

ANNUAL PERFORMANCE PROGRESS REPORT - EXECUTIVE SUMMARY

TIME PERIOD: FISCAL YEAR 2003 – 2004

Agency: Oregon Department of Environmental Quality	Date Submitted: October 15, 2004	Version No.:
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SUMMARY OF PERFORMANCE TARGET ACHEIVEMENT

Performance Target Achievement	#	Key Performance Measure #s
Total Number of Key Performance Measures (KPMs)	15	
# of KPMs at target for most current reporting period	9	3, 4, 5, 8, 9, 11, 12, 14, 15
# of KPMs not at target for most current reporting period	6	1, 2, 6, 7, 10, 13

DEGREE AND TYPE OF AGENCY INFLUENCE ON AGENCY'S CHOSEN BENCHMARKS AND HIGH-LEVEL OUTCOMES

The measures described in this report are those that DEQ has adopted to evaluate agency performance and communicate its progress towards achieving the DEQ's Strategic Directions and environmental mission. DEQ is solely accountable for implementing and reporting on the 15 Agency Performance Measures¹ (APMs) described in this report. Two Oregon Benchmarks (OBM # 75 *Percent of time that the air is healthy to breathe for all Oregonians* and OBM #83 *Pounds of municipal solid waste land-filled or incinerated per capita*), and one high-level outcome (HLO #1 *Percent of Oregon stream miles impaired – Oregon's 303d list*) are not included in this report. While these high-level outcome measures are carefully tracked by DEQ, and many DEQ programs contribute towards the intended outcomes, DEQ is not solely responsible for the results. For example, local governments are important partners in OBM #83, undertaking many recycling and waste reduction efforts in their communities. Even for the Agency Performance Measures described in this report there are certain measures for which the results are not strictly a function of agency performance, but involve factors outside of DEQ activities and control. These situations are described in measure-specific discussions contained in Part 2 of this report. DEQ is committed to continuing to learn, re-evaluate and evolve its measures to reflect performance and intended outcomes.

SUCSESSES AND BARRIERS TO ACHIEVING PERFORMANCE MEASURE TARGETS IN 2004

DEQ has met or exceeded targets for 9 of the 15 Agency Performance Measures described herein. Key accomplishments include success in meeting targets for internal efficiency, including timely issuance of air contaminant and water quality permits and reductions in the water quality permit backlog; environmental results related to cleanup of hazardous waste sites and removal of mercury from the environment; and implementation of agency priorities related to customer service, providing Oregonians with helpful environmental information and supporting local communities. These results indicate strong performance, particularly in light of the factors contributing to outcomes that were under target.

¹ While the template for this report refers to "Key Performance Measures," DEQ uses the term "Agency Performance Measures." The two terms are equivalent.

There are six Agency Performance Measures that DEQ did not meet the targets for in 2004: APM #34000-01, #34000-02, #34000-06, APM #34000-13, APM #34000-10 and APM #34000-07. Yet a closer evaluation of DEQ's efforts and results suggests that these results do not indicate poor performance, per se, as follows:

- **APM #34000-01.** In 2002, DEQ set a fairly challenging target of increasing its customer satisfaction survey results by 10% in two years. The baseline survey results indicated 65% of permittees rate DEQ's performance as meeting or exceeding expectations and the 2004 survey repeated these results. DEQ's survey consultant notes that customer satisfaction above 60% is strong performance in the public sector, and that improving these results by 10% within a short timeframe is not a realistic target for a public agency. Delivering excellent customer service is a strategic priority for DEQ, so we will continue to evaluate opportunities to improve customer satisfaction.
- **APM #34000-02** relates to progress on an internal effort to revise enforcement rules. DEQ decided to split the rulemaking effort into two phases, in order to support the involvement of internal and external stakeholders and to develop consensus on key substantive violation issues. DEQ revised its internal targets accordingly.
- **APM #34000-13** measures DEQ's efforts to assess abandoned mines. The most current data available is for calendar year 2003. As of that time, DEQ had completed assessment of 75 mines compared to a target of 77. DEQ views the difference as relatively insignificant.
- **APM #34000-06.** Reductions in program funding from the 2001-03 special legislative sessions, resulting in cuts in Water Quality program staffing, have prevented target achievement for APM #34000-06, the issuance of Total Maximum Daily Loads (TMDLs) for impaired waterbody miles. Based on the resulting resource limitations, DEQ projects completion of several major TMDLs originally scheduled for 2003 and 2004 to be completed in 2005.

The remaining two measures in which DEQ did not meet established targets relate to programs that DEQ had not implemented within the target period.

- **APM#34000-10** relates to chemical agent destruction at the Umatilla Depot. DEQ has expended considerable effort in overseeing the permit process to ensure the destruction of chemical weapons in a manner that protects human health and the environment. Due to an extensive public comment process, and continued safety efforts, the start-up for munitions destruction was delayed until September 8, 2004. DEQ anticipates achieving a 2005 target of 6% destruction of the chemical agent stockpile.
- **APM #34000-07.** DEQ's plans to issue water quality permits on a watershed basis, as measured by APM #34000-07, have been put on hold until after the 2005 calendar year. DEQ, working with water quality stakeholders, decided to focus resources on a higher priority – that of reducing the water quality permit backlog (APM #24000-08).

This last measure suggests one of the key barriers agencies face in achieving performance measure targets: constraints on the State budget result in agencies making often difficult decisions on how best to focus resources to ensure that the highest priority work is being done. Additionally, in considering barriers to the achievement of Agency Performance Measures, it is important to recognize that DEQ, like many agencies, is continuing to evolve its measures to ensure that we are asking the right questions about our performance and collecting performance data that supports good agency decision-making. As we implement our measures we learn more about whether the data provide an accurate indicator of performance and our intended outcomes. It is appropriate for agencies to continue their evaluation and refinement of Agency Performance Measures, balancing the desire to provide more meaningful measurement with the need to communicate trends in performance results. DEQ's Executive Measures Advisory Group (EMAG) leads the agency's efforts to ensure our performance measures track and report DEQ performance, yet continuously evolve as we learn to more accurately reflect the priorities and outcomes sought by the agency in implementing its mission.

FUTURE CHALLENGES

DEQ intends to use performance measurement as a tool for evaluating our progress towards achieving the agency's Strategic Directions, as well as for decision-making. There are two primary challenges confronting the agency: (1) the ongoing need to develop and refine appropriate and meaningful performance measures, which involves continuous learning and reflection on where we are and what will best support the achievement of agency goals; and (2) the need to more fully integrate the use of performance measurement as a tool in agency decision-making. These objectives must be weighed against the value of having consistency in agency performance measures for purposes of evaluating trends in agency performance. The EMAG will lead the agency's efforts on both endeavors, approaching these objectives by working closely with program staff to develop/refine more meaningful measures. DEQ will internally adopt or revise new measures prior to seeking formal modification, in recognition of the importance of ensuring that data systems are able to support our measures, and further to ensure new measures data improves our ability to support internal decision-making and provide transparent communication regarding performance results.

A second challenge that DEQ will be evaluating over the coming biennium is the level of effort related to reporting, vs. implementing, performance measures. It is essential that DEQ employ its resources such that agency efforts are value-added, particularly in light of continuing fiscal constraints. DEQ's Strategic Directions illustrate the agency's focus on performance and customer service, and clearly DEQ is committed to government accountability. Achieving a balance in implementing these commitments, while focusing on results, presents a key challenge to DEQ's performance measures implementation.

ANNUAL PERFORMANCE PROGRESS REPORT - PART I, MANAGING FOR RESULTS
TIME PERIOD: FISCAL YEAR 2003 – 2004

Agency Name: Oregon Department of Environmental Quality	Agency No.: 34000
Contact: Karen Whisler	Phone: (503) 229-5082
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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 DEQ’s Agency Performance Measures (APMs) and ongoing evaluation and modification to existing measures is the responsibility of the Executive Measures Advisory Group (EMAG), a 5-member panel of executive management in the organization. The agency’s Executive Management Team (EMT) periodically reviews the work of EMAG. The EMT also periodically reviews and updates DEQ’s Strategic Directions document, an effort that may include revising priorities and adding or deleting measures. The Environmental Quality Commission is involved advising the agency in these reviews. 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, which support evaluating the agency’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 (SDMs)</i>. SDMs help the EMT evaluate whether we are achieving our intended Strategic Directions results. ➤ <i>Agency Performance Measures (APMs)</i>. APMs 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 (OBMs)</i>. OBMs 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 is 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. DEQ has established a schedule for reporting which includes the preparation of an <i>Annual Executive Measures Report</i> (which includes the APMs), reviewed by the full EMT. Three internal quarterly dashboard reports help inform the EMT of midyear progress and provide the opportunity for management decision-making. Finally, the EMAG oversees the development of this <i>Annual Performance Progress Report</i>. Over the next year DEQ will be evaluating its reporting process to consider opportunities for greater efficiency and ensure measures efforts are value-added, as well as to move towards greater use of agency performance measurement in agency decision-making.</p>
<p>3 What training has staff had in the use performance measurement?</p>	<p>In developing the Agency’s Executive Measures, DEQ worked with a consultant whose support included extensive interactive training for DEQ measures leads and members of the EMAG. In addition, DEQ’s Measures Coordinator provided performance measures training for DEQ managers at one of their Quarterly Management Conferences, and separately for staff measures leads. From time to time program staff also partake in external trainings that often focus on evolving measures towards more outcome-oriented tools for evaluating performance and enhancing decision-making.</p>

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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>4 How does the agency communicate performance results and for what purpose?</p>	<p>DEQ’s internal Web site contains a comprehensive overview of measurement at DEQ. Features of this link include a glossary of terms, a complete list of the agency’s Executive Measures, and quarterly performance measures reports as well as the reports prepared for the Oregon Progress Board/DAS, and DEQ’s EMT.</p> <p>DEQ reports APMs as directed by the Oregon Progress Board and the Performance Measures Guidelines. DEQ’s measures reports can be accessed at http://www.deq.state.or.us/about/apm.htm.</p>
<p>5 What important performance management changes have occurred in the past year?</p>	<p>DEQ’s EMAG continues to review and evaluate existing performance measures, both in terms of performance and whether the measures themselves reflect agency goals, communicate results and provide useful information for agency decision-making. DEQ anticipates continuing to evolve its measures as the agency learns through applying its existing performance measures. Over the past year EMAG, working with DEQ program leads, has recommended revision of a small number of measures, and has adopted several new internal measures to evaluate progress towards achieving the DEQ’s Strategic Directions. DEQ also identified two sustainability performance measures (#34000-09 and #34000-11). The development of useful and effective Executive Measures is an evolving process as the agency strives to more fully integrate performance measures in decisions regarding program implementation.</p> <p>In March, DEQ issued its first Annual Executive Measures Report, as part of the agency’s ongoing efforts to increase transparency and accountability. This reports provides a summary of agency-wide Executive Measures, including the Agency Performance Measures, Oregon Benchmarks, and internal Strategic Directions measures. In addition, EMAG evaluates a subset of performance measures every month, summarizing data, trends and agency implications via quarterly dashboard reports. These updates are published on DEQ’s intranet site. The Agency Performance Progress Report is published on DEQ’s web site.</p>

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2003 – 2004

Agency Name: Oregon Department of Environmental Quality		Agency No.: 34000						
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005
#34000 – 01 Average percent of Air and Water Quality permitted sources that rate the Department’s performance as meeting or exceeding expectations.	Target				baseline		75%	
	Data				65%		65%	

Data Source: Data reported comes from a customer service survey conducted by an external consultant.
 * Internally established target not yet approved by legislature.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal #1: Deliver excellence in performance and product

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

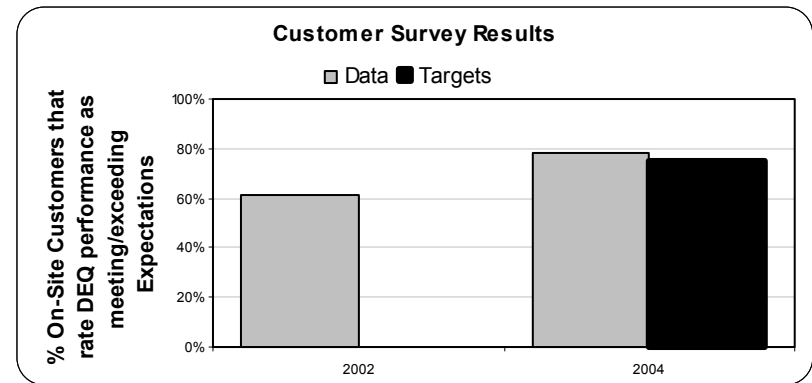
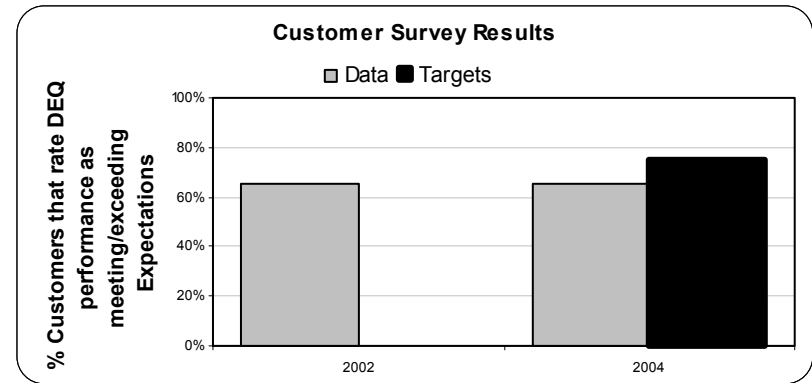
There are no Oregon Benchmarks or High Level Outcomes related to excellence in customer service, although public demand for increased customer service and accountability from government is generally recognized. The outcome data reveal that DEQ staff are meeting or exceeding customer expectations over 60% of the time. DEQ’s impact is in setting a standard for agency staff to continuously improve upon how we deliver services in a manner that both serves our customers well and protects the environment.

How does the performance measure demonstrate agency progress toward 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.

Compare actual performance to target and explain any variance.

In 2002 and 2004, DEQ surveyed air and water permittees, and homeowners obtaining a septic system permit with DEQ. The 2004 customer survey results were relatively consistent with the 2002 survey results. For the large permitted sources (air and water quality permit holders) the ratings were trending upward, but were not statistically significant. For homeowners with on-site septic systems, another customer group surveyed, the 2004 results were statistically higher, and above the established target.



DEQ had established a target of a 10% improvement in 2004 and while we made progress toward the target, we did not reach it. The 2004 survey results were relatively consistent with the 2002 results. For the large permitted sources (air and water quality permit holders) the ratings were trending upward, but were not statistically significant. For the homeowners with on-site septic systems, the results were statistically higher than in 2002. The private contractor DEQ hired to conduct the surveys indicated that a 10% improvement over the already high percentage of satisfied customers was unrealistic in such a short period of time. The contractor (who has experience with other government clients), also noted that this amount of improvement is especially difficult to achieve in the public sector.

Summarize how actual performance compares to any relevant public or private industry standards.

There are no formal standards regarding customer service, but DEQ's customer satisfaction results compare highly favorably when compared with other public sector results, as described above.

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 October 2004, customer service training has been provided for all of the onsite septic system staff and Tanks staff statewide. Additionally, more than 50% of DEQ staff have received email etiquette training, which included customer service elements. This is essential given the quantity of communication that is conducted electronically. Both the customer service and email etiquette training are being incorporated into employee work plans to reinforce the importance of delivering excellence in performance and product.

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

DEQ will continue to track progress on implementing the Customer Service Improvement plan, and will administer another survey in the spring of 2006. DEQ has revised its target for 2006 to 65%. DEQ will continue to use feedback from the survey to make improvements in programs and to strive for higher ratings in 2006. DEQ conducts other customer service evaluations including customer comment cards at DEQ Vehicle Inspection Stations, and will be evaluating the need to focus on measuring customer service satisfaction within other programs, including how we should measure success toward our goal.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2003 – 2004

Agency Name: Oregon Department of Environmental Quality		Agency No.: 34000						
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005
# 34000-02	Target					100%	50%*	100%*
Completion percentage for DEQ's enforcement rule revision project.	Data				25%	80%	50%	

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

* Internally established target not yet approved by legislature.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 1: Deliver excellence in performance and product.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)?

What is the impact of your agency?

N/A

How does the performance measure demonstrate agency progress toward the goal?

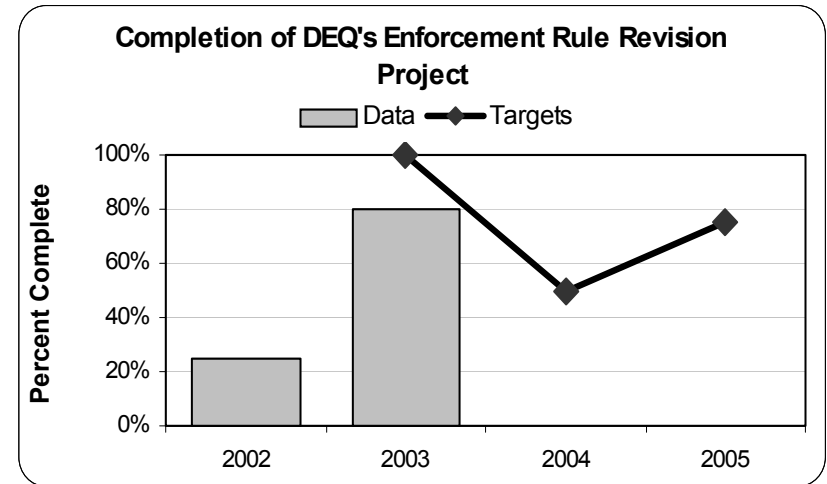
An important objective of excellence is providing understandable and equitable enforcement. DEQ's first important step toward this objective is ensuring that the rules governing our actions are understandable and equitable.

Compare actual performance to target and explain any variance.

After significant discussion and deliberation, it was decided to divide the Division 12 enforcement rulemaking effort into two phases. One phase will address the penalty calculation process and second phase will address substantive violations. This will enable stakeholders, internal and external, to come to consensus on the key substantive violation issues. DEQ has established revised targets based on this plan, projecting a 100% completion by 2006.

Summarize how actual performance compares to any relevant public or private industry standards.

There are no known private industry standards for rulemaking. In a general sense the public "standard" for rulemaking would incorporate a goal of ensuring that regulations are clear, understandable and have met the needs of both internal and external stakeholders. In this regard DEQ's decision to divide the rulemaking into two phases meets this standard.



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 this analysis?

The target completion date for the first phase is December 2004. The target completion date for the second phase is late 2006. The information regarding the schedule changes for this rulemaking will be communicated through the EMT to staff involved in other on-going rulemaking efforts and used in developing future rulemaking schedules. This measure will need to be modified when the rule revision is completed.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS
 TIME PERIOD: FISCAL YEAR 2003 – 2004

Agency Name: Oregon Department of Environmental Quality		Agency No.: 34000						
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005
# 34000-03/ OBM #10a Percentage of air contaminant discharge permits issued within the target period.	Target							85%
	Data	61%	68%	90%	90%	88% ²		

Data Source: DEQ's air quality permit tracking database.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Agency Goal 1: Deliver excellence in performance and product

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

The benchmark sets a high standard for issuing permits in a timely manner. Business and industry 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 business-friendly program.

How does the performance measure demonstrate agency progress toward the goal?

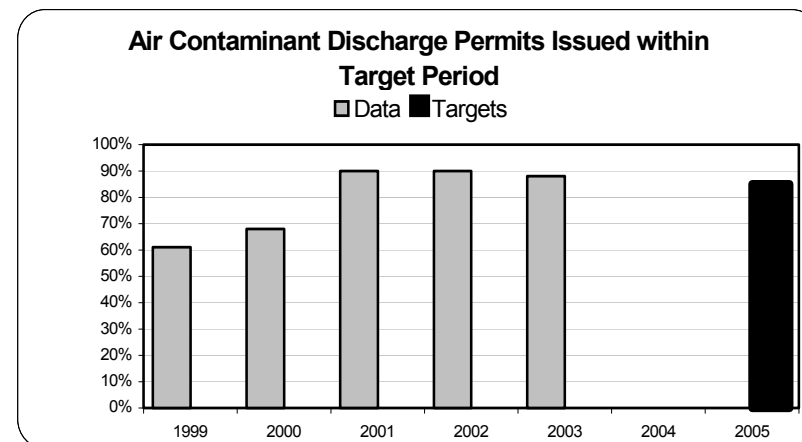
The performance measure provides important information on permitting timeliness, which is a critical agency measure of excellence.

Compare actual performance to target and explain any variance.

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.

Summarize how actual performance compares to any relevant public or private industry standards.

Although there would not be a comparable industry standard, the businesses and industries regulated by air quality permits helped develop the timeliness targets.



² The data reported reflects the most recent calendar year (2003); DEQ will not have 2004 data until January of 2005.

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 this 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.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2003 – 2004

Agency Name: Oregon Department of Environmental Quality		Agency No.: 34000						
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005
# 34000-04/OBM #10b	Target							40%
Percentage of wastewater discharge permits issued within the target period.	Data	25%	38%	51%	45%	55%	NA ³	

Data Source: Water Quality program databases.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 1: Deliver excellence in performance and product.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

The benchmark sets a high standard for issuing permits in a timely manner. Business and industry 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 business-friendly program.

How does the performance measure demonstrate agency progress toward the goal?

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

Compare actual performance to target and explain any variance.

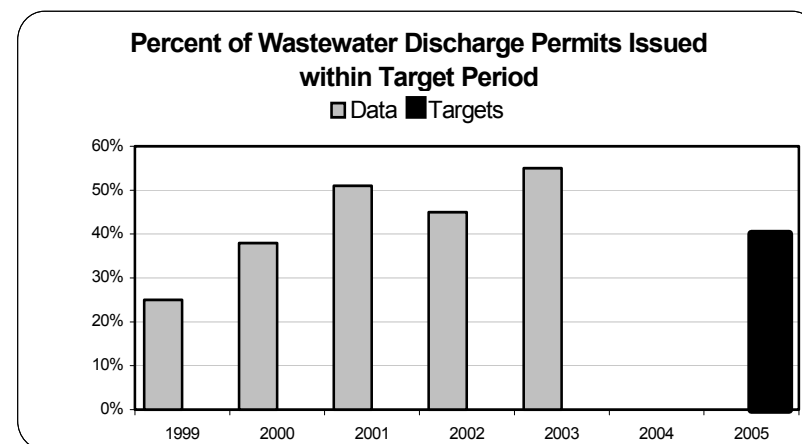
The majority of permit applications are reviewed in a timely manner. DEQ exceeded the target goal of 40% several years early.

Summarize how actual performance compares to any relevant public or private industry standards.

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.

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; 2004 data is expected to show yet another significant improvement in this measure.



³ Data for each year will be reported in the 3rd quarter of the following year.

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

DEQ will continue to focus on reducing the backlog, while moving to a watershed approach to permit reissuance.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS
 TIME PERIOD: FISCAL YEAR 2003 – 2004

Agency Name: Oregon Department of Environmental Quality		Agency No.: 34000						
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005
# 34000-05 Cumulative percentage of waterbody segments with approved Total Maximum Daily Load (TMDL), according to the 2000 EPA consent decree.	Target						27%	41%
	Data		6%	23%	29%	34%		

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

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 2: Protect Oregon’s water.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

This measure does not directly link to an Oregon Benchmark or High Level Outcome. Performance does reflect progress in achieving DEQ’s goal of improving water quality in the state, and contributes towards the objectives of Oregon Benchmark #78, which relates whether Oregon’s water quality is improving or decreasing.

How does the performance measure demonstrate agency progress toward the goal?

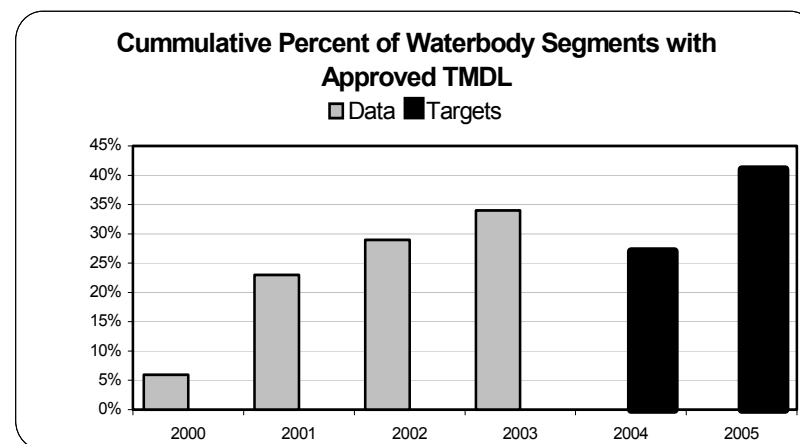
TMDLs are analytical studies conducted on waterbodies that do not meet water quality standards. TMDLs identify the cause of the pollution and actions needed to restore water quality, and provide a process to achieve water quality improvements over time.

Compare actual performance to target and explain any variance.

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 sub basins 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.

Summarize how actual performance compares to any relevant public or private industry standards.

USEPA has national goals to achieve improvements in water quality. The completion of TMDLs is an important step towards meeting this goal. USEPA Region 10 makes TMDL commitments to its headquarters office as way to measure compliance with the national goals relating to water quality. However, USEPA does not have specific performance targets for TMDL development.



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 this 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.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS
 TIME PERIOD: FISCAL YEAR 2003 – 2004

Agency Name: Oregon Department of Environmental Quality		Agency No.: 34000						
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005
#34000-06/HLO#1 Percent of impaired waterbody miles for which a TMDL has been approved.	Target						49%	41%
	Data				16%	17%		

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

* Internally established target not yet approved by legislature.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 2: Protect Oregon’s water.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

The data indicates that Oregon is slowly making progress in achieving its goal to improve water quality in the state. This measure supports Oregon Benchmark #78, which reports on water quality trends in monitored streams, as well as DEQ’s mission related to restoring, maintaining and enhancing the quality of Oregon’s water.

How does the performance measure demonstrate agency progress toward the goal?

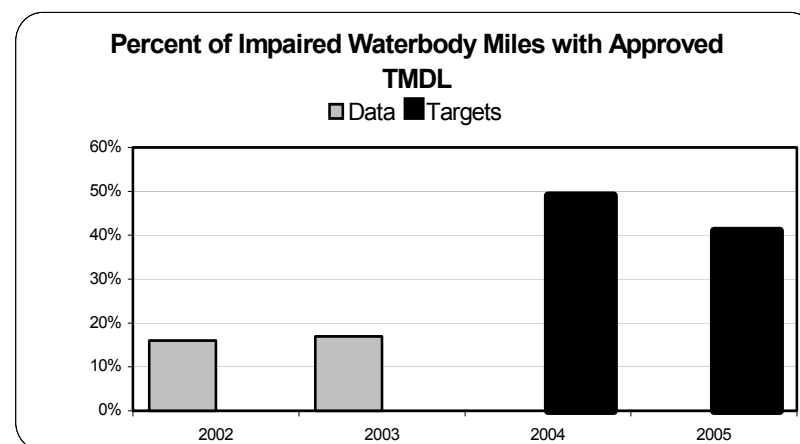
TMDLs are required when a waterbody does not meet a particular criteria pollutant standard. A 303(d) list is the tool that tracks the total stream miles that require a TMDL. The previous performance measure is an indication of DEQ’s progress toward completing a legal mandate, which does not include all outstanding TMDLs. This measure provides information on DEQ’s progress toward completing all outstanding TMDLs.

Compare actual performance to target and explain any variance.

The data reveals that DEQ is behind in meeting its 2004 target. Several major TMDLs that were scheduled for completion in 2003 and 2004 will now be completed in 2005 due to staffing cuts during the 2002-03 legislative special sessions.

Summarize how actual performance compares to any relevant public or private industry standards.

USEPA has national goals to achieve improvements in water quality. The completion of TMDLs is an important step towards meeting this goal. USEPA Region 10 makes similar TMDL commitments to its headquarters office as way to measure compliance with the national goals, with the ultimate goal being improved water quality.



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 this 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.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS
 TIME PERIOD: FISCAL YEAR 2003 – 2004

Agency Name: Oregon Department of Environmental Quality		Agency No.: 34000						
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005
# 34000-07 Percent of individual permits developed on a watershed basis.	Target					60%	70%	80%
	Data				26%			

Data Source: Water Quality program databases.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

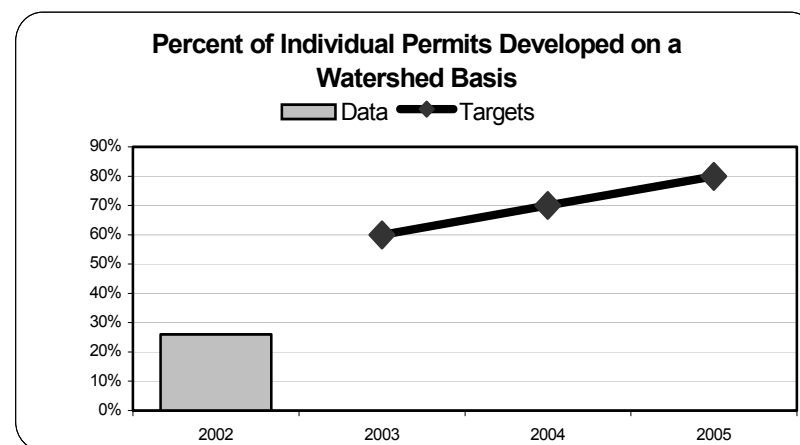
Goal 2: Protect Oregon’s water.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

This measure does not directly link to a benchmark, although DEQ believes that issuing permits on a watershed basis will enhance our ability to consider the cumulative impacts of permits on local watersheds, thereby supporting improvement in water quality.

How does the performance measure demonstrate agency progress toward 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 more efficiently protect Oregon’s water.



Compare actual performance to target and explain any variance.

In 2003, DEQ created an initiative that focused resources on reducing the permit backlog (see APM #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 after the close of calendar year 2005. Simultaneous with the permit backlog reduction effort, DEQ worked with a stakeholder group to identify long-term improvements to the wastewater permitting program. Since that group was evaluating the watershed approach in concert with a number of other recommendations, further implementation of the watershed approach was put on hold until the final recommendations were issued. The group did in fact recommend full implementation of the watershed approach and DEQ is now moving ahead based on the group’s complete recommendations.⁴

Summarize how actual performance compares to any relevant public or private industry standards.

There are no applicable or commensurate public or private industry standards.

⁴ The stakeholder group, known as the “Blue Ribbon Committee” issued a final report in August 2004, available at: <http://www.deq.state.or.us/wq/wqpermit/BlueRibbonRpt080604.pdf>

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.

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

Complete the backlog reduction effort and issue an updated schedule for watershed-based permitting.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2003 – 2004

Agency Name: Oregon Department of Environmental Quality		Agency No.: 34000						
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005
# 34000-08 Percent of total permits that are expired.	Target					15%	10%	
	Data	10%	14%	11%	18%	14%		

Data Source: Water Quality program databases.

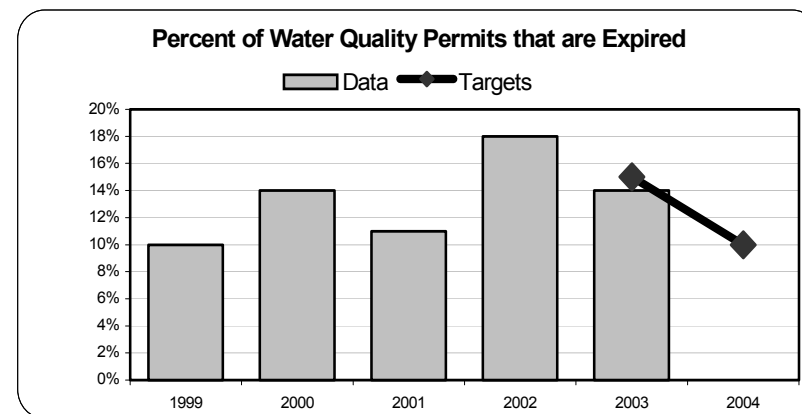
Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 2: Protect Oregon’s water.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

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. Thus, although this is an internal efficiency measure, it supports Oregon Benchmark #78 and DEQ’s mission to improve water quality in Oregon.



How does the performance measure demonstrate agency progress toward the goal?

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.

Compare actual performance to target and explain any variance.

DEQ’s achievement in reducing the water quality permit backlog has exceeded established targets.

Summarize how actual performance compares to any relevant public or private industry standards.

There are no applicable or commensurate public or private industry standards.

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

In July 2003, DEQ initiated a focused effort (by delaying implementation of watershed-based permitting) to reduce the backlogged individual permits and created the permit backlog reduction schedule.

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

Continue with the backlog reduction effort, which includes issuing permits according to the schedule. DEQ has proposed modifying this measure to reflect the percent of water quality permits that are current, in order to achieve consistency and transparency in reporting. As currently reported, a result that is *below* the target is positive, whereas for all other measures results *above* targets represent positive performance.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2003 – 2004

Agency Name: Oregon Department of Environmental Quality		Agency No.: 34000						
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005
# 34000-09	Target							10%
Percent of permitted facilities that produce reclaimed water for use.	Data				6.5%	7.3%		

Data Source: DEQ Permit Writers.

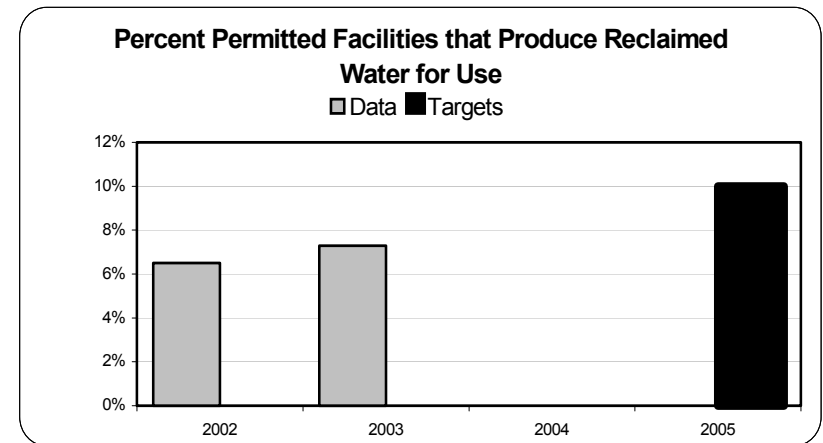
Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 2: Protect Oregon’s Water. This is one of DEQ’s identified sustainability measures.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

There are no established Oregon Benchmarks or High Level Outcomes associated with this measure. Nevertheless, DEQ notes that compared with the States of California, Arizona and Florida, the State of Oregon lags in water reuse. The other three states have acute water supply difficulties as a result either of growth, or of climate; the State of Oregon’s performance is comparable to states that do not have these difficulties, though it should be noted that Oregon has in the past suffered water shortages and with increasing population growth will face future water supply difficulties.



How does the performance measure demonstrate agency progress toward the goal?

This performance measure ensures that Oregon’s water resources are used in the most efficient way possible, and in so doing protects the State’s natural waterbodies. Beneficially using recycled water lowers demand on natural waterbodies, and more closely matches quality standards with intended uses. In addition, providing treated wastewater for reuse can give facilities more cost-effective options for managing their wastewater.

Compare actual performance to target and explain any variance.

Actual performance is tracking toward the 2005 target.

Summarize how actual performance compares to any relevant public or private industry standards.

There are no applicable or commensurate public or private industry standards.

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

DEQ is working with an Urban Reuse Task Force (directed by Senate Bill 820 from 2003) to make recommendations for policies and procedures to improve incentives for water reuse and eliminate barriers to reuse, while protecting public health and the environment.

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

DEQ will continue working with interested stakeholders to carry out the Task Force recommendations. In the future, DEQ plans to review administrative rules relative to water reuse to remove barriers to reuse while protecting human health and the environment.

This measure provides useful information, however DEQ has identified a number of concerns with respect to how well the measure reflects agency performance or environmental outcome. Over the next biennium DEQ will explore improving or supplanting this measure to one that provides more useful performance and/or outcome data. This effort will include modifications to data collection and programmatic activities to support better evaluate DEQ performance, and more specifically, environmental benefit.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS*TIME PERIOD: FISCAL YEAR 2003 – 2004*

Agency Name: Oregon Department of Environmental Quality		Agency No.: 34000						
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005
#34000-10 Cumulative percent of chemical agent destroyed at Umatilla Depot.	Target							20%
	Data							

*Data Source: DEQ Umatilla Chemical Demilitarization Program.***Key Performance Measure Analysis*****To what goal(s) is this performance measure linked?***

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

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

While there is clearly substantial public interest in public safety and reduction of toxic risks associated with this effort, there are no established Oregon Benchmarks or High Level Outcomes to which this measure links. The August 13, 2004 Environmental Quality Commission authorization to proceed with chemical weapons destruction, and the September 8, 2004 startup suggest Oregon is making progress toward the final goal of destroying the chemical weapons stockpile at the Umatilla Chemical Depot. The DEQ's impact is to ensure that the U.S. Army destroys the stockpile in a manner that is protective of human health and the environment.

How does the performance measure demonstrate agency progress toward the goal?

This measure provides information on how much of the stockpile of chemical weapons agent at the Umatilla Chemical Depot has been destroyed. DEQ oversees the destruction of chemical agent performed by the U.S. Army and its contractor; DEQ's oversight includes regulatory reviews and issuance of approvals for key activities (e.g. agent trial burns and permit modification requests).

Compare actual performance to target and explain any variance.

The Umatilla Chemical Agent Disposal Facility (UMCDF) began destroying chemical weapons on September 8, 2004. UMCDF will ramp up its processing rate very slowly, ensuring that the facility and its personnel are able to safely process the chemical weapons as they proceed. The original target was 20% for the cumulative percent of chemical agent destroyed at the Umatilla Chemical Depot by the end of 2005. A more reasonable target for completion by the end of State Fiscal Year 2005 will be 6% of the chemical agent destroyed. The lower target results from a later than anticipated start for chemical agent operations. This was necessary in order for UMCDF to complete all of its regulatory requirements that were prerequisite to the Environmental Quality Commission giving its authorization on August 13, 2004 for the start of agent operations. Subsequently, additional site activities by UMCDF resulted in actual startup on September 8.

Summarize how actual performance compares to any relevant public or private industry standards.

Aside from other chemical agent disposal facilities (three others are in operation currently), there are no comparisons that would be relevant (and it should be noted that safety and environmental protection take precedence over any "production targets" that may be tracked). However, other chemical agent destruction facilities in Utah, Alabama, and Maryland have destroyed between six and 15% of their chemical agent inventories per year.

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

Key activities that will support timely destruction of the chemical agent are DEQ's review and approval of surrogate trial burn reports, agent trial burn plans, and agent trial burn reports for each of the four incinerator systems. DEQ will also continue to process numerous permit modification requests and conduct inspections of UMCDF for regulatory compliance throughout the remainder of 2005.

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

Chemical Demilitarization Program staff for DEQ will continue all regulatory oversight activities in support of chemical agent operations at UMCDF.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2003 – 2004

Agency Name: Oregon Department of Environmental Quality		Agency No.: 34000						
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005
# 34000-11 Pounds of mercury removed from the environment through DEQ's efforts.	Target					40	100*	125*
	Data				59.16	81.73		

Data Source: Reports from DEQ contractors for household and conditionally exempt generator collection facilities and collection events; consultation with individual companies involved in thermostat recycling; and consultation with the association for automotive repair facilities.

* Internally established target not yet approved by legislature.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

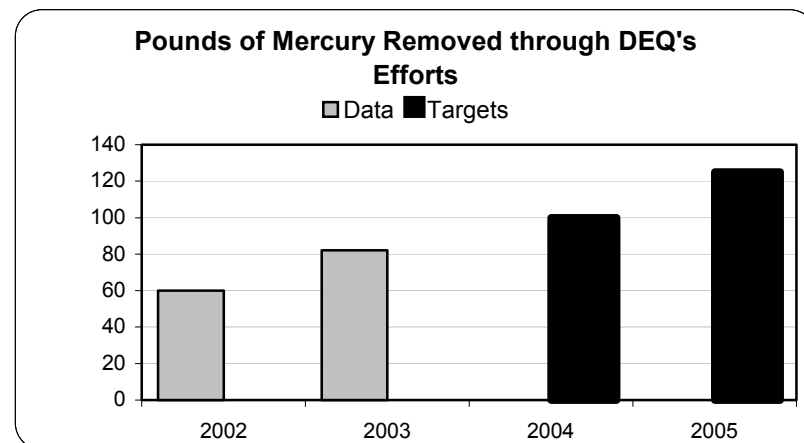
Goal 3: Protect human health and the environment from toxics. This is one of DEQ's identified sustainability measures.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)?

What is the impact of your agency?

There are no relevant Oregon Benchmarks or High Level Outcomes related to this measure. Nevertheless it can be said that Oregonians have an investment in the reduction of toxics. Mercury is a priority chemical because it is persistent in the environment, because of its potential effects to humans and environmental receptors, and because it is present in low concentrations in a relatively wide range of consumer products and fuel sources.

This measure relates the Department's results from its efforts to remove mercury from the environment, and thereby reduce the potential for human and ecological exposure.



How does the performance measure demonstrate agency progress toward the goal?

Collection and safe management of mercury helps protect human health and the environment by limiting the release of mercury and subsequent exposure of people and environmental receptors to the toxic effects of mercury. This performance measure captures the amount of mercury collected as a result of initiatives and programs for collection of mercury including used mercury-containing lamps, thermostats, thermometers and miscellaneous other sources (e.g., elemental mercury turned in at special collection events associated with hobby miners, dental offices and other sources).

Compare actual performance to target and explain any variance.

When the 2003 target of "40 pounds" was originally established, DEQ believed that only 35 pounds of mercury was collected during calendar year 2002 and the corrected actual data indicates that 59.16 pounds of mercury was collected during 2002 (the earlier estimate underreported the amount of mercury collected associated with management of mercury-containing lamps (e.g., fluorescent light tubes). Nevertheless, actual performance for 2003 was better than expected, due to additional collection of mercury associated with DEQ-sponsored household hazardous waste collection events.

As previously discussed, a number of distinct sources of mercury are collected through various events and permanent facilities. DEQ expects fluctuation in the amounts of mercury collected from these various sources based on availability of collection events and facilities; the success of DEQ and others in targeting specific sources and our success in reaching these individual sectors; and growing public awareness about the health effects of mercury and use of mercury collection services. Looking forward, volumes of mercury collected from some discrete sources may decline as mercury-containing products are replaced and as existing stored supplies of elemental mercury are collected for safe management.

Summarize how actual performance compares to any relevant public or private industry standards.

There are no applicable or commensurate public or private industry standards.

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

DEQ provides financial and technical assistance in support of mercury reduction activities to assist individuals and small businesses with opportunities to safely dispose of stored mercury and used mercury-containing products, including sponsorship of a variety of community-based and small business collection events and public education and outreach services.

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

DEQ, in conjunction with local communities and others, needs to continue mercury and other toxic use reduction activities (e.g., mercury collection events and services).

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2003 – 2004

Agency Name: Oregon Department of Environmental Quality		Agency No.: 34000						
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005
34000-12: Percentage of identified Oregon hazardous waste sites cleaned up (Oregon Benchmark #84)	Target						90.5%*	91.0%*
	Data	76.3%	82.9%	86.5%	88.2%	90.1%		
a. tank sites	Target							
	Data	76.4%	83.3%	87.0%	88.8%	90.9%		
b. other hazardous substances	Target							
	Data	73.5%	74.0%	75.2%	74.0%	75.2%		

Data Source: Data comes from records kept by DEQ in the Cleanup and Underground Storage Tank programs.

* Internal revised targets; DEQ’s legislatively approved target for 2005 is 79%.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

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

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

The percentage of contaminated sites cleaned up or being cleaned up continues to rise, e.g., as of the end of calendar year 2003, over 90% of the known releases of hazardous substances from tank sites or other hazardous substances have been cleaned up or are being cleaned up. The majority of sites represented are “tank sites” including home heating oil and gasoline service station sites. “Other hazardous substance” sites include past releases associated with a wide range of facilities and toxic substances, but generally exclude tank sites. DEQ reviews and approves tank site and other hazardous substance site investigations and cleanups when these sites have been determined by the Department to be protective of human health and the environment.



How does the performance measure demonstrate agency progress toward 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. It measures the number of completed cleanups where “no further action” (NFA) determinations have been issued, as well as sites at which cleanup is occurring and NFAs will be issued, relative to the total number of identified hazardous substance sites. OBM #84 is one of the “legacy” measures that DEQ believes can be improved upon, as a measure of agency performance and as a measure of environmental outcome.

Compare actual performance to target and explain any variance.

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.

Summarize how actual performance compares to any relevant public or private industry standards.

There are no applicable or commensurate public or private industry standards.

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

DEQ has implemented a number of initiatives to streamline the cleanup process. For example, in the underground storage tank program, DEQ has developed “risk-based corrective action guidance” to expedite characterization and cleanup of petroleum-contaminated sites. DEQ has also implemented a “prospective purchaser program” and an “independent cleanup pathway” for other hazardous substance cleanup sites and these initiatives have encouraged additional participation in the state’s Voluntary Cleanup Program and, as a result, additional completed cleanups.

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

DEQ plans to continue current efforts that support increasing the percentage of hazardous waste sites that are cleaned up. In addition, during the next year DEQ will be developing a measure, either as a revision to or supplement to this measure, which will better characterize agency performance and environmental outcomes.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2003 – 2004

Agency Name: Oregon Department of Environmental Quality		Agency No.: 34000						
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005
# 34000-13	Target					77	90*	95*
Cumulative number of abandoned mines assessed for toxic contaminants.	Data	22	38	44	53	75		

Data Source: DEQ Cleanup Program

* Internally established target not yet approved by legislature.

Key Performance Measure Analysis

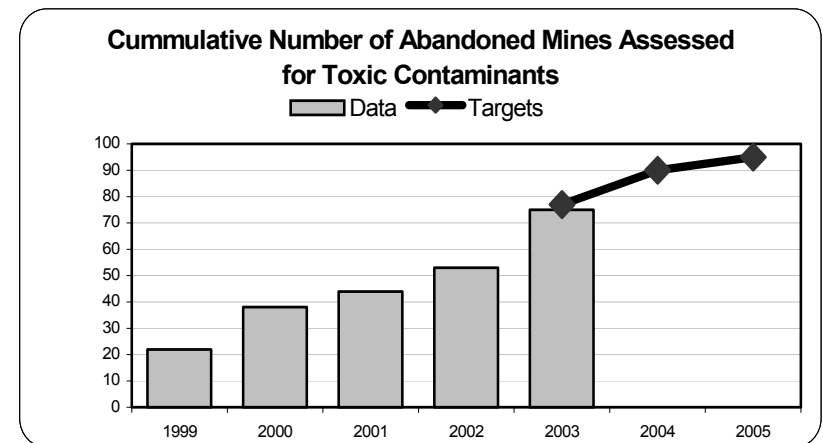
To what goal(s) is this performance measure linked?

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

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

There are no Oregon Benchmarks or High Level Outcomes to which this measure links; in general, however, this measure supports the interests of the State in reducing toxics in the environment by relating data on environmental assessment of abandoned mines for cleanup. Approximately half of the abandoned mine sites currently in the state’s database have been evaluated (initial screening completed). This measure does not specifically reflect relative hazards posed by abandoned mines, although in general DEQ sets a priority on evaluating sites that are more likely to pose the most significant risks to human health and the environment.

The reporting on this measure does not include all mine sites (e.g., mine sites located on lands managed by federal agencies) and it doesn’t tell us very much about the overall status of progress on cleanup of mine sites which have been determined to need further action. DEQ directly affects the results reported in this measure because the Department itself (using federal funds) has completed the site screenings reported in this measure.



How does the performance measure demonstrate agency progress toward the goal?

Site screening work provides DEQ and others with sufficient information to begin to determine which sites are priorities for further investigation and/or cleanup actions. However, the measure itself does not directly report on the relative environmental priority of abandoned mine sites and it does not report on progress made in investigating or cleaning up the mine sites that are priorities for further work.

Compare actual performance to target and explain any variance.

Actual performance closely matches the established 2003 calendar year target for cumulative number of abandoned mine sites screened.

Summarize how actual performance compares to any relevant public or private industry standards.

There are no applicable or commensurate public or private industry standards.

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

DEQ, using federal funds, completes site screenings reported in this measure and therefore is directly responsible for progress in fulfilling this performance measure.

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

DEQ is currently evaluating the merits of supplementing the current “abandoned mines screened” performance measure with a measure of the percentage of high priority mine sites at which further investigation or cleanup work has been initiated or completed. DEQ intends to make a decision or recommendation regarding this potential supplemental performance measure by January 2005. While this measure likely would be a useful and meaningful measure of progress in investigating and cleaning up mine sites, it should be noted that investigating and cleaning up mine sites is often costly, viable responsible parties for conducting this work are usually not present, and state funds for investigating and cleaning up orphan sites are severely limited.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2003 – 2004

Agency Name: Oregon Department of Environmental Quality		Agency No.: 34000						
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005
# 34000-14	Target						350,000	360,000*
Average number of web page-views per month.	Data		82,378	143,718	247,585	346,937		

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

* Internally established target not yet approved by legislature.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 4: Involve Oregonians in solving environmental problems.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

There are no established Oregon Benchmarks or High Level Outcomes to which this measure links. However, DEQ’s efforts reflect the understanding that Oregonians value having environmental information available, and easily accessible via the Internet. DEQ is committed to providing high-quality data about environmental conditions in Oregon communities and will continue to do so.

How does the performance measure demonstrate agency progress toward the goal?

DEQ is providing more data than ever before, and have seen a subsequent increase in Oregonians’ use of the DEQ website to obtain data.

Compare actual performance to target and explain any variance.

DEQ achieved its established target.

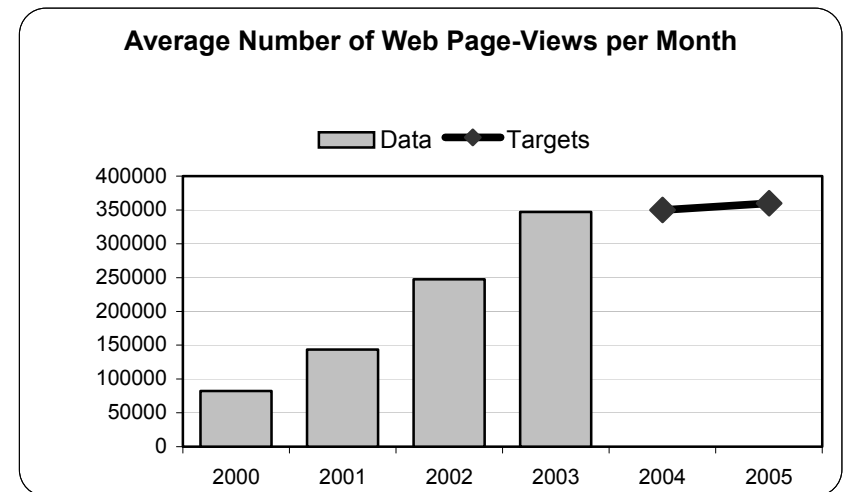
Summarize how actual performance compares to any relevant public or private industry standards.

Although there are no formal standards, in determining an appropriate target, DEQ reviewed the Internet’s projected use in the United States population.

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

The following are some examples of data that is now accessible via DEQ’s website:

- Answers to the most common regulatory questions that affect Oregon consumers;
- Information on individual facilities in communities;



- Ability for industry to submit monitoring reports online;

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

DEQ will continue to maximize efforts to make more information accessible. DEQ plans to implement an exit survey of website users in order to find out more about what information people desire. This effort is planned for the end of 2005, after the completion of the agency's website migration to the Oregon.gov portal.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2003 – 2004

Agency Name: Oregon Department of Environmental Quality		Agency No.: 34000						
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005
# 34000-15 Percent of Economic Revitalization Team (ERT) projects with environmental issues that require significant DEQ involvement.	Target					35%	55%*	60%*
	Data		29%	36%	51%	59%	66%	

Data Source: DEQ ERT Program.

* Internally established target not yet approved by legislature.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

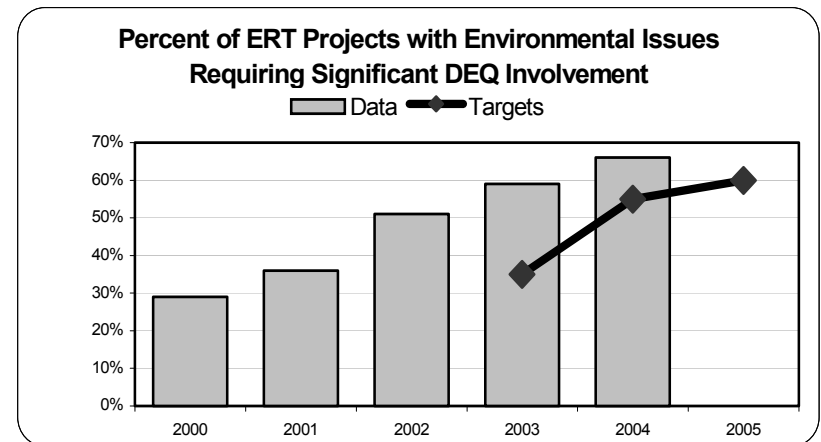
Goal 4: Involve Oregonians in solving environmental problems.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

N/A

How does the performance measure demonstrate agency progress toward the goal?

DEQ’s goal of involving Oregonians in solving environmental problems is supported by agency efforts to support economic revitalization in local communities. This measure relates the percent of ERT projects in which DEQ has a significant role, indicative of DEQ’s commitment to working with Oregonians local communities in solving environmental problems.



Compare actual performance to target and explain any variance.

This measure underwent a shift when the focus changed from Community Solutions Teams to Economic Revitalization Teams. The teams became focused on industrial land rather than communities. The 60% target for 2005-2007 reflects a realistic assessment of how many projects DEQ can be involved in that meet the boundaries of this measure.

Summarize how actual performance compares to any relevant public or private industry standards.

There are no applicable or commensurate public or private industry standards.

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 this analysis?

DEQ will evaluate this measure to determine if it needs to be modified to more accurately reflect DEQ's contribution to the ERT process and its role in supporting local problem-solving.

