

ENVIRONMENTAL QUALITY, DEPARTMENT of
Annual Performance Progress Report (APPR) for Fiscal Year (2007-2008)
Proposed KPM's for Biennium (2009-2011)

Original Submission Date: 2008

2007-2008 KPM #	2007-2008 Approved Key Performance Measures (KPMs)
1	CUSTOMER SERVICE: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.
2	PERMIT TIMELINESS: Percentage of air contaminant discharge permits issued within the target period.
3	PERMIT TIMELINESS: Percentage of individual wastewater discharge permits issued within 270 days.
4	UPDATED PERMITS: Percent of total wastewater permits that are current.
5	WATER QUALITY TMDLS: Percent of impaired waterbody miles for which a TMDL has been approved.
6	UMATILLA: Cumulative percent of chemical agent destroyed at Umatilla Chemical Demilitarization Facility (UMCDF).
7 a	CLEANUP: Percent of identified Oregon hazardous waste sites cleaned up: overall.
7 b	CLEANUP: Percent of identified Oregon hazardous waste sites cleaned up: tanks.
7 c	CLEANUP: Percent of identified Oregon hazardous waste sites cleaned up: hazardous substances.
8	TOXICS PREVENTION AND REDUCTION: Pounds of mercury removed from the environment through DEQ's efforts.
9	SOLID WASTE - Pounds of municipal solid waste landfilled or incinerated per capita.
10 a	WATER QUALITY CONDITIONS - Percent of monitored stream sites with significantly increasing trends in water quality.
10 b	WATER QUALITY CONDITIONS - Percent of monitored stream sites with decreasing trends in water quality.

2007-2008 KPM #	2007-2008 Approved Key Performance Measures (KPMs)
10 c	WATER QUALITY CONDITIONS – Percent of monitored stream sites with water quality in good to excellent condition.
11	AIR QUALITY DIESEL EMISSIONS: Quantity of diesel particulate emissions.
12 a	AIR QUALITY CONDITIONS - Number of days when air is unhealthy for sensitive groups.
12 b	AIR QUALITY CONDITIONS - Number of days when air is unhealthy for all groups.
13 a	AIR QUALITY - NEW SCIENCE - Percent of Oregonians at risk from toxic air pollutants that contribute to cancer.
13 b	AIR QUALITY - NEW SCIENCE - Percent of Oregonians at risk from toxic air pollutants that contribute to respiratory problems.
14	ERT: Percent of local participants who rank DEQ involvement in Economic Revitalization Team process as good to excellent.
15	PERMIT TIMELINESS: Percent of Title V operating permits issued with the target period.
16	BOARDS AND COMMISSIONS: Percent of total best practices met by the Environmental Quality Commission.

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	Title: Rationale:

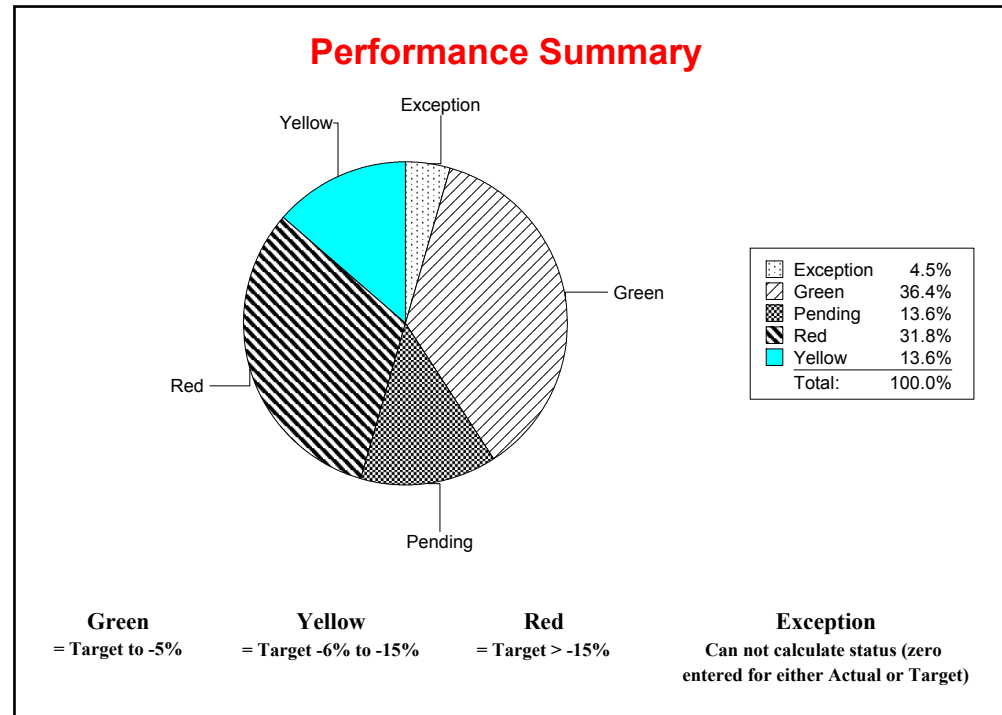
Agency Mission: To be a leader in restoring, maintaining and enhancing the quality of Oregon’s air, water and land.

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1. SCOPE OF REPORT

This Annual Performance Progress Report (APPR) for Fiscal Years 2007-2008 provides performance results related to each of the agency’s primary environmental programs, e.g., Land, Air and Water Quality. Not all sub-programs are represented in Key Performance Measures, but the highest agency priorities are reflected in the measures. The 2007 Legislature approved adoption/revision of a number of the Key Performance Measures adopted for the 2005-07 biennium. This includes the formal adoption of several Oregon Benchmarks as agency Key Performance Measures (see Oregon Context, below) and modifications/new measures that reflect new science. Where data is not available yet to support newly adopted measures, implementation and targets are described. Note that the numbering scheme for the agency’s Key Performance Measures may change from one year to the next as a result of the adoption and/or deletion of measures by the Oregon Legislature.

2. THE OREGON CONTEXT

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

OBM 10a (KPM #2) – PERMIT TIMELINESS: Percentage of air contaminant discharge permits issued within the target period.

OBM 10b (KPM #3) - PERMIT TIMELINESS: Percentage of individual wastewater discharge permits issued within 270 days.

HLO 1 (KPM #5) – WATER QUALITY TMDLs: Percent of impaired waterbody miles for which a TMDL has been approved.

OBM 85 (KPM #7) – CLEANUP: Percent of identified Oregon hazardous waste sites cleaned up: overall, tanks, and hazardous substances.

OBM 84 (KPM #9) – SOLID WASTE: Pounds of municipal solid waste landfilled or incinerated per capita.

OBM 79 (KPM #10) – WATER QUALITY CONDITIONS: Percent of monitored stream sites with significantly increasing trends in water quality, with decreasing trends in water quality, and with water in good to excellent condition.

OBM 75 (KPM #12) – AIR QUALITY CONDITIONS: Number of days when air is unhealthy for sensitive groups and for all groups.

OBM 76 (KPM #13) – AIR QUALITY – NEW SCIENCE: Percent of Oregonians at risk from toxic air pollutants that contribute to cancer and that contribute to respiratory problems.

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

3. PERFORMANCE SUMMARY

DEQ is substantially meeting and/or exceeding targets for 9 Key Performance Measures. Environmental and public health benefits associated with the achievement of performance targets are the result of the destruction of chemical agent at the Umatilla Chemical Agent Disposal Facility, removal of mercury from the environment, cleanup of hazardous substance contamination, and air quality diesel emission reductions. The specific Key Performance Measures for which 2007 targets were met include:

KPM 6 - UMATILLA: Cumulative percent of chemical agent destroyed at Umatilla Chemical Demilitarization Facility (UMCDF.)

KPM 7a (OBM 85) - CLEANUP: Percent of identified Oregon hazardous waste sites cleaned up: overall.

KPM 7b (OBM 85) - CLEANUP: Percent of identified Oregon hazardous waste sites cleaned up: tanks.

KPM 7c (OBM 85) - CLEANUP: Percent of identified Oregon hazardous waste sites cleaned up: hazardous substances.

KPM 8 - TOXICS PREVENTION AND REDUCTION: Pounds of mercury removed from the environment through DEQ's efforts.

KPM 10c (OBM 79c) - WATER QUALITY CONDITIONS - Percent of monitored stream sites with water quality in good to excellent conditions.

KPM 11 - AIR QUALITY DIESEL EMISSIONS: Quantity of diesel particulate emissions.

KPM 14 - ERT: Percent of local participants who rank DEQ involvement in Economic Revitalization Team process as good to excellent.

KPM 16 - BOARDS AND COMMISSIONS: Percent of total best practices met by the Environmental Quality Commission.

DEQ is not meeting targets for 11 Key Performance Measures, including permit timeliness in the air and water quality programs, solid waste generation, and air and water quality conditions (with the exception that DEQ did meet its targets for streams in good to excellent condition, identified above). Specifically, the following Key Performance Measures did not meet 2007 targets:

KPM 1 - CUSTOMER SERVICE: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.

KPM 2 (OBM 10a) - PERMIT TIMELINESS: Percentage of air contaminant discharge permits issued within the target period.

KPM 3 (OBM 10b) - PERMIT TIMELINESS: Percentage of individual wastewater discharge permits issued within 270 days.

KPM 4 - UPDATED PERMITS: Percent of total wastewater permits that are current.

KPM 5 (HLO 1) - WATER QUALITY TMDLs: Percent of impaired waterbody miles for which a TMDL has been approved.

KPM 9 (OBM 84) - SOLID WASTE - Pounds of municipal solid waste landfilled or incinerated per capita.

KPM 10a (OBM 79a) - WATER QUALITY CONDITIONS - Percent of monitored stream sites with significantly increasing trends in water quality.

KPM 10b (OBM 79b) - WATER QUALITY CONDITIONS - Percent of monitored stream sites with decreasing trends in water quality.

KPM 12a (OBM 75a) - AIR QUALITY CONDITIONS - Number of days when air is unhealthy for sensitive groups.

KPM 12b (OBM 75b) - AIR QUALITY CONDITIONS - Number of days when air is unhealthy for all groups.

KPM 15 - PERMIT TIMELINESS: Percent of Title V operating permits issued with the target period.

While the agency was successful in the 2007 Legislature in securing authority to obtain additional resources through permit fee increases, DEQ has not yet obtained the funds necessary to fill additional positions necessary to support meeting our permit timeliness targets. DEQ is currently in the process of writing rules defining certain of these fees and/or collecting sufficient revenues to support hiring of additional permit staff. Other performance challenges are described in the narrative for each Key Performance Measure. It is important to recognize that in adopting several high level Oregon Benchmarks as Key Performance Measures, DEQ's overall performance results as reflected in the Performance Summary Table, are not solely within DEQ's control. Many of the outcomes are shared responsibilities with other state agencies. DEQ is unable to report results for two of our newest Key Performance Measures pending release of data from the Environmental Protection Agency. These measures are:

KPM 13a (OBM 76a) - AIR QUALITY - NEW SCIENCE - Percent of Oregonians at risk from toxic air pollutants that contribute to cancer.

KPM 13b (OBM 76b) - AIR QUALITY - NEW SCIENCE - Percent of Oregonians at risk from toxic air pollutants that contribute to respiratory problems.

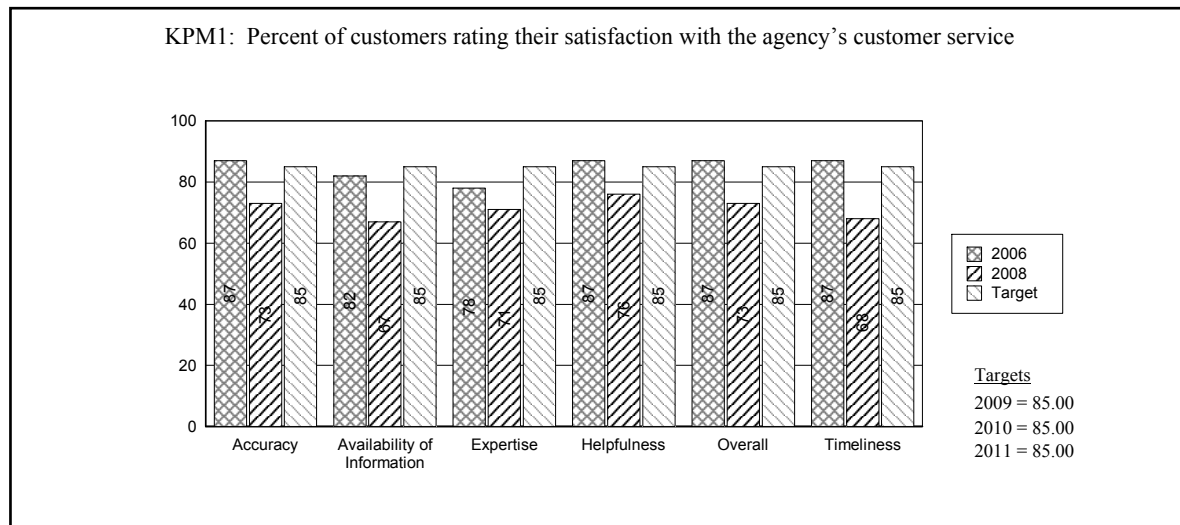
4. CHALLENGES

A key challenge DEQ faces in achieving performance results relates to the trend in reduced or static funding, which impacts agency fiscal and staff resources. For example, DEQ's water quality program has had to make difficult decisions on how best to focus resources to ensure that the highest priority work is being done, with the result that some work is not completed, or is not completed timely. This has affected our results for a number of air, land, and water quality commitments. In many cases, DEQ is not able to achieve its performance results due to inadequate revenues and mission critical staffing resources, high staffing turnover rates, and insufficient funds to make substantial organizational efficiency improvements.

5. RESOURCES AND EFFICIENCY

DEQ's legislatively adopted budget for FY 2007-09 is \$297,999,944. Of this \$193,968,064 makes up DEQ's operating budget which funds DEQ operations. Local communities and partners receive the balance from DEQ to spend on local environmental projects.

KPM #1	CUSTOMER SERVICE: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.	2006
Goal	EXCELLENCE: Delivering outstanding public service and continuously seeking customer feedback to improve our service.	
Oregon Context	There are no Oregon Benchmarks or High Level Outcomes related to this measure, but excellence in customer service is a priority in the State of Oregon, and all state agencies are required to report their performance results.	
Data Source	Biennial customer service survey of air, and water quality permitted sources, on-site septic system home owners and vehicle inspection program customers.	
Owner	DEQ Office of Communication and Outreach. Joanie Stevens-Schwenger, (503) 229-6585.	



1. OUR STRATEGY

Deliver excellent public service and implement biennial survey to determine customer service performance with air and water quality permittees, on-site septic system customers (2006 data is reported for these existing survey customers) and vehicle inspection program customers.

2. ABOUT THE TARGETS

DEQ established targets of 85 percent customer ratings of very good to excellent for all categories of surveyed customers.

3. HOW WE ARE DOING

This year's customer survey results revealed that DEQ's customer service ratings remain high for the vehicle inspection program and dipped lower than expected for DEQ's permitting programs. DEQ's vehicle inspection program continues to improve and upgrade vehicle testing technology, has added "lane cams" to the website so that customers can see if they will have long wait periods, and now offers the ability to pay for the service with a credit card. All of these improvements, in addition to customer service training within the last two years, has likely resulted in higher customer satisfaction. DEQ's permitting processes on the other hand, are not automated, are demanding of customers' time, and customers cannot apply and pay for services on line, which would make it faster and easier for them to apply for permits. Low staffing levels in two of the permitting programs for air and water also contributed to the lower rankings particularly in responses regarding timeliness. Permitting customers gave DEQ staff the highest marks for helpfulness. Overall, 76% of air, water and septic permit holders rated DEQ customer service as good to excellent, while 94% of vehicle inspection customers rated customer service good to excellent.

4. HOW WE COMPARE

In comparison to 2006 levels, DEQ's overall customer service ratings are lower for permit holders than those measured in 2006, but the same for vehicle inspection program customers. The air quality and onsite septic customers rated service about the same as in 2006, with the water quality permittees reporting that service lacked timeliness and accuracy.

5. FACTORS AFFECTING RESULTS

Slower service and correlating customer ratings are likely due to short staffing in the water quality permit program.

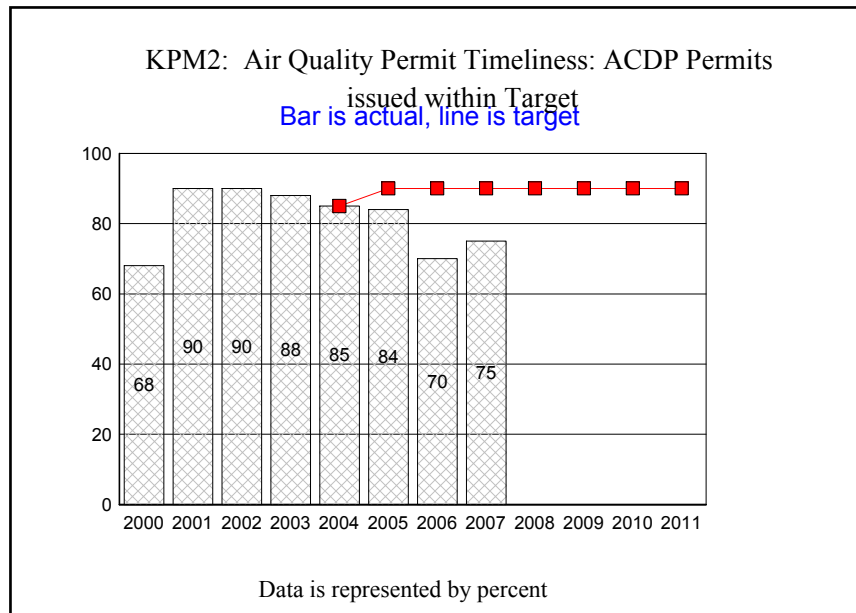
6. WHAT NEEDS TO BE DONE

DEQ needs to continue customer service training, hire staff authorized by the legislature if revenue allows and discuss streamlining measures to speed up the permit process. The legislature restored water quality positions to the budget in 2007, for which the program has not yet collected enough fees to fund. With full staffing and on-going customer service training, DEQ expects positive ratings to increase during the next biennium.

7. ABOUT THE DATA

The Portland State University Survey Research Lab conducted the survey during May and June 2008. PSU used a telephone survey to statistically sample the targeted populations. The survey was administered to a representative sample of DEQ customers statewide, including 153 air quality permit holders, 267 water quality permit holders, and 203 On-site septic system customers. Sample characteristics described above. Weighting was not necessary because the surveys were kept distinct and separate. The ranges of sampling variability were computed at the 95% confidence level. In addition to the three groups of customers represented, DEQ surveyed drivers in the Portland area who bring their cars in for emissions testing. DEQ established a baseline for this group in 2006. We will continue to survey these customer groups every other year to chart our progress.

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



1. OUR STRATEGY

Air Contaminant Discharge Permits (ACDP) are required for construction of new and modified point sources of all sizes as well as operation of medium sized point sources. DEQ prioritizes air quality permitting resources based on the applicable target period for several categories of ACDP applications to ensure that permits are issued in a timely manner.

2. ABOUT THE TARGETS

DEQ's goal is to issue 90% of ACDP permits within the target periods set by the agency. This target sets a high standard for issuing permits in a timely manner. Businesses need quick turn around times on permits to construct, expand or modify their operations. A high percentage of timely permits issued is a key economic development benchmark tracked by the Oregon Progress Board and one indicator of an efficient permitting program.

3. HOW WE ARE DOING

Although still below target, DEQ's percentage of timely permits issued in 2007 has started to improve and is up five percent from 2006, when the measure hit a six year low brought on by revenue shortages and staffing cuts. An ACDP fee increase adopted in late 2007 should improve performance in the coming years. While the measure is a good indicator of a successful permitting program, it doesn't tell the full story of DEQ's ongoing permit streamlining efforts that have reduced the target times for permit issuance and reduced compliance costs for permittees. DEQ streamlined the ACDP process in 2001, which significantly decreased permit processing time. Accordingly, DEQ shortened the target period for timely permit processing from an average of 167 days to an average of 69 days. Phase two of ACDP streamlining, adopted in October 2007, will further streamline and update the permitting process by clarifying requirements, eliminating duplicative and conflicting standards and keeping rules in line with federal requirements. This streamlining will reduce the time and paperwork for permitted facilities to comply with permit regulations. Even with a shorter permit processing time (on average 98 days quicker), DEQ was able to exceed the timeliness target during 2001 through 2004. By 2005, however, staff reductions led to a decline in timely permits followed by a significant drop in 2006.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

The two main factors that contributed to the increase in permit timeliness in 2007 are increased management and staff attention to permit timeliness and implementation of a new permit tracking system. During the past year, DEQ managers focused on more frequent review of permit timeliness measures. Managers intensified their efforts to closely manage workload to ensure timely issuance of permits. In addition, DEQ implemented a new permit tracking system in 2007. Permitting staff spent a significant amount of time in 2006 helping with development and testing, and training on the new software, leaving less time for permit work. In 2007, the new software reduced the amount of time staff spent on data management activities. The drop off in timeliness from 2002 through 2006 is largely related to permanent staffing cuts and operating below budgeted staffing levels in anticipation of ongoing revenue shortfalls. Over the past six years, budgeted FTE in the ACDP permit program have been cut by more than seven positions, or more than 20% to a current level of approximately 28 FTE. Extensive permit streamlining made this staffing level barely acceptable, but the program was also forced to hold vacancies in anticipation of revenue shortfalls. As a result, ACDP permit timeliness suffered.

6. WHAT NEEDS TO BE DONE

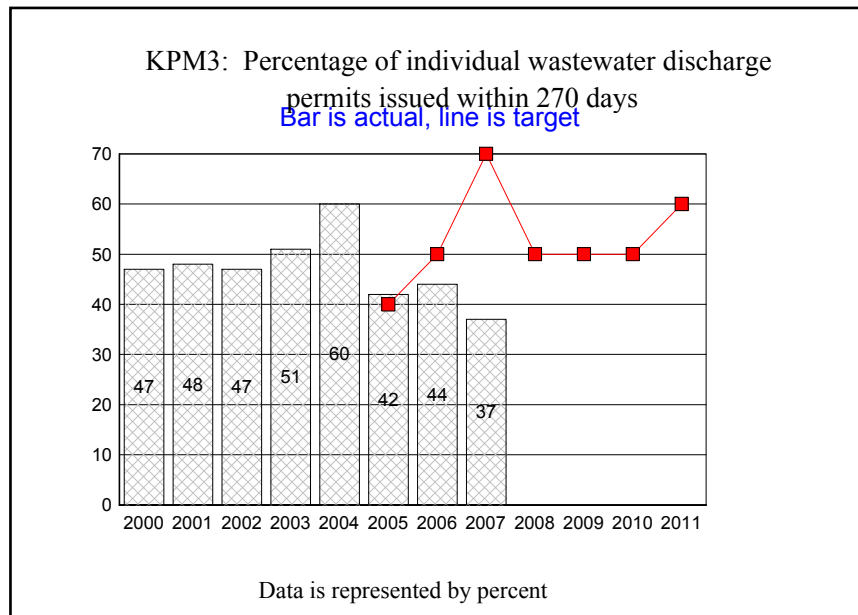
The ACDP fee increase approved by the 2007 Legislature will allow DEQ to fill vacancies as they occur and maintain staff levels to improve timeliness. DEQ managers will continue to regularly review staffing and permitting activity demands and consider shifts that will facilitate timely permitting. In addition, DEQ will

implement a second round of permit streamlining rule changes that were adopted in October 2007. While these rule changes focused on decreasing compliance costs for permittees, they should also help reduce permit processing times.

7. ABOUT THE DATA

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

KPM #3	PERMIT TIMELINESS: Percentage of individual wastewater discharge permits issued within 270 days.	1992
Goal	IMPROVE OREGON’S AIR AND WATER.	
Oregon Context	KPM #3 is also Oregon Benchmark #10b. It links to: (1) Oregon’s Statewide Planning Goal 6: Air, water, and land resources quality (OAR 660-015-00 (06)); (2) Oregon Shines Goal 1: Quality jobs for all Oregonians, and (3) Oregon Shines Goal 3: Healthy, Sustainable surroundings (Oregon Benchmark 78, Stream Water Quality.)	
Data Source	Water Quality Program database.	
Owner	DEQ Water Quality Program. Chris Clipper, (503) 229-5449.	



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

The target sets a standard for issuing permits in a timely manner because businesses need quick turn-around times on permits to construct, expand or modify their operations. High percentages of permits issued in a timely manner indicate an efficient program. We are lowering the target from 70% of wastewater discharge permits issued in the target period to 50% for the next two years, and scaling back up again, for several reasons: 1) Staffing: DEQ has experienced significant staff turnover and has held positions vacant to meet budget needs; 2) ongoing litigation; and 3) backlog: our permit backlog has been increasing and DEQ does not have the resources to issue permits within the target period.

3. HOW WE ARE DOING

DEQ did not meet its 2007 target for timeliness. In 2004, DEQ was able to issue 60% of its individual wastewater permits within 270 days because we temporarily diverted staff from other important program activities, including permit compliance and enforcement, in order to focus on reducing the backlog of expired water quality permits. However, since 2005, DEQ needed to shift focus back onto other difficult permit issues, such as incorporating Total Maximum Daily Loads (TMDLs) into permits, transitioning to issuing permits on a watershed basis, and litigation. DEQ also experienced significant staff turnover. Timeliness has improved some each year since 2005 until 2007, but declined again in 2007. To account for every permit applied for in a given year, each year's data is available 270 days after December 31; final 2007 data is not available until September 27, 2008. The 47% permit timeliness shown in the chart reflects permit applications received from January 1 through October 19, 2007. DEQ cannot account for applications received from October 20 through December 31, 2007 until September 27, 2008.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

DEQ has been working with a stakeholder group known as the "Blue Ribbon Committee" to identify long-term improvements to the wastewater permitting program. As a result, DEQ is moving to a watershed approach that will allow the agency to better plan for workload and resource needs in the Water Quality permit program. This approach will likely delay some permit renewals because they will be rescheduled to fit into a watershed cycle. The complexities of technical and legal issues encountered during permit development also affect permit timeliness. Similarly, permit actions are frequently subject to legal challenges that require the assistance of technical staff. These activities require resources to be pulled away from on-going permit renewal requirements causing delays. Funding - The Blue Ribbon Committee recommended that DEQ ensure stable, ongoing funding that improves fee predictability for rate payers and revenue for budget management. This is accomplished by maintaining a mix of fee and public funding and allowing for up to a 3% annual permit fee increase to help address increased permit program costs. The 2005 Legislature approved an 11% fee increase, adopted by the Environmental Quality Commission in 2006, to maintain funding for four existing permit staff and add 2.5 new positions. These new positions assisted DEQ in more efficiently assessing compliance. In 2007, the EQC approved the first annual fee increase of 3%, as authorized by the 2005 Legislature through Senate Bill 45, effective for the 2008 Fiscal Year (July 1, 2007 to June 30, 2008). The 2007 Legislature approved a 5% water quality permit fee increase, an 82% stormwater permit fee increase, and a surcharge to support toxic reduction work required by Senate Bill 737. In June 2008, the EQC approved the 5% and 82% fee increases, the SB 737 surcharge, and an annual 3% fee increase. These increases support 2.5 new positions to improve permit development and compliance for the water quality permit program, add 14 new positions to improve the stormwater program, help address increased permit program costs, and support 2 limited-duration positions to perform the work required by SB 737. Litigation - During 2007 and 2008 the DEQ wastewater permit program was involved in 15 lawsuits affecting permit issuance. DEQ has postponed issuance of affected permits and diverted resources from permit development to litigation

response. EPA objections regarding the state bacteria standard and permitting of Sanitary Sewer Overflows (SSOs) - EPA raised objections to the General Conditions section of the NPDES permits that DEQ has used since 2004 to incorporate the state water quality standard for bacteria into permits for municipal sewage treatment plants. Until this issue can be resolved, DEQ can not continue processing these types of permits. EPA and DEQ are currently discussing options. Compliance Schedules - Since November 2007, the wastewater permit program has withheld issuing permits that contain a compliance schedule as a result of litigation against the EPA. This litigation challenges EPA's approval process for Oregon's water quality rules pertaining to the use of compliance schedules. Reconsideration - During 2007, DEQ's wastewater permit program was petitioned to reconsider 22 recently issued permits. This legal action required DEQ to re-examine the technical aspects and policy basis supporting issuance of a specific permit. Staff turnover - Statewide, DEQ lost 12 (out of 62) people in the wastewater permit program during 2007. Replacing these positions has been a challenge. In cases when new staff have been hired, there is an impact on the availability of existing staff who work directly on permits and are re-directed to train new hires.

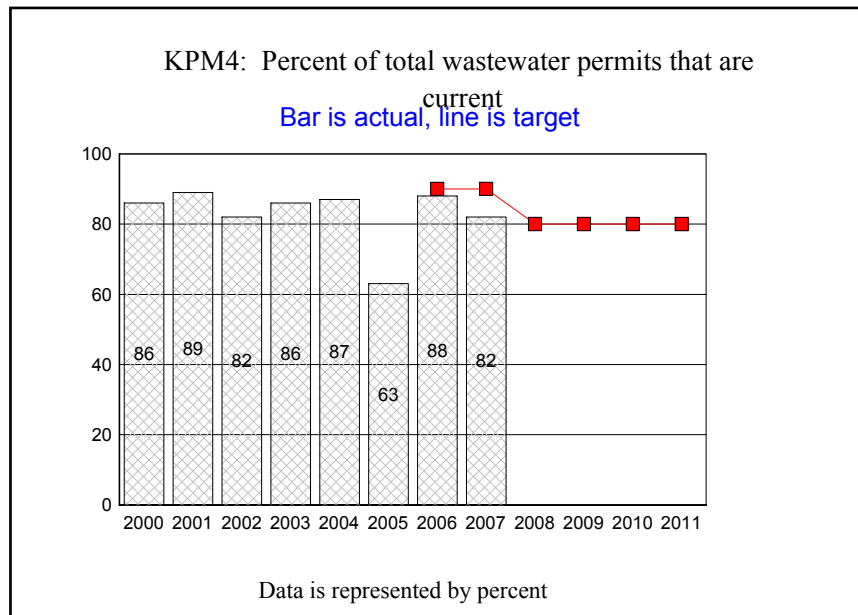
6. WHAT NEEDS TO BE DONE

To help meet the permit timeliness goal, DEQ needs to concentrate on hiring and retaining qualified staff, so that the necessary resources will be available to issue water quality permits. Additionally, DEQ needs to invest in training and tools for staff to ensure that they have the necessary information, data and skills to resolve the complex environmental and regulatory challenges. DEQ will be working on several Internal Management Directives as chapters in a new Permit Writers' Manual and will be working to improve database systems used by permit writers. DEQ needs to continue working towards achieving better integration between the various Clean Water Act subprograms. Ensuring that all the pieces work together to achieve a common goal will assist with the timeliness of permits and with keeping permits current.

7. ABOUT THE DATA

The reporting cycle is the calendar year. Due to the 270-day target timeline, data for each calendar year is reported at the end of the 3rd quarter the following year.

KPM #4	UPDATED PERMITS: Percent of total wastewater permits that are current.	1999
Goal	IMPROVE OREGON’S AIR AND WATER.	
Oregon Context	KPM #4 links to: (1) Oregon’s Statewide Planning Goal 6: Air, water, and land resources quality (OAR 660-015-00 (06)); (2) Oregon Shines Goal 1: Quality jobs for all Oregonians, and (3) Oregon Shines Goal 3: Healthy, Sustainable surroundings (Oregon Benchmark 78, Stream Water Quality.)	
Data Source	DEQ “Water Quality Source Information System” database for permit issuance data.	
Owner	DEQ Water Quality Program. Chris Clipper, (503) 229-5449.	



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

Higher percentages of current permits are desirable because renewed permits incorporate current water quality standards to better protect water quality in Oregon. To promote timely permit renewal, DEQ has a goal to have 90% of all general and individual permits current each year.

3. HOW WE ARE DOING

DEQ did not meet its goal of having 90% of its individual and general permits current. DEQ worked with the “Blue Ribbon Committee,” a group of stakeholders who collaborated with DEQ to identify long-term improvements to the wastewater permitting program. Since 2005, DEQ has been implementing the Committee’s recommendations, including developing and implementing a five-year permit issuance plan that processes permits on a watershed basis and reducing the backlog of expired permits. The focus on long-term improvements, such as reissuing permits on a watershed basis, has caused some delays in reducing the overall backlog, as some permits are being administratively extended to be reissued on the watershed cycle. DEQ is no longer on track to meet its internal program goal of issuing 95% of permits on the watershed cycle by 2010. DEQ will be re-visiting when this goal can be met over the next six months. DEQ resources have been diverted from permit issuance to respond to numerous legal challenges affecting the permit program. During the past year, there have been legal challenges to water quality standards, Total Maximum Daily Loads (TMDLs), and specific permits.

4. HOW WE COMPARE

The Environmental Protection Agency reports to Congress the percent of NPDES permits that are current. The Federal FY2008 (October 1, 2007 through September 30, 2008) national target is to have 90% of NPDES permits current. DEQ did not meet that target for 2007, with 82% of our permits being current.

5. FACTORS AFFECTING RESULTS

DEQ is transitioning to a watershed approach that will allow the agency to better plan for workload and resource needs in the water quality permit program. This effort will likely delay some permit renewals in order to match the watershed-based permit issuance cycle. The complexities of technical and legal issues encountered during permit development also affect this schedule. Permit actions are also frequently subject to legal challenges that require the assistance of technical staff. In addition, the number of requests for new permits or major modifications of existing permits that DEQ may receive are not predictable. All of these activities shift resources away from permit renewals, causing delays in renewal. Funding – The Blue Ribbon Committee recommended that DEQ ensure stable, ongoing funding that improves fee predictability for rate payers and revenue for budget management. This is accomplished by maintaining a mix of fee and public funding and allowing for up to a 3% annual permit fee increase to help address increased permit program costs. The 2005 Legislature approved an 11% fee increase, adopted by the Environmental Quality Commission (EQC) in 2006, to maintain funding for four existing permit staff and add 2.5 new positions. These new positions assisted DEQ in more efficiently assessing compliance. In 2007, the EQC approved the first annual fee increase of 3%, as authorized by the 2005 Legislature through Senate Bill 45, effective for the 2008 Fiscal Year (July 1, 2007 to June 30, 2008). The 2007 Legislature approved a 5% water quality permit fee increase, an 82% stormwater permit fee increase, and a surcharge to support toxic reduction work required by Senate Bill 737. In June 2008, the EQC approved the 5% and 82% fee increases, the SB 737 surcharge, and an annual 3% fee increase. These increases support 2.5 new positions to improve permit development and compliance for the water quality permit program, add 14 new positions to improve the stormwater program, help address increased permit program costs, and support 2 limited-duration positions to perform the work required by SB 737. Litigation – During 2007 and 2008 the DEQ wastewater permit program was involved in 15 lawsuits affecting permit issuance. DEQ has postponed issuance of affected permits and diverted resources from permit development to litigation response. EPA objections regarding the state bacteria standard and permitting of Sanitary Sewer Overflows (SSOs) – EPA raised objections to the General Conditions section of the NPDES permits that DEQ has used since 2004 to incorporate the state water quality standard for bacteria into permits for municipal sewage treatment plants. Until this issue can be resolved, DEQ can not continue

processing these types of permits. EPA and DEQ are currently discussing options for revising the template language. Compliance Schedules – Since November 2007, the wastewater permit program has withheld issuing permits that contain a compliance schedule as a result of litigation against the Environmental Protection Agency (EPA). This litigation challenges EPA’s approval process for Oregon’s water quality rules pertaining to the use of compliance schedules. Reconsideration – During 2007, DEQ’s wastewater permit program was petitioned to reconsider 22 recently issued permits. This legal action required DEQ to re-examine the technical aspects and policy basis supporting issuance of a specific permit. Staff turnover – Statewide, DEQ lost 12 (out of 62) people in the wastewater permit program during 2007. Replacing these positions has been a challenge. In cases when qualified staff have been hired, there is an impact on the availability of existing staff who are re-directed to train new hires instead of working directly on permits.

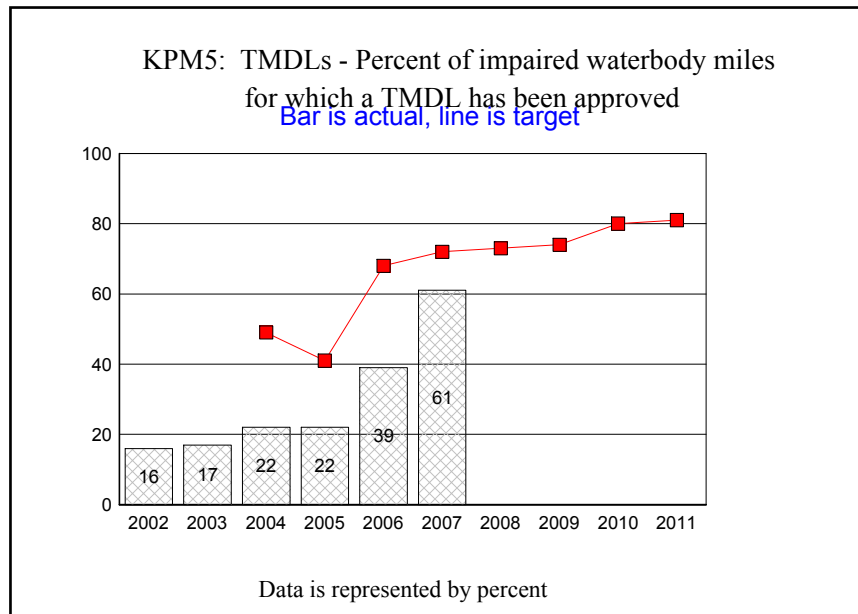
6. WHAT NEEDS TO BE DONE

To help meet the permit timeliness goal, DEQ needs to concentrate on hiring and retaining qualified staff, so that the necessary resources will be available to issue water quality permits. Additionally, DEQ needs to invest in training and tools for staff to ensure that they have the necessary information, data and skills to resolve the complex environmental and regulatory challenges. DEQ will be working on several Internal Management Directives as chapters in a new Permit Writers’ Manual and will be working to improve database systems used by permit writers. DEQ needs to continue working towards achieving better integration between the various Clean Water Act subprograms. Ensuring that all the pieces work together to achieve a common goal will assist with the timeliness of permits and with keeping permits current.

7. ABOUT THE DATA

The reporting cycle is the calendar year.

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



1. OUR STRATEGY

DEQ implements the TMDL program based on a federal Consent Decree schedule and Water Quality Program High Priority Outcomes.

2. ABOUT THE TARGETS

The targets are based on the number of stream miles for which TMDLs have been developed to address all designated pollutant impairments, relative to the total number of stream miles that are designated as not meeting water quality standards for one or more pollutants on the 2004/2006 list of impaired waterbodies (Oregon's 303d list). The list of impaired waterbodies is updated every two years as water quality standards change and additional data is collected. The current 303d list contains 1165 stream miles that are impaired and in need of a TMDL. Thus this measure tracks our progress in issuing TMDLs as a percentage of the total number of impaired waterbodies.

3. HOW WE ARE DOING

DEQ has made good progress in developing TMDLs around the state and has made significant improvement towards meeting the targets for 2007 as compared to past years. However, DEQ is behind in meeting its 2007 target. The rate of TMDL completion was slowed in 2004 and 2005 due to staffing cuts and longer-than-expected time to complete TMDLs for some very large basins scheduled for completion in 2006, including the Willamette River Basin TMDL and the Umpqua Basin TMDL. This impacted meeting targets for 2007. DEQ expects another significant improvement in meeting targets for this measure for 2008 as a result of completing the Rogue TMDL and TMDLs for other basins.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

The rate of TMDL completion was slowed in recent years due to staffing cuts and longer-than-expected timeframes for completing TMDLs in some very large basins that were scheduled for completion in 2006 and 2007.

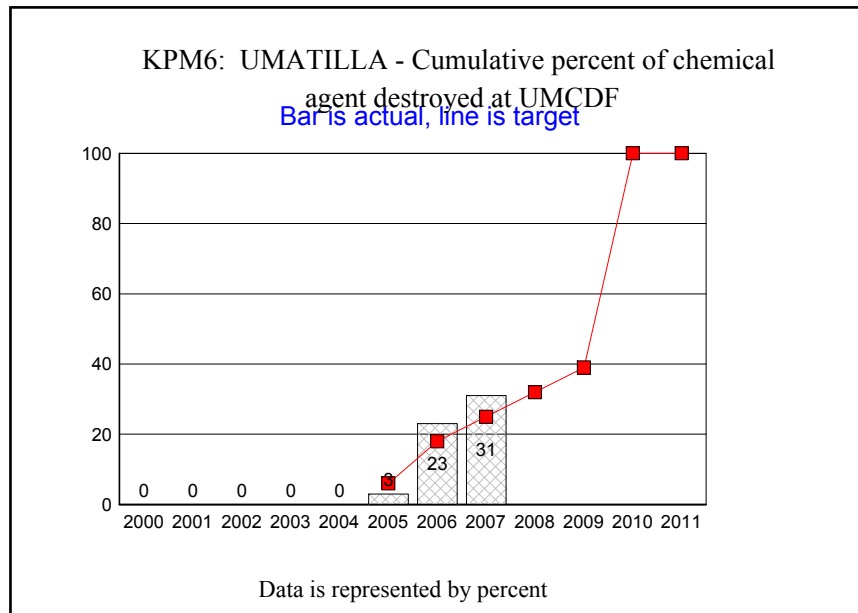
6. WHAT NEEDS TO BE DONE

DEQ has developed a schedule for completion of TMDLs that meets the Consent Decree which will also help meet this measure. However, even after completion of the Consent Decree, additional TMDLs will need to be completed. This is a high priority for DEQ, and resource allocation will continue to reflect this priority. DEQ is assessing the best way to calculate this measure because the 303(d) list is updated every two years. This results in an ever-changing baseline reflecting the total number of impaired stream miles, making comparisons over time difficult.

7. ABOUT THE DATA

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

KPM #6	UMATILLA: Cumulative percent of chemical agent destroyed at Umatilla Chemical Demilitarization Facility (UMCDF).	2002
Goal	PROTECT PEOPLE & THE ENVIRONMENT FROM TOXICS.	
Oregon Context	There are no Oregon High Level Outcomes related to this measure.	
Data Source	DEQ Umatilla Chemical Demilitarization Program data.	
Owner	DEQ Eastern Region, Umatilla Chemical Demilitarization Program. Rich Duvall, (541) 567-8297 x22	



1. OUR STRATEGY

DEQ’s role is to oversee the safe and timely destruction of all chemical agents at the Umatilla Chemical Agent Disposal Facility (UMCDF, or Depot). The Army and its contractor are responsible for the actual destruction of chemical agents. DEQ regulates the activity via permit and is actively engaged in the process to ensure protection of workers, the community and the environment.

2. ABOUT THE TARGETS

The targets were selected based on projections made by the Army. The targets reflect consideration of the type of chemical agent being destroyed, the type of munitions that contain the chemical, and operational constraints, such as the capacity of the incinerator, as well as budget. The targets are intended to increase over time from commencement of chemical weapons destruction in 2004 until 100% chemical destruction is achieved.

3. HOW WE ARE DOING

The 2006 percentage of chemical weapons destroyed is significantly higher than originally planned, due to operations efficiency from increased operator familiarity with the process. The trend towards 2007 shows that the target will likely continue to be exceeded.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

There are numerous technical challenges associated with the processing of chemical weapons at the UMCDF that could extend the dates by which performance targets will be achieved. Some problems can be anticipated (e.g. the possibility of gelled chemical agent in some rockets, some elevated mercury levels in bulk containers of mustard agent), based upon experiences at other chemical agent disposal facilities. Other, unanticipated issues (e.g. the frequency of rocket fires that occurred at UMCDF), may also arise.

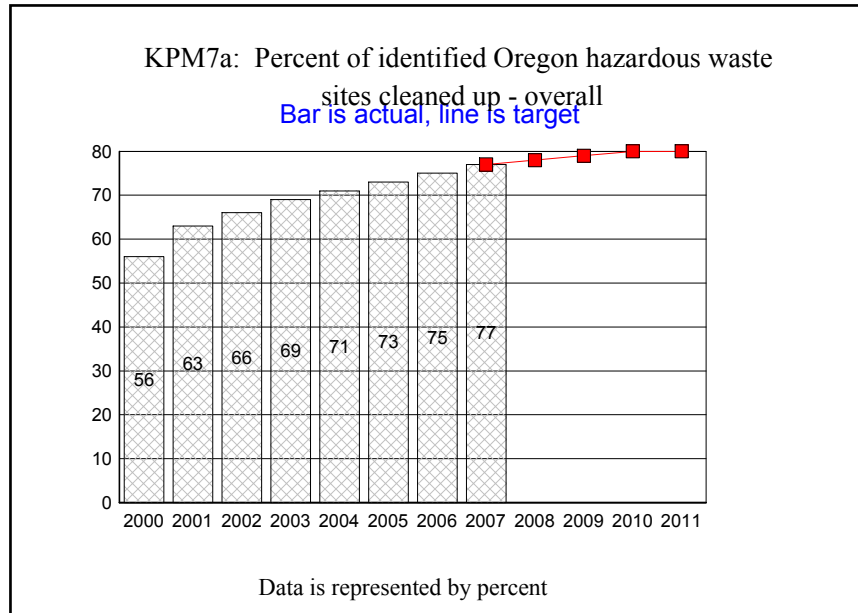
6. WHAT NEEDS TO BE DONE

DEQ needs to continue the oversight of the operation.

7. ABOUT THE DATA

Data are provided in reports to DEQ by the U.S. Army and is reported on a calendar year basis.

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



1. OUR STRATEGY

This measure combines tank sites (e.g., home heating oil and commercial gasoline service stations where releases of fuel from underground storage tanks have occurred) and hazardous substance sites (where releases of hazardous substances such as chlorinated solvents, heavy metals, or petroleum products have occurred). The great majority of sites counted in this overall measure are the tank sites. 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, including cleaning up contaminated properties. For

example, DEQ uses "risk-based corrective action guidance" to expedite characterization and cleanup of petroleum releases and other hazardous substance releases. DEQ also developed a "prospective purchaser program" and an "independent cleanup pathway" for other hazardous substance cleanup sites. These initiatives have encouraged additional participation in the state's Voluntary Cleanup Program, resulting in additional completed cleanups.

2. ABOUT THE TARGETS

This measure relates DEQ's performance as a percentage; that is, the number of sites cleaned up per the total universe of contaminated sites in DEQ's Cleanup and Tanks program databases combined. This measure was modified in 2006 to align the Key Performance Measure and Oregon Benchmark by removing sites that are being cleaned up and measuring only those sites that have completed cleanup. Because of this modification, targets are not available for prior years.

3. HOW WE ARE DOING

DEQ's Cleanup and Tanks programs are making steady progress in meeting this measure's goal. In 2007, the programs added 1,750 new sites needing attention, while completing cleanup at 1,976 sites. This measure shows that DEQ continues to increase the cumulative percentage of sites cleaned up. We believe the trend will continue upward toward the 90-92% achievement level.

4. HOW WE COMPARE

There are no comparisons available or relevant.

5. FACTORS AFFECTING RESULTS

DEQ's continuing identification of additional sites creates a "moving target;" the universe of sites increases each year as DEQ identifies more sites needing work, nevertheless the number of new sites identified annually is expected to decline. The result is an increase over time in the targeted percentage of sites completing cleanup.

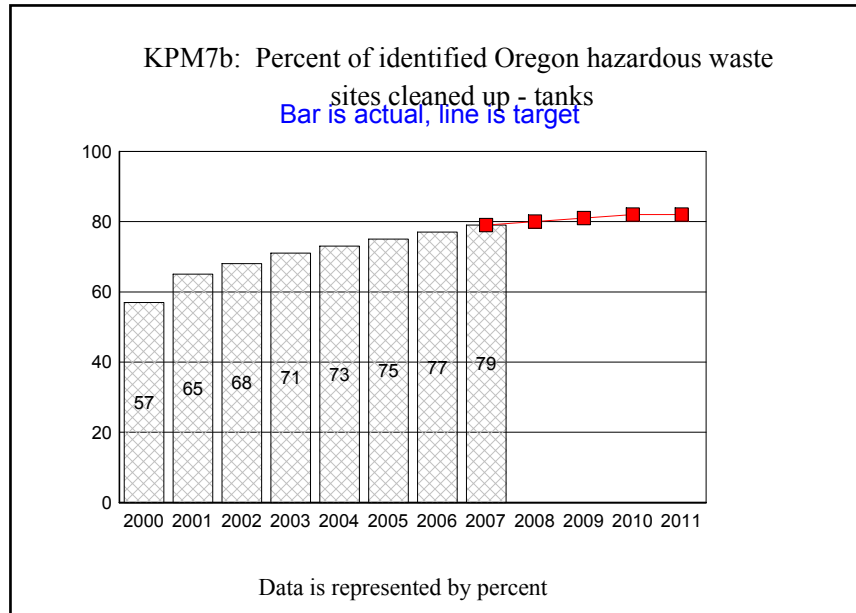
6. WHAT NEEDS TO BE DONE

DEQ expects to increase the percentage of sites that are investigated and cleaned up, for example by continuing to seek new ways to bring sites needing cleanup into the state's Voluntary and Independent Cleanup programs.

7. ABOUT THE DATA

Data is by calendar year, and derives from queries of: (1) DEQ's leaking underground storage tank (LUST) database, which includes both residential heating oil tank releases and commercial tank releases; and (2) DEQ's Environmental Cleanup Site Information (ECSI) database.

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



1. OUR STRATEGY

The sites counted in this measure are tank sites only (e.g., home heating oil and commercial gasoline service stations where releases of fuel from underground storage tanks have occurred). In addition to developing "risk-based corrective action guidance" for regulated tank owners to help expedite characterization and cleanup of petroleum releases, DEQ has implemented a program that licenses third party contractors to complete and certify tank cleanups. DEQ has also made the "prospective purchaser program" available to commercial tank cleanup sites for facilitating investigation and cleanups involving prospective buyers of contaminated property.

2. ABOUT THE TARGETS

This measure relates DEQ's performance as a percentage; that is, the number of tank sites cleaned up per the total universe of tank release sites in DEQ's database.

3. HOW WE ARE DOING

DEQ's tank programs are making steady progress in meeting this measure's goal. In 2007, the programs added 1,674 sites to the list of sites that need attention, while completing cleanup at 1,923 sites. While DEQ continues to increase the percentage of tank sites that are cleaned up, we believe this upward trend will level off in the future.

4. HOW WE COMPARE

National data is available from the U.S. Environmental Protection Agency for commercial tank sites. As of 2007, Oregon is above the national average with 82% of commercial tanks sites cleaned up, compared to 74% nationally.

5. FACTORS AFFECTING RESULTS

The universe of sites increases each year as DEQ identifies more sites needing work, which creates a "moving target." Nevertheless the number of new sites identified annually is expected to decline. The result is an increase over time in the targeted percentage of sites completing cleanup.

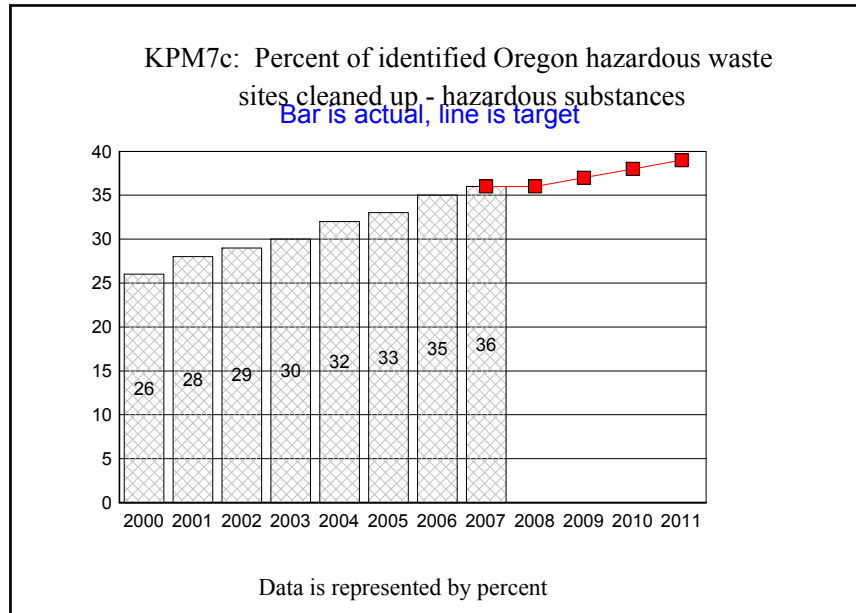
6. WHAT NEEDS TO BE DONE

DEQ will continue to support increasing the percentage of sites with past releases of home heating oil or commercial motor fuel that are investigated and cleaned up.

7. ABOUT THE DATA

Data is by calendar year, and derives from queries of DEQ's leaking underground storage tank (LUST) database.

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



1. OUR STRATEGY

The sites counted in this measure are where releases of hazardous substances have occurred (e.g., chlorinated solvents, heavy metals, petroleum products). DEQ has prioritized work on sites that pose the highest risk to human health and the environment. DEQ continues to develop guidance to expedite characterization and cleanup of hazardous substance releases, such as the 2007 Guidance for Assessing Bioaccumulative Chemicals of Concern in Sediment. DEQ also supports Brownfield redevelopment and continues to implement a "prospective purchaser program" and an "independent cleanup pathway" for hazardous substance cleanup sites. These

initiatives have encouraged additional participation in the state's Voluntary Cleanup Program, resulting in additional completed cleanups.

2. ABOUT THE TARGETS

This measure relates DEQ's performance as a percentage; that is, the number of sites cleaned up per the total universe of contaminated sites in DEQ's database.

3. HOW WE ARE DOING

DEQ's Cleanup program is making steady progress in meeting this measure's goal. In 2007, the programs added 76 sites to the list of sites that need attention, while completing cleanup at 53 sites. We believe the percentage of sites cleaned up will continue to trend upward.

4. HOW WE COMPARE

There are no comparisons available.

5. FACTORS AFFECTING RESULTS

DEQ's continuing identification of additional sites creates a "moving target" in which the universe of sites increases each year as DEQ identifies more sites needing work, nevertheless the number of new sites identified annually is expected to decline. The result is an increase over time in the targeted percentage of sites completing cleanup.

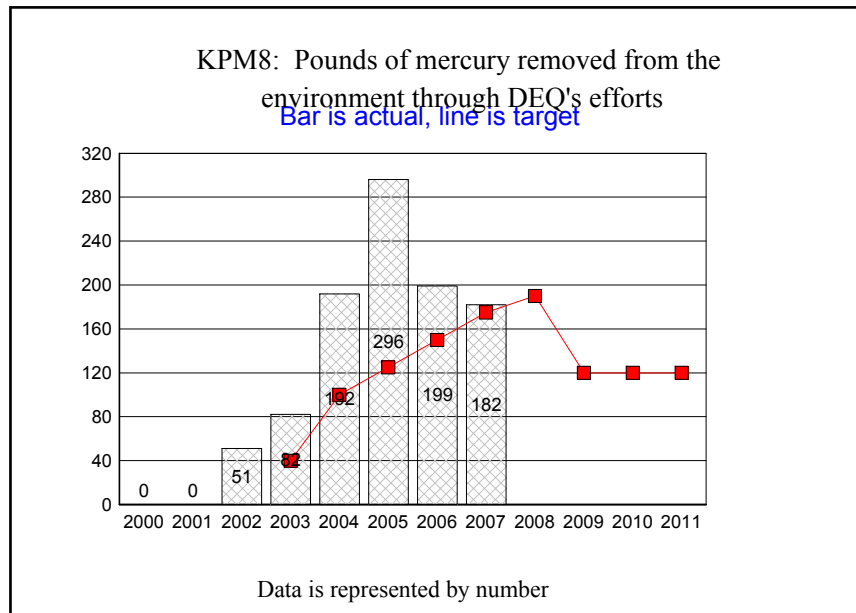
6. WHAT NEEDS TO BE DONE

DEQ will continue to support increasing the percentage of sites with past releases of hazardous substances that are investigated and cleaned up, for example by continuing to seek new ways to bring sites needing cleanup into the state's Voluntary Cleanup Program.

7. ABOUT THE DATA

Data is by calendar year, and derives from queries of DEQ's Environmental Cleanup Site Information (ECSI) database.

KPM #8	TOXICS PREVENTION AND REDUCTION: Pounds of mercury removed from the environment through DEQ's efforts.	2002
Goal	PROTECT PEOPLE & THE ENVIRONMENT FROM TOXICS. This is one of DEQ's identified sustainability measures.	
Oregon Context	KPM #8 does not directly link to a High Level Outcome, but supports Oregon Shines Goal 3: Healthy, sustainable surroundings.	
Data Source	Annual project reports.	
Owner	Land Quality Program. Tom Roick, (503) 229-5502.	



1. OUR STRATEGY

DEQ partners with other organizations to remove mercury from the environment. We have partnered with PGE and the Product Stewardship Institute for the recovery of mercury thermostats, with the National Vehicle Mercury Switch Recovery Program for free collection and recycling of mercury switches removed from vehicles, and with the Oregon Dental Association and the Oregon Association of Clean Water Agencies for mercury dental waste collection and assistance with implementation of a mercury separator requirement passed by the 2007 legislature. DEQ collects free of charge fluorescent lights, elemental mercury, mercury-containing waste, and mercury-containing products from Conditionally Exempt Generators and homeowners at Household Hazardous Waste events and the Lane County Household

Hazardous Waste facility. In 2007, DEQ expanded this program to include Metro and Marion County. DEQ also began a program to pick up mercury from individual homeowners who have 3 pounds or more of elemental mercury.

2. ABOUT THE TARGETS

Recovery initiatives sometimes target long-lived products that are replaced with non-mercury containing alternatives. This results in one time environmental success stories that are not replicable, which creates significant variability in recovery levels. Furthermore, DEQ provides grants and technical assistance to local governments to establish locally sponsored programs for mercury and other household hazardous waste collections. As these programs develop, the amount of waste collected by DEQ programs may drop. The existing targets contemplate incremental increases in the short term and reflect the variable nature of the program.

3. HOW WE ARE DOING

In 2007, DEQ exceeded the target of 175 pounds mercury removed, collecting a total of 182 pounds of mercury. While the amount of mercury collected annually may level off over the next few years, we will still be reducing the total amount of mercury in the environment.

4. HOW WE COMPARE

It is difficult to compare mercury collection programs due to a large number of variables.

5. FACTORS AFFECTING RESULTS

The amount of mercury reported is elemental mercury collected. The amount of non-elemental mercury collected, such as that found in some pesticides, cannot be estimated and reported with any accuracy. In addition, many mercury collection opportunities are voluntary. DEQ makes the programs available, publicizes them, and relies on Oregon residents to turn in mercury-containing products. As locally-sponsored mercury collection programs are established, the amount of mercury collected by DEQ may drop, and DEQ will find it increasingly difficult to report this measure as being representative of statewide toxic reduction efforts.

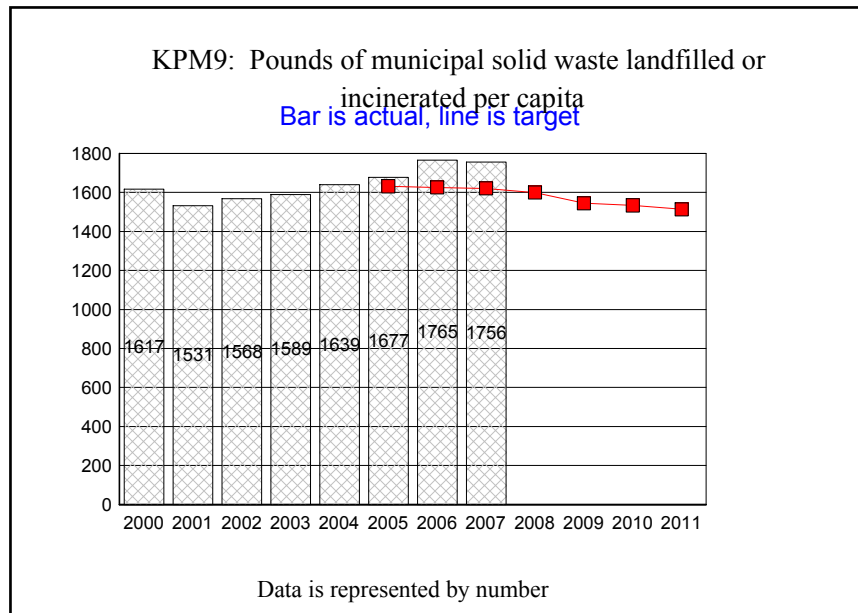
6. WHAT NEEDS TO BE DONE

DEQ anticipates increased outreach and promotion to stimulate public participation in removing mercury from the environment. Work with the Dental and Clean Water Associations will continue in order to ensure best management of mercury in wastes generated by dentists. DEQ is also planning to start a pilot program in Lane County and Metro to clean up waste chemicals, including mercury, from school science laboratories.

7. ABOUT THE DATA

Data are collected from DEQ's household hazardous waste contractor and compiled by DEQ staff annually. Mercury data is only included in this report if DEQ contributed to the cost of managing the waste mercury.

KPM #9	SOLID WASTE - Pounds of municipal solid waste landfilled or incinerated per capita.	2006
Goal	INVOLVE OREGONIAN'S IN SOLVING ENVIRONMENTAL PROBLEMS.	
Oregon Context	As an Oregon Benchmark, this measure is also linked to: (1) Oregon Statewide Planning Goal 6: Air, water and land resources quality (OAR 660-015-00 (06)); and (2) Oregon Shines Goal 3: Healthy, sustainable surroundings.	
Data Source	Landfill disposal tonnage reports.	
Owner	DEQ Land Quality Program. Tom Roick, (503) 229-5502.	



1. OUR STRATEGY

DEQ promotes increased waste prevention and recycling activities to reduce the amount of waste being disposed in Oregon. Oregonians' involvement is crucial and depends on environmentally conscious choices in purchasing, use and end-of-life management of products.

2. ABOUT THE TARGETS

Measuring waste disposal helps us track how well Oregonians are doing in reducing the amount of waste generated and increasing the amount recycled. The amount of waste disposed through landfilling or incineration represents the amount of waste Oregonians generate minus the amount recovered (e.g., through recycling, composting, or use as fuel). Our statewide goals for waste generation are no increase in per capita generation by 2005, and no increase in total generation by 2009. Goals for waste recovery are 45% recovery by 2005 and 50% recovery by 2009. DEQ updated our targets for per capita solid waste disposal from 2008 forward to take into account higher than predicted population growth in 2006 and 2007, which increases waste generation, and changes in recovery calculations dating back to 2004. The targets for per capita waste disposal are very ambitious, but are necessary to meet the statutory statewide goals for generation and recovery.

3. HOW WE ARE DOING

In spite of increased recycling, disposal continues to exceed the targets, although the disparity between the targets and actual values declined slightly in 2007 relative to prior years. After reaching a temporary low during Oregon's mini-recession in 2001 disposal climbed steadily through 2006. Several factors have contributed to past increases in disposal (see FACTORS AFFECTING RESULTS below).

4. HOW WE COMPARE

Comparing Oregon's disposal rates to other states or to the national average is difficult because states define and measure their waste streams differently. However, the 2004 national BioCycle survey ranked Oregon as having the second lowest disposal of municipal solid waste, substantially below the national average as measured in that survey. The same BioCycle survey ranked Oregon as having the highest recycling rate in the nation.

5. FACTORS AFFECTING RESULTS

Although strong recycling programs in Oregon have had a large influence in reducing disposal, many other factors also affect year-to-year changes. Durable goods are less durable and harder to repair or reuse, which makes them more likely to be disposed. In the past few years a stronger economy has correlated very closely with large increases in per capita disposal. With a downturn in the economy, resulting declines in construction activity and increases in the price of consumer goods relative to incomes, we may see decreases in consumption and therefore disposal.

6. WHAT NEEDS TO BE DONE

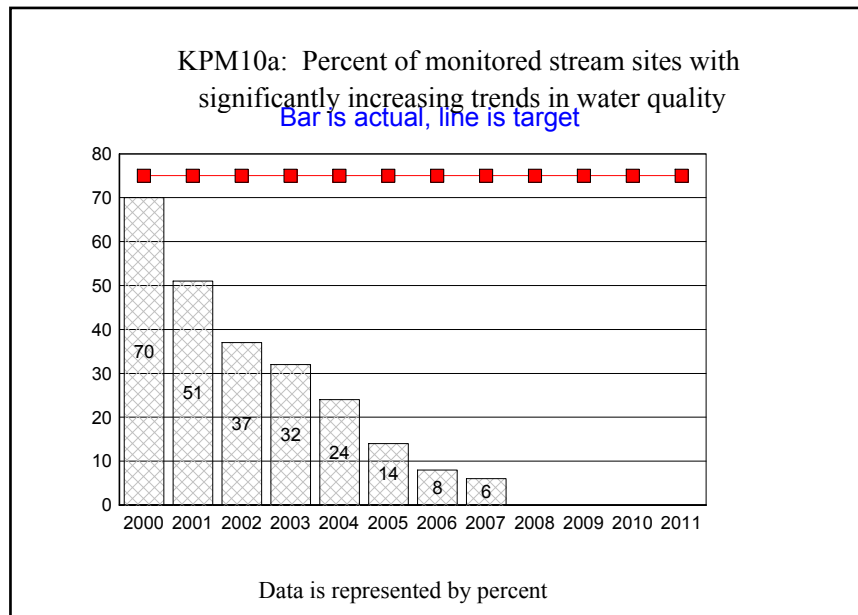
It is important to continue to track the data and look at programs that may assist with Oregonians' understanding of steps they can take to reduce per capita disposal. Actions by DEQ to reduce waste disposal include continuing work on the adoption of new compost rules, development and implementation of an electronic waste recycling program in accordance with House Bill 2626, implementation of DEQ's waste prevention strategy, and other on-going recycling program efforts.

7. ABOUT THE DATA

All landfills and incinerators report the tons of waste they dispose to DEQ each quarter, except for very small facilities that report to DEQ annually. DEQ has occasionally audited disposal data from selected facilities. All of the larger landfills use certified scales and computerized recordkeeping to record and report disposal tonnage. Per capita disposal for 1999 and earlier years have been adjusted based on revised statewide population figures resulting from the 2000 census. The results

reported here are slightly higher than the results DEQ reports in our annual recovery survey because a change in state law in 2001 directed DEQ to exclude from disposal a small amount of materials burned as fuel at the waste-to-energy facility in Marion County.

KPM #10a	WATER QUALITY CONDITIONS - Percent of monitored stream sites with significantly increasing trends in water quality.	1992
Goal	PROTECT AND IMPROVE OREGON'S WATER AND AIR: IMPROVE ENVIRONMENTAL HEALTH.	
Oregon Context	KPM 10 (a,b,c) are high level environmental indicator measures which report on status and trends in Oregon's surface water quality. As an Oregon Benchmark, this measure is also linked to: 1) Oregon's Statewide Planning Goal 6: air, water, and land resources quality (OAR 660- 015- 00 (06)); and 2) Oregon Shines goal 3: Healthy, sustainable surroundings.	
Data Source	DEQ water quality monitoring data.	
Owner	DEQ Laboratory. Steve Mrazik, Project Manager (503) 693-5781.	



1. OUR STRATEGY

All Water Quality programs at DEQ implement management strategies which are intended to maintain and improve overall water quality. This includes developing and implementing water quality standards and clean water plans, regulating sewage treatment systems and industrial discharges, collecting and evaluating water quality data, providing grants and technical assistance to reduce non-point pollution sources, and providing loans to communities to build treatment facilities.

2. ABOUT THE TARGETS

Targets were established in cooperation with the Oregon Progress Board. The performance measure incorporates three components related to stream water quality: increasing trends, decreasing trends, and streams in good to excellent condition. Greater numbers of streams with increasing water quality than declining water quality indicate progress towards the goal of protecting Oregon's water. In addition, maintaining or increasing the percentage of stream sites with good to excellent water quality also indicates progress towards the goal.

3. HOW WE ARE DOING

In 2007, the percentage of monitored stream sites with significantly increasing trends was 6% (7 of 127 stream sites). Measure 10a. has been below the target for the last several years.

4. HOW WE COMPARE

No industry standards exist. The performance is based primarily on the Oregon Water Quality Index (OWQI). The OWQI is used to describe general stream water quality status and trends. The OWQI also shows the general effectiveness of water quality management activities.

5. FACTORS AFFECTING RESULTS

Targets were met between 1996 and 1998. Targets were changed in 1999 to reflect substantial increases in water quality that were occurring due to progress on developing and implementing Total Maximum Daily Loads (TMDLs) and associated water quality management plans. The failure to meet the target for increasing trends in water quality is at least partially a statistical function in that earlier positive trends have resulted in some streams attaining good to excellent condition and stabilizing at that level. DEQ recognizes we need to re-evaluate current targets for the trends measures as they are probably not realistic over the long term as more streams reach stable condition. DEQ is in the process of proposing ambitious but realistic targets.

6. WHAT NEEDS TO BE DONE

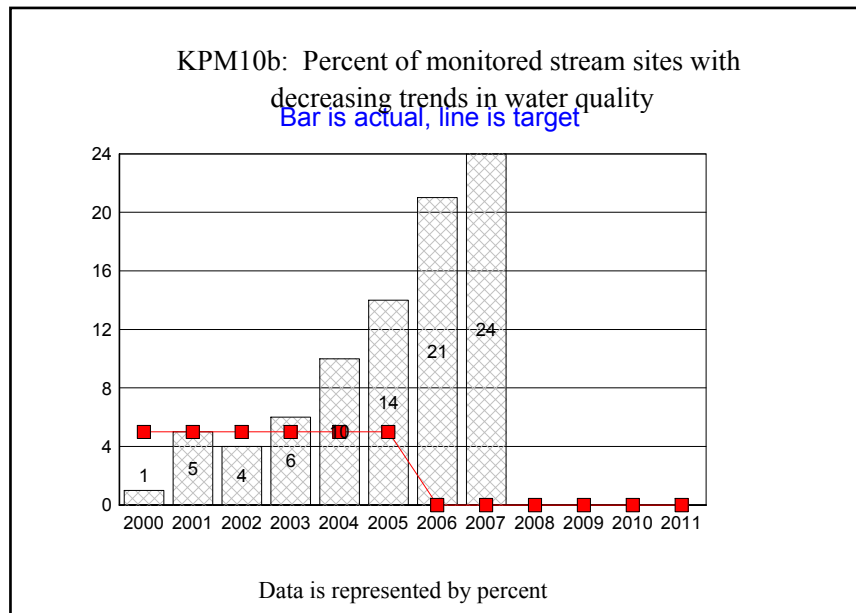
The data for this benchmark are developed from a network of 127 ambient monitoring sites on the state's major rivers and streams. The Oregon Progress Board has recommended supplementing this with additional benchmarks on aquatic biological integrity (indices of biological integrity for macroinvertebrates and fish) and OWQI based on data collected from a statewide probabilistic sampling network representing all stream miles. The addition of such benchmarks would provide a more robust measure of the quality of Oregon's surface water. There is also a need (as indicated above) to revisit the current targets for the trending measures. In addition, a more detailed analysis is needed to determine what is causing declining trends.

7. ABOUT THE DATA

Long term ambient water quality monitoring data are collected in accordance with the Ambient Water Quality Monitoring Network Quality Assurance Project Plan. Monitoring data are stored in DEQ's Laboratory Analytical Storage and Retrieval Database (LASAR) and analyzed annually based on the hydrologic water year. All

DEQ monitoring data are accessible online at <http://deq12.deq.state.or.us/lasar2/>.

KPM #10b	WATER QUALITY CONDITIONS - Percent of monitored stream sites with decreasing trends in water quality.	1992
Goal	PROTECT AND IMPROVE OREGON'S WATER AND AIR: IMPROVE ENVIRONMENTAL HEALTH.	
Oregon Context	KPM 10 (a,b,c) are high level environmental indicator measures which report on status and trends in Oregon's surface water quality. As an Oregon Benchmark, this measure is also linked to: 1) Oregon's Statewide Planning Goal 6: air, water, and land resources quality (OAR 660- 015- 00 (06)); and 2) Oregon Shines goal 3: Healthy, sustainable surroundings.	
Data Source	DEQ water quality monitoring data.	
Owner	DEQ Laboratory. Steve Mrazik, Project Manager (503) 693-5781.	



1. OUR STRATEGY

All Water Quality programs at DEQ implement management strategies which are intended to maintain and improve overall water quality. All Water Quality programs at DEQ implement management strategies which are intended to maintain and improve overall water quality. This includes developing and implementing water quality standards and clean water plans, regulating sewage treatment systems and industrial discharges, collecting and evaluating water quality data, providing grants and

technical assistance to reduce non-point pollution sources, and providing loans to communities to build treatment facilities.

2. ABOUT THE TARGETS

Targets were established in cooperation with the Oregon Progress Board. The performance measure incorporates three components related to stream water quality: increasing trends, decreasing trends, and streams in good to excellent condition. Greater numbers of streams with increasing water quality than declining water quality indicate progress towards the goal of protecting Oregon's water. In addition, maintaining or increasing the percentage of stream sites with good to excellent water quality also indicates progress towards the goal.

3. HOW WE ARE DOING

In 2007, the percentage of monitored stream sites with significantly decreasing trends was 24% (31 of 127 stream sites). From 2003 to 2007, measure 10b. has been above the target.

4. HOW WE COMPARE

No industry standards exist. The performance is based primarily on the Oregon Water Quality Index (OWQI). The OWQI is used to describe general stream water quality status and trends. The OWQI also shows the general effectiveness of water quality management activities.

5. FACTORS AFFECTING RESULTS

Although the target for stream sites with good to excellent water quality condition is exceeded (KPM 10c), the failure to meet the target for declining trends is more of a concern. A small number of sites with decreasing trends may be due to changing management practices. DEQ is working with management agencies through TMDL implementation to ensure water quality is protected and the trends reverse. In addition, many of the stream sites with declining water quality are at stream locations without significant point source impacts. Current water quality management plans are mostly on streams where non-point sources are the primary concern.

6. WHAT NEEDS TO BE DONE

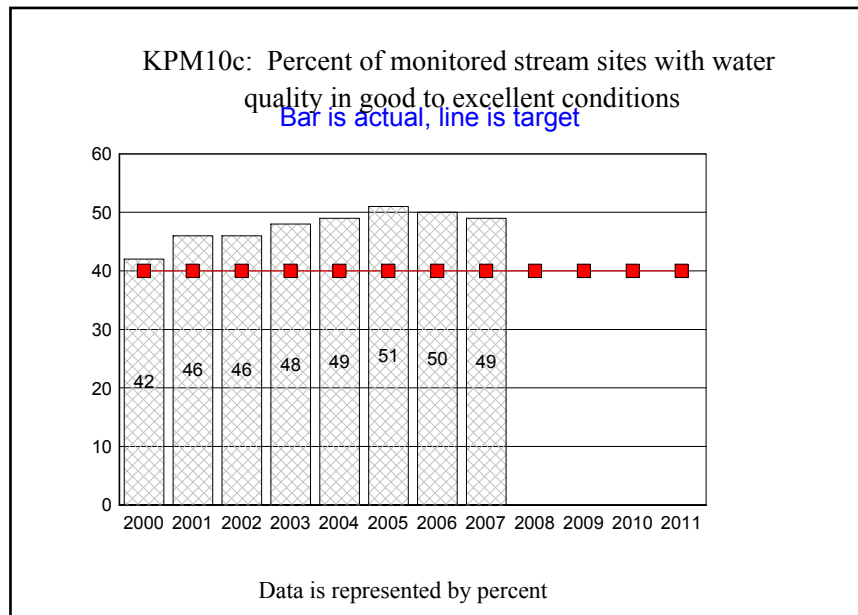
The data for this benchmark are developed from a network of 127 ambient monitoring sites on the state's major rivers and streams. The Oregon Progress Board has recommended supplementing this with additional benchmarks on aquatic biological integrity (indices of biological integrity for macroinvertebrates and fish) and OWQI based on data collected from a statewide probabilistic sampling network representing all stream miles. The addition of such benchmarks would provide a more robust measure of the quality of Oregon's surface water. There is also a need (as indicated above) to revisit the current targets for the trending measures. In addition, a more detailed analysis is needed to determine what is causing declining trends.

7. ABOUT THE DATA

Long term ambient water quality monitoring data are collected in accordance with the Ambient Water Quality Monitoring Network Quality Assurance Project Plan. Monitoring data are stored in DEQ's Laboratory Analytical Storage and Retrieval Database (LASAR) and analyzed annually based on the hydrologic water year. All

DEQ monitoring data are accessible online at <http://deq12.deq.state.or.us/lasar2/>.

KPM #10c	WATER QUALITY CONDITIONS – Percent of monitored stream sites with water quality in good to excellent condition.	1992
Goal	PROTECT AND IMPROVE OREGON'S WATER AND AIR: IMPROVE ENVIRONMENTAL HEALTH.	
Oregon Context	KPM 10 (a,b,c) are high level environmental indicator measures which report on status and trends in Oregon’s surface water quality. As an Oregon Benchmark, this measure is also linked to: 1) Oregon’s Statewide Planning Goal 6: air, water, and land resources quality (OAR 660- 015- 00 (06)); and 2) Oregon Shines goal 3: Healthy, sustainable surroundings.	
Data Source	DEQ water quality monitoring data.	
Owner	DEQ Laboratory. Steve Mrazik, Project Manager (503) 693-5781.	



1. OUR STRATEGY

All Water Quality programs at DEQ implement management strategies which are intended to maintain and improve overall water quality. This includes developing and implementing water quality standards and clean water plans, regulating sewage treatment systems and industrial discharges, collecting and evaluating water quality data, providing grants and technical assistance to reduce non-point pollution sources, and providing loans to communities to build treatment facilities.

2. ABOUT THE TARGETS

Targets were established in cooperation with the Oregon Progress Board. The performance measure incorporates three components related to stream water quality: increasing trends, decreasing trends, and streams in good to excellent condition. Greater numbers of streams with increasing water quality than declining water quality indicate progress towards the goal of protecting Oregon's water. In addition, maintaining or increasing the percentage of stream sites with good to excellent water quality also indicates progress towards the goal.

3. HOW WE ARE DOING

In 2007, the percentage of monitored stream sites with good to excellent water quality condition was 49% (64 of 127 stream sites). For the last 9 years, measure 10c. has exceeded the target.

4. HOW WE COMPARE

No industry standards exist. The performance is based primarily on the Oregon Water Quality Index (OWQI). The OWQI is used to describe general stream water quality status and trends. The OWQI also shows the general effectiveness of water quality management activities.

5. FACTORS AFFECTING RESULTS

Developing and implementing Total Maximum Daily Loads (TMDLs) and associated water quality management plans have helped increase the number of stream sites with good to excellent water quality condition. Current water quality management plans are mostly on streams where non-point sources are the primary concern.

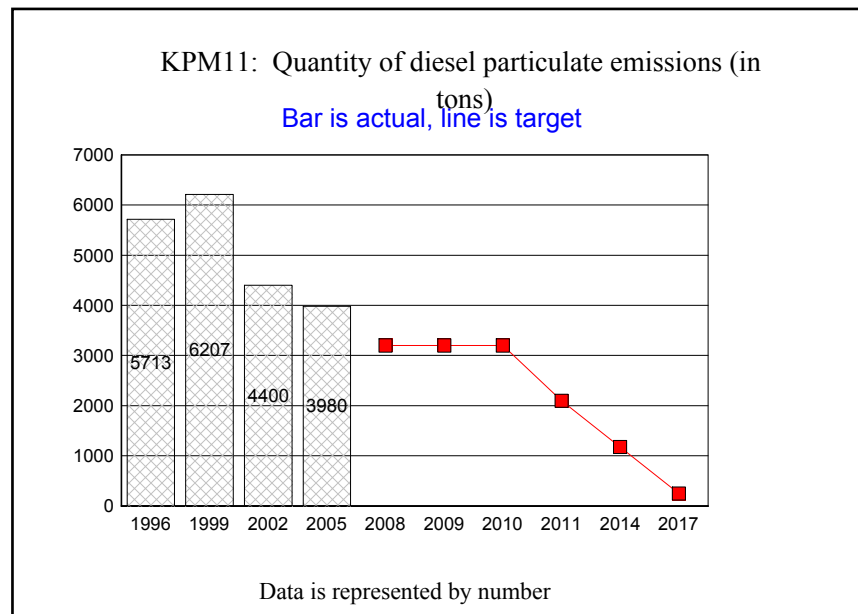
6. WHAT NEEDS TO BE DONE

The data for this benchmark are developed from a network of 127 ambient monitoring sites on the state's major rivers and streams. The Oregon Progress Board has recommended supplementing this with additional benchmarks on aquatic biological integrity (indices of biological integrity for macroinvertebrates and fish) and OWQI based on data collected from a statewide probabilistic sampling network representing all stream miles. The addition of such benchmarks would provide a more robust measure of the quality of Oregon's surface water. There is also a need (as indicated above) to revisit the current targets for the trending measures. In addition, a more detailed analysis is needed to determine what is causing declining trends.

7. ABOUT THE DATA

Long term ambient water quality monitoring data are collected in accordance with the Ambient Water Quality Monitoring Network Quality Assurance Project Plan. Monitoring data are stored in DEQ's Laboratory Analytical Storage and Retrieval Database (LASAR) and analyzed annually based on the hydrologic water year. All DEQ monitoring data are accessible online at <http://deq12.deq.state.or.us/lasar2/>.

KPM #11	AIR QUALITY DIESEL EMISSIONS: Quantity of diesel particulate emissions.	2007
Goal	IMPROVE OREGON’S AIR AND WATER.	
Oregon Context	KPM # 11 (air quality diesel emissions) is also linked to: (1) Oregon Progress Board Benchmark #75a; (2) Oregon Progress Board Benchmark #12a; (3) Oregon Statewide Planning Goal 6: Protecting air, water and land resources; and (4) Oregon Shines Goal 3: Provide healthy, sustainable surroundings.	
Data Source	DEQ air quality emission inventory database.	
Owner	Air Quality Division, Margaret Oliphant, (503) 229-5687.	



1. OUR STRATEGY

There are approximately 300,000 diesel engines that operate in Oregon each year that will continue to pollute for around 30 years before being subject to strict federal emission standards for new vehicles. The focus of the strategy is fleet outreach to identify specific operational efficiencies and equipment to reduce fuel consumption and diesel pollution. Fleets are encouraged to use cleaner fuels, including biofuels, install advanced exhaust controls and scrap old engines. As incentives, fleets are

offered tax credits and grants and are encouraged to participate in DEQ's Clean Fleet recognition program. DEQ is also working to encourage diesel reduction projects which leverage private funds, such as the "Clean Diesel Zone" project where area hospitals agree to use vendors who operate cleaner fleets.

2. ABOUT THE TARGETS

The 2007 Oregon Legislature adopted a goal (ORS 468A.793) to reduce the cancer risk from exposure to diesel particulate to 1 in a million (250 tons/year) by 2017, which is also the target for this Key Performance Measure.

3. HOW WE ARE DOING

This measure illustrates that the air remains unhealthy to breathe in Oregon, however, progress has been made. Several fleets have installed advanced exhaust controls on existing vehicles and other projects are underway, including construction equipment, garbage trucks, transit buses, delivery vehicles and over the road trucks. With federal grants and Oregon tax credits, 40 year old engines have been replaced on three Columbia River towboats substantially lowering emissions and fuel consumption. Six truck stops have electrified parking spaces where overnight truckers can enjoy comfortable cabs without idling overnight and one railroad has installed idle reduction controls on their locomotives, saving significant amounts of fuel and lowering emissions (these engines typically run continuously even when not in use). With assistance from the Oregon Departments of Energy, Transportation and Environmental Quality, an Oregon non profit organization operates a showroom that showcases a variety of emission reduction technologies to over the road truckers that operate along the I-5 corridor. They also lease auxiliary power units and offer low cost financing.

4. HOW WE COMPARE

The EPA maintains a national database of toxic air pollutants, the "National Air Toxics Assessment" that includes diesel particulate. The latest results are available for 1999 and the Assessment is scheduled to be updated every three years. There are limitations on data quality and uncertainties of the assessment varies from location to location as well as from pollutant to pollutant. For diesel particulate concentrations, the state of Oregon ranks 16th (highest) in the country, behind California at 10, but ahead of Washington (18), Nevada (29) and Idaho (47). In particular, Multnomah County ranks 22nd out of 3,326 counties across the country for having high concentrations of diesel particulate.

5. FACTORS AFFECTING RESULTS

The rising cost of diesel fuel has stimulated interest among fleets to improve their fuel economy, and for others, environmental credibility is important. However, these factors alone are not likely to achieve the overall public health benchmark. Aside from using less fuel, installing advanced exhaust controls is the most cost effective approach to reduce diesel emissions. However, it is a challenge to convince businesses to invest up to \$10,000 per device, per vehicle, when the primary benefit of the investment is environmental. This is why financial assistance is crucial to making inroads to offer the best, and most cost effective solution to reduce diesel particulate matter.

6. WHAT NEEDS TO BE DONE

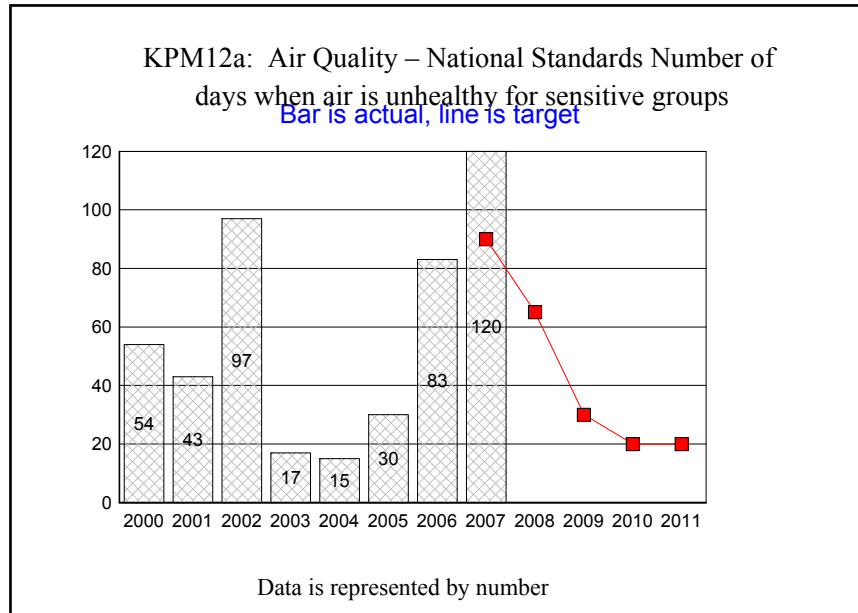
Meeting the target will require collaboration among DEQ, other state agencies, local governments, health agencies and private partners throughout the state. Although

emissions will be reduced over time as a result of fleet turnover and complying with federal standards for new vehicles and equipment, our projections show that even by 2026 the estimated cancer risk will still be five times over the health benchmark. To meet the one in a million cancer risk target in 2017 requires a reduction of about 140 tons of diesel particulate per year over the next ten years in addition to the declines that will occur from normal fleet turnover.

7. ABOUT THE DATA

These data are derived from an assessment of all air pollutants from all sources in the state that is compiled every three years. The 2005 calendar year is used for this report. The inventory is made according to methods determined by EPA and used by state and local air quality agencies nationwide. Extensive quality assurance procedures ensure data quality.

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



1. OUR STRATEGY

Develop and implement science-based air quality improvement initiatives for Oregon focused on specific source categories (e.g. old polluting residential wood stoves, diesel engines, and open burning) in locations with high air pollutant concentrations. In addition, implement federal emission standards for mobile and stationary sources.

2. ABOUT THE TARGETS

DEQ strives to fully protect public health from outdoor air pollution. OBM #75 has been the primary measure of air quality in Oregon for many years, tracking the percent of time Oregon's air quality meets federal health standards. Thanks to a variety of federal, state and local emission reduction measures, all areas of the state were meeting federal standards by the mid-1990's. However, there were still numerous individual days when the air was unhealthy to breathe. Then, in 2006, EPA tightened the standards for fine particulate matter based on the most recent health studies. Two communities in Oregon violate the new standards and many more are at risk of future violations. The measure was revised in 2006 to enable DEQ to track progress toward our goal. KPM 12 a indicates whether the outdoor air that sensitive groups of Oregonians (e.g. children and asthmatics) breathe meets the federal health-based air quality standards for particulate matter, ozone (smog) and four other air pollutants. The targets for unhealthy air days from 2007 through 2009 reflect the recent tightening of EPA's fine particulate standard. DEQ's target for the longer term is to eliminate unhealthy air days and, in the process, return Oregon to compliance with federal standards.

3. HOW WE ARE DOING

This measure illustrates that the air is unhealthy to breathe in many Oregon cities on many individual days. Most of the unhealthy air days are caused by elevated fine particulate levels resulting from wood stoves and other combustion sources. The increase in unhealthy days that occurred in 2006 and continued in 2007 is partially a result of the new lower federal standard for fine particulate. Beginning in 2006, air quality was judged unhealthy at a lower pollution level than in previous years (previous years have not been restated for this report). The increase in unhealthy days that occurred in 2006 is also partially a result of wildfires in Northern California during October and a result of woodstove usage coupled with a stagnant air system across the state in December. In 2007, eighteen cities experienced a total of 120 days that were unhealthy for their most sensitive citizens. Again wildfires, this time summertime fires in southern and eastern Oregon, as well as woodstove use during several winter stagnant air systems contributed to the unhealthy air. It is likely that increased wood stove use, brought on by a rise in heating oil prices, is having an impact.

4. HOW WE COMPARE

The U.S. Environmental Protection Agency (EPA) maintains a national database that allows comparison of Oregon data to Washington and Idaho for unhealthy air days. In 2005, Oregon experienced 30 days of unhealthy air in 6 different cities, Washington experienced 11 unhealthy days in 6 cities, and Idaho had 49 unhealthy air days in 12 cities. Oregon data for 2006 and 2007 cannot be compared to other states because it includes unhealthy days based on the new federal standard while other states have not changed their calculation method (see ABOUT THE DATA below.)

5. FACTORS AFFECTING RESULTS

Reliance on burning for heat and for waste disposal, along with increasing motor vehicle use are the primary sources of unhealthy air. Weather patterns, especially poor ventilation days in winter, and natural events, such as wildfires, can be significant factors resulting in poor air quality.

6. WHAT NEEDS TO BE DONE

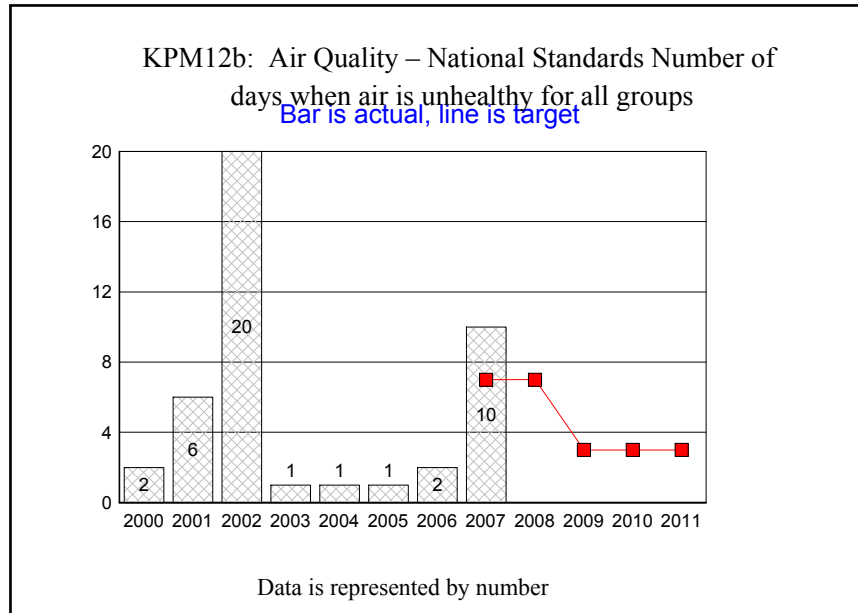
Meeting the targets will require collaboration among DEQ, other state agencies, local governments, health agencies, the public, and other partners. Reducing smoke (particulate matter) from woodstoves, open burning, diesel engines (e.g. trucks, construction equipment, trains, vessels) and other sources of combustion would result

in a significant reduction in unhealthy air days. Efforts to reduce emissions from gasoline engines (e.g. cars, lawn equipment), fuel distribution, and commercial processes are also needed; new federal and state standards for cars, trucks, construction equipment, and their fuels will help. However, identifying local problems through monitoring, and developing localized emission reduction strategies will provide the best health protection for Oregonians.

7. ABOUT THE DATA

This data is collected from monitoring sites throughout the state and is available through the DEQ website for whatever time frame is desired. Calendar year is used for this report. Measurements are made according to methods determined by EPA and used by state and local air quality agencies nationwide. Extensive quality assurance procedures ensure data quality. However, a significant limitation on this database is the number and location of monitoring sites. EPA revised the particulate matter (PM) standard in the fall of 2006 but has not adjusted the Air Quality Index that provides the basis for the unhealthy days' designation. In this report, DEQ has included in the count of days "unhealthy for sensitive groups" any days over the new PM standard. EPA anticipates making a new Air Quality Index available for 2008.

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



1. OUR STRATEGY

Develop and implement science-based air quality improvement initiatives for Oregon focused on specific source categories (e.g. old polluting residential wood stoves, diesel engines, and open burning) in locations with high air pollutant concentrations. In addition, implement federal emission standards for mobile and stationary sources.

2. ABOUT THE TARGETS

DEQ strives to fully protect public health from outdoor air pollution. OPB #75 has been the primary measure of air quality in Oregon for many years, tracking the percent of time Oregon's air quality met federal health standards. Thanks to a variety of federal, state and local emission reduction measures, all areas of the state were meeting federal standards by the mid-1990's. However, there were still individual days when the air was unhealthy to breathe. Then, in 2006, EPA tightened the standards for fine particulate matter based on the most recent health studies. Two communities in Oregon violate the new standards and many more are at risk of future violations. The Measure was revised in 2006 to enable DEQ to track progress toward our goal. KPM 12b measures whether the outdoor air meets the federal health-based air quality standards for particulate matter, ozone (smog), and four other widespread air pollutants called criteria pollutants - Carbon Monoxide, Lead, Sulfur Dioxide, Nitrogen Dioxide - for all groups (general population). DEQ's target for the longer term is to eliminate unhealthy air days and, in the process, return Oregon to compliance with federal standards.

3. HOW WE ARE DOING

Most of the unhealthy air days are caused by elevated fine particulate levels resulting from wood stoves and other combustion sources. In 2007, seven cities experienced a total of 10 days there were unhealthy for every citizen. Summertime wildfires in southern and eastern Oregon, as well as woodstove use during several winter stagnant air systems were the principal contributors to the unhealthy air.

4. HOW WE COMPARE

The U.S. Environmental Protection Agency (EPA) maintains a national database that allows comparison of Oregon data to Washington and Idaho for unhealthy air days. In 2005, Oregon experienced 1 day of unhealthy air in 1 city, Washington experienced 2 unhealthy days in 2 cities, and Idaho had 8 unhealthy air days in 4 cities. Oregon data for 2006 and 2007 cannot be compared to other states because it includes unhealthy days based on the new federal standard while other states have not changed their calculation method. (see ABOUT THE DATA below.)

5. FACTORS AFFECTING RESULTS

Reliance on burning for heat and for waste disposal, along with increasing motor vehicle use are the primary sources of unhealthy air. Weather patterns, especially poor ventilation days in winter, and natural events, such as wildfires, can be significant factors resulting in poor air quality.

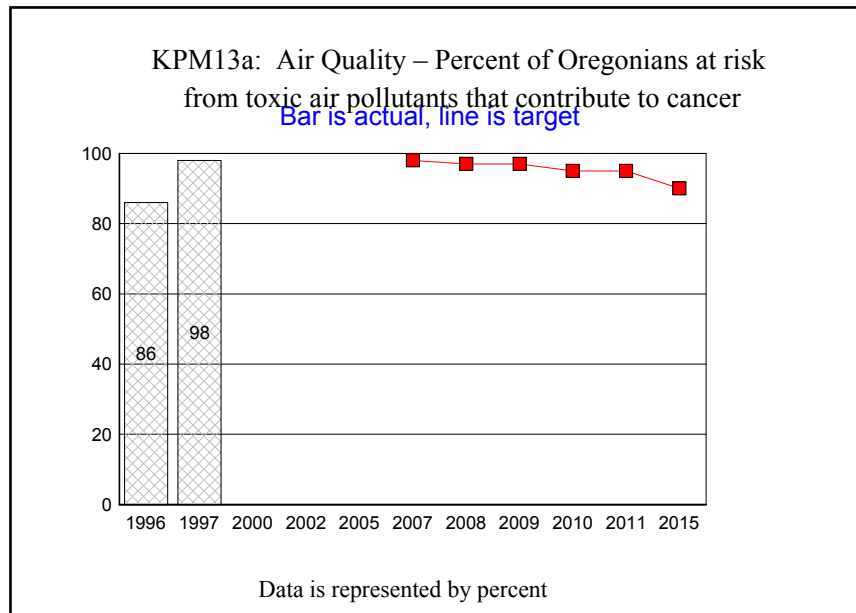
6. WHAT NEEDS TO BE DONE

Meeting the targets will require collaboration among DEQ, other state agencies, local governments, health agencies, the public, and other partners. Reducing smoke (particulate matter) from woodstoves, open burning, diesel engines (e.g. trucks, construction equipment, trains, vessels) and other sources of combustion would result in a significant reduction in unhealthy air days. Efforts to reduce emissions from gasoline engines (e.g. cars, lawn equipment), fuel distribution, and commercial processes are also needed; new federal and state standards for cars, trucks, construction equipment, and their fuels will help. However, identifying local problems through monitoring, and developing localized emission reduction strategies will provide the best health protection for Oregonians.

7. ABOUT THE DATA

This data is collected from monitoring sites throughout the state and is available through the DEQ website for whatever time frame is desired. Calendar year is used for this report. Measurements are made according to methods determined by the EPA and used by state and local air quality agencies nationwide. Extensive quality assurance procedures ensure data quality. However, a significant limitation on this database is the number and location of monitoring sites. EPA revised the particulate matter (PM) standard in the fall of 2006 but has not adjusted the Air Quality Index that provides the basis for the unhealthy days' designation. EPA anticipates making a new Air Quality Index available for 2008.

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



1. OUR STRATEGY

Implement federal mobile and stationary source standards; complemented by state initiatives focused on specific source categories, e.g. old polluting residential wood stoves, diesel engines, and open burning.

2. ABOUT THE TARGETS

DEQ strives to fully protect public health from outdoor air pollution. Further reductions in a variety of air pollution sources are needed to reach the targets. This measure shows the number of people breathing air that has toxic air pollutant concentrations high enough in Oregon to cause significant long-term health risks. It provides an indication of overall risk from toxic air pollution by tracking a representative group of pollutants, polycyclic aromatic hydrocarbons (PAHs), which cause cancer. Currently, these pollutants are causing significant health risks for 98% of Oregonians, and DEQ has established an interim target to reduce the percentage of Oregonians at significant risk of health impacts to 95% by 2010.

3. HOW WE ARE DOING

DEQ strives to fully protect public health from outdoor air pollution. Further reductions in a variety of air pollution sources are needed to reach the targets. This measure shows the number of people breathing air that has toxic air pollutant concentrations high enough in Oregon to cause significant long-term health risks. It provides an indication of overall risk from toxic air pollution by tracking a representative group of pollutants, polycyclic aromatic hydrocarbons (PAHs), which cause cancer. Currently, these pollutants are causing significant health risks for 98% of Oregonians, and DEQ has established an interim target to reduce the percentage of Oregonians at significant risk of health impacts to 95% by 2010.

4. HOW WE COMPARE

It is not possible to directly compare health risk from air toxics in Oregon to that of other states. Each state produces its own inventory of emissions based on methods unique to that state. Subsequent analysis by EPA attempts to harmonize the data and develop a national estimate of health risk by state but it lacks reliability for comparison purposes.

5. FACTORS AFFECTING RESULTS

Reliance on burning for heat and for waste disposal, along with increasing motor vehicle use are the primary sources of toxic air pollution. Forestry and agricultural burning in rural areas also contribute. Weather patterns and natural events, such as wildfires, can be significant factors resulting in poor air quality.

6. WHAT NEEDS TO BE DONE

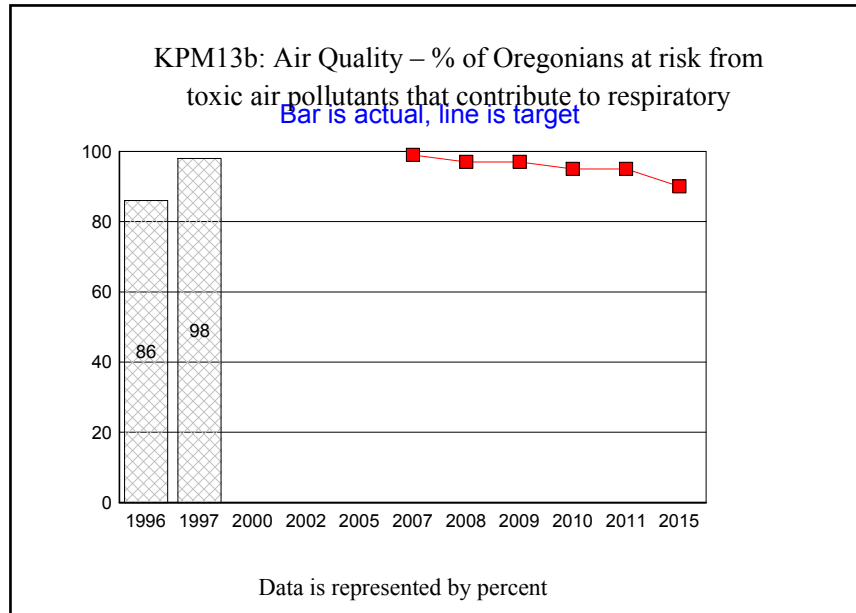
Meeting the targets will require collaboration among DEQ, other state agencies, local governments, health agencies, the public, and other partners. Reducing smoke (particulate matter) from woodstoves, open burning, diesel engines (e.g. trucks, construction equipment, trains, vessels) and other sources of combustion would make a significant reduction in air toxics risk. Efforts to reduce emissions from gasoline engines (e.g. cars, lawn equipment), fuel distribution and commercial processes, are also needed. New federal and state standards for cars, trucks, construction equipment, and their fuels will help by reducing many of the pollutants of concern. However, identifying local air toxics problems through monitoring and developing localized emission reduction strategies will provide the best health protection for Oregonians.

7. ABOUT THE DATA

This data originates with a comprehensive inventory of air pollution sources done by DEQ every three years. These inventories are done on a calendar year basis; the

last one for 2005. DEQ's inventory data is used by EPA to predict toxic air pollutant concentrations and the associated health threat using sophisticated modeling techniques. These methods are well-documented, include substantial quality control but take time to produce results. The last published analysis by EPA was for the 1999 calendar year. The 2002 analysis should be available soon.

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



1. OUR STRATEGY

Implement federal mobile and stationary source standards; complemented by state initiatives focused on specific source categories, e.g. old polluting residential wood stoves, diesel engines, and open burning.

2. ABOUT THE TARGETS

DEQ strives to fully protect public health from outdoor air pollution. Further reductions in a variety of air pollution sources are needed to reach the targets. This measure shows the number of people breathing air that has toxic air pollutant concentrations high enough in Oregon to cause significant long-term health risks. It provides an indication of overall risk from toxic air pollution by tracking a representative pollutant, acrolein, which causes serious respiratory effects. Currently, these pollutants are causing significant health risks for 99% of Oregonians, and DEQ has established an interim target to reduce the percentage of Oregonians at significant risk of health impacts to 95% by 2010.

3. HOW WE ARE DOING

This measure shows that toxic air pollutants pose a threat of serious disease to almost all Oregonians. Results based on more current data from EPA should be available soon.

4. HOW WE COMPARE

It is not possible to directly compare health risk from air toxics in Oregon to that of other states. Each state produces its own inventory of emissions based on methods unique to that state. Subsequent analysis by EPA attempts to harmonize the data and develop a national estimate of health risk by state but it lacks reliability for comparison purposes.

5. FACTORS AFFECTING RESULTS

Reliance on burning for heat and for waste disposal, along with increasing motor vehicle use are the primary sources of toxic air pollution. Forestry and agricultural burning in rural areas also contribute. Weather patterns and natural events, such as wildfires, can be significant factors resulting in poor air quality.

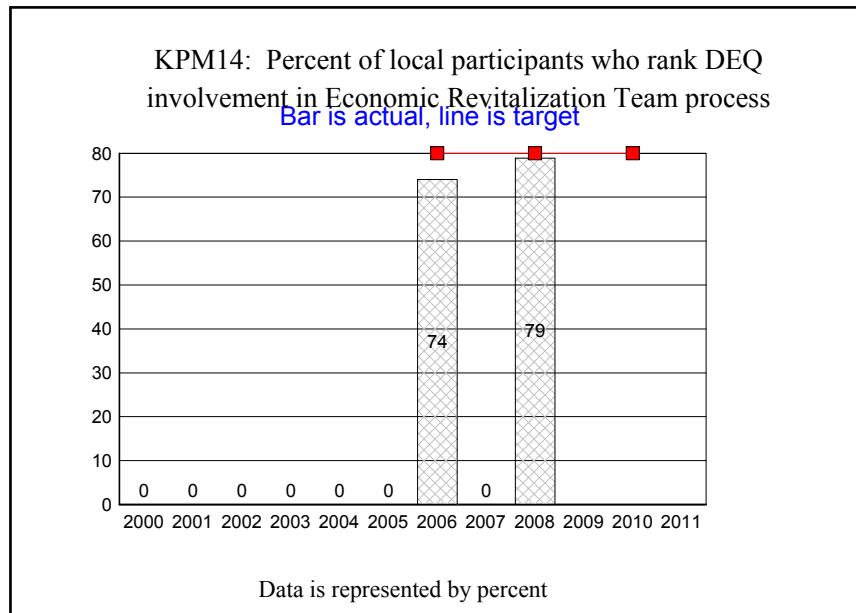
6. WHAT NEEDS TO BE DONE

Meeting the targets will require collaboration among DEQ, other state agencies, local governments, health agencies, the public, and other partners. Reducing smoke (particulate matter) from woodstoves, open burning, diesel engines (e.g. trucks, construction equipment, trains, vessels) and other sources of combustion would make a significant reduction in air toxics risk. Efforts to reduce emissions from gasoline engines (e.g. cars, lawn equipment), fuel distribution and commercial processes, are also needed. New federal and state standards for cars, trucks, construction equipment, and their fuels will help by reducing many of the pollutants of concern. However, identifying local air toxics problems through monitoring and developing localized emission reduction strategies will provide the best health protection for Oregonians.

7. ABOUT THE DATA

This data originates with a comprehensive inventory of air pollution sources done by DEQ every three years. These inventories are done on a calendar year basis; the last one for 2005. DEQ's inventory data is used by EPA to predict toxic air pollutant concentrations and the associated health threat using sophisticated modeling techniques. These methods are well-documented, include substantial quality control but take time to produce results. The last published analysis by EPA was for the 1999 calendar year. The 2002 analysis should be available soon.

KPM #14	ERT: Percent of local participants who rank DEQ involvement in Economic Revitalization Team process as good to excellent.	2006
Goal	PROVIDE EXCELLENCE.	
Oregon Context	There are no Oregon Benchmarks or High Level Outcomes related to this measure, but participating on ERT is a priority for DEQ.	
Data Source	Customer service survey results provided by Economic Revitalization Team (ERT), 2008 Oregon Joint CSAT Survey.	
Owner	DEQ ERT Representative, Mikell O'Mealy, (503) 229-6590	



1. OUR STRATEGY

The Governor’s Economic Revitalization Team (ERT) conducts a survey to measure customer satisfaction with ERT service once every two years (the first survey was conducted in 2006). Survey questions measure ERT participants' perception of the involvement of five partner ERT agencies – DEQ, DSL, DLCD, ODOT and OECD – in six elements of customer service: timeliness, ability to provide services correctly, helpfulness, knowledge and expertise, availability of information, and quality of service. The highest percentage of responses rating DEQ as “good” to “excellent” is the desired outcome.

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

This is the second survey on this topic. In 2008 we received a ranking of 78.9% which is slightly lower, but substantially meeting our target goal of 80% and about a 5% increase in the performance ranking from 2006.

4. HOW WE COMPARE

DEQ's received the third highest ranking amongst the five partner agencies. The rankings ranged from 88% to 64.9%.

5. FACTORS AFFECTING RESULTS

ERT projects represent some of the most complex and challenging issues involving the state, often requiring coordination of competing program goals across several state agencies. Elected officials, stakeholders and community members are usually involved in these projects, and state agency performance is critical to success. In addition, the sample size is small (37.5% of the 273 respondents worked with DEQ) and may impact survey results and conclusions drawn from those results.

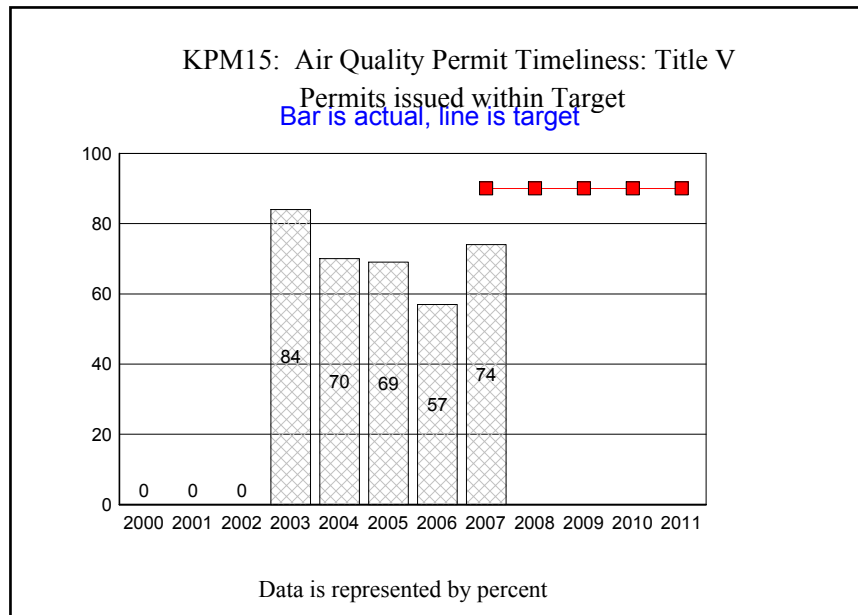
6. WHAT NEEDS TO BE DONE

The ERT agencies need to continue working together with local communities to solve problems and help them achieve goals. The ERT model has proven effective in doing this, and local leaders are supportive and appreciative of the state's coordination. The survey results will help DEQ refine our involvement in the ERT in striving for even higher service results in the future.

7. ABOUT THE DATA

This data is reported in the 2008 Economic Revitalization Team Customer Satisfaction Study, completed August 4, 2008, and available from the Governor's ERT office.

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



1. OUR STRATEGY

DEQ issues air quality operating permits to Oregon’s largest industrial facilities that are regulated under federal permit requirements contained in Title V of the federal Clean Air Act. DEQ prioritizes its Title V permitting resources based on the applicable target period for several categories of Title V applications to ensure that permits are issued in a timely manner.

2. ABOUT THE TARGETS

DEQ's goal is to issue 90% of Title V permits within the applicable target periods set by the agency. This sets a high standard for issuing permits in a timely manner. Businesses need quick turn around times on permits to expand or modify their operations. A high percentage of timely permits issued is one indicator of an efficient permitting program.

3. HOW WE ARE DOING

Although Title V permit timeliness is a new Key Performance Measure for 2007, DEQ is providing permit timeliness data from 2003 onward to illustrate recent performance. DEQ's issuance of timely permits declined each year from 2003 through 2006. Although below target, DEQ's percentage of timely permits issued in 2007 has improved and is up 17 percent from 2006.

4. HOW WE COMPARE

DEQ has set target periods for permit issuance at six to twelve months below the 18-month period required by state and federal laws. While DEQ issued 74% of permits within its target periods, its percentage of timely permits issued would be nearly 90% using the target periods required by law.

5. FACTORS AFFECTING RESULTS

Revenue shortfalls followed by staff reductions lead to a drop off in timeliness between 2003 and 2006. Two main factors have contributed to the increase in permit timeliness in 2007: management and staff attention to permit timeliness and implementation of a new permit tracking system. During the past year, DEQ managers have focused on more frequent review of permit timeliness measures. Managers have intensified their efforts to closely manage workload and shift resources when needed to ensure timely issuance of permits. In addition, DEQ implemented a new permit tracking system in 2007. Permitting staff spent a significant amount of time in 2006 helping with development and testing, and training on the new software, leaving less time for permit work. In 2007, the new software reduced the amount of time staff spent on data management activities.

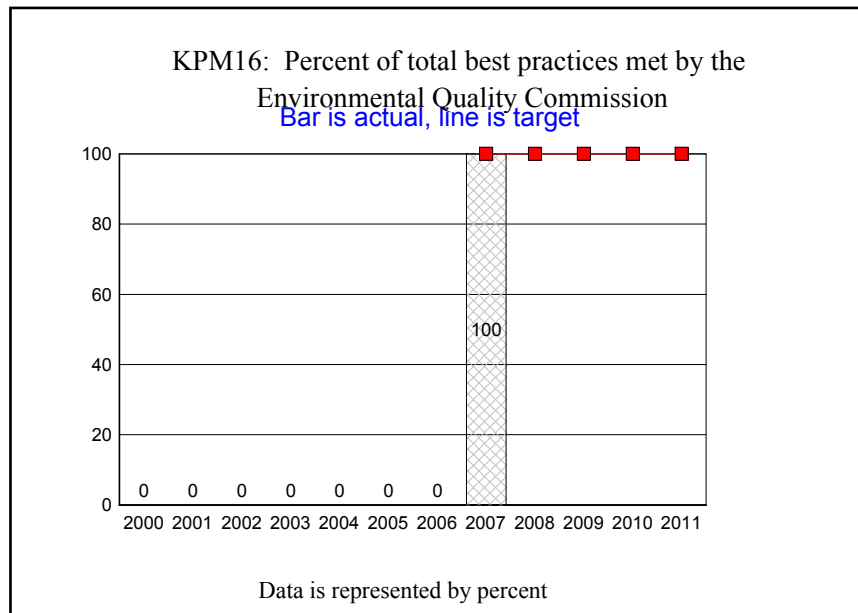
6. WHAT NEEDS TO BE DONE

To further improve Title V permit timeliness, DEQ needs additional staff, continued management oversight and implementation of permit streamlining rules. The 2007 Oregon Legislature approved the phase-in of a Title V fee increase over three years and the phase in of additional positions to work on Title V. The first position will be added in mid 2008, and DEQ is requesting a second position in a 2009 policy package. DEQ and stakeholders agreed to this staffing level during fee increase negotiations. The additional positions are crucial to further timeliness improvement. DEQ managers will continue to regularly review staffing and permitting activity demands and work to reduce permit backlog issues that arose during the period of very low staff levels. In addition, DEQ will implement a second round of permit streamlining rule changes that were adopted in October 2007. While these rule changes focused on decreasing compliance costs for permittees, they should also help reduce permit processing times.

7. ABOUT THE DATA

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

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



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

The 2005 legislature directed the Department of Administrative Services and the Legislative Fiscal Office to develop a measure for boards and commissions having governance oversight to use in evaluating their own performance. Because the EQC is included in DEQ's budget and because it hires DEQ's executive director, DAS and LFO deemed the EQC to have governance oversight and identified it as one of the boards and commissions that should have a performance measure. On December 14, 2006, the EQC adopted the "percent of total best practices met by the commission" as the performance standard. The measure is an annual self-assessment against 15 best practices for boards and commissions, as laid out by DAS and customized to the EQC. At the February 2008 meeting, the EQC reviewed its progress on performance measures thus far. Prior to the August meeting, EQC members will individually complete self-evaluations and mail them back to DEQ for compilation. At the August meeting, the EQC will hold a group discussion about how it is doing, factors affecting its performance, and what it needs to do to improve future performance.

3. HOW WE ARE DOING

The EQC rated itself as meeting the performance target, adhering to the set of 15 best practices 100%.

4. HOW WE COMPARE

This is the first year for all boards and commissions having governance oversight of state agencies to conduct and report results of their self-evaluation pursuant to adoption of this Key Performance Measure. Therefore, DEQ does not have any current data upon which to compare themselves.

5. FACTORS AFFECTING RESULTS

The EQC builds into its yearly calendar agenda items that ensure they perform best practices for commissions. For example, the EQC regularly reviews the agency's budget and strategic plans.

6. WHAT NEEDS TO BE DONE

The EQC needs to continue its current approach. The Commission designed and approved a system for achieving success that defined actions they must take to meet performance measures. This system is built into their annual meeting agendas, which ensure that the Commission takes the appropriate actions to meet performance criteria.

7. ABOUT THE DATA

Individual EQC members rate the EQC's performance as a board having governance oversight on several criteria.

Agency Mission: To be a leader in restoring, maintaining and enhancing the quality of Oregon’s air, water and land.

Contact: Karen Whisler

Contact Phone: 503-229-5082

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The following questions indicate how performance measures and data are used for management and accountability purposes.

1. INCLUSIVITY

* **Staff :** DEQ’s Measures coordinator facilitates internal and external reporting, as well as reviews and develops the agency’s high level performance measures. DEQ’s executive management team develops the agency’s strategic plan, and measures are reviewed and considered during these executive level discussions and at EQC meetings. Staff responsible for implementing programs are consulted for their expertise in determining what can be measured in a meaningful and efficient way. The agency is working to better communicate and coordinate staff participation into the development and refinement of our executive performance measures, which include the Key Performance Measures described in this report.

* **Elected Officials:** The Oregon legislature reviews and adopts DEQ’s proposed measures during the budget approval process.

* **Stakeholders:** DEQ involves various stakeholders in the development of performance measures. For example, a stakeholder group called the Blue Ribbon Committee worked with DEQ to establish measures related to water quality permit timeliness. The Environmental Quality Commission has also weighed in on agency performance measures, in particular those that are adopted to measure performance with our Strategic Directions.

* **Citizens:** DEQ invites citizen input on our strategic priorities through the agency’s strategic planning process outlined in DEQ’s Strategic Directions 2006-2011. The agency also invites and encourages citizen participation on committees and advisory groups, and the EQC and DEQ invite feedback and participation at EQC and town hall meetings held in communities across the state.

2 MANAGING FOR RESULTS

For several years, DEQ has worked towards developing and refining meaningful performance measures and to use performance measures both as a tool for evaluating our progress in achieving the agency’s Strategic Directions and in decision-making regarding policies and strategies to achieve results. During 2006, DEQ and the EQC revised our Strategic Directions, including the development of Executive Measures that will be used to evaluate our progress for the agency’s 2006-2011 priorities. DEQ also proposed modifications to several Key Performance Measures in the agency’s FY 2007-09 requested budget which were adopted by the Oregon Legislature in 2007. Performance measures are one tool DEQ’s senior managers use to gauge agency performance and to make course corrections designed to continue progress towards meeting our goals. Increasingly, agency and the EQC performance measures are being incorporated as goals in staff and section work agreements to build in accountability for achieving performance results. For example, workplans for permit and compliance staff incorporate expectations for permit issuance and inspections. Regional workplans incorporate measures related to core program requirements in geographic based implementation plans.

<p>3 STAFF TRAINING</p>	<p>DEQ's measures coordinator provides training on the agency's performance measurement system, and the context of state performance measures tracking and reporting, to staff newly assigned responsibilities in performance measurement. The measures coordinator also works with individual programs to continually improve and enhance the meaning and use of DEQ performance measures, and keeps executive management informed on state and federal performance measurement requirements.</p>
<p>4 COMMUNICATING RESULTS</p>	<p>* Staff : Performance is measured at many levels within DEQ, including program performance measures, such as those incorporated into the agency's Performance Partnership Agreement with EPA Region X, regional implementation measures, executive measures that support DEQ's Strategic Directions as well as the Key Performance Measures included in this report. Staff is informed of performance measurement results. Performance data is increasingly used as a basis for developing environmental strategies and policies to continuously improve on environmental and organizational results.</p> <p>* Elected Officials: This Annual Performance Progress Report is provided to the Oregon legislature and posted on both the Progress Board and DEQ web sites, to provide accountability, document challenges and constraints and share successes in achieving environmental and organizational results.</p> <p>* Stakeholders: DEQ's Annual Performance Progress Report is posted on the agency's website to inform stakeholders of agency performance and environmental results. DEQ also presents this report on our external performance measures, as well as a report on our internal Executive Measures to the Environmental Quality Commission on an annual basis. Various stakeholder groups, such as the previously mentioned Water Quality Blue Ribbon Committee, are regularly informed about performance progress.</p> <p>* Citizens: DEQ's Annual Performance Progress Report is posted on the agency's website to inform Oregonians of agency performance and environmental results.</p>