ is exploring ways to better support local air quality programs in nonattainment areas. New efforts to provide incentives for the replacement of old, polluting woodstoves would be very helpful to communities across Oregon and would offer a better long term solution to reducing the health risks from wintertime smoke pollution. DEQ has had great success with these types of stove replacement programs in the past; however, funding for such programs is sporadic and dependent on federal grants; therefore, communities across the state would benefit from the creation of a stable, long-term funding source for woodstove replacement, especially for low income wood burning households.

New federal and state standards for cars, trucks, construction equipment, and their fuels will reduce emissions. Further reductions from gasoline engines (for example, cars and lawn equipment), fuel distribution and commercial processes are also needed. For some pollutants in some areas, further reductions in industrial emissions will also be needed. By identifying local problems through air monitoring and developing localized emission reduction strategies (such as the Klamath Falls Attainment Plan); DEQ can provide the best air quality improvements for Oregonians.

7. ABOUT THE DATA

This data is collected from monitoring sites throughout the state and is available through the DEQ website. The data is available for any timeframe, and is summarized by calendar year for this report. Measurements are made according to methods determined by EPA and used by

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

state and local air quality agencies nationwide. Extensive quality assurance procedures ensure data quality. However, a significant limitation on this database is the number and location of monitoring sites. In addition, EPA revised the fine particulate standard in the fall of 2006 but has not yet adjusted the Air Quality Index that provides the basis for the unhealthy days designation. In this report, DEQ has based the count of unhealthy days for sensitive groups for all years on measured levels above the most current national ambient air quality health standards, including the tougher 2006 fine particulate standard.

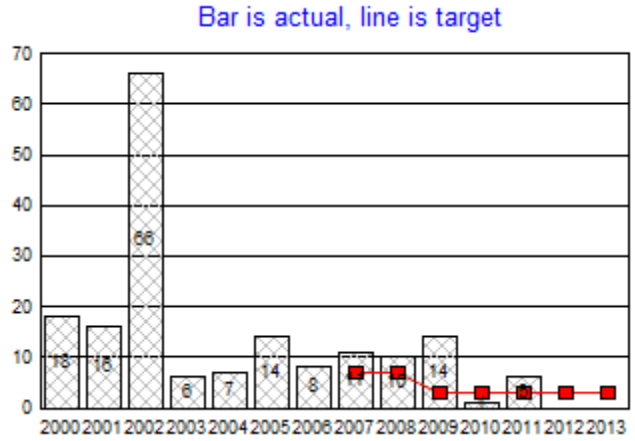
AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #12b	AIR QUALITY CONDITIONS - National Standards: Number of days when air is unhealthy for all groups.	2006
Goal	IMPROVE OREGON'S AIR AND WATER.	
Oregon Context	KPM # 12b (air quality conditions) is also linked to: (1) Oregon Progress Board Benchmark #75b (2) Oregon Statewide Planning Goal 6: Protecting air, water and land resources; and (3) Oregon Shines Goal 3: Provide healthy, sustainable surroundings.	
Data Source	DEQ air quality monitoring database.	
Owner	Air Quality Division. Margaret Oliphant, (503) 229-5687.	

1. OUR STRATEGY

There are three elements in DEQ's strategy to improve and protect Oregon's air quality.1) In communities where air pollution levels do not meet the health-based national air standards (non-attainment areas), DEQ analyzes the air quality and works with local advisory committees to develop plans to meet the federal standards. To gain EPA approval, these plans must include a demonstration that permanent and enforceable measures will result in attainment of the standard by federal deadlines. 2) In other communities where the levels are close to exceeding the national standards, DEQ works with the community to reduce existing sources of air pollution to protect public health and prevent violations of federal standards. 3) DEQ develops and implements statewide air quality improvement initiatives to reduce emissions from specific source categories (e.g. industrial factories, old polluting residential wood stoves, diesel engines, and open burning) that will improve air quality for all Oregonians. This includes implementation of federal measures, as well as development of voluntary and mandatory state measures to address Oregon-specific air pollution problems.

KPM12b: Air Quality – National Standards Number of days when air is unhealthy for all groups



Data is represented by number

2. ABOUT THE TARGETS

DEQ strives to fully protect public health from outdoor air pollution. Oregon Benchmark #75 has been the primary measure of air quality in Oregon for many years, tracking the percent of time Oregon's air quality meets federal health-based standards. Initially, the measure was based on the number of communities violating federal air quality standards. However, this did not allow DEQ to track gradual improvement or worsening of air quality, and resulted in swings in results when the administrative step of designating an area as "attainment" or "non-attainment occurred. The measure was revised in 2006 to reflect the annual trend in actual air quality for both sensitive individuals and the general population. KPM 12b

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

measures the number of days when the outdoor air far exceeds the federal health-based air quality standards for particulate matter, ozone (smog) and four other air pollutants. Reducing the number of unhealthy air days by half over the next five years is one of the outcomes of the Healthy Environment 10 Year Plan for Oregon and DEQ's target for the longer term is to eliminate unhealthy air days and, in the process, return Oregon to compliance with federal standards.

3. HOW WE ARE DOING

Wintertime inversions coupled with woodstove smoke cause the majority of the unhealthy days. In 2011, two communities experienced unhealthy air days for the population in general, with Lakeview having 5 days and La Grande 1 day.

This measure indicates that air quality is unhealthy for the general population on some days in some places. The majority of the unhealthy air days are caused by elevated fine particulate levels resulting from woodstoves and other combustion sources.

Oregon has made great progress in improving air quality, and thanks to a variety of federal, state and local emission reduction measures, all areas of the state were meeting federal standards by the mid-1990s. However, there have continued to be individual days when the air is unhealthy to breathe for all groups, and DEQ has continued to work to protect public health. One significant challenge is the ever increasing stringency of national ambient air quality health standards promulgated by EPA. Over the past 30 years, these standards have become progressively more stringent and protective of public health as more and more medical research confirms the link between air pollution and harmful health effects. In 2006, EPA tightened the standards for fine particulate matter based on the most recent health studies at the time. In Oregon, Klamath Falls and Oakridge violated the more stringent standard and were designated as “non-attainment” (i.e. not in compliance with standards) by EPA necessitating emissions reduction planning. Lakeview is currently not meeting the standard, but has yet to be officially designated nonattainment by EPA, and several more communities are at risk of future violations. Nonattainment status has both significant public health and economic consequences for these communities. DEQ is working with these communities to restore healthy air quality and rescind their nonattainment designations under the Clean Air Act. DEQ’s strategy for working with these communities must be forward thinking as well, as EPA is contemplating additional changes to national air quality health standards for fine particulate and ozone (smog) in the 2012 to 2014 timeframe based on new health research.

4. HOW WE COMPARE

The U.S. Environmental Protection Agency maintains a national database that allows comparison of Oregon data to Washington and Idaho for unhealthy air days. However, Oregon has updated its unhealthy air day calculation based on the 2006 fine particulate standard while other states have not changed their calculation method (see About the Data below). The measure will be comparable again in coming years when other states update their measures to include the new federal standards.

5. FACTORS AFFECTING RESULTS

As scientific understanding of the relationship between air quality and people's health has improved, EPA has been re-evaluating several of the national health-based air quality standards. EPA plans to make changes to the fine particulate (PM2.5) standard by the end of 2012 and is scheduled to issue a new ozone standard in 2013 or 2014. The new standards reflect advancing health information, and indicate that additional people are at risk from air pollution. In Oregon, our reliance on burning for heat and for waste disposal – along with increasing motor vehicle use, consumer and commercial activities and industrial emissions – are the primary causes of unhealthy air. Weather patterns, especially poor ventilation days in winter, and natural events, such as wildfires, can be significant factors resulting in poor air quality.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

6. WHAT NEEDS TO BE DONE

DEQ's strategy to reduce the number of unhealthy air days is to reduce emissions from the primary contributors (cleaner wood stoves, cleaner cars, cleaner fuels, etc.) and to curtail emissions during weather events (winter no burn days, summer air advisories). Meeting the targets will require collaboration among DEQ, other state agencies, local governments, health agencies, the public, and other partners. DEQ is exploring ways to better support local air quality programs in nonattainment areas. New efforts to provide incentives for the replacement of old, polluting woodstoves would be very helpful to communities across Oregon and would offer a better long term solution to reducing the health risks from wintertime smoke pollution. DEQ has had great success with these types of stove replacement programs in the past; however, funding for such programs is sporadic and dependent on federal grants; therefore, communities across the state would benefit from the creation of a stable, long-term funding source for woodstove replacement, especially for low income wood burning households.

New federal and state standards for cars, trucks, construction equipment, and their fuels will reduce emissions. Further reductions from gasoline engines (for example, cars and lawn equipment), fuel distribution and commercial processes are also needed. For some pollutants in some areas, further reductions in industrial emissions will also be needed. By identifying local problems through air monitoring and developing localized emission reduction strategies (such as the Klamath Falls Attainment Plan); DEQ can provide the best air quality improvements for Oregonians.

7. ABOUT THE DATA

This data is collected from monitoring sites throughout the state and is available through the DEQ website. The data is available for any timeframe, and is summarized by calendar year for this report. Measurements are made according to methods determined by EPA and used by state and local air quality agencies nationwide. Extensive quality assurance procedures ensure data quality. However, a significant limitation on this database is the number and location of monitoring sites. In addition, EPA revised the fine particulate standard in the fall of 2006 but has not yet adjusted the Air Quality Index that provides the basis for the unhealthy days designation. In this report, DEQ has based the count of unhealthy days for all years on measured levels above the most current national ambient air quality health standards, including the tougher 2006 fine particulate standard.

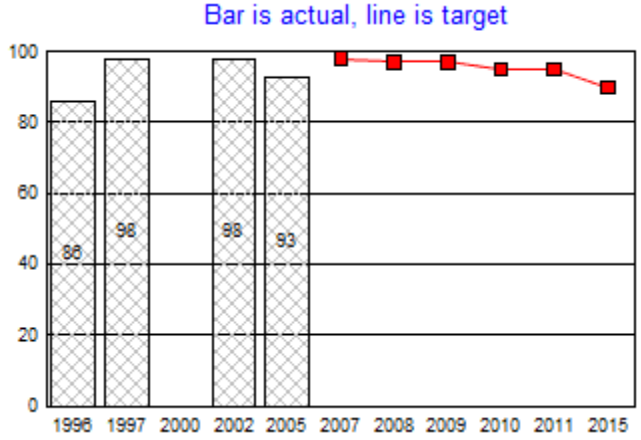
AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #13a	AIR QUALITY - AIR TOXICS - Percent of Oregonians at risk from toxic air pollutants that contribute to cancer.	2007
Goal	PROTECT PEOPLE AND THE ENVIRONMENT FROM TOXICS.	
Oregon Context	OBM # 76a (air quality conditions) is also linked to: (1) Oregon Progress Board Benchmark #76b; (2) Oregon Statewide Planning Goal 6: Protecting air, water and land resources; and (3) Oregon Shines Goal 3: Provide healthy, sustainable surroundings.	
Data Source	DEQ air pollution inventory and EPA National-scale Air Toxics Assessment.	
Owner	Air Quality Division. Margaret Oliphant, (503) 229-5687.	

1. OUR STRATEGY

There are three elements in DEQ's strategy to reduce Oregonians' exposure to toxic air pollutants. 1) DEQ works to reduce air toxics from categories of emission sources statewide. This includes implementation of federal emission standards, as well as development and implementation of Oregon-specific air toxics measures. Many of these measures are designed to provide benefits to more than one type of pollutant. For example, DEQ's measures to reduce emissions from diesel engines and residential wood combustion reduce both air toxics and fine particulate pollution. 2) DEQ developed an innovative approach to address the cumulative risk from all sources of air toxics within a geographic area. The Portland Air Toxics Solutions project was DEQ's first attempt to craft a comprehensive emissions reductions strategy to reduce risk from all air toxics to levels below health benchmarks. 3) DEQ also implements source-specific measures needed to reduce air toxics risks from individual industrial sources. Most significantly, this has included measures to reduce mercury emissions from Oregon's two largest mercury emission sources.

KPM13a: Air Quality – Percent of Oregonians at risk from toxic air pollutants that contribute to cancer



Data is represented by percent

2. ABOUT THE TARGETS

DEQ strives to fully protect public health from outdoor air pollution. Benchmark number 13a is designed to track progress in reducing risk from toxic air pollutants that cause cancer. The measure is based on a representative group of air toxics, known as polycyclic aromatic hydrocarbons. The target is the percentage of Oregonians exposed to air toxics concentrations that would result in 10 or more excess cancers per million individuals after a lifetime of exposure. Because most Oregonians are exposed to air toxics concentrations above this level and because reductions in air toxics will take considerable time, the target for 2011 was set at 95 percent.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

3. HOW WE ARE DOING

This measure shows that air toxics pose a significant risk of cancer to almost all Oregonians. Data for this measure comes from the National-scale Air Toxics Assessment, which EPA develops periodically using states' emission data. The latest NATA is for 2005 and it estimates that polycyclic aromatic hydrocarbons declined from 2002, but continue to show serious cancer risk. Some of the improvement in the 2005 NATA may be due to improvements to the emission data used in the assessment. These results indicate that federal air toxics reduction measures are not sufficient, and that additional state and federal strategies are needed to reduce risk to acceptable levels in Oregon.

4. HOW WE COMPARE

Although the National-scale Air Toxics Assessment covers all states, state-to-state comparisons are misleading and not recommended. Each state produces its own inventory of emissions based on methods unique to that state, so differences in risk among states can be artifacts of different methodologies. While EPA attempts to harmonize the data and develop a national estimate of health risk by state, it lacks reliability for comparison purposes among states.

5. FACTORS AFFECTING RESULTS

The data supporting this measure originates with a comprehensive inventory of air pollution sources conducted by DEQ every three years. EPA uses DEQ's inventory to predict toxic air pollutant concentrations and associated health threats. The results from one year cannot be definitively compared to a previous year since inventory and calculation methods are continuing to improve and a difference could be a result simply of a change in method. The risk assessment can also change from one analysis to the next because it relies on constantly improving information about pollutant toxicity. In Oregon, the reliance on burning for heat and for waste disposal, along with increasing motor vehicle and engine use, are the primary sources of toxic air pollution. Forestry and agricultural burning in rural areas also contribute, and industry is a major contributor of some toxic air pollutants. Weather patterns, such as winter-time stagnation and natural events, such as wildfires, can be significant factors resulting in high air toxics concentrations.

6. WHAT NEEDS TO BE DONE

A number of new federal and state standards have been adopted and implemented for categories of small businesses that collectively release significant amounts of air toxics statewide. However, meeting the targets will require collaboration among DEQ, other state agencies, local governments, health agencies, the public, and other partners. The Portland Air Toxics Solutions project is a groundbreaking effort to develop data and work with stakeholders to craft a comprehensive emissions reductions strategy that will protect public health from air toxics throughout the Portland region. Possible strategies to reduce air toxics risk could include reducing emissions from woodstoves, cars and trucks, construction equipment and industrial metals facilities. Focused strategies in some localized areas of Portland could also be used to address high concentrations of air toxics caused by a unique mix of localized sources. Lessons learned in Portland could be implemented throughout the state.

7. ABOUT THE DATA

This data originates with a comprehensive inventory of air pollution sources done by DEQ every three years. These inventories are done on a calendar year basis; the last one was in 2005. EPA uses DEQ's inventory data to predict toxic air pollutant concentrations and the associated health threat using sophisticated modeling techniques. These methods are well-documented and include substantial quality control, but take time

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

to produce results. EPA's last published analysis was released in 2010 using data from the 2005 calendar year. The next data will be for 2008 and the release date is unknown.

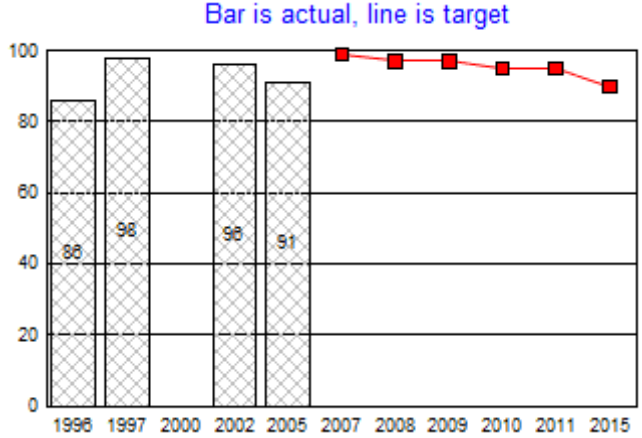
AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #13b	AIR QUALITY - AIR TOXICS - Percent of Oregonians at risk from toxic air pollutants that contribute to respiratory problems and other non-cancer health effects.	2007
Goal	PROTECT PEOPLE AND THE ENVIRONMENT FROM TOXICS.	
Oregon Context	KPM # 13b (air quality conditions) is also linked to: (1) Oregon Progress Board Benchmark #76b; (2) Oregon Statewide Planning Goal 6: Protecting air, water and land resources; and (3) Oregon Shines Goal 3: Provide healthy, sustainable surroundings.	
Data Source	DEQ air pollution inventory and EPA National-scale Air Toxics Assessment.	
Owner	Air Quality Division. Margaret Oliphant, (503) 229-5687.	

1. OUR STRATEGY

There are three elements in DEQ's strategy to reduce Oregonians' exposure to toxic air pollutants. 1) DEQ works to reduce air toxics from categories of emission sources statewide. This includes implementation of federal emission standards, as well as development and implementation of Oregon-specific air toxics measures. Many of these measures are designed to provide benefits to more than one type of pollutant. For example, DEQ's measures to reduce emissions from diesel engines and residential wood combustion reduce both air toxics and fine particulate pollution. 2) DEQ developed an innovative approach to address the cumulative risk from all sources of air toxics within a geographic area. The Portland Air Toxics Solutions project was DEQ's first attempt to craft a comprehensive emissions reductions strategy to reduce risk from all air toxics to levels below health benchmarks. 3) DEQ also implements source-specific measures needed to reduce air toxics risks from individual industrial sources. Most significantly, this has included measures to reduce mercury emissions from Oregon's two largest mercury emission sources.

KPM13b: Air Quality – % of Oregonians at risk from toxic air pollutants that contribute to respiratory problems



2. ABOUT THE TARGETS

DEQ strives to fully protect public health from outdoor air pollution. Benchmark number 13b is designed to track progress in reducing risk from toxic air pollutants that contribute to respiratory problems and other non-cancer health effects. The measure is based on a representative pollutant, acrolein, which causes serious respiratory disease. The target is the percentage of Oregonians exposed to air toxics concentrations that would result

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

in ten or more excess respiratory problems per million individuals after a lifetime of exposure. Because most Oregonians are exposed to air toxics concentrations above this level and because reductions in air toxics will take considerable time, the target for 2011 was set at 95 percent.

3. HOW WE ARE DOING

This measure shows that air toxics pose a significant risk of respiratory and other non-cancer health effects to almost all Oregonians. Data for this measure comes from the National-scale Air Toxics Assessment, which EPA develops periodically using states' emission data. The latest NATA was for 2005 and it estimates that acrolein declined from 2002, but continues to show serious respiratory disease risk. Some of the improvement in the 2005 NATA may be due to improvements to the emission data used in the assessment. However, the results still indicate that federal air toxics reduction measures are not sufficient, and that additional state and federal strategies are needed to reduce risk to acceptable levels in Oregon.

4. HOW WE COMPARE

Although the National-scale Air Toxics Assessment covers all states, state-to-state comparisons are misleading and not recommended. Each state produces its own inventory of emissions based on methods unique to that state, so differences in risk among states can be artifacts of different methodologies. While EPA attempts to harmonize the data and develop a national estimate of health risk by state, it lacks reliability for comparison purposes among states.

5. FACTORS AFFECTING RESULTS

The data supporting this measure originates with a comprehensive inventory of air pollution sources conducted by DEQ every three years. EPA uses DEQ's inventory to predict toxic air pollutant concentrations and associated health threats. The results from one year cannot be definitively compared to a previous year since inventory and calculation methods are continuing to improve and a difference could be a result simply of a change in method. The risk assessment can also change from one analysis to the next because it relies on constantly improving information about pollutant toxicity. In Oregon, the reliance on burning for heat and for waste disposal, along with increasing motor vehicle and engine use, are the primary sources of toxic air pollution. Forestry and agricultural burning in rural areas also contribute, and industry is a major contributor of some toxic air pollutants. Weather patterns, such as winter-time stagnation and natural events, such as wildfires, can be significant factors resulting in high air toxics concentrations.

6. WHAT NEEDS TO BE DONE

A number of new federal and state standards are being adopted and implemented for categories of small businesses that collectively release significant amounts of air toxics statewide. However, meeting the targets will require collaboration among DEQ, other state agencies, local governments, health agencies, the public and other partners. The Portland Air Toxics Solutions project was a unique attempt to work with these groups to craft a comprehensive emissions reductions strategy that will protect public health from air toxics throughout the Portland region. Possible strategies to reduce air toxics risk could include reducing emissions from industrial sources, woodstoves, open burning, gasoline distribution, diesel engines (such as trucks, construction equipment, trains and marine vessels) and other sources of combustion. Focused strategies in some localized areas of Portland may also be needed to address high concentrations of air toxics caused by a unique mix of localized sources. Lessons learned in Portland could be implemented throughout the state.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

7. ABOUT THE DATA

This data originates with a comprehensive inventory of air pollution sources done by DEQ every three years. These inventories are done on a calendar year basis; the last one was in 2005. EPA uses DEQ's inventory data to predict toxic air pollutant concentrations and the associated health threat using sophisticated modeling techniques. These methods are well-documented and include substantial quality control, but take time to produce results. EPA's last published analysis was released in 2010 using data from the 2005 calendar year.

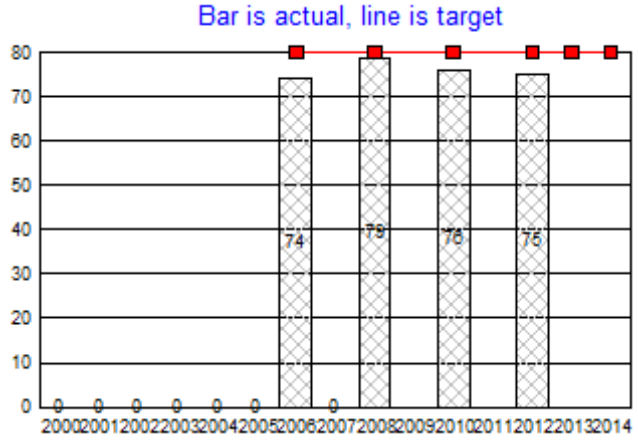
AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #14	ERT: Percent of local participants who rank DEQ involvement in Economic Revitalization Team process as good to excellent.	2006
Goal	PROVIDE EXCELLENCE.	
Oregon Context	There are no Oregon Benchmarks or High Level Outcomes related to this measure, but participating in ERT/RST is a priority for DEQ.	
Data Source	Customer service survey results provided by Regional Solutions Team (RST), Regional Solutions Customer Satisfaction Survey Final Report 2012.	
Owner	DEQ ERT/RST Representative, Mary Camarata, (541) 687-7435	

1. OUR STRATEGY

The Governor's Economic Revitalization Team (reorganized as Regional Solutions Team) conducts a survey to measure customer satisfaction with ERT/RST service once every two years (the first survey was conducted in 2006). The 2012 survey was completed by an eSurvey tool. However, the instrument surveyed a modified group of customers in 2012. It included advisory committee members, county commissioners, and city mayors/managers/recorders. Out of 694 customers surveyed, about 100 responded. Of the 100 respondents, 57 completed the question about DEQ's involvement - if their project involved environmental permitting or other environmental quality issues. Survey questions measure RST participants' perception of the involvement of four partner ERT/RST agencies which include DEQ, Oregon Department of State Lands, Oregon Department of Land Conservation and Development and Oregon Department of Transportation. The 2012 survey criteria on agency involvement was based on the following question: "How do you rate the Oregon Department of Environmental Quality's involvement in the Regional Solutions process?" The desired outcome is the highest percentage of responses rating DEQ's performance as good to excellent.

KPM14: Percent of local participants who rank DEQ involvement in Economic Revitalization Team process as good to excellent



Data is represented by percent

2. ABOUT THE TARGETS

DEQ's target is 80 percent of the respondents rating our involvement in ERT/RST projects as good to excellent.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

3. HOW WE ARE DOING

DEQ has been receiving a consistent ranking between 74 and 79 percent. In 2012 we received a 75 percent, which is 1 percent lower than in the 2010 survey. DEQ hasn't yet reached its 80 percent target, but the agency continues to receive high rankings in the good to excellent categories.

4. HOW WE COMPARE

DEQ received the second ranking amongst the four partner agencies (DEQ, DSL, DLCD and ODOT). The rankings for the four agencies ranged from 57 to 82 percent.

5. FACTORS AFFECTING RESULTS

In January 2011 the ERT program was reorganized to include Regional Solution Centers located at or near colleges, and advisory committees throughout the state. Not all ERT staff transitioned to the Regional Solution Centers and not all appointed advisory committee members continued. The participating members of the Regional Solutions Teams went from 10 to five agencies - DEQ, DLCD, ODOT, Oregon Business, and Oregon Housing and Community Services. The survey covered one year under the ERT program and one year under the newly-established RST program. Also, the list of survey recipients was modified in 2012. These changes may have impacted survey results and conclusions drawn from those results.

6. WHAT NEEDS TO BE DONE

The ERT/RST agencies need to continue working together with local communities to solve problems and help them achieve goals. The ERT/RST model has proven effective in doing this and local leaders are supportive and appreciative of the state's coordination. The survey results indicate that DEQ is a strong participant in RST. We understand the importance of working with other state and federal agencies to better serve communities and businesses in the future.

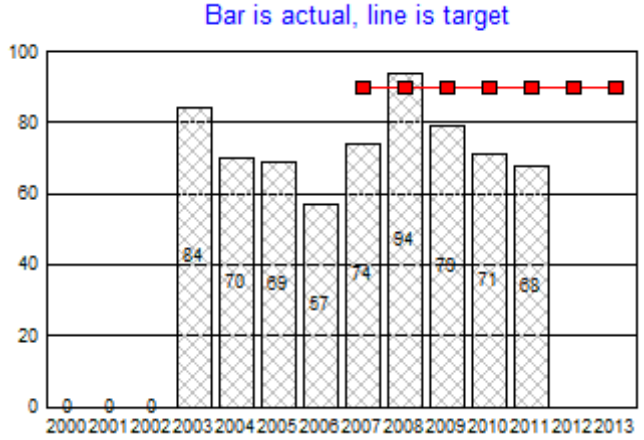
7. ABOUT THE DATA

This data is found in the Regional Solutions Customer Satisfaction Survey Final Report 2012, completed July 9, 2012, and is available from the Governor's ERT/RST office.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #15	PERMIT TIMELINESS: Percent of Title V operating permits issued with the target period.	2007
Goal	IMPROVE OREGONS AIR AND WATER.	
Oregon Context	KPM #15 links to: (1) Oregon's Statewide Planning Goal 6: Air, water and land resources quality (OAR 660-015-00 (06)), (2) Oregon Shines Goal 1: Quality jobs for all Oregonians, and (3) Oregon Shines Goal 3: Healthy, sustainable surroundings.	
Data Source	DEQ Air Quality Permit Tracking database.	
Owner	DEQ Air Quality Program. Margaret Oliphant, (503) 229-5687.	

KPM15: Air Quality Permit Timeliness: Title V Permits issued within Target



Data is represented by percent

1. OUR STRATEGY

DEQ issues air quality operating permits to Oregon's largest industrial facilities that are regulated under federal permit requirements contained in Title V of the federal Clean Air Act. DEQ manages air quality permitting resources to ensure that time critical permits are a high priority. In addition, DEQ invests in process improvements to create efficiencies and reduce the staff time required to issue permits.

2. ABOUT THE TARGETS

Processing targets for Title V permits range from 60 days to 365 days depending on the permit category and complexity. All targets include the time necessary for a public notice period during which citizens can comment on the permit and request a public hearing. It is federally required and important that the public has this opportunity to participate in a review process and help DEQ to ensure protection of public health. Although Title V permit timeliness was added as a Key Performance Measure in 2007, DEQ has provided permit timeliness data from 2004 onward to illustrate performance over time. DEQ's goal is to issue 90 percent of Title V permits within their applicable target periods. This sets a high standard for issuing permits in a timely manner. A high percentage of timely permits issued is one indicator of an efficient permitting program.

3. HOW WE ARE DOING

For 2011, 68 percent of Title V permits were issued on time. Title V timeliness has ranged from a low of 57 percent in 2006 to a high of 94 percent in 2008. The 57 percent in 2006 was directly related to insufficient fee revenue for the amount of Title V work and staffing required. The following year the Legislature approved a fee increase to bring the funding and staffing back in line with needs. In 2008, DEQ issued an unusually large number of easier to complete permit modifications, increasing timeliness to 94 percent. This past year's 68 percent timely is somewhat

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

misleading because DEQ issued a significant number of older, overdue permits to reduce the backlog built up over prior years. However, by adding these overdue permits to the performance measure calculation, the timeliness percentage drops.

4. HOW WE COMPARE

DEQ has set target time periods for permit issuance six to twelve months shorter than the 18-month period required by state and federal laws. While there is no universal measure of timeliness in the Title V program, most other states also face challenges in issuing timely Title V permits due to the complexity of the program combined with resource constraints.

5. FACTORS AFFECTING RESULTS

The public has become more concerned about emissions from industrial sources in their neighborhoods and the impact on their health. DEQ has responded by increasing the amount of time spent engaging the public and addressing their concerns regarding specific permits. For example, during the past year, DEQ worked with a facility in Portland and a neighborhood group to develop a Good Neighbor Agreement to reduce pollution and potential impacts on the community from the facility. Staff resources were also redirected from permitting work to review of several new biomass-to-energy projects as well as work on rules to implement new federal standards for fine particulate and greenhouse gases. Other factors that have impacted results in the past year include: furlough days, a hiring freeze during part of 2011 and staff resources devoted to permitting and inspection process improvement projects, which should improve timeliness in the future.

6. WHAT NEEDS TO BE DONE

Recently, DEQ formed a permitting process improvement team to identify causes of permitting backlogs and develop solutions likely to have the greatest impact on improving permit timeliness. The team made recommendations that include air quality specific improvements and agency-wide improvements. During the 2013-2015 biennium, DEQ will propose rules to implement permitting process improvement team recommendations. DEQ believes the recommended solutions will result in greater efficiencies in air quality permitting processes and improved customer service to permit applicants while maintaining public health protection.

7. ABOUT THE DATA

The reporting cycle is a calendar year. The strength of the data is that records exist on each of the Title V permit actions taken by DEQ during the year. The primary weakness of the system is that the data's validity depends on accurate entry by multiple individuals.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #16	BOARDS AND COMMISSIONS: Percent of total best practices met by the Environmental Quality Commission.	2007
Goal	Effective governance oversight of DEQ by the Environmental Quality Commission.	
Oregon Context	The Environmental Quality Commission is a five-member citizen panel appointed by the governor for four-year terms to serve as DEQ's policy and rulemaking board. In addition to adopting rules, EQC also establishes policies, issues orders, judges appeals of fines or other department actions and appoints the DEQ director.	
Data Source	Self-evaluation by EQC members.	
Owner	Management Services Division. Joanie Stevens-Schwenger, 503-229-6585.	

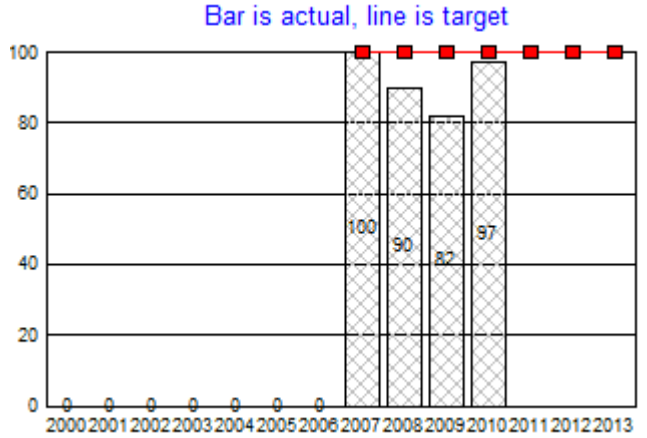
1. OUR STRATEGY

Support the EQC in completing its annual self-evaluation and in making performance improvements identified by the members' self-evaluation.

2. ABOUT THE TARGETS

The 2005 Legislature directed the Department of Administrative Services and the Legislative Fiscal Office to develop a measure for boards and commissions having governance oversight to use in evaluating their own performance. Because EQC is included in DEQ's budget and because it hires DEQ's executive director, DAS and LFO deemed EQC to have governance oversight and identified it as one of the boards and commissions that should have a performance measure. On December 14, 2006, EQC adopted the percent of total best practices met by the commission as the performance standard. The commission set 100 percent as its target. The measure is an annual self-assessment of 15 best practices for boards and commissions, as laid out by DAS and customized to EQC.

KPM16: Percent of total best practices met by the Environmental Quality Commission



Data is represented by percent

3. HOW WE ARE DOING

In 2011, EQC rated itself an average of 97 percent across 13 survey questions for meeting year 2010. This is an increase of 15 points from the 82 percent average for the 2009 meeting year; however, it is still under the performance target, which is set for 100 percent.

Based on feedback from the commission that some of the 2010 survey questions did not address the critical functions and roles of the commission, or that the questions lacked meaningful definitions that would allow the commissioners to answer with certainty, DEQ updated the survey questions for 2011 and reduced the number of questions from 15 to 13 the commission's self-evaluation.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

4. HOW WE COMPARE

The 2007 results had a 100 percent rate of success, the 2008 results had a 90 percent rate of success, the 2009 results reveal an 82.3 percent rate of success and the 2010 results show a 97 percent rate of success. In each survey year, all five commissioners replied to the survey. The commission is three percent below the performance target of 100 percent rate of success.

5. FACTORS AFFECTING RESULTS

The commission builds into its yearly calendar agenda items that ensure they perform best practices for commissions. For example, EQC regularly reviews the agency's budget and strategic plans. The 2008 and 2009 surveys allowed more response options than the 2007 survey, which resulted in a broader range of answers and more variation among responses. The 2009 results indicated the need to provide more extensive training for the commission, which DEQ then provided through 2010. The 2010 results seem to reflect an increased percent of success, which is likely connected to DEQ's efforts to improve its education of and training for commissioners.

6. WHAT NEEDS TO BE DONE

The commission needs to continue its approach of annual self-evaluations, with an emphasis on identifying areas of potential improvement. The survey for the 2010 meeting year identifies a need for DEQ to provide additional information or support to the commission about several activities, as indicated in the responses to two survey questions. First, DEQ can provide the commission with more information about the connections between its policy option packages and the agency goals they satisfy. Second, DEQ recognizes the commission's desire for additional collaboration with relevant parties, and will investigate opportunities for the commission to meet with other boards, commissions, agencies or other people and organizations connected to DEQ's goals and activities in 2012.

7. ABOUT THE DATA

Individual EQC members rate EQC's performance as a board having governance oversight on several criteria. The 2010 results are from information submitted by all five commissioners as replies to a standardized survey. The survey is given annually, by electronic or paper means, and the reporting cycle is the prior calendar year. In 2007, the commissioners were asked to respond to the 15 questions with either a yes or no response, indicating either 100 or zero percent success rates. In an attempt to gather more meaningful data, the commissioners were asked to respond to a scale of choices for all surveys since 2008: do not know (recorded, but no percentage assigned), none of the time (zero percent), some of the time (40 percent), most of the time (80 percent) or all of the time (100 percent). This provided for greater gradation in the responses received. DEQ has refined the survey questions to reflect the feedback of the commission, and to better address the desired outcomes of this measure.

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

ENVIRONMENTAL QUALITY, DEPARTMENT of		III. USING PERFORMANCE DATA
Agency Mission: To be a leader in restoring, maintaining and enhancing the quality of Oregon's air, water and land.		
Contact	Kerri Nelson	**Contact Phone:** 503-229-5045
Alternate	Melissa Aerne	**Alternate Phone:** 503-229-5155
The following questions indicate how performance measures and data are used for management and accountability purposes.		
1 INCLUSIVITY	* Staff : DEQ's measures coordinator facilitates internal and external reporting, as well as reviews and develops the agency's high level performance measures. DEQ's executive management team develops the agency's strategic plan, and measures are reviewed and considered during these executive-level discussions and at EQC meetings. Staff responsible for implementing programs are consulted for their expertise in determining what can be measured in a meaningful and efficient way. The agency is working to better communicate and coordinate staff participation into the development and refinement of our executive performance measures, which include the Key Performance Measures described in this report. * Elected Officials: The Oregon Legislature reviews and adopts DEQ's proposed measures during the budget approval process. * Stakeholders: DEQ involves various stakeholders in the development of performance measures. For example, a stakeholder group called the Blue Ribbon Committee worked with DEQ to establish measures related to water quality permit timeliness. The Environmental Quality Commission has also weighed in on agency performance measures. * Citizens: The agency invites and encourages citizen participation on committees and advisory groups, and the EQC and DEQ invite feedback and participation at EQC and town hall meetings held in communities across the state.	
2 MANAGING FOR RESULTS	DEQ uses performance measures as a tool for evaluating our progress toward meeting agency goals and in decision-making regarding policies and strategies. In addition to using Key Performance Measures to assess performance, DEQ is implementing an outcome-based management system that helps the agency set its performance goals, allows for quarterly performance measurement and focuses on continuous process improvement. DEQ has been developing and implementing outcome and process measures as part of its new management system. In the future, when the new measures are finalized, DEQ will work with the Legislature to better align the agency's new outcome measures with its Key Performance Measures. DEQ incorporates its goals and measures into staff and section work agreements to increase accountability for achieving performance results. For example, work agreements for permit and compliance staff incorporate expectations for permit issuance and inspections.	
3 STAFF TRAINING	Senior leadership at DEQ has been sharing DEQ's outcome-based management system with both managers and staff. In addition, staff have been involved in developing and implementing measures improvement through problem-solving	

AGENCY SUMMARY NARRATIVE: PERFORMANCE MEASURES

	and LEAN/Kaizen training/team participation. The results of DEQ's KPMs will be shared with all staff.
4 COMMUNICATING RESULTS	* Staff : Performance is measured at many levels within DEQ, including program performance measures, such as those incorporated into the agency's Performance Partnership Agreement with EPA Region X, regional implementation measures, executive measures that support DEQ's Strategic Directions as well as the Key Performance Measures included in this report. Staff is informed of performance measurement results through webinars, emails and meetings. Performance data is increasingly used as a basis for developing environmental strategies and policies to continuously improve on environmental and organizational results. * Elected Officials: This Annual Performance Progress Report is provided to the Oregon Legislature and posted on both the Progress Board and DEQ web sites, to provide accountability, document challenges and constraints and share successes in achieving environmental and organizational results. * Stakeholders: DEQ's Annual Performance Progress Report is posted on the agency's website to inform stakeholders of agency performance and environmental results. DEQ also presents this report on our external performance measures, as well as a report on our internal executive measures to the Environmental Quality Commission on an annual basis. Various stakeholder groups, such as the previously mentioned Water Quality Blue Ribbon Committee, are regularly informed about performance progress. * Citizens: DEQ's Annual Performance Progress Report is posted on the agency's website to inform Oregonians of agency performance and environmental results.

Performance Measure

Total Measures on QMR: 47 **Total Measures:** 138

Name: Bold on QMR, Italics child measure	Rollup Measure Name	Measure_Description	Reporting Quarter	Target	Green Range	Yellow Range	Red Range	Direction for green
Outcome								
Employee Engagement								
Employee Engagement Survey		Score from seven questions	All year	80%	> 72%	66 - 72%	< 66%	Higher
Process performance								
Process measures in the Green		Percent of core process measures being reported on that are within their green range.	All year	80	80-100%	50-79%	0-49%	Higher
Outcome measures in the Green		Percent of core Outcome measures being reported on that are within their green range.	All year	80	80-100%	50-79%	0-49%	Higher
Percent of measures with 7-step plan		Total number of measures with 7-step plans started or in place divided by number of red measures.	All year	80	75-100%	50-74%	0-49%	Higher

Name: Bold on QMR, Italics child measure	Rollup Measure Name	Measure_Description	Reporting Quarter	Target	Green Range	Yellow Range	Red Range	Direction for green
Breakthroughs on plan								
Permitting breakthrough implementation milestones on plan		The number of implementation milestones due and completed this period divided by the total number of milestones due this period plus milestones that are overdue.	All year	70	> 60 %	40-59 %	0-39 %	Higher
Inspection breakthrough implementation milestones on plan		The number of implementation milestones due and completed this period divided by the total number of milestones due this period plus milestones that are overdue.	All year	70	> 60 %	40-59 %	0-39 %	Higher
Developing Enviromental Solutions breakthrough implementation milestones on plan		The number of implementation milestones due and completed this period divided by the total number of milestones due this period plus milestones that are overdue.	All year	70	> 60 %	40-59 %	0-39 %	Higher
Workplace Safety								
Workplace Safety		Total number of injuries that require medical attention that were reported monthly as a rolling 12 month value	All year	0 Injuries	0 - 8 Injuries	9 - 13 Injuries	> 13 Injuries	Lower
Timeliness								
Timeliness		Timeliness percentage by using 5 points for green, 2.5 yellow and 0 red and dividing by the total possible. All weighting is currently 1:1	All year	> 85%	> 85%	50 -85%	< 50%	Higher
VIP Wait time	Timeliness	Minutes spent waiting at vehicle inspection stations	All year	< 19 minutes	< 20 minutes	20 - 30 minutes	> 30 minutes	Lower
Enviromental Quality								
Water Quality Report Card		Water Quality Report Card for prior water year.	4th-quarter					Higher

Name: Bold on QMR, Italics child measure	Rollup Measure Name	Measure_Description	Reporting Quarter	Target	Green Range	Yellow Range	Red Range	Direction for green

Operating Process

Assessing Environmental Conditions

Samples Collected Per FTE - 4th Quarter		Air, Land and Water Samples submitted for laboratory analyses. FTE includes all FTE in monitoring sections - samples per FTE per month	4th-quarter	20	>20	15-20	0-14	Higher
Analytical Turnaround Time	Timeliness	Percent of cases on time by quarter	All year	80	80-100	66-79	0-65	Higher
Analytical workload assigned per FTE - 4th Quarter		Rollup of the analysis and anlytes assigned per FTE in the inorganic and organic section at the laboratory	4th-quarter	80	>75 %	50-75 %	<50 %	Higher
Inorganic Analyses assigned per FTE - 4th Quarter	Analytical workload assigned per FTE - 4th Quarter	Number of Analyses assigned per FTE in the inorganic section at the laboratory	4th-quarter	120	>120	90-120	<90	Higher
Inorganic Analytes assigned per FTE - 4th Quarter	Analytical workload assigned per FTE - 4th Quarter	Number of Analytes assigned per FTE in the inorganic section at the laboratory	4th-quarter	175	>275	175-275	<175	Higher
Organic Analyses assigned per FTE - 4th Quarter	Analytical workload assigned per FTE - 4th Quarter	Number of Analyses assigned per FTE in the organic section at the laboratory	4th-quarter	40	>40	25-40	<25	Higher
Organic Analytes assigned per FTE - 4th Quarter	Analytical workload assigned per FTE - 4th Quarter	Number of Analytes assigned per FTE in the organic section at the laboratory	4th-quarter	700	>700	500-700	<500	Higher

Name: Bold on QMR, Italics child measure	Rollup Measure Name	Measure_Description	Reporting Quarter	Target	Green Range	Yellow Range	Red Range	Direction for green
LEAD Quality Systems Measure		This is a composite measure of the overall health of the LEAD Quality System. The measure incorporates the status of 6 quality system measures and 2 data quality measures.	All year	> 85%	> 80%	50 - 80%	< 50%	Higher
Completeness	LEAD Quality Systems Measure	This is a measure of % completeness. "Completeness" is a measure of reported usable data relative to the total amount of data generated for a month. Generally speaking data reported with a DQL of A or B are considered useable	All year	> 95%	> 95%	90 - 95%	< 90%	Higher
Data Integrity Training	LEAD Quality Systems Measure	Status of LEAD employees that are current on mandatory Data Integrity training. Status is calculated based on the time since last training. < 14 mos - Green 14-18 mos-yellow > 18 mos - Red	All year	5 on Score	> 4 on Score	3 -4 on Score	< 3 on Score	Higher
LEAD Quality Manual	LEAD Quality Systems Measure	Measuring the time since the last LEAD Quality Manual was reviewed and/or updated. Goal is annual	All year	< 12 Months	< 13 Months	13 - 18 Months	> 18 Months	Lower
Number of Data Corrections Past Due	LEAD Quality Systems Measure	LEAD's ability to make timely corrections to past data when errors are identified. Measurement: Count of Data correction (DCP) items that have not been resolved before a pre-determined due date.	All year	0 DCP	< 2 DCP	2 -6 DCP	> 6 DCP	Lower

Name: Bold on QMR, Italics child measure	Rollup Measure Name	Measure_Description	Reporting Quarter	Target	Green Range	Yellow Range	Red Range	Direction for green
Number of Open Corrective Actions Past Due	LEAD Quality Systems Measure	LEAD's ability to set and achieve goals for making corrective actions when identified as a preventative action, or as a corrective action identified from internal audits, external audits, complaints, or during routine activities.	All year	0 CARs	< 5 CARs	5 - 10 CARs	> 10 CARs	Lower
Percentage of Current SOP's	LEAD Quality Systems Measure	LEAD's ability to have current and approved procedures for sampling, analysis, and Quality Activities. Current is defined as 3 years since last review except for SOPs that relate to the EPA Drinking Water program (1 year)	All year	>95%	> 90%	75 - 90%	<75%	Higher
Proficiency Testing Performance	LEAD Quality Systems Measure	LEAD's ability to correctly analyze single blind Proficiency Test samples > 95% acceptable scoring	All year	> 95%	> 95%	90 - 95%	< 90%	Higher
Quality Management Review	LEAD Quality Systems Measure	Measuring the time since the last annual LEAD QMR	All year	< 12 Months	< 13 Months	13 - 18 Months	> 18 Months	Lower
Implementing environmental solutions								
Supplemental environmental projects completed		The percentage of cases mitigated by SEPs in relation to number of final orders reached through settlement offers in the reporting period.	All year	19%	> 16%	13 - 15%	< 13%	Higher

Permitting

Name: Bold on QMR, Italics child measure	Rollup Measure Name	Measure_Description	Reporting Quarter	Target	Green Range	Yellow Range	Red Range	Direction for green
Percent of permits current		Permit sub-categories meeting target	All year	> 90%	> 85%	70 - 85%	< 70%	Higher
Individual ACDP Permits Current	Percent of permits current	Percent of active individual ACDP permits are current (not expired)	All year	> 90%	> 85%	70 - 85%	< 70%	Higher
Individual NPDES Permits Current	Percent of permits current	Percent of active individual NPDES permits are current (not expired)	All year	> 90%	> 85%	70 - 85%	< 70%	Higher
Individual Title V Permits Current	Percent of permits current	Percent of active Title V permits are current (not expired)	All year	> 90%	> 85%	70 - 85%	< 70%	Higher
Individual WPCF Permits Current	Percent of permits current	What percent of active individual WPCF permits are current (not expired)	All year	> 90%	> 85%	70 - 85%	< 70%	Higher
Solid Waste Composting Permits Current	Percent of permits current	What percent of active Solid Waste composting permits are current (not expired)	All year	> 90%	> 85%	70 - 85%	< 70%	Higher
Solid Waste Industrial Permits Current	Percent of permits current	What percent of active Solid Waste Industrial permits are current (not expired)	All year	> 90%	> 85%	70 - 85%	< 70%	Higher
Solid Waste Municipal Permits Current	Percent of permits current	What percent of active Solid Waste MSW permits are current (not expired)	All year	> 90%	> 85%	70 - 85%	< 70%	Higher
Solid Waste Tire permits Current	Percent of permits current	What percent of solid waste tire permits are current (not expired)	All year	> 90%	> 85%	70 - 85%	< 70%	Higher

Name: Bold on QMR, Italics child measure	Rollup Measure Name	Measure_Description	Reporting Quarter	Target	Green Range	Yellow Range	Red Range	Direction for green
Determining Compliance								
Timely closure of complaints	Timeliness	Percentage of complaints open >90 days within the previous quarter	All year	< 10%	< 10%	10 - 25%	> 25%	Lower

Name: Bold on QMR, Italics child measure	Rollup Measure Name	Measure_Description	Reporting Quarter	Target	Green Range	Yellow Range	Red Range	Direction for green
Inspections conducted on schedule		Percent of facilities required to be inspected that are inspected	All year	> 90%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - ACDP Basic Permits - Eastern Region	Inspections conducted on schedule	Percent of Basic ACDP facilities required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - ACDP Basic Permits - Northwest Region	Inspections conducted on schedule	Percent of Basic ACDP facilities required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - ACDP Basic Permits - Western Region	Inspections conducted on schedule	Percent of Basic ACDP facilities required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - ACDP General Permits - Eastern Region	Inspections conducted on schedule	Percent of General ACDP facilities required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - ACDP General Permits - Northwest Region	Inspections conducted on schedule	Percent of General ACDP facilities required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - ACDP General Permits - Western Region	Inspections conducted on schedule	Percent of General ACDP facilities required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher

Name: Bold on QMR, Italics child measure	Rollup Measure Name	Measure_Description	Reporting Quarter	Target	Green Range	Yellow Range	Red Range	Direction for green
Inspections conducted on schedule - ACDP Simple Permits - Eastern Region	Inspections conducted on schedule	Percent of Simple ACDP facilities required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - ACDP Simple Permits - Northwest Region	Inspections conducted on schedule	Percent of Simple ACDP facilities required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - ACDP Simple Permits - Western Region	Inspections conducted on schedule	Percent of Simple ACDP facilities required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - ACDP Standard Permits - Eastern Region	Inspections conducted on schedule	Percent of Standard ACDP facilities required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - ACDP Standard Permits - Northwest Region	Inspections conducted on schedule	Percent of Standard ACDP facilities required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - ACDP Standard Permits - Western Region	Inspections conducted on schedule	Percent of Standard ACDP facilities required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher

Name: Bold on QMR, Italics child measure	Rollup Measure Name	Measure_Description	Reporting Quarter	Target	Green Range	Yellow Range	Red Range	Direction for green
Inspections conducted on schedule - Construction Stormwater < 5 Acres - Eastern Region	Inspections conducted on schedule	Percent of Construction Stormwater < 5 Acres required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - Construction Stormwater < 5 Acres - Northwest Region	Inspections conducted on schedule	Percent of Construction Stormwater < 5 Acres required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - Construction Stormwater < 5 Acres - Western Region	Inspections conducted on schedule	Percent of Construction Stormwater < 5 Acres required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - Construction Stormwater > 5 Acres - Eastern Region	Inspections conducted on schedule	Percent of Construction Stormwater > 5 Acres required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - Construction Stormwater > 5 Acres - Northwest Region	Inspections conducted on schedule	Percent of Construction Stormwater > 5 Acres required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - Construction Stormwater > 5 Acres - Western Region	Inspections conducted on schedule	Percent of Construction Stormwater > 5 Acres required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher

Name: Bold on QMR, Italics child measure	Rollup Measure Name	Measure_Description	Reporting Quarter	Target	Green Range	Yellow Range	Red Range	Direction for green
Inspections conducted on schedule - HW LQG facilities - Eastern Region	Inspections conducted on schedule	Percent of HW Large Quanity Generator (LQG) facilities required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - HW LQG facilities - Northwest Region	Inspections conducted on schedule	Percent of HW Large Quanity Generator (LQG) facilities required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - HW LQG facilities - Western Region	Inspections conducted on schedule	Percent of HW Large Quanity Generator (LQG) facilities required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - HW SQG facilities - Eastern Region	Inspections conducted on schedule	Percent of HW Small Quanity Generator (SQG) facilities required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - HW SQG facilities - Northwest Region	Inspections conducted on schedule	Percent of HW Small Quanity Generator (SQG) facilities required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - HW SQG facilities - Western Region	Inspections conducted on schedule	Percent of HW Small Quanity Generator (SQG) facilities required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher

Name: Bold on QMR, Italics child measure	Rollup Measure Name	Measure_Description	Reporting Quarter	Target	Green Range	Yellow Range	Red Range	Direction for green
Inspections conducted on schedule - Industrial Stormwater - Eastern Region	Inspections conducted on schedule	Percent of Industrial Stormwater required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - Industrial Stormwater - Northwest Region	Inspections conducted on schedule	Percent of Industrial Stormwater required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - Industrial Stormwater - Western Region	Inspections conducted on schedule	Percent of Industrial Stormwater required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - Major Individual Permits - Eastern Region	Inspections conducted on schedule	Percent of Major Individual Permit facilities required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - Major Individual Permits - Northwest Region	Inspections conducted on schedule	Percent of Major Individual Permit facilities required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - Major Individual Permits - Western Region	Inspections conducted on schedule	Percent of Major Individual Permit facilities required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher

Name: Bold on QMR, Italics child measure	Rollup Measure Name	Measure_Description	Reporting Quarter	Target	Green Range	Yellow Range	Red Range	Direction for green
Inspections conducted on schedule - Minor Individual Permits - Eastern Region	Inspections conducted on schedule	Percent of Minor Individual Permit facilities required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - Minor Individual Permits - Northwest Region	Inspections conducted on schedule	Percent of Minor Individual Permit facilities required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - Minor Individual Permits - Western Region	Inspections conducted on schedule	Percent of Minor Individual Permit facilities required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - Solid Waste Permits - Eastern Region	Inspections conducted on schedule	Percent of Solid Waste Permit facilities required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - Solid Waste Permits - Northwest Region	Inspections conducted on schedule	Percent of Solid Waste Permit facilities required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - Solid Waste Permits - Western Region	Inspections conducted on schedule	Percent of Solid Waste Permit facilities required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher

Name: Bold on QMR, Italics child measure	Rollup Measure Name	Measure_Description	Reporting Quarter	Target	Green Range	Yellow Range	Red Range	Direction for green
Inspections conducted on schedule - Title V Permits - Eastern Region	Inspections conducted on schedule	Percent of Title V facilites to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - Title V Permits - Northwest Region	Inspections conducted on schedule	Percent of Title V facilites to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Inspections conducted on schedule - Title V Permits - Western Region	Inspections conducted on schedule	Percent of Title V facilites required to be inspected that are inspected to date for the reporting year. 3rd quarter QMR is reporting for the prior inspection year.	All year	100%	> 90%	80 - 90%	< 80%	Higher
Enforcing Environmental Law								
Unresolved compliance orders		Percent of Final Formal Enforcement Actions with unresolved compliance orders with a compliance order due date during the reporting period	All year	5%	< 8%	9 - 15%	> 15%	Lower
Proposed orders that ALJ upheld		Percentage of Proposed Orders issued during the reporting period that upheld the DEQ's proposed civil penalty	All year	100%	> 80%	60 - 80%	< 60%	Higher
Recidivism		Percentage of Formal Enforcement Actions issued to entities that have had a Formal Enforcement Action within the last 10 years.	All year	10%	< 25%	25 - 45%	> 45%	Lower
Timeliness of issuing formal enforcement actions	Timeliness	Median number of work days between day OCE receives referral and day formal enforcement action issued during the reporting period.	All year	32	< 35 Days	36 - 45 Days	> 45 Days	Lower

Name: Bold on QMR, Italics child measure	Rollup Measure Name	Measure_Description	Reporting Quarter	Target	Green Range	Yellow Range	Red Range	Direction for green
Support Process								
Meeting operational requirements								
Policies completed on schedule		This measure will be the total number of policies completed in a quarter compared to the number that were expected to be completed within a quarter.	All year	> 80%	> 80%	60 - 80%	< 60%	Higher
Employees current on required policies		All employees are to be current on agency-wide policies. For the 2011-2012 reporting year, these policies are Ethics, IT Use and Records Management.	All year	> 95%	> 95%	80 - 95%	< 80%	Higher
Ethics Training	Employees current on required policies	Percent of employees current on the ethics policy for the reporting year.	All year	> 95%	> 95%	80 - 95%	< 80%	Higher
IT use Training	Employees current on required policies	Percent of employees current on the IT use training for the reporting year.	All year	> 95%	> 95%	80 - 95%	< 80%	Higher
Records Management training	Employees current on required policies	Percent of employees current on the Records Management training for the reporting year.	All year	> 95%	> 95%	80 - 95%	< 80%	Higher
Timely completion of records requests		Percent of records requests are completed within 30 days of receipt. 30 days is based on state/attorney general requirements.	All year	95%	> 85%	70 - 85%	< 70%	Higher

Name: Bold on QMR, Italics child measure	Rollup Measure Name	Measure_Description	Reporting Quarter	Target	Green Range	Yellow Range	Red Range	Direction for green
Ensuring a safe work environment								
Cost of time Lost		Total cost of time lost due to unsafe actions (accidents and injuries)	All year	12500	<25,000	25,000-60,000	>60,000	Lower
Cost of medical expenses		Total cost of medical expenses due to unsafe actions (accidents and injuries)	All year	12500	<15,000	15,000-25,000	>25,000	Lower
Safety hazards corrected by deadline		Potential safety hazards identified through quarterly checks that are resolved within 90 days	All year	> 95%	> 95%	90 - 95%	< 90%	Higher
Number of accidents per miles driven statewide		The total number of accidents per 325,000 miles driven statewide.	All year	0	1 per 325,000 miles	2 per 325,000 miles	>2 per 325,000 miles	Lower
Employees completing required safety training		Employees who are current on mandated agency-wide safety training.	All year	> 95%	> 90%	80 - 90%	> 80%	Higher
Asbestos basic respiratory training completed	Employees completing required safety training	Percent of employees who are current on mandated agency-wide safety training for asbestos respiratory protection.	All year	100%	> 95%	90 - 95%	< 90%	Higher
Blood borne pathogen training completed	Employees completing required safety training	Percent of employees who are current on mandated agency-wide safety training for Blood borne pathogen	All year	100%	> 95%	90 - 95%	< 90%	Higher
Defensive Driving training completed	Employees completing required safety training	Percent of employees who are current on mandated agency-wide safety training for defensive driving.	All year	100%	> 95%	90 - 95%	< 90%	Higher
Facility/site inspections completed	Implementation of agency safety plan	Percent of required safety measures conducted agencywide in accordance with safety plan	All year	100%	> 95%	90 - 95%	< 90%	Higher

Name: Bold on QMR, Italics child measure	Rollup Measure Name	Measure_Description	Reporting Quarter	Target	Green Range	Yellow Range	Red Range	Direction for green
Engaging Employees								
Days to hire		The number of days elapsed between the time a managers signs a staffing request and the successful applicant starts the position.	All year	74 Days	< 75 Days	75-120 Days	> 120 Days	Lower
Employees engaged in career development		Percentage of employees engaged in career development which includes mentorship, job shadows, job rotations and formal career development.	All year	20%	> 10%	5 - 10%	< 5%	Higher
State training benchmark		Percent of employees meeting the benchmark of a minimum of 20 hours of training/year.	All year	95%	> 90%	70 - 90%	< 70%	Higher

Name: Bold on QMR, Italics child measure	Rollup Measure Name	Measure_Description	Reporting Quarter	Target	Green Range	Yellow Range	Red Range	Direction for green
Communicating externally								
External communication - News releases		Percentage of news releases that result in news stories Definition: Percentage of news and social media stories that originate from a DEQ news release with at least 1:1 ratio	All year	90%	> 86%	70 - 85%	< 70%	Higher
External communication - Web subscriptions		Percentage growth of DEQ's website subscribers	All year	3%	> 3%	1 - 2%	< 1%	Higher
Employees Coached for Events		Rollup percentage number of employees coached, receiving media training and received public speaking training	All year	100%	100%	50 - 100%	< 50%	Higher
External communication - Employees coached	Employees Coached for Events	Number of employees coached to communicate with the media or public. Number employees consulting with OCO for advice, talking points and to rehearse before talking to the media, group or public.	All year	100 Entries	> 100 Entries	50 - 100 Entries	< 50 Entries	Higher
External communication - Employees trained	Employees Coached for Events	Number of employees who take communications training	All year	> 100 Entries	>100 Entries	50 - 100 Entries	< 50 Entries	Higher

Name: Bold on QMR, Italics child measure	Rollup Measure Name	Measure_Description	Reporting Quarter	Target	Green Range	Yellow Range	Red Range	Direction for green
Managing resources								
Meeting mileage requirements		Percent of underutilized vehicles	All year	2%	< 5%	6 - 15%	> 15%	Lower
SPOTS Log Error Rate		Percent of SPOTS logs without errors	All year	> 90%	> 90%	80 - 90%	< 80%	Higher
Deposit Timeliness		Percent of days meeting deposit timeliness standard	All year	> 95%	> 95%	75 - 95%	< 75%	Higher
Cost of timesheet corrections		Hours spent correcting prior months Q-Time coding errors	All year	< 10 Hours	< 10 Hours	10 - 20 Hours	> 20 Hours	Lower
Accounting Change Orders		Number of accounting change orders per quarter	All year	< 5 ACOs	< 5 ACOs	6 - 14 ACOs	> 15 ACOs	Lower

Name: Bold on QMR, Italics child measure	Rollup Measure Name	Measure_Description	Reporting Quarter	Target	Green Range	Yellow Range	Red Range	Direction for green
Providing information infrastructure								
Performance of License 2000		Performance of DEQ's top five frequently serviced systems, in this case License 2000: A. Frequency of service calls B. Frequency of "change order" due to business rule changes or system limitation to perform business C. Resource availability	All year	90 %	> 90%	75 - 90%	< 75%	Higher
Performance of License 2000 - Change Order	Performance of License 2000	Performance of DEQ's top five frequently serviced systems, in this case License 2000: Frequency of "change order" due to business rule changes or system limitation to perform business	All year	< 2 COs	< 2 COs	2 - 3 COs	> 3COs	Lower
Performance of License 2000 - Frequency of service calls	Performance of License 2000	Performance of DEQ's top five frequently serviced systems, in this case License 2000: Frequency of service calls	All year	< 5 Calls	< 5 Calls	5 - 15 Calls	> 15 Calls	Lower
Performance of License 2000 - Resource Availability	Performance of License 2000	Performance of DEQ's top five frequently serviced systems, in this case License 2000: Resource availability	All year	> 1.5 FTE	> 1.5 FTE	1.25 - 1.5 FTE	< 1.25 FTE	Higher

Name: Bold on QMR, Italics child measure	Rollup Measure Name	Measure_Description	Reporting Quarter	Target	Green Range	Yellow Range	Red Range	Direction for green
Performance of Qtime		Performance of DEQ's top five frequently serviced systems, in this case Qtime: A. Frequency of service calls B. Frequency of "change order" due to business rule changes or system limitation to perform business C. Resource availability	All year	90 %	> 90%	75 - 90%	< 75%	Higher
Performance of Qtime - Change Order	Performance of Qtime	Performance of DEQ's top five frequently serviced systems, in this case Qtime: Frequency of "change order" due to business rule changes or system limitation to perform business	All year	< 2 COs	< 2 COs	2 - 3 COs	> 3COs	Lower
Performance of Qtime - Frequency of service calls	Performance of Qtime	Performance of DEQ's top five frequently serviced systems, in this case Qtime: Frequency of service calls	All year	< 5 Calls	< 5 Calls	5 - 15 Calls	> 15 Calls	Lower
Performance of Qtime - Resource Availability	Performance of Qtime	Performance of DEQ's top five frequently serviced systems, in this case Qtime: Resource availability	All year	> 1.5 FTE	> 1.5 FTE	1.25 - 1.5 FTE	< 1.25 FTE	Higher

Name: Bold on QMR, Italics child measure	Rollup Measure Name	Measure_Description	Reporting Quarter	Target	Green Range	Yellow Range	Red Range	Direction for green
Performance of TRAACS		Performance of DEQ's top five frequently serviced systems, in this case TRAACS: A. Frequency of service calls B. Frequency of "change order" due to business rule changes or system limitation to perform business C. Resource availability	All year	90 %	> 90%	75 - 90%	< 75%	Higher
Performance of TRAACS - Change Order	Performance of TRAACS	Performance of DEQ's top five frequently serviced systems, in this case TRAACS: Frequency of "change order" due to business rule changes or system limitation to perform business	All year	< 2 COs	< 2 COs	2 - 3 COs	> 3COs	Lower
Performance of TRAACS - Frequency of service calls	Performance of TRAACS	Performance of DEQ's top five frequently serviced systems, in this case TRAACS: Frequency of service calls	All year	< 5 Calls	< 5 Calls	5 - 15 Calls	> 15 Calls	Lower
Performance of TRAACS - Resource Availability	Performance of TRAACS	Performance of DEQ's top five frequently serviced systems, in this case TRAACS: Resource availability	All year	> 1.5 FTE	> 1.5 FTE	1.25 - 1.5 FTE	< 1.25 FTE	Higher

Name: Bold on QMR, Italics child measure	Rollup Measure Name	Measure_Description	Reporting Quarter	Target	Green Range	Yellow Range	Red Range	Direction for green
Performance of WQSIS		Performance of DEQ's top five frequently serviced systems, in this case WQSIS: A. Frequency of service calls B. Frequency of "change order" due to business rule changes or system limitation to perform business C. Resource availability	All year	90 %	> 90%	75 - 90%	< 75%	Higher
Performance of WQSIS - Change Order	Performance of WQSIS	Performance of DEQ's top five frequently serviced systems, in this case WQSIS: Frequency of "change order" due to business rule changes or system limitation to perform business	All year	< 2 COs	< 2 COs	2 - 3 COs	> 3COs	Lower
Performance of WQSIS - Frequency of service calls	Performance of WQSIS	Performance of DEQ's top five frequently serviced systems, in this case WQSIS: Frequency of service calls	All year	< 5 Calls	< 5 Calls	5 - 15 Calls	> 15 Calls	Lower
Performance of WQSIS - Resource Availability	Performance of WQSIS	Performance of DEQ's top five frequently serviced systems, in this case WQSIS: Resource availability	All year	> 1.5 FTE	> 1.5 FTE	1.25 - 1.5 FTE	< 1.25 FTE	Higher

Name: Bold on QMR, Italics child measure	Rollup Measure Name	Measure_Description	Reporting Quarter	Target	Green Range	Yellow Range	Red Range	Direction for green
Performance of LIT-FAC		Performance of DEQ's top five frequently serviced systems, in this case LIT-FAC: A. Frequency of service calls B. Frequency of "change order" due to business rule changes or system limitation to perform business C. Resource availability	All year	90 %	> 90%	75 - 90%	< 75%	Higher
Performance of LIT-FAC - Change Order	Performance of LIT-FAC	Performance of DEQ's top five frequently serviced systems, in this case LIT-FAC: Frequency of "change order" due to business rule changes or system limitation to perform business	All year	< 2 COs	< 2 COs	2 - 3 COs	> 3COs	Lower
Performance of LIT-FAC - Frequency of service calls	Performance of LIT-FAC	Performance of DEQ's top five frequently serviced systems, in this case LIT-FAC: Frequency of service calls	All year	< 5 Calls	< 5 Calls	5 - 15 Calls	> 15 Calls	Lower
Performance of LIT-FAC - Resource Availability	Performance of LIT-FAC	Performance of DEQ's top five frequently serviced systems, in this case LIT-FAC: Resource availability	All year	> 1.5 FTE	> 1.5 FTE	1.25 - 1.5 FTE	< 1.25 FTE	Higher
Internet Availablility - After Hours	Internet Availablility - After Hours	Percent of time that Internet services are available to DEQ employees. Availability of internet during normal business hours. Measures multiple user outages.	All year	95.0%	> 95.0%	90.0 - 95.0%	< 90.0%	Higher

Name: Bold on QMR, Italics child measure	Rollup Measure Name	Measure_Description	Reporting Quarter	Target	Green Range	Yellow Range	Red Range	Direction for green
IT Systems Uptime		Rollup of Email, Internet and Network uptime for both business and after hours	All year	> 90%	> 90%	80 - 90%	< 80%	Higher
Email System Uptime - After hours	IT Systems Uptime	Percent of time that systems are available to DEQ employees. Availablility of Exchange Email via Outlook and (OWA) Outlook web access email clients. This includes email communications, calendaring, task management, notes and contact management.	All year	95.0%	> 95.0%	90.0 - 95.0%	< 90.0%	Higher
Email System Uptime - Business hours	IT Systems Uptime	Percent of time that systems are available to DEQ employees. Availablility of Exchange Email via Outlook and (OWA) Outlook web access email clients. This includes email communications, calendaring, task management, notes and contact management.	All year	99.9%	> 99.9%	98.0-99.9%	< 98.0%	Higher
Internet Availablility - After Hours	IT Systems Uptime	Percent of time that Internet services are available to DEQ employees. Availability of internet during normal business hours. Measures multiple user outages.	All year	95.0%	> 95.0%	90.0 - 95.0%	< 90.0%	Higher
Internet Availablility - Business Hours	IT Systems Uptime	Percent of time that Internet services are available to DEQ employees. Availability of internet during normal business hours. Measures multiple user outages.	All year	99.9%	> 99.9%	98.0 - 99.9%	< 98.0%	Higher

Name: Bold on QMR, Italics child measure	Rollup Measure Name	Measure_Description	Reporting Quarter	Target	Green Range	Yellow Range	Red Range	Direction for green
Network Systems Uptime - After Hours	IT Systems Uptime	Percent of time that network is available for DEQ employees. Availability of network resources, including the ability to login and access work directories during normal business hours. Measures multiple user outages.	All year	95.0%	> 95.0%	90.0 - 95.0%	< 90.0%	Higher
Network Systems Uptime - Business Hours	IT Systems Uptime	Percent of time that network is available for DEQ employees. Availability of network resources, including the ability to login and access work directories during normal business hours. Measures multiple user outages.	All year	99.9%	> 99.9%	98.0 - 99.9%	< 98.0%	Higher

DEQ Quarterly Measure Review 4th Quarter - 2012 Oct, Nov, Dec

Total Measures on QMR: 4 **Total measure data was collected on:** 123

	Rollup	Description	Target	Green Range	Yellow Range	Red Range	Season	Current Status	Actions	Trend
Outcome										
Timeliness										
Timeliness	Yes	Timeliness percentage by using 5 points for green, 2.5 yellow and 0 red and dividing by the total possible. All weighting is currently 1:1	> 85%	> 85%	50 -85%	< 50%	All year	62.5		→
Operating Process										
Determining Compliance										
Timely closure of complaints		Percentage of complaints open >90 days within the previous quarter	< 10%	< 10%	10 - 25%	> 25%	All year	24	Breakthrough in process	↓
Inspections conducted on schedule	Yes	Percent of facilities required to be inspected that are inspected	> 90%	> 90%	80 - 90%	< 80%	All year	62.5		→
Support Process										
Managing resources										
Meeting mileage requirements		Percent of underutilized vehicles	2%	< 5%	6 - 15%	> 15%	All year	2.36		↑

Oregon Department of Environmental Quality

2013 Reports to the Legislature

Status of Human Health Toxics Rulemaking, and Use, Costs of Variances

The 2011 Oregon Legislature directed the Oregon Department of Environmental Quality to provide by Feb. 15, 2013 an update on the status of state rules addressing water quality standards for human health and toxic pollutants. The legislature also directed DEQ to provide information on variances and variance-associated costs, numbers and permitting conditions. A variance is a water quality permitting tool industrial or municipal dischargers to waterbodies may use under specific circumstances when they can't comply with permit limits based on water quality standards. As of December 2012, DEQ had not received any applications for variances from any discharger in Oregon. The full report is available online at:
http://www.deq.state.or.us/pubs/legislativepubs/2013/VarianceRep2013.pdf

Wastewater Permitting Program Improvements and Measures

The 2005 Oregon Legislature passed Senate Bill 45 to improve the quality and issuance of wastewater discharge permits and address a significant permit backlog in the Department of Environmental Quality's water quality permit program. The bill was based on recommendations made by the Blue Ribbon Committee on Wastewater Permitting. The committee recommended DEQ implement a number of program changes over a four-year period and to report annually to the Legislature on progress made. The Senate Bill 45 reporting requirement ended on Jan. 2, 2010; however, DEQ continues to develop and provide this report biennially to keep the Environmental Quality Commission, Legislature and public informed of program status. The full report is available online at:
http://www.deq.state.or.us/pubs/legislativepubs/2013/WWpermitReport2013.pdf

Groundwater Quality Protection in Oregon

ORS 468B.162(3) requires DEQ to prepare a biennial report to the Legislative Assembly. The report includes the status of groundwater in Oregon, efforts made in the immediately preceding year to protect, conserve and restore Oregon's groundwater resources and grants awarded under ORS 468B.169. The full report is available online at:
http://www.deq.state.or.us/pubs/legislativepubs/2013/OpCertReport2013.pdf

Certification Programs for Water and Wastewater System Operators

ORS 448.409 requires the Department of Environmental Quality and the Oregon Health Authority to submit a joint biennial report to the Legislative Assembly on the water and wastewater system operator programs. The report includes an overview of program activities and accomplishments. Several initiatives have occurred to improve program efficiency, including the use of standardized tests and increased use of electronic communication and database systems. The full report is available online at:

http://www.deq.state.or.us/pubs/legislativepubs/2013/OpCertReport2013.pdf

Annual Environmental Cleanup Report

ORS 465.235 mandates an annual report to the Oregon Legislature. The Annual Environmental Cleanup Report provides an update on the state's efforts to assess, investigate, clean up and in many cases help put contaminated lands back into productive use. The report includes a description of environmental cleanup program activities as well as a summary of recent actions to improve cleanup program operations. DEQ is making good overall progress in investigating and cleaning up contaminated sites, which is the focus of the agency's environmental cleanup program. The full report is available online at:
http://www.deq.state.or.us/lq/pubs/docs/cu/AnnualCUReporttoLegislature2013.pdf

Solid Waste Management Program Information Update

ORS 459A.015 and 459A.020 requires DEQ to report biennially to the Oregon Legislature on Oregon's integrated solid waste management plan. The current report describes DEQ's *2050 Vision and Framework for Action*, which updates Oregon's solid waste management plan. It also provides an update of other Oregon solid waste programs and data for the years 2011 and 2012. The full report is available online at:
http://www.deq.state.or.us/lq/pubs/docs/sw/LegReport2012.pdf

HB 2186: Oregon Low Carbon Fuel Standards and Truck Efficiency

HB 2186 (2009) requires DEQ to report to the Oregon Legislature on implementation of the legislation. Specifically, HB 2186 calls for reporting on the rules adopted, the manner in which the Environmental Quality Commission complied with the requirements of sections 3 and 6 of the 2009 act, the significant policy decisions made by the commission in adopting rules and the anticipated effects of the December 31, 2015 sunset on the availability low carbon fuels and the infrastructure to produce those fuels. The full report is available online at:

http://www.deq.state.or.us/pubs/legislativepubs/2013/HB2186LegRpt2013.pdf

Oregon Department of Environmental Quality Audits

A. Completed Audits

1. Secretary of State - Annual Statewide Financial Audit
(Management letter dated: Jan. 9, 2013)
The Secretary of State annual statewide financial audit report issued for the year ending June 30, 2012, concluded that for the segment of the financial accounts audited were fairly presented in accordance with generally accepted accounting principles in relation to the statewide financial statements. There were no major findings or reportable conditions.

2. Secretary of State - Opinion Audit of Financial Statements and Internal Controls for Capitalization Grants for the Clean Water State Revolving Fund for FY 2011
(Report date: May 2012)
The auditors concluded that Clean Water State Revolving Fund's financial statements are fairly presented in accordance with accounting principles generally accepted in the United States of America. No deficiencies were noted in internal control over financial reporting.

3. U.S. Environmental Protection Agency - Safe Drinking Water Act on-site audit of selected analytical methods. (Report date: July 5, 2012.)
DEQ's laboratory requested certification of its methods for analyzing selected inorganic and organic analytical methods.

4. U.S. Environmental Protection Agency - Program Evaluation Report for Oregon's Clean Water State Revolving Fund for fiscal year 2011
(Report issued date: June 30, 2012.)
EPA determined DEQ has an effective program and DEQ demonstrates continuing commitment to its success and improvement. The report noted two minor required actions to amend construction contracts for a particular loan to include the correct federal wage determination and the EPA Davis Bacon Terms and Conditions. DEQ took corrective action.

5. U.S. Environmental Protection Agency - Oregon's Clean Water State Revolving Fund Final ARRA Program Evaluation Report (Report date: April 2012)
EPA noted that DEQ led the region in the pace of using American Recovery and Reinvestment Act ARRA funds, addressing the "stimulus" purpose of this additional funding. DEQ funded $44.3 million of Clean Water ARRA projects, including $11.6 million of green projects that converted miles of open earthen irrigations canals to sealed pipelines. EPA issued the final report because all Clean Water ARRA funds have been expended and the projects or phases using the funds are complete.

6. DEQ Agency-wide Risk Assessment (Report date: April 2012)
DEQ completed its first agency-wide risk assessment. The risk assessment aligned with DEQ's Core Processes that identify relevant operational and supporting processes and support DEQ's outcome based management system. They identified pertinent risks and analyze each based on the significance of the risk associated with the activity and the likelihood of the risk occurring.

7. DEQ Solid Waste Tipping Fees Internal Audit (Report Date: November 2012)

The report suggested the following steps to improve the program:

- Sending an annual reminder to facilities to assure reports are submitted within the time period required.
- Assuring facilities provide required notifications for exporting Oregon waste to out-of-state facilities.
- Conducting a full internal audit, testing approximately 10 to 12 active municipal solid waste landfills every two years. In addition, one to two "surprise audits" of the facilities not already tested, should be conducted on a quarterly basis, to assure information provided by all active municipal solid waste landfills have been reviewed within a specific time period.
- Assure any documentation provided to support quarterly and annual reports for municipal solid waste disposal facilities are submitted in a timely manner, and with instructions, to assist DEQ personnel with reconciling the information efficiently.

B. Audits Currently Underway

1. Secretary of State Opinion Audit of Financial Statements and Internal Controls for Capitalization Grants for the Clean Water State Revolving Fund for FY2012.

2. DEQ Small Purchase Order Transaction System (SPOTS) Credit Cards for FY 2012.

C. Audit Plan for FY2013 and Beyond

1. Secretary of State Annual Statewide Financial Audit for the year ending June 30, 2013.

2. Secretary of State Opinion Audit of Financial Statements and Internal Controls for Capitalizations Grants for the Clean Water State Revolving Fund for 2013.

Oregon Department of Environmental Quality

2013-15 Summary of Proposed Information Technology Projects

Major information technology projects

DEQ has two major IT projects planned for 2013. The Department of Administrative Services approved the business cases for both projects.

- **Compliance and enforcement information system**. One of DEQ's highest priority IT projects for 2013-15 is the completion of our compliance and enforcement information system. Currently, our compliance and enforcement data is stored in about 16 incompatible, non-integrated databases distributed throughout the agency's offices. The lack of database integration results in staff needing to reenter data into applications and makes data gathering and synthesizing a time-consuming, and sometimes inaccurate, activity. The agency anticipates implementing the system by fall of 2013.

- **Central entity management system.** DEQ is developing a Central Entity Management system to have a single system to clearly identify facilities, sites, companies, organizations and people that are common to some or all DEQ programs. DEQ will be able to easily access needed information such as business owners, legal contacts, site contacts, accounts payable contacts and facility reporting contacts. DEQ anticipates having the system fully in place by 2014.

Other information technology projects

DEQ has several planned IT projects that are smaller in scope than the enforcement and central entity management systems summarized above. These projects do not require a DAS-approved business case.

- **Electronic discharge monitoring reporting system**. The eDMR system is an Internet system that will allow permitted sources to electronically submit their required permitted water quality discharge data to DEQ. Data submitted though the system will be automatically entered into DEQ's water quality databases. The agency will use the data for decision making, such as initial compliance determinations and watershed health assessments. DEQ currently collects this data monthly, in hardcopy, from approximately 700 permit holders. The agency manually enters the data for approximately 70 of the largest of them. All other discharge data is maintained only in hardcopy files, necessitating manual compliance review by DEQ science and engineering staff, and hindering DEQ's required reporting to the U.S. Environmental Protection Agency.

- **CROMERR.** The EPA has developed an electronic reporting standard rule, known as CROMERR, which DEQ must follow in order to accept required reports and data from regulated entities via a web-enabled document exchange program or other electronic means. CROMERR specifies what is required for electronic discharge monitoring reporting and other electronic reporting applications to assure that collected data is legal and able to be used in enforcement and compliance actions. This project puts into place the necessary infrastructure for DEQ to comply with this rule. Several DEQ programs will use CROMERR to come into compliance with federal requirements and to fulfill commitments to the Legislature and the regulated community.

- **Water Quality Source Information System.** DEQ uses its Water Quality Source Information System to track Oregon's permitted sources of water pollution. The current system was designed in the late 1990s. Subsequent changes in technology, enterprise architecture and business processes have rendered the system fragile, burdensome to maintain and no longer able to meet program needs. This project will include analyzing the program's business needs and current supporting technology options and purchase of a new system.

- **Q-Time**. Originally planned in three phases, DEQ's time accounting system (Q-Time) development was stopped after completion of phase one (March 2005), except for periodic "patches." The incomplete Q-Time system presents some problems. It handicaps planning and tracking of resources and the technology is outdated, making changes to the system difficult and cost-prohibitive. DEQ would like to replace Q-Time with a time reporting system that will improve workload forecasting and management, allow for tracking of expenditures for various funding sources, improve grant reporting, improve division performance measure tracking, improve cost accounting efficiency and accuracy, and improve DEQ's payroll process.