



*ANNUAL PERFORMANCE PROGRESS REPORT
FOR 2003*

Submitted to the Oregon Progress Board, January 15, 2004

INTRODUCTION

Agency: Environmental Quality, Department (DEQ)	
Contact: Helen Lottridge	Phone: 503-229-6725
Alternate: Dawn Farr	Phone: 503-229-6935

The Oregon Department of Environmental Quality (DEQ) is a regulatory agency whose job is to protect the quality of Oregon's Environment. DEQ is responsible for protecting and enhancing Oregon's water and air quality, for cleaning up spills and releases of hazardous materials, and for managing the proper disposal of hazardous and solid wastes.

DEQ's mission is to be a leader in restoring, maintaining and enhancing the quality of Oregon's air, land and water. Agency priorities are defined in the Strategic Directions as:

- Priority 1: Excellence in Performance and Product
- Priority 2: Protect Oregon's Water
- Priority 3: Protect Human Health and the Environment from Toxics
- Priority 4: Involve Oregonians in Solving Environmental Problems

For more on DEQ's Strategic Directions visit <http://www.deq.state.or.us/pubs/strategicdirections>.

DEQ's Executive Management Team is committed to developing and using measures to enhance decision making processes. More detailed information on how DEQ develops and uses performance measures is presented in Part I of this report. Part II of this report presents a detailed description for each of the 15 key performance measures that are used to evaluate progress toward achieving the agency's mission and priorities.

If you would like additional information on performance measurement at DEQ, please contact Dawn Farr at farr.dawn@deq.state.or.us.

ANNUAL PERFORMANCE PROGRESS REPORT

PART I, MANAGING FOR RESULTS

The following questions shed light on how well performance measures and performance data are leveraged within your agency for process improvement and results-based management.

<p>1 How were staff and stakeholders involved in the development of the agency's performance measures?</p>	<p>The development of new Agency Performance Measures (APM) and review of existing measures is the responsibility of the Executive Measures Advisory Group (EMAG), a 5-member executive manager subgroup. DEQ's full Executive Management Team (EMT) periodically reviews work of the EMAG. All APMs are assigned a senior manager and staff lead, who are responsible for monitoring and reporting on the measure.</p>
<p>2 How are performance measures used for management of the agency?</p>	<p>DEQ's EMT has developed a suite of measures, known as Executive Measures, that support evaluating DEQ's progress toward implementing the Strategic Directions and overall agency performance. The Executive Measures include:</p> <ul style="list-style-type: none"> ➤ <i>Strategic Directions Measures (SDM)</i>. SDM help the EMT evaluate whether we are achieving our intended Strategic Directions results. ➤ <i>Agency Performance Measures (APM)</i>. APM are the measures we report to Department of Administrative Services (DAS) and the Oregon Progress Board; they inform on DEQ's overall agency performance. ➤ <i>Oregon Benchmarks (OBM)</i>. OBM are measures DEQ reports to the Oregon Progress Board, and are part of the measures framework that informs on Oregon State's performance. <p>A subset of the Executive Measures are reported on and evaluated quarterly by measures leads and the EMAG. The EMAG determines whether the report uncovers performance or other issues that require EMT attention. If so, these issues are brought before the full EMT for resolution. Annually, the full EMT reviews the <i>Annual Executive Measures Report</i>, which includes APMs. The EMAG oversees the development of this <i>Annual Performance Progress Report</i>.</p>
<p>3 What training has staff had in the use of performance measurement?</p>	<p>Over this last year, DEQ's EMT and certain management groups participated in training on the use of performance measures to improve decision-making. In addition, DEQ provided consulting and facilitation to internal program and project groups who were developing new performance measures.</p>

<p>4 How does the agency communicate performance results and for what purpose? (Please include your agency's URL for Performance Measures and this Annual Report)</p>	<p>DEQ's internal Web-site contains a comprehensive overview of Measurement at DEQ. Features of this link are a glossary of terms, all reports, and a complete list of all the Executive Measures.</p> <p>DEQ reports APMs as directed by the Oregon Progress Board and the <i>Performance Measures Guidelines</i>. DEQ's measures reports can be accessed at http://www.deq.state.or.us/about/apm.htm</p> <p>DEQ will publish the Annual Executive Measures Report in the Spring 2004.</p>
<p>5 What important changes have occurred in the past year?</p>	<p>DEQ's EMT formed the EMAG to provide stronger direction to our measurement efforts.</p> <p>DEQ simplified and standardized internal measures reporting and review processes.</p> <p>DEQ adopted a new employee performance management system in which staff and managers are evaluated against work plans, containing individual performance measures, which make important links between staff performance and overall agency performance.</p> <p>Increasing numbers of staff and managers are developing operational measures to evaluate program or project performance.</p>

ANNUAL PERFORMANCE PROGRESS REPORT
PART II, KEY MEASURE ANALYSIS OF PROGRESS

Performance measure with number.

34000-01. Average percent of Air and Water Quality permitted sources who rate the Department's performance as meeting or exceeding expectations.

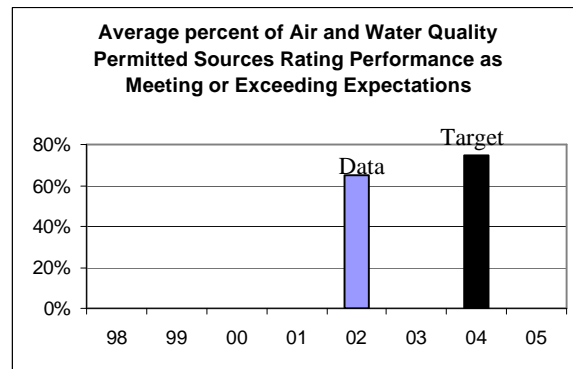
Data						Targets		
1998	1999	2000	2001	2002	2003	2003	2004	2005
				65%	NA	NA	75%	

To what goal or goals is this performance measure linked?

Goal 1: Deliver excellence in performance and product.

What does the performance measure demonstrate about the goal?

DEQ has defined outstanding customer service as an important aspect of delivering excellence. As a regulatory entity, an important customer group for DEQ is our permitted sources. This measure is an important indicator of DEQ's success at meeting customer expectations.



What does the data reveal?

The initial data point suggests that the majority of permitted sources are satisfied with DEQ's service. Information received from the 2002 Customer Service Survey was used to develop a Customer Service Improvement Plan. Information collected from future surveys will be used to evaluate the success of this plan.

What is an example of a department activity related to the measure?

One component of the Customer Service Improvement Plan is that all staff participate in customer service training. Through December, 2003, 20% of DEQ's staff has participated in training.

What needs to be done as a result of your analysis?

DEQ will continue to track progress on implementing the Customer Service Improvement Plan, and will administer the Customer Service Survey in the Spring 2004.

What is the data source?

Data reported comes from a customer service survey conducted by an external consultant. The survey will be repeated in 2004 and 2006.

Performance measure with number.

34000-02: Completion percentage for DEQ’s enforcement rule revision project.

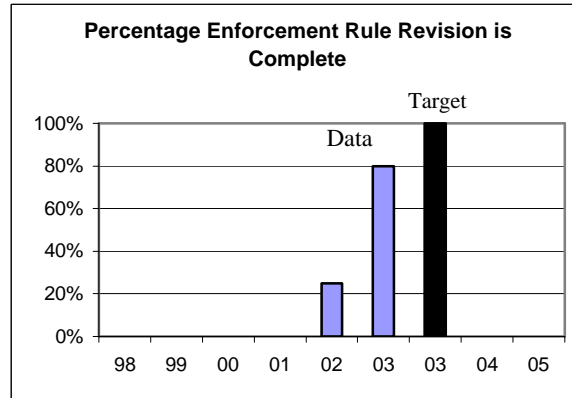
Data						Targets		
1998	1999	2000	2001	2002	2003	2003	2004	2005
				25%	80%	100%		

To what goal or goals is this performance measure linked?

Goal 1: Deliver excellence in performance and product.

What does the performance measure demonstrate about the goal?

An important objective of excellence is providing understandable and equitable enforcement. DEQ's first important step toward this objective is ensuring that the rules governing our actions are understandable and equitable.



What does the data reveal?

The data reveals that DEQ is behind schedule on our efforts to revise our enforcement rules. DEQ extended the schedule in order to more fully utilize the input of the Agency's external advisory group (i.e., an additional advisory group meeting was added to discuss critical issues) and to allow for meaningful public participation away from the busy holiday season (i.e., moving the public comment period from December to January).

What is an example of a department activity related to the measure?

Rule revisions define DEQ's regulatory practices, so rule revisions are an important way for DEQ to improve processes.

What needs to be done as a result of your analysis?

The target completion date has been moved to April 2004. The information regarding the schedule changes for this rulemaking will be communicated to other on-going rulemakings for the agency and used in developing future rulemaking schedules. This measure will need to be modified when the rule revision is completed.

What is the data source?

Data reported comes from records in the Office of Compliance and Enforcement.

Performance measure with number.

34000-03: Percent of air contaminant discharge permits issued within the target period (Oregon Benchmark #10a)

Data						Targets		
1998	1999	2000	2001	2002	2003	2003	2004	2005
58%	61%	68%	90%	90%	88%			85%

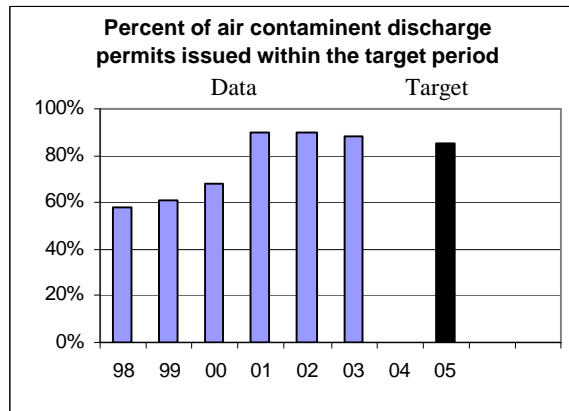
To what goal or goals is this performance measure linked?

Agency Goal 1: Deliver excellence in performance and product

What does the performance measure demonstrate about the goal?

The performance measure provides important information on permitting timeliness, which is a critical agency measure of excellence.

What does the data reveal?



There was a slight drop in performance over last year; however, DEQ’s performance has surpassed the 2005 target for the last three years and been relatively consistent. In 2001, DEQ streamlined the Air Contaminant Discharge Permit (ACDP) process and rules which significantly increased timeliness. Further, DEQ lowered the "target period" for timely processing from an average of 167 days to an average of 69 days and the target is still being met.

What is an example of a department activity related to the measure?

ACDPs are required for new businesses, and existing permit holders must request permit modifications before expansion can occur. The quicker DEQ issues these permits, the sooner new or expanded operations may begin, which saves permittees money and helps with economic recovery.

What needs to be done as a result of your analysis?

This measure has a target of 85%. DEQ will review this target over the next year to determine if there is a need for revision.

What is the data source?

The data source is DEQ’s air quality permit tracking database.

Performance measure with number.

34000-04: Percentage of wastewater discharge permits issued within the target period (Oregon Benchmark #10b)

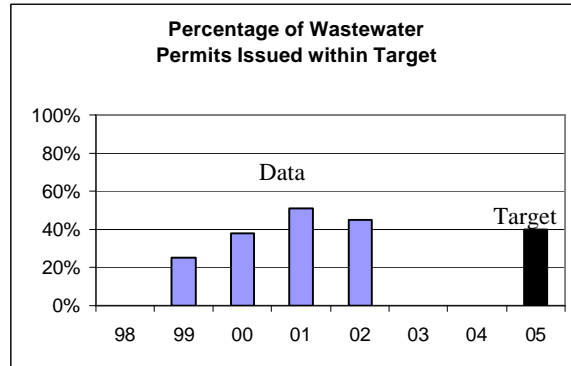
Data						Targets		
1998	1999	2000	2001	2002	2003	2003	2004	2005
	25%	38%	51%	45%	NA ¹			40% ²

To what goal or goals is this performance measure linked?

Goal 1: Deliver excellence in performance and product.

What does the performance measure demonstrate about the goal?

The performance measure provides important information on permitting timeliness, which is a critical agency measure of excellence.



What does the data reveal?

Fewer than half of the permits are being issued within the target period; however, in issuing 45% of permits within the target period, we exceeded the target goal of 40%.

What is an example of a department activity related to the measure?

In July 2003, DEQ initiated a one-year focused effort to reduce the backlogged permits. This effort is resulting in permits being issued more quickly; 2003 data is expected to show a significant improvement in this measure.

What needs to be done as a result of your analysis?

Continue to focus on reducing the backlog.

What is the data source?

Water Quality program databases.

¹ Data for 2003 will be reported in the 3rd Quarter of 2004.

² Targets will be revised in conjunction with the next Oregon Progress Board update to Benchmarks.

Performance measure with number.

34000-05: Cumulative percentage of waterbody segments with approved Total Maximum Daily Load (TMDL), according to the 2000 EPA consent decree.

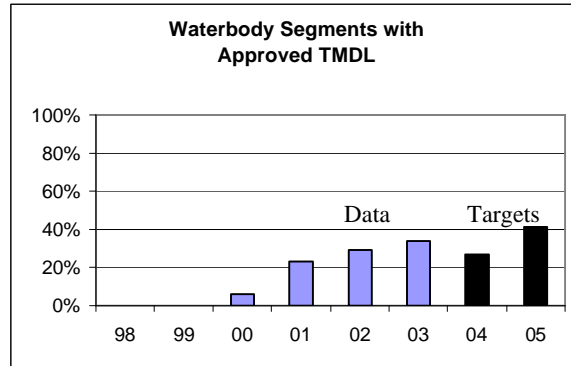
Data						Targets		
1998	1999	2000	2001	2002	2003	2003	2004	2005
NA	NA	6%	23%	29%	34%	NA	27%	41%

To what goal or goals is this performance measure linked?

Goal 2: Protect Oregon’s water.

What does the performance measure demonstrate about the goal?

TMDLs are analytical studies conducted on waterbodies that do not meet water quality standards. TMDLs identify the cause of the pollution and actions needed to restore water quality, and provide a process to achieve water quality improvements over time.



What does the data reveal?

The data reveals that DEQ is slightly ahead of the 2000 EPA consent decree target for 2004. This reflects the success in completing a number of TMDLs for river subbasins that include many water quality segments requiring TMDLs. Staff cuts resulting from the legislative special sessions in 2002-03 required DEQ to revise the TMDL schedule and extend TMDL development an additional three years. This will make it harder to reach the targets later this decade.

What is an example of a department activity related to the measure?

Key activities involved in completing a TMDL are appropriate data collection, sound modeling and good public involvement.

What needs to be done as a result of your analysis?

Staffing reductions required DEQ to create a revised TMDL development schedule. All efforts will be made to ensure that DEQ meets the 2010 consent decree target of 1,153 completed TMDLs.

What is the data source?

Water Quality Program database, and the number of TMDLs approved by EPA.

Performance measure with number.

34000-06: Percent of impaired waterbody miles for which a TMDL has been approved.

Data						Targets		
1998	1999	2000	2001	2002	2003	2003	2004	2005
				16%	17%		49%	

The 2003 data and 2004 Target were calculated using the 2002 303(d) list, while the 2002 data is based on the 1998 303(d) list.

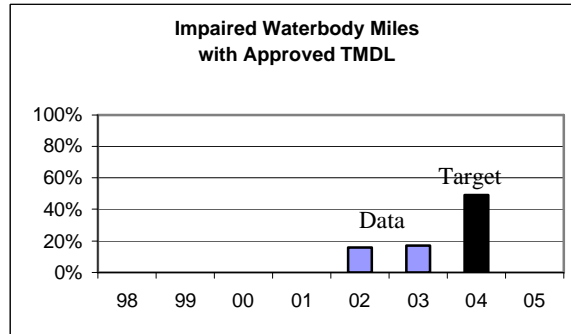
To what goal or goals is this performance measure linked?

Goal 2: Protect Oregon’s water.

What does the performance measure demonstrate about the goal?

TMDLs are required when a waterbody does not meet a particular criteria pollutant standard. A 303(d) list is the tool that tracks the total stream miles that require a TMDL.

The previous performance measure is an indication of DEQ’s progress toward completing a legal mandate, which does not include all outstanding TMDLs. This measure provides information on DEQ’s progress toward completing all outstanding TMDLs.



What does the data reveal?

The data reveals that DEQ is behind in meeting its 2004 target. Several major TMDLs that were scheduled for completion in 2003 will now be completed in 2004 due to staffing cuts during the 2002-03 legislative special sessions.

What is an example of a department activity related to the measure?

Key activities involved in completing a TMDL are appropriate data collection, sound modeling and good public involvement.

What needs to be done as a result of your analysis?

DEQ will continue to develop TMDLs for waterbody listings found on the 303(d) list. There have been several conversations internally about how to best calculate this measure because the 303(d) list is updated every 2 years. These discussions will likely result in a request to modify this performance measure in the future.

What is the data source?

Water Quality Program database, and the number of TMDLs approved by EPA.

Performance measure with number.

34000-07: Percent of individual permits developed on a watershed basis.

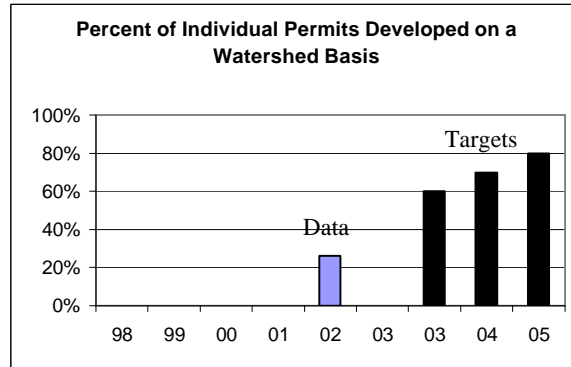
Data						Targets		
1998	1999	2000	2001	2002	2003	2003	2004	2005
				26%	NA	60%	70%	80%

To what goal or goals is this performance measure linked?

Goal 2: Protect Oregon’s water.

What does the performance measure demonstrate about the goal?

Issuing permits on a watershed basis provides the ability to consider the cumulative impact of permits issued within a watershed, which enhances DEQ’s ability to protect Oregon’s water.



What does the data reveal?

In 2003, DEQ created an initiative that focused resources on reducing the permit backlog. (See measure 34000-08). The watershed based permit issuance schedule was replaced with an interim backlog reduction schedule, so reporting on this measure is not possible until 2005.

What is an example of a department activity related to the measure?

DEQ is working on long-term improvements to the wastewater permitting program, including a refinement of the watershed basis for wastewater permitting. The result will be improved watershed permitting.

What needs to be done as a result of your analysis?

Complete the backlog reduction effort and issue an updated schedule for watershed permitting. The targets for 2003-05 need to be modified.

What is the data source?

Water Quality program databases.

Performance measure with number.

34000-08: Percent of total permits that are expired (backlogged).

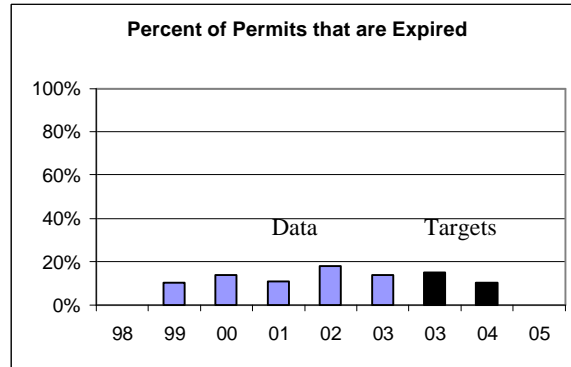
Data						Targets		
1998	1999	2000	2001	2002	2003	2003	2004	2005
	10%	14%	11%	18%	14%	15%	10%	

To what goal or goals is this performance measure linked?

Goal 2: Protect Oregon’s water.

What does the performance measure demonstrate about the goal?

Expired permits often do not include the most current technology or effluent requirements. As permits are renewed, water quality is better protected as the most current requirements are incorporated into the permits.



What does the data reveal?

Since the goal is a low backlog, data reflecting a backlog lower than the target backlog is good. DEQ has improved the permit backlog, performing slightly better than the 2003 target.

What is an example of a department activity related to the measure?

In July 2003, DEQ initiated a focused effort to reduce the backlogged individual permits and created the permit backlog reduction schedule.

What needs to be done as a result of your analysis?

Continue with the backlog reduction effort, which includes issuing permits according to the schedule. DEQ will consider modifying this measure because this it is inconsistent with the other measures where targets represent improvements in performance.

What is the data source?

Water Quality program databases.

Performance measure with number.

34000-09: Percent of permitted facilities that produce reclaimed water for use.

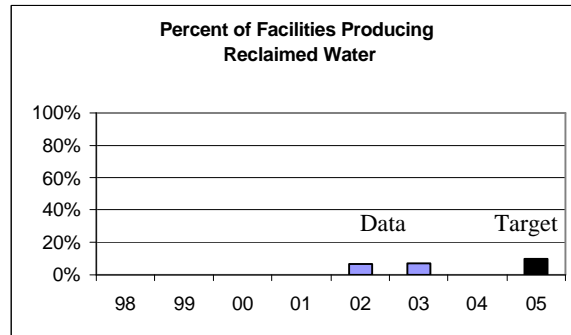
Data						Targets		
1998	1999	2000	2001	2002	2003	2003	2004	2005
				6.5%	7.3%			10%

To what goal or goals is this performance measure linked?

Goal 2: Protect Oregon’s Water.

What does the performance measure demonstrate about the goal?

Increased use of reclaimed water reduces the amount of lesser treated water returned to the watershed or groundwater.



What does the data reveal?

DEQ is making progress toward the 2005 goal; however, the agency needs to implement more reliable data collection processes.

What is an example of a department activity related to the measure?

DEQ revised requirements in our State Revolving Fund Program to provide funding for reclaimed wastewater projects.

What needs to be done as a result of your analysis?

While DEQ is making progress toward the target, the agency needs more robust information to continue reporting on this measure. To this end, the Water Quality Program will implement electronic data collection via Discharge Monitoring Reporting (DMR), which will provide more reliable and accessible information on wastewater reuse.

What is the data source?

The source of data is currently a survey of permitting staff that asks for the number of new wastewater treatment facilities that have been permitted for wastewater reuse since the previous year.

Performance measure with number.

34000-10: Cumulative percent of chemical agent destroyed at Umatilla Depot.

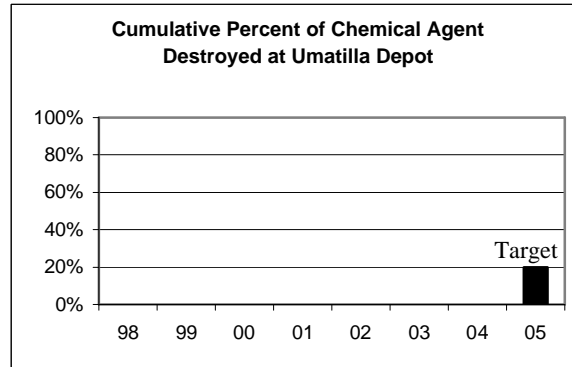
Data						Targets		
1998	1999	2000	2001	2002	2003	2003	2004	2005
				NA	NA			20%

To what goal or goals is this performance measure linked?

Goal 3: Protect human health and the environment from toxics.

What does the performance measure demonstrate about the goal?

The measure provides information on how much of the stockpile of chemical weapons agent at the Umatilla chemical Depot has been destroyed.



What does the data reveal?

The facility has not yet begun destroying chemical weapons. The target for 2005 will likely need to be lowered due to changes in the anticipated start date for agent destruction operations. A revised target is best established once agent operations begin.

What is an example of a department activity related to the measure?

The key activities that will lead to operations authorization are the review and approval of surrogate trial burn plans, and completing reports for each of the four incinerator systems. DEQ will also inspect for regulatory compliance and process permit modification requests after agent destruction begins.

What needs to be done as a result of your analysis?

Chemical Demilitarization Program staff for DEQ will continue all regulatory oversight activities in support of the timely start and operations of agent destruction at the Umatilla Chemical Agent Disposal Facility.

What is the data source?

Once available, the data on the quantity of chemical agent destroyed will come from the Army and its contractor at the Umatilla Chemical Agent Disposal Facility, as verified by international treaty observers.

Performance measure with number.

34000-11: Pounds of mercury removed from the environment through DEQ’s efforts.

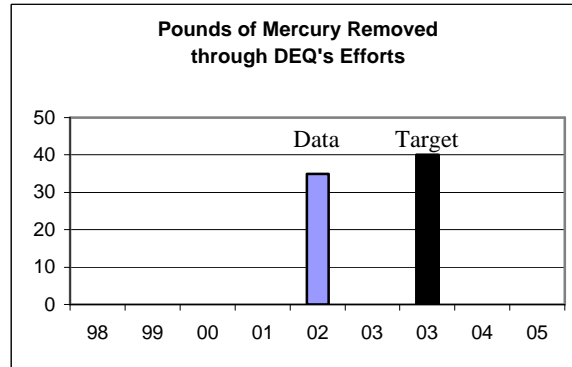
Data						Targets		
1998	1999	2000	2001	2002	2003	2003	2004	2005
				35lbs	NA	40lbs		

To what goal or goals is this performance measure linked?

Goal 3: Protect human health and the environment from toxics.

What does the performance measure demonstrate about the goal?

DEQ’s goal is to reduce the use and release of mercury by promoting the collection of mercury and mercury-containing products for recycling. The measure tracks the amount of mercury collected as a result of DEQ-supported initiatives and programs. Calculation of the measure is complicated by the dispersed nature of collection activities and the fact that mercury is often mingled with other substances.



DEQ’s goal is to reduce the use and release of mercury by promoting the collection of mercury and mercury-containing products for recycling. The measure tracks the amount of mercury collected as a result of DEQ-supported initiatives and programs. Calculation of the measure is complicated by the dispersed nature of collection activities and the fact that mercury is often mingled with other substances.

What does the data reveal?

Data for calendar year 2003 will not be available until March 2004.

What is an example of a department activity related to the measure?

DEQ provides technical and financial assistance to help communities sponsor household and small quantity generator hazardous waste programs. In addition, DEQ helps groups to implement pollution prevention grants that collect mercury, such as dairy manometer exchange and thermostat exchange programs. DEQ also works with other organizations, such as the Oregon Dental Association, to develop best management practices for mercury management.

What needs to be done as a result of your analysis?

The Department has developed a mercury reduction plan, approved by the state’s Environmental Quality Commission (EQC) in December 2002 and updated in December 2003. The December 2003 report discussed performance measures for evaluating the progress of the State in safe management of mercury. DEQ and the EQC are particularly interested in developing longer-term measures, such as reductions in mercury releases, ambient mercury concentrations, and fish tissue concentrations, on the effect of DEQ’s activities on human health and the environment. DEQ has identified specific projects to implement over time; completion of these projects should result in collection of mercury from additional new sources.

What is the data source? Consultation with DEQ staff involved in household hazardous waste (managed by the solid waste program) and hazardous waste management efforts for compilation of available information from collection events.

Performance measure with number.

34000-12: Percentage of identified Oregon hazardous waste sites cleaned up (Oregon Benchmark #84)

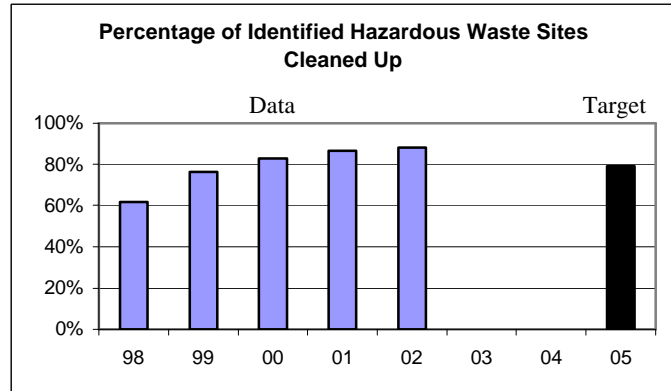
Data					Targets			
1998	1999	2000	2001	2002	2003	2003	2004	2005
61.8%	76.3%	82.9%	86.5%	88.2%	NA			79%

To what goal or goals is this performance measure linked?

Goal 3: Protect human health and the environment from toxics.

What does the performance measure demonstrate about the goal?

The performance measure indicates the agency’s success in ensuring that sites known to be contaminated with hazardous and toxic wastes are cleaned up.



What does the data reveal?

The percentage of sites cleaned up continues to rise. DEQ has implemented a number of program and process improvement projects over the past several years that have made it easier and cheaper for the regulated community to do business with DEQ. Those efforts have resulted in more sites coming into the Voluntary Cleanup Program than would otherwise have done so.

What is an example of a department activity related to the measure?

DEQ has made a concerted effort to contact site owners in the Underground Storage Tanks Program and move forward in cleaning up those sites. The agency is reviewing the cleanup processes in the Underground Storage Tank Program to determine if additional streamlining or customer service initiatives will result in more sites being cleaned up in that program.

What needs to be done as a result of your analysis?

DEQ plans to continue current efforts that support increasing the percentage of hazardous waste sites that are cleaned up. Since DEQ has exceeded the 2005 target for the last four years, the 2005 target of 79% should be revised.

What is the data source?

Data comes from records kept by DEQ on sites cleaned up in various programs.

Performance measure with number.

34000-13: Cumulative number of abandoned mines assessed for toxic contaminants.

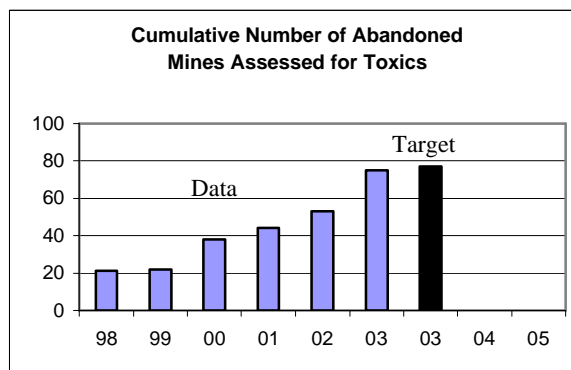
Data						Targets		
1998	1999	2000	2001	2002	2003	2003	2004	2005
21	22	38	44	53	75	77 ³		

To what goal or goals is this performance measure linked?

Goal 3: Protect human health and the environment from toxics.

What does the performance measure demonstrate about the goal?

Assessing abandoned mines for toxics is a key objective identified for protecting human health and the environment from toxics.



What does the data reveal?

A 2003 cumulative total of 75 completed abandoned mine site assessments closely approaches DEQ’s target of 77, and represents a significant increase in the number of annual assessments over previous years.

What is an example of a department activity related to the measure?

The assessment itself is an example of a department activity. Following the assessment, if additional site work is required, detailed site investigations and/or cleanup actions may be performed.

What needs to be done as a result of your analysis?

DEQ is aware of the need for better and more robust measures reflecting the full range of activities required to prioritize and clean up abandoned mine sites, in addition to developing measures of the effect of these activities on human health and the environment. However, collection of data regarding environmental conditions is resource-intensive as results must be measured over several years to see significant progress. DEQ will continue to consider ways to improve upon this measure.

In addition, most abandoned mine sites are “orphan sites” where viable responsible parties are not known. Funding for Orphan Site Cleanups is very limited, which affects DEQ’s ability to take action. This requires DEQ to continually monitor the focus of our resources to achieve the greatest gains in protecting human health and the environment from toxics.

What is the data source?

The state’s Environmental Cleanup Site Information System (ECSI).

³ Targets for 2004 and 2005 will be established once Federal funding for this work has been determined.

Performance measure with number.

34000-14: Average number of web page-views per month.

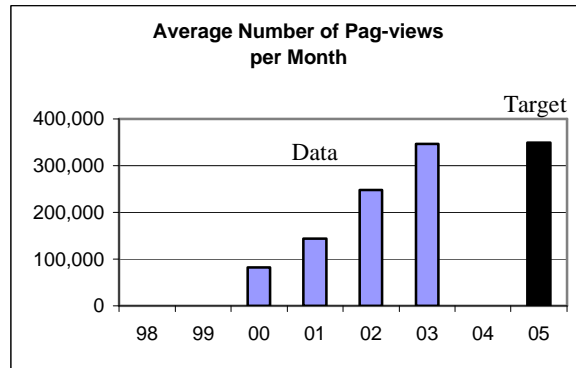
Data						Targets		
1998	1999	2000	2001	2002	2003	2003	2004	2005
		82,378	143,718	247,585	346,937			350,000

To what goal or goals is this performance measure linked?

Goal 4: Involve Oregonians in solving environmental problems.

What does the performance measure demonstrate about the goal?

An important aspect of the involvement goal is that Oregonians have access to environmental information. This measure provides an indication of the demand for DEQ’s external web-site and environmental information.



What does the data reveal?

The data reveals DEQ is on track for achieving the 2005 target.

What is an example of a department activity related to the measure?

DEQ has made several improvements to its external web-site over the last couple of years. The expectation is that these improvements will result in increased web viewing and improved user satisfaction.

What needs to be done as a result of your analysis?

DEQ will continue to report and evaluate page-views; however, DEQ’s internal web-team is developing additional measures that will provide more useful information on whether DEQ’s web-site contains the “right” information to satisfy Oregonians interests for environmental information.

What is the data source?

Data reported comes from the Office of Communications and Outreach using Web-Trends.

Performance measure with number.

34000-15. Percentage of Community Solutions Team (CST) projects with environmental issues that require significant DEQ involvement.

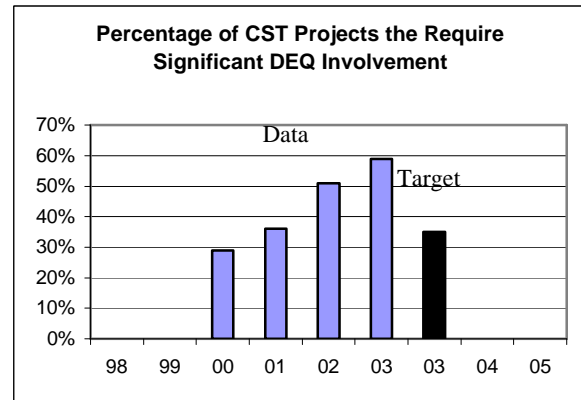
Data					Targets			
1998	1999	2000	2001	2002	2003	2003	2004	2005
		29%	36%	51%	59%	35%		

To what goal or goals is this performance measure linked?

Goal 4: Involve Oregonians in solving environmental problems.

What does the performance measure demonstrate about the goal?

DEQ has identified helping Oregonians to solve local problems as an important objective under the involvement goal. CST projects are an important vehicle that DEQ uses to work with local communities.



What does the data reveal?

The 2003 value of 59% is significantly above the target of 35%. This increase is attributed to the Legislature ultimately reinstating 4 positions to support the Governor’s Economic Revitalization Teams (GERT), a succession of the CST model. The GERTs have been largely focused on industrial land development, which typically involve significant environmental issues.

What is an example of a department activity related to the measure?

This measure is directly related to the primary activity, project development and management, that DEQ uses to help communities solve local economic and environmental problems.

What needs to be done as a result of your analysis?

DEQ will evaluate this measure to determine if it needs to be modified to more accurately reflect DEQ’s contribution to the GERT process and support for local problem solving.

What is the data source?

Data reported comes from Economic Revitalization Team staff.