

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

Original Submission Date: 2009

2008-2009 KPM #	2008-2009 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.

2008-2009 KPM #	2008-2009 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.

<b>New Delete</b>	
	<b>Title:</b>  <b>Rationale:</b>

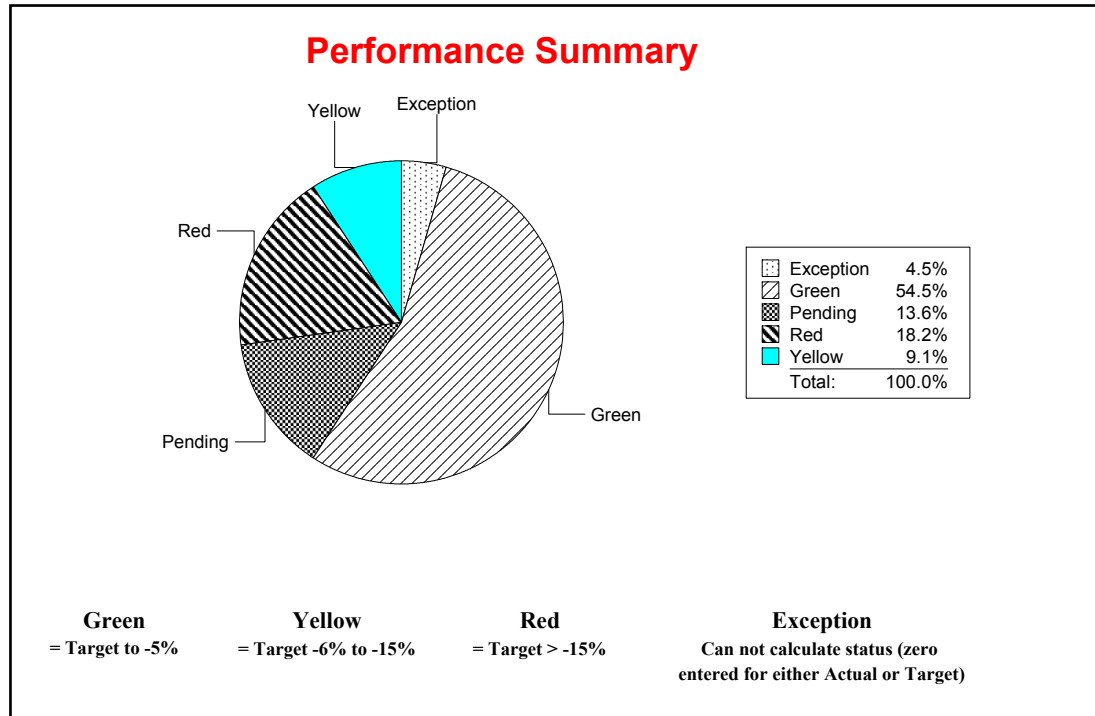
**Agency Mission:** To be a leader in restoring, maintaining and enhancing the quality of Oregons air, water and land.

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**1. SCOPE OF REPORT**

This Annual Performance Progress Report (APPR) for Fiscal Years 2008-2009 provides performance results related to each of the agencies 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. No changes to the KPMs were proposed for the 2009 Legislature. In 2007, the 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 agencies 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](http://www.Oregon.gov/DEQ).

## 3. PERFORMANCE SUMMARY

DEQ is substantially meeting and/or exceeding targets for 11 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 2008 targets were met include:

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

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

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

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

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

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

DEQ is not meeting targets for 9 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 2008 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 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 10a (OBM 79a) - WATER QUALITY CONDITIONS - Percent of monitored stream sites with significantly increasing trends in water quality.

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

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

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

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

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

While the agency was successful in the 2007 Legislature in securing authority to obtain additional resources through General Fund and permit fee increases, DEQ did not obtain the funds necessary to fill all additional positions necessary to support meeting our permit timeliness targets. This is reflected in the results for 2008. In 2009, revenue shortfalls and the resulting funding cuts affected all state agencies and this continues into the 2009-11 biennium. DEQ will be seriously challenged to meet some of the measure targets given reduced funding levels. 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.

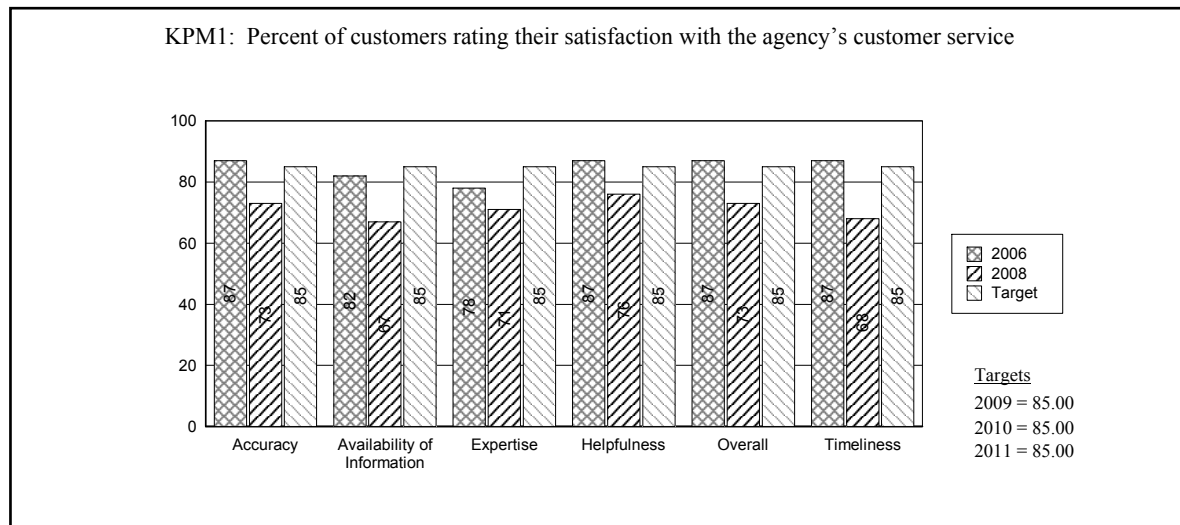
#### **4. CHALLENGES**

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 2009-11 is \$401,626,682. Of this \$206,763,581 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, notably programs like the Clean Water State Revolving Fund for Wastewater and Stormwater and federal stimulus funding.

<b>KPM #1</b>	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
<b>Goal</b>	EXCELLENCE: Delivering outstanding public service and continuously seeking customer feedback to improve our service.	
<b>Oregon Context</b>	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.	
<b>Data Source</b>	Biennial customer service survey of air, and water quality permitted sources, on-site septic system home owners and vehicle inspection program customers.	
<b>Owner</b>	DEQ Office of Communication and Outreach. Joanie Stevens-Schwenger, (503) 229-6585.	



**1. OUR STRATEGY**

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

The 2008 customer survey results revealed that DEQ's customer service ratings remain high for the vehicle inspection program and dipped lower than expected for permitting programs. DEQ's vehicle inspection program continues to improve and upgrade vehicle testing technology, has added lane cameras 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, have 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 online, 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 percent of air, water and septic permit holders rated DEQ customer service as good to excellent, while 94 percent of vehicle inspection customers rated customer service good to excellent.

### 4. HOW WE COMPARE

In comparison to 2006 levels, DEQ's overall 2008 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.

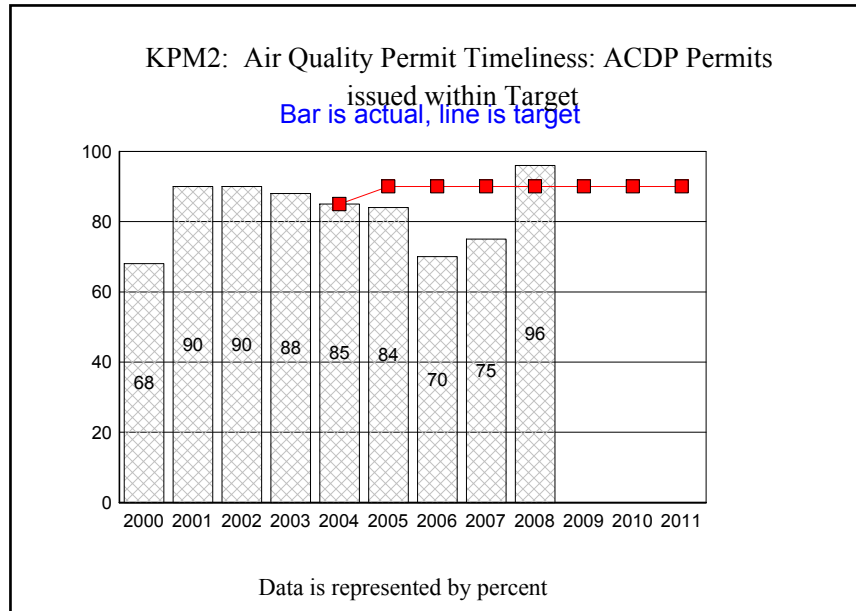
### 6. WHAT NEEDS TO BE DONE

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 ongoing 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 percent 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. The next customer survey will be conducted in 2010.

<b>KPM #2</b>	PERMIT TIMELINESS: Percentage of air contaminant discharge permits issued within the target period.	1992
<b>Goal</b>	IMPROVE OREGONS AIR AND WATER.	
<b>Oregon Context</b>	KPM #2 is also Oregon Benchmark #10a. It links to: (1) Oregons 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.	
<b>Data Source</b>	DEQ Air Quality Permit Tracking database.	
<b>Owner</b>	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 percent 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

In 2001, DEQ streamlined the ACDP permitting process and developed general permits, a tool that allows for expeditious permitting of entire source categories under one permit rather than more time-consuming individual permits. These streamlining efforts significantly decreased the time required to issue a permit. Along with streamlining, DEQ shortened the target period for timely processing of ACDP permits from an average of 167 days to an average of 69 days. Even with much shorter permit processing time, DEQ was able to exceed the timeliness target. However, beginning in 2005, the percent of on time permits slipped below the target and in 2006 there was a significant drop in the percentage of timely permits issued. Although still below target, DEQ's percentage of timely permits issued in 2007 started to improve. In 2008, new federal standards went into effect for area sources, many of which are small businesses. Most of these new sources were able to comply with federal requirements by obtaining a general permit. Of all ACDP permits issued in 2008, 78 percent were general permits and all were issued within the target period. As a result of this extraordinary event, timeliness in 2008 jumped dramatically to 96 percent. Excluding the general permits, ACDP timeliness would have been 80 percent, which is an increase over 2007 but still under target.

## 4. HOW WE COMPARE

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

## 5. FACTORS AFFECTING RESULTS

Over the years, permit streamlining and the development of simplified general ACDP permits have had the most significant positive effects on permit timeliness. DEQ was able to cut processing times by more than half and still exceed targets because of streamlining in the early part of the decade. By 2006, ACDP fee revenue was insufficient to support adequate staffing levels and timeliness suffered. In 2007, the Legislature approved a fee increase, which restored staffing to acceptable levels. Two operational changes in recent years have also impacted timeliness. Since 2006, DEQ managers and staff have increased their focus on ensuring timeliness. Managers closely monitor staff workloads, regularly review permit timeliness and adjust workloads as needed. In addition, DEQ implemented a new permit tracking system, which reduced the amount of time staff spent on data management activities.

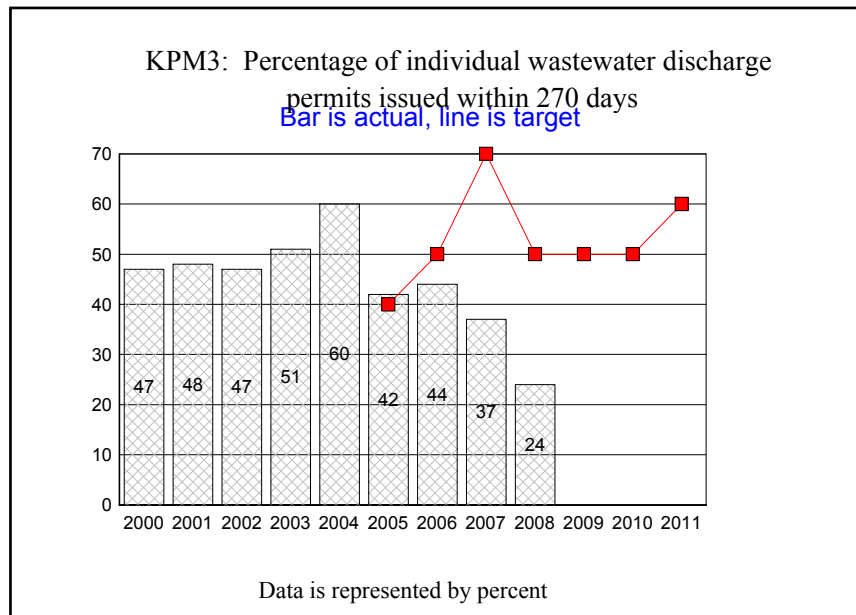
## 6. WHAT NEEDS TO BE DONE

While revenue is not an immediate concern, fees along with General Fund and federal funds that support the ACDP program must be sufficient to maintain adequate staffing levels. Also, DEQ managers must continue to regularly review staffing and permitting activity demands and consider shifts that will facilitate timely permitting.

## 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.

<b>KPM #3</b>	PERMIT TIMELINESS: Percentage of individual wastewater discharge permits issued within 270 days.	1992
<b>Goal</b>	IMPROVE OREGONS AIR AND WATER.	
<b>Oregon Context</b>	KPM #3 is also Oregon Benchmark #10b. It links to: (1) Oregons 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.)	
<b>Data Source</b>	Water Quality Program database.	
<b>Owner</b>	DEQ Water Quality Program. Chris Clipper, (503) 229-5656.	



**1. OUR STRATEGY**

To achieve this goal, DEQ continues to focus on timely issuance of permits and reducing the permit backlog. DEQ develops permit issuance plans based on a watershed approach, 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 percent of wastewater discharge permits issued in the target period to 50 percent for the next three 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 2008 target for timeliness. In 2004, DEQ was able to issue 60 percent 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 and in 2008. To account for every permit applied for in a given year, each year's data is available 270 days after December 31; final 2008 data is not available until the end of September 2009. The 27 percent permit timeliness shown in the chart reflects permit applications received from January 1 through November 26, 2008. DEQ cannot account for applications received from November 27 through December 31, 2008 until the end of September 2009.

## 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 percent annual permit fee increase to help address increased permit program costs. The 2005 Legislature approved an 11 percent 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 percent, 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 percent water quality permit fee increase, an 82 percent 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 percent and 82 percent fee increases, the SB 737 surcharge, and an annual 3 percent 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 14 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 cannot continue processing these types of permits. EPA and DEQ are very close to resolving this issue. 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 2008, DEQ's wastewater permit program was petitioned to reconsider 3 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, there were nine (out of 62) positions vacant for some or all of the year in the wastewater permit program during 2008. In cases when qualified 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.

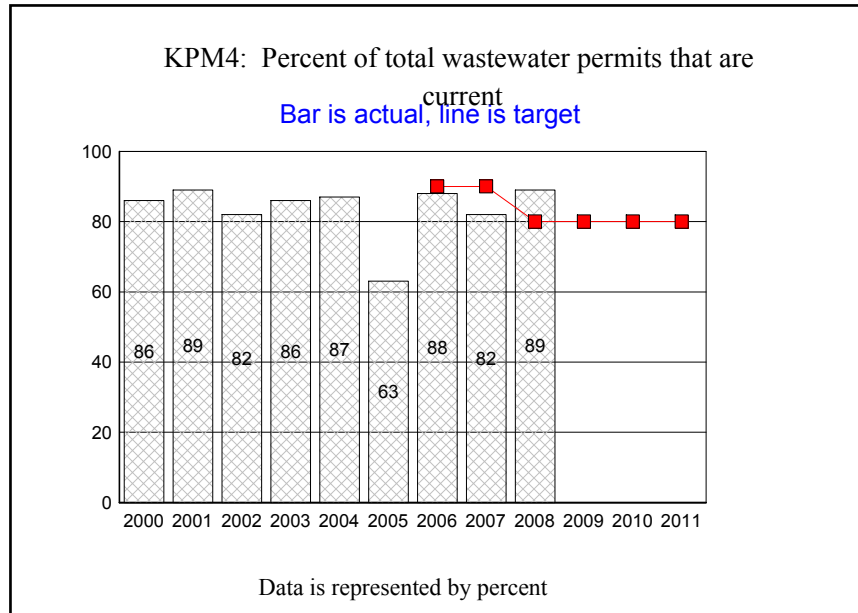
## 6. WHAT NEEDS TO BE DONE

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 continue to work 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.

<b>KPM #4</b>	UPDATED PERMITS: Percent of total wastewater permits that are current.	1999
<b>Goal</b>	IMPROVE OREGONS AIR AND WATER.	
<b>Oregon Context</b>	KPM #4 links to: (1) Oregons 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.)	
<b>Data Source</b>	DEQ Water Quality Source Information System database for permit issuance data.	
<b>Owner</b>	DEQ Water Quality Program. Chris Clipper, (503) 229-5656.	



**1. OUR STRATEGY**

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

**2. ABOUT THE TARGETS**

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

### 3. HOW WE ARE DOING

DEQ met its goal of having 80 percent 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 Committees 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.

### 4. HOW WE COMPARE

The Environmental Protection Agency reports to Congress the percent of NPDES permits that are current. The federal national target is to have 90 percent of NPDES permits current. DEQ did not meet that target for 2008, with 89 percent of our permits being current.

### 5. FACTORS AFFECTING RESULTS

Though DEQ has exceeded the target during 2008, it is likely that we will not meet the target in the coming couple of years due to a number of factors. 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. DEQ is close to resolution on some of the legal and other challenges that have affected the water quality permit program, but it will likely take a couple of years to get back on track to meet or exceed the target in the future.

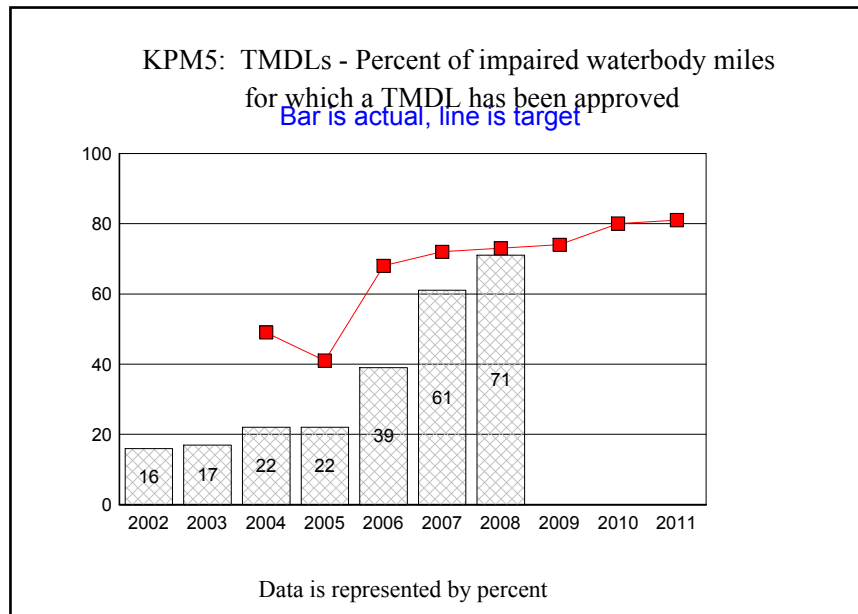
### 6. WHAT NEEDS TO BE DONE

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.

<b>KPM #5</b>	WATER QUALITY TMDLs: Percent of impaired waterbody miles for which a TMDL has been approved.	1999
<b>Goal</b>	IMPROVE OREGONS AIR AND WATER.	
<b>Oregon Context</b>	KPM #5 links to HLO #1: Percent of Oregon stream miles impaired Oregons 303d list, and Oregon Benchmark #78, which reports on water quality trends in monitored streams.	
<b>Data Source</b>	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.	
<b>Owner</b>	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 the federal Clean Water Act.

**2. ABOUT THE TARGETS**

The targets are based on the number of stream miles for which TMDLs have been developed, 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 regularly as water quality standards change and additional data is collected. The current 303d list contains 11,165 stream miles that are impaired and in need of a TMDL. Thus this measure tracks our progress in issuing TMDLs as a percentage of the total number of impaired waterbodies.

### 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 2008. This is because DEQ has recently completed a number of TMDLs in large watersheds including the Willamette, Umpqua and Rogue basins, which include many stream miles. DEQ expects to complete another large watershed, the John Day basin TMDL, among others, in 2010.

### 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 in the United States, and is often identified as a model for how TMDLs should be developed.

### 5. FACTORS AFFECTING RESULTS

DEQ has recently completed a number of TMDLs in large watersheds.

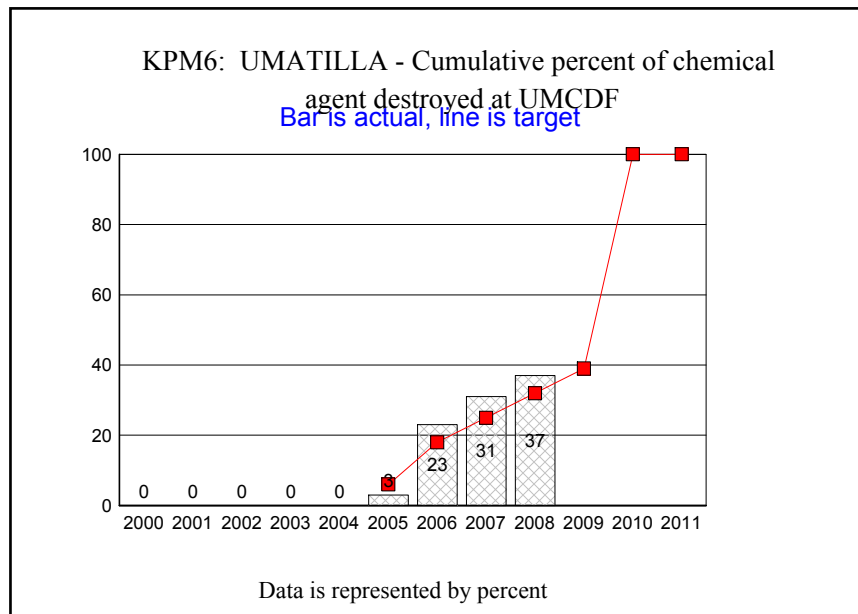
### 6. WHAT NEEDS TO BE DONE

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 regularly. 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.

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



**1. OUR STRATEGY**

DEQ provides oversight of the Army and its contractors to ensure 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 Army set the original targets for completing chemical weapons destruction. 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 percent chemical destruction is achieved.

### 3. HOW WE ARE DOING

Chemical weapons destruction continues to surpass projections. By the end of 2008 the Army had destroyed 37 percent of the chemical agents originally stored at the Depot. This exceeded the target of 34 percent and meets the projected goal of 2009. All configured munitions (rockets, bombs, artillery shells, and land mines) and all nerve agents have been destroyed. What remains at the Depot are 2635 bulk containers of sulfur mustard, a blister agent, scheduled to be destroyed by 2011. Weapons destruction to date has reduced the risk to local residents by 99 percent.

### 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.

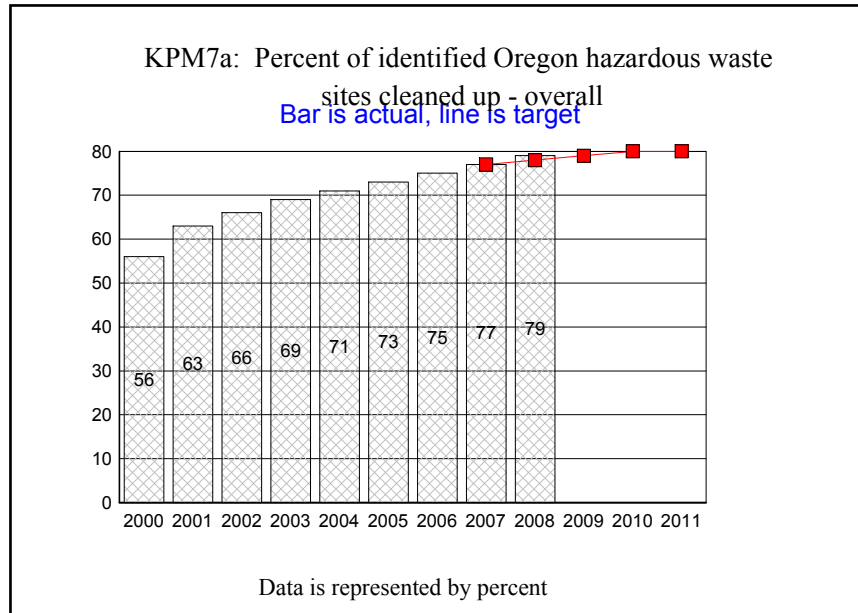
### 6. WHAT NEEDS TO BE DONE

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.

<b>KPM #7a</b>	CLEANUP: Percent of identified Oregon hazardous waste sites cleaned up: overall.	2007
<b>Goal</b>	PROTECT PEOPLE & THE ENVIRONMENT FROM TOXICS.	
<b>Oregon Context</b>	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.	
<b>Data Source</b>	Environmental Cleanup Site Information (ECSI) database; Leaking Underground Storage Tank (LUST) database.	
<b>Owner</b>	DEQ Land Quality Program. Tom Roick, (503) 229-5502.	



**1. OUR STRATEGY**

DEQ's strategy has been to implement 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 that initially applied to petroleum cleanups but has been expanded to include other hazardous substances. DEQ works with staff from the Oregon Business Development Department to find funding for brownfields investigation and cleanup. Also, DEQ has a prospective purchaser program that is being applied to underground storage

tank sites, and a certification program for conducting heating oil tank cleanups. The performance 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 tank sites.

## 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. The higher the percentage of sites cleaned up, the better we are doing. This measure was modified in 2006 to align the Key Performance Measure and Oregon Benchmark by removing sites that are being cleaned up and measuring only those sites that have fully completed cleanup. Because of this modification, targets are not available for prior years.

## 3. HOW WE ARE DOING

As of 2008, DEQ's Cleanup and Tanks programs had overseen the cleanup of 79 percent of all sites identified, which is just above the target of 78 percent. In calendar year 2008, the programs added 1,535 new sites needing attention, while completing cleanup at 1,747 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 percent achievement level.

## 4. HOW WE COMPARE

There are no comparisons available or relevant.

## 5. FACTORS AFFECTING RESULTS

Each year DEQ identifies additional sites that need cleanup, creating a moving target as the number of sites increases. Nevertheless, DEQ has consistently overseen more cleanups each year than are added to the databases. The result is an increase over time in the targeted percentage of sites completing cleanup.

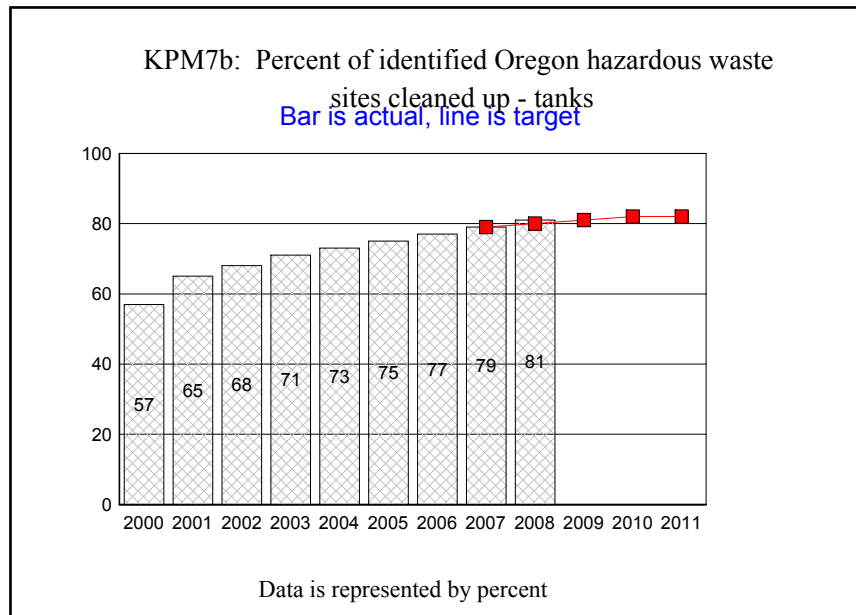
## 6. WHAT NEEDS TO BE DONE

DEQ needs to continue looking for ways to bring sites needing cleanup into the Cleanup and Tanks programs. DEQ continues to work on solving technical challenges that will help facilitate cleanup, such as evaluating the migration of hazardous substance vapors into buildings and establishing criteria for the management of contaminated sediments. Additionally, DEQ is participating in a national dialogue regarding "green remediation" with the goal of finding ways to conduct cleanups more sustainably by looking for efficiencies in energy and resource use on cleanup projects.

## 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.

<b>KPM #7b</b>	CLEANUP: Percent of identified Oregon hazardous waste sites cleaned up: tanks.	2007
<b>Goal</b>	PROTECT PEOPLE & THE ENVIRONMENT FROM TOXICS.	
<b>Oregon Context</b>	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.	
<b>Data Source</b>	Leaking Underground Storage Tank (LUST) database.	
<b>Owner</b>	DEQ Land Quality Program. Tom Roick, (503) 229-5502.	



**1. OUR STRATEGY**

DEQ's strategy has been to develop programs and guidance that facilitate tank cleanups. 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). DEQ updates its risk-based corrective action guidance for regulated tank owners to help expedite characterization and cleanup of petroleum releases, and 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. The higher the percentage, the better we are doing with the long-term goal of between 90 and 100 percent of tank sites cleaned up.

## 3. HOW WE ARE DOING

At the end of 2008, DEQ had overseen 81 percent of tank sites cleaned up, just over the target of 80 percent. The programs added 1,478 sites to the list of sites that need attention, while completing cleanup at 1,711 sites. Since DEQ started tracking tank statistics in 1996, the percentage of sites cleaned up has increased 2 to 3 percent each year, a consistent upward and positive trend.

## 4. HOW WE COMPARE

National data is available from the U.S. Environmental Protection Agency for regulated tank sites, which does not include heating oil tanks. As of 2008, Oregon was above the national average with 83 percent of regulated tanks sites cleaned up, compared to 80 percent nationally.

## 5. FACTORS AFFECTING RESULTS

Each year DEQ identifies more tank sites needing work, creating a moving target as the number of tank sites increases. Nevertheless, DEQ has consistently overseen more tank cleanups each year than are added to the database. The result is a consistent increase over time in the percentage of sites completing cleanup.

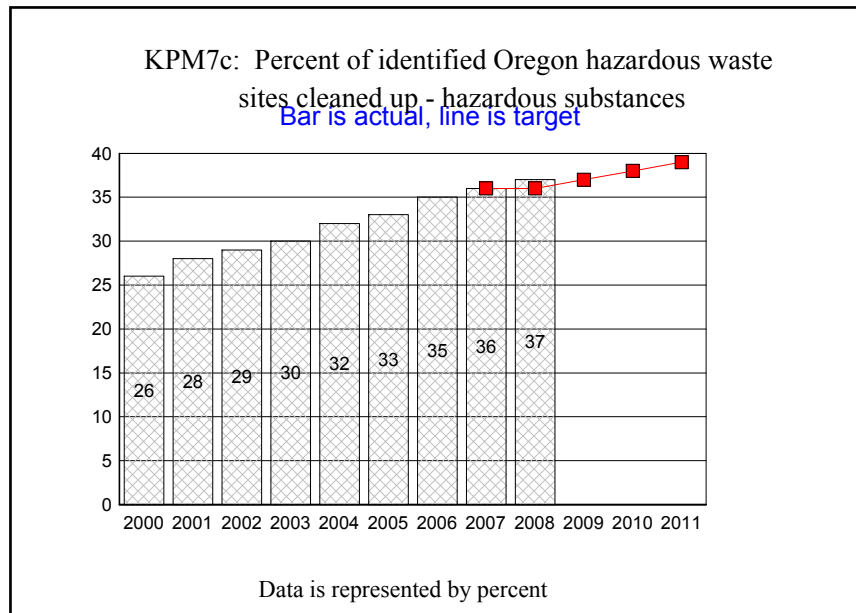
## 6. WHAT NEEDS TO BE DONE

DEQ needs to continue supporting tanks programs, use enforcement tools for regulated facilities that are out of compliance to help prevent future releases, and keep guidance up-to-date to facilitate tank site cleanups.

## 7. ABOUT THE DATA

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

<b>KPM #7c</b>	CLEANUP: Percent of identified Oregon hazardous waste sites cleaned up: hazardous substances.	2007
<b>Goal</b>	PROTECT PEOPLE & THE ENVIRONMENT FROM TOXICS.	
<b>Oregon Context</b>	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.	
<b>Data Source</b>	Environmental Cleanup Site Information (ECSI) database.	
<b>Owner</b>	DEQ Land Quality Program. Tom Roick, (503) 229-5502.	



**1. OUR STRATEGY**

DEQ's Cleanup Program strategy is to prioritize work on sites that pose the highest risk to human health and the environment, and encourage responsible parties to investigate and cleanup sites through voluntary programs. New strategies include focusing on specific geographic areas, and partnering with other DEQ programs such as Water Quality to coordinate on the reduction of toxic substances in the environment.

**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. The higher the percentage, the better we are doing.

**3. HOW WE ARE DOING**

As of 2008, DEQ had completed cleanup at 37 percent of all hazardous substance sites, just over the target of 36 percent. During the year, the Cleanup Program added 57 sites to the list of sites that need attention, while completing cleanup at 36 sites. Since DEQ started tracking these statistics in 1996, the percentage of sites cleaned up has increased 1 to 2 percent each year, a consistent upward and positive trend.

**4. HOW WE COMPARE**

There are no comparisons available.

**5. FACTORS AFFECTING RESULTS**

DEQ's continuing identification of additional sites creates a moving target in which the universe of sites increases each year as DEQ identifies more sites needing work. Nevertheless, DEQ consistently cleans up more sites over time than are identified in any one year. The result is an increase over time in the targeted percentage of sites completing cleanup.

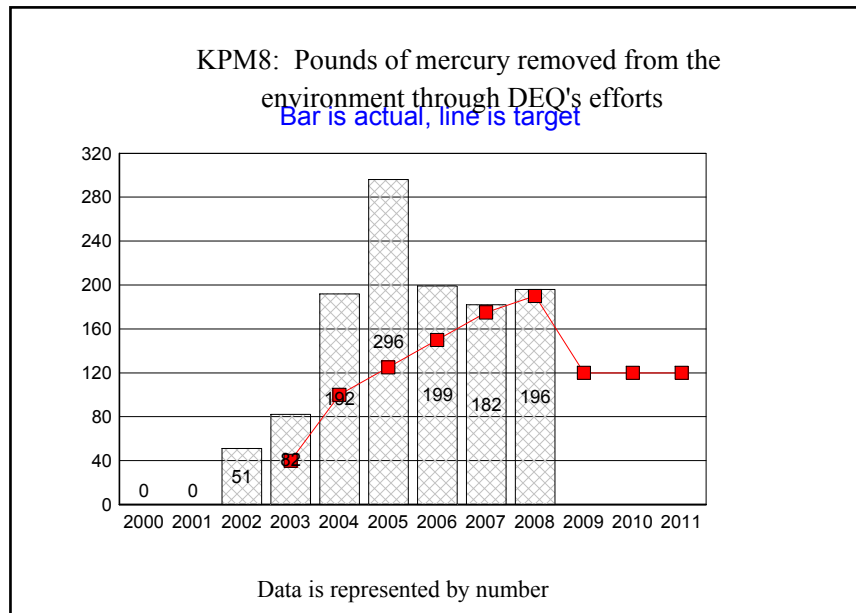
**6. WHAT NEEDS TO BE DONE**

DEQ's Cleanup Program priorities for the 2009 to 2011 biennium are to: 1) Identify, initiate, and complete investigation and cleanup at high priority sites that threaten human health and the environment, 2) Improve responsiveness to community brownfield and economic development needs, 3) Identify and implement sustainable practices on cleanup projects, 4) Develop and maintain technical guidance, policy, and other tools needed to support the program, and 5) Maintain financial stability of the program.

**7. ABOUT THE DATA**

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

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



**1. OUR STRATEGY**

DEQ's strategy is to partner 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 elemental mercury, mercury-containing waste, and mercury-containing products free of charge from homeowners at DEQ-sponsored Household Hazardous Waste events. DEQ also collects this waste free of charge

from conditionally exempt generators at Household Hazardous Waste facilities in Portland, Salem and Eugene. In the past few years mercury has been highlighted as a persistent toxic of particular concern, but mercury is just one of numerous toxics that have the potential to cause adverse impacts to people and the environment. DEQ is currently working to develop an agency-wide toxics reduction strategy with an intergrated approach across programs to help prioritize our work and focus resources on those toxics of most concern.

## 2. ABOUT THE TARGETS

Higher mercury recovery is better, as reflected in the targets dating back to 2003. Nevertheless, some mercury recovery initiatives are one-time events that replace mercury-containing materials with non-mercury containing alternatives. These are not reproduceable recoveries from year to year. Furthermore, DEQ provides grants and technical assistance to local governments to establish locally sponsored programs for mercury collections. As these programs achieve success, the amount of mercury available for collection by DEQ will decline over time, resulting in future targets that are actually lower.

## 3. HOW WE ARE DOING

In 2008 DEQ supported programs that resulted in the collection of 196 pounds of mercury, just over the target of 190 pounds. The last three years have shown a fairly consistent trend in recovery between 180 and 200 pounds of mercury. DEQ anticipates that the amount of mercury collected annually will level off and begin to decline over time as locally sponsored programs mature.

## 4. HOW WE COMPARE

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

## 5. FACTORS AFFECTING RESULTS

The increased amount of mercury collected in 2008 is likely a result of DEQ's increased outreach efforts in Portland, Salem and Eugene. 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.

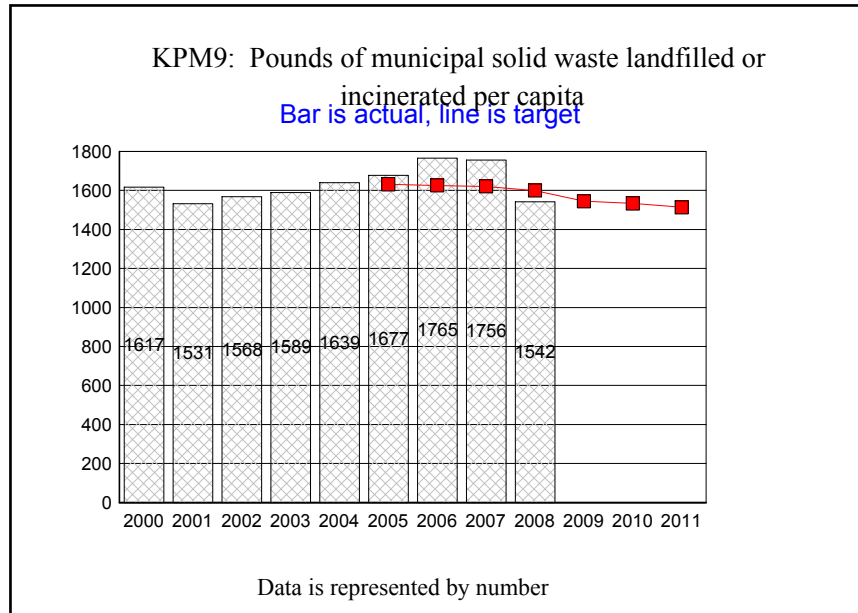
## 6. WHAT NEEDS TO BE DONE

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

## 7. ABOUT THE DATA

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

<b>KPM #9</b>	SOLID WASTE - Pounds of municipal solid waste landfilled or incinerated per capita.	2006
<b>Goal</b>	INVOLVE OREGONIANS IN SOLVING ENVIRONMENTAL PROBLEMS.	
<b>Oregon Context</b>	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.	
<b>Data Source</b>	Landfill disposal tonnage reports.	
<b>Owner</b>	DEQ Land Quality Program. Tom Roick, (503) 229-5502.	



**1. OUR STRATEGY**

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

## 2. ABOUT THE TARGETS

The targets help us track how well Oregonians are doing in reducing the amount of waste generated and increasing the amount recycled. The lower the values of this measure, the better. Our statewide goals for waste generation are: no increase in per capita generation by 2005, and no increase in total generation by 2009.

## 3. HOW WE ARE DOING

In 2008 the per capita waste disposed or incinerated was 1542 pounds, compared to the 2008 target of 1599 pounds. For the first time in four years, Oregon's per capita disposal rate was below the target, marking a change for the better. In 2008 total waste generation, the amount recycled, and the amount disposed all decreased significantly from 2007.

## 4. HOW WE COMPARE

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

## 5. FACTORS AFFECTING RESULTS

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

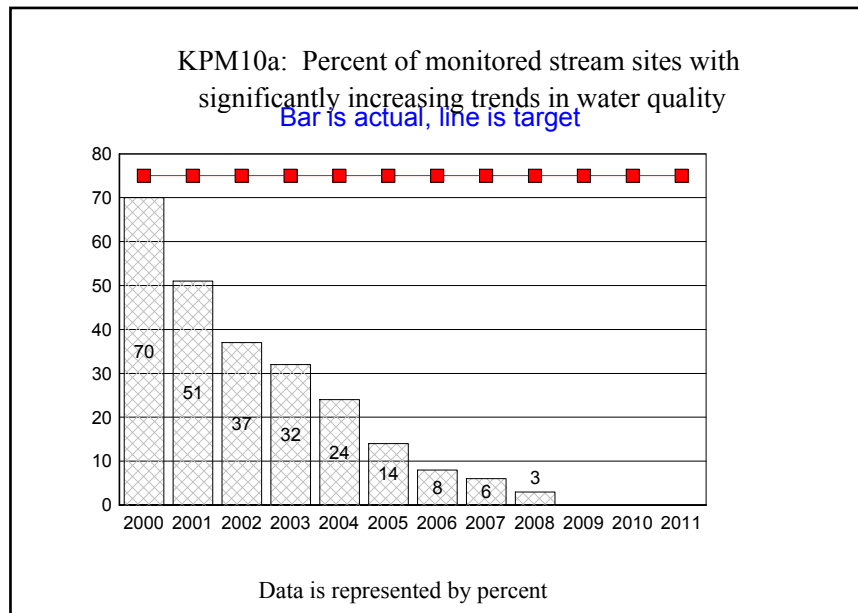
## 6. WHAT NEEDS TO BE DONE

We need to continue tracking the data and looking 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 the adoption of new compost rules, implementation of a very successful electronic waste recycling program (Oregon E-Cycles), implementation of DEQ's waste prevention strategy, and other ongoing 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 by calendar year. 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 2000 census population figures, which improved the data. Additionally, the results reported here are slightly higher than those used for our annual recovery survey report. A 2001 change in state law directed DEQ to increase that survey amount by excluding from the disposal number the amount of materials burned as fuel at the waste-to-energy facility in Marion County. For reporting and analysis consistency, the data used for this measure does not include the Marion County adjustment.

<b>KPM #10a</b>	WATER QUALITY CONDITIONS - Percent of monitored stream sites with significantly increasing trends in water quality.	1992
<b>Goal</b>	PROTECT AND IMPROVE OREGON'S WATER AND AIR: IMPROVE ENVIRONMENTAL HEALTH.	
<b>Oregon Context</b>	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.	
<b>Data Source</b>	DEQ water quality monitoring data.	
<b>Owner</b>	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 2008, the percentage of monitored stream sites with significantly increasing trends was 3 percent (4 of 127 stream sites). The new data continues a downward trend since 2000. 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

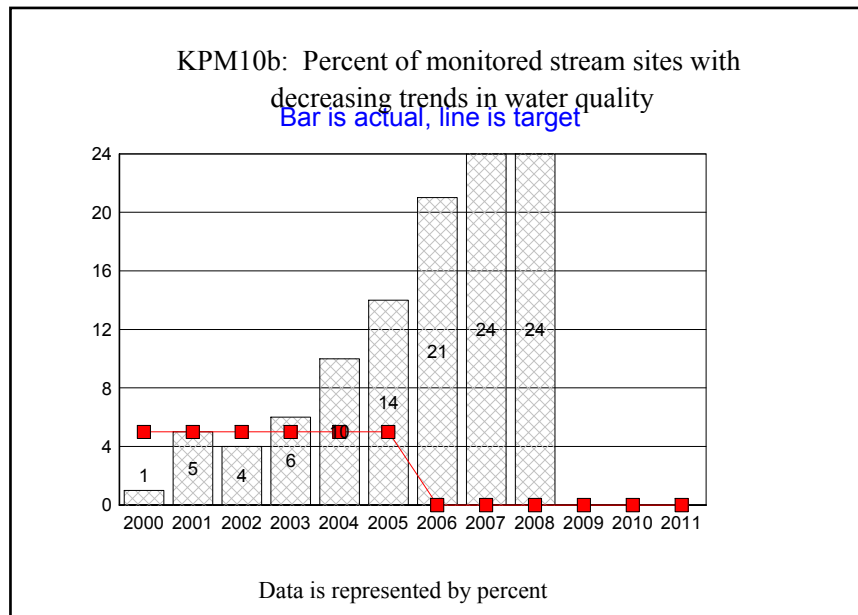
The data for this benchmark are developed from a network of 127 ambient monitoring sites on the state's major rivers and streams. The Oregon Progress Board has recommended supplementing this with additional benchmarks on aquatic biological integrity (indices of biological integrity for macroinvertebrates 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 is 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 is accessible online at <http://deq12.deq.state.or.us/lasar2/>.

<b>KPM #10b</b>	WATER QUALITY CONDITIONS - Percent of monitored stream sites with decreasing trends in water quality.	1992
<b>Goal</b>	PROTECT AND IMPROVE OREGON'S WATER AND AIR: IMPROVE ENVIRONMENTAL HEALTH.	
<b>Oregon Context</b>	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.	
<b>Data Source</b>	DEQ water quality monitoring data.	
<b>Owner</b>	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 2008, the percentage of monitored stream sites with significantly decreasing trends was 24 percent (30 of 127 stream sites). The result is unchanged from the 2007 data. From 2003 to 2008, 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.

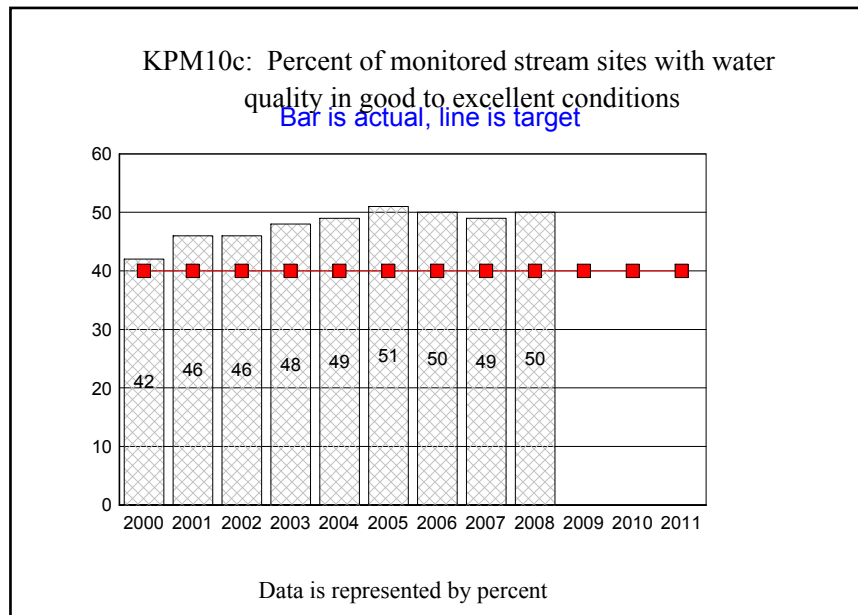
## 6. WHAT NEEDS TO BE DONE

The data for this benchmark is 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 is accessible online at <http://deq12.deq.state.or.us/lasar2/>.

<b>KPM #10c</b>	WATER QUALITY CONDITIONS – Percent of monitored stream sites with water quality in good to excellent condition.	1992
<b>Goal</b>	PROTECT AND IMPROVE OREGON'S WATER AND AIR: IMPROVE ENVIRONMENTAL HEALTH.	
<b>Oregon Context</b>	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.	
<b>Data Source</b>	DEQ water quality monitoring data.	
<b>Owner</b>	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 2008, the percentage of monitored stream sites with good to excellent water quality condition was 50 percent (66 of 131 stream sites). For the last 10 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.

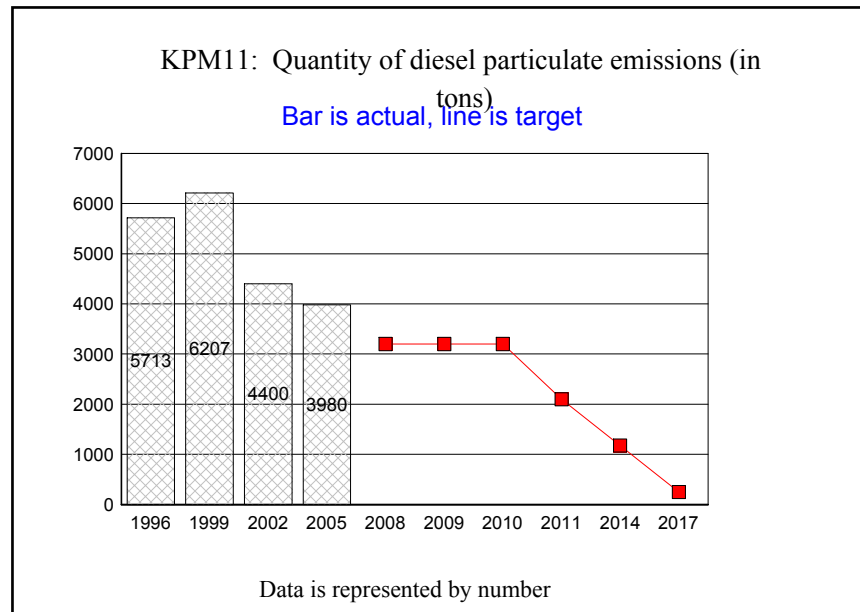
## 6. WHAT NEEDS TO BE DONE

The data for this benchmark is developed from a network of 131 ambient monitoring sites on the states 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 is collected in accordance with the Ambient Water Quality Monitoring Network Quality Assurance Project Plan. Monitoring data is stored in DEQs Laboratory Analytical Storage and Retrieval Database (LASAR) and analyzed annually based on the hydrologic water year. All DEQ monitoring data is accessible online at <http://deq12.deq.state.or.us/lasar2/>.

<b>KPM #11</b>	AIR QUALITY DIESEL EMISSIONS: Quantity of diesel particulate emissions.	2007
<b>Goal</b>	IMPROVE OREGON'S AIR AND WATER.	
<b>Oregon Context</b>	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.	
<b>Data Source</b>	DEQ air quality emission inventory database. The inventory is resource intensive to compile and validate. It is updated every three years on a schedule that meets EPA reporting requirements. The 2008 inventory will be published by spring 2010, following the completion of data collection, quality assurance and quality checking procedures.	
<b>Owner</b>	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 by 2017, meaning emissions less than 250 tons per year. This is also the target for this Key Performance Measure. Achieving this goal would result in fewer deaths per year in Oregon and reduced incidence of other health effects besides cancer including cardiovascular disease, asthma, bronchitis, chronic obstructive pulmonary disorder and other diseases.

## 3. HOW WE ARE DOING

The measure illustrates that diesel emissions remain at unhealthy levels in Oregon, however, progress has been made. Several fleets have installed advanced exhaust controls on existing vehicles and other projects are underway, including school buses, construction equipment, garbage trucks, transit buses, delivery vehicles and over the road trucks. With federal grants and Oregon tax credits, 40-year old engines have been replaced on 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 showrooms in Oregon, and now Washington and California, that showcase 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 for equipment and engine upgrades. At the current rate of progress, however, Oregon will not meet the diesel emissions target without additional funding or regulatory measures.

## 4. HOW WE COMPARE

The EPA maintains a national database of toxic air pollutants, the National Air Toxics Assessment, that includes diesel particulate and reports exposure concentrations by county for every state. The assessment is updated every three years with the latest results available for 2002. Uncertainties associated with the assessment, based on inventories provided by each of the states, limit the data quality for comparison purposes. That said, comparing the percentage of population exposed to diesel exhaust based on the Oregon Ambient Benchmark Concentration for elevated cancer risk, shows Oregon with 95.5 percent of the population above benchmark, California at 99.5 percent, Washington at 97.7 percent, Nevada at 90.7 percent and Idaho at 71 percent. In particular, Multnomah County ranks 15th out of 3,322 counties across the country for high exposure concentrations to 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. The economic downturn placed extraordinary pressures on the state budget, resulting in a rescission of about 20 percent of the General Fund appropriated for clean diesel grants in the 2007-2009 biennium and a complete loss of General Fund support in the 2009-2011 biennium. The federal economic recovery act included clean diesel project funding directly to the states and regional competitive funding. DEQ is managing Oregon's share of state funding (\$1.7 million) for clean diesel upgrade projects in municipal, school bus and transit fleets in the Portland area and Klamath and Lane counties. DEQ assisted 13 entities with grant requests for regional competitive funding. Of those requests, one project totaling \$1.6 million for exhaust controls on municipal vehicles was successful.

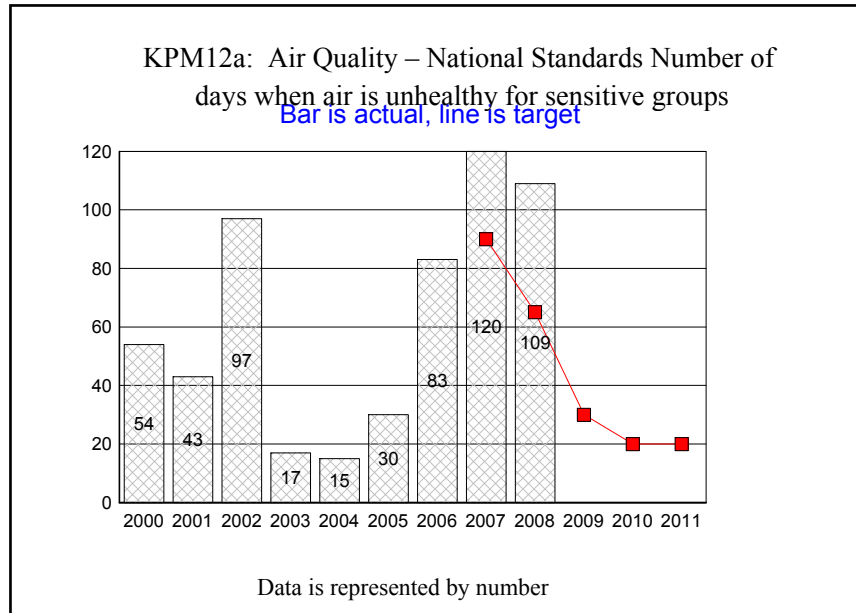
## 6. WHAT NEEDS TO BE DONE

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. Preliminary estimates of reductions from the current level of activity is around 10 tons per year. Additional funding is required to achieve the target if we rely solely on voluntary measures. To incorporate regulatory measures into the strategy, the Environmental Quality Commission would need authority to set emission limits for in-use diesel engines like non-road construction equipment and proportionally registered heavy duty trucks. DEQ is convening a study workgroup to consider strategies to improve the efficiency of over the road heavy and medium duty trucks and to reduce unnecessary long-duration idling. The result of this effort could produce recommendations for legislative proposals for the 2011 Oregon Legislature. These strategies will result in emission reductions for ambient respirable pollutants like diesel particulate as well as greenhouse gases. DEQ will continue to aggressively search for opportunities to establish partnerships to advance projects that can be supported with available federal funds and state tax credits.

## 7. ABOUT THE DATA

This data is 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.

<b>KPM #12a</b>	AIR QUALITY CONDITIONS - Number of days when air is unhealthy for sensitive groups.	2006
<b>Goal</b>	IMPROVE OREGON'S AIR AND WATER.	
<b>Oregon Context</b>	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.	
<b>Data Source</b>	DEQ air quality monitoring database.	
<b>Owner</b>	Air Quality Division. Margaret Oliphant, (503) 229-5687.	



**1. OUR STRATEGY**

There are four elements in DEQ's strategy to improve and protect Oregon's air quality. 1) In communities where air pollution levels do not meet the health-based national air standards (non-attainment areas), DEQ analyzes the air quality and works with the local citizens through advisory committees to find ways to reduce air pollution sources and achieve the federal standards. Non-attainment areas require a formal plan to reduce pollution and may require new local ordinances and a halt to industrial growth. 2) In other communities where the levels are close to exceeding the national standards, DEQ works with the community to reduce existing sources

of air pollution, generally through voluntary initiatives. 3) DEQ develops and implements science-based, statewide air quality improvement initiatives focused on specific source categories (e.g. old polluting residential wood stoves, diesel engines, and open burning) that will improve air quality for all Oregonians. 4) DEQ implements federal air pollution emissions standards for mobile and stationary sources that will also improve air quality statewide.

## 2. ABOUT THE TARGETS

DEQ strives to fully protect public health from outdoor air pollution. Oregon Benchmark #75 has been the primary measure of air quality in Oregon for many years, tracking the percent of time Oregon's air quality meets federal health-based standards. Thanks to a variety of federal, state and local emission reduction measures, all areas of the state were meeting federal standards by the mid-1990s. However, there 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 for sensitive groups to breathe in many Oregon cities on many individual days. The majority of the unhealthy air days are caused by elevated fine particulate levels resulting from woodstoves and other combustion sources. The increase in unhealthy days that occurred in 2006 and continuing into 2008 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. In each of the last three years, wildfires have been the cause of some unhealthy air days; eleven in 2006, nine in 2007 and nineteen in 2008. However, wintertime inversions coupled with woodstove smoke caused the majority of the unhealthy days. In total, twenty-two Oregon communities experienced a total of 109 days in 2008 when air was unhealthy for sensitive groups.

## 4. HOW WE COMPARE

The U.S. Environmental Protection Agency maintains a national database that allows comparison of Oregon data to Washington and Idaho for unhealthy air days. In 2005, Oregon experienced 30 days of unhealthy air in 6 different cities, Washington experienced 11 unhealthy days in six cities, and Idaho had 49 unhealthy air days in 12 cities. Oregon data for 2006 through 2008 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

As scientific understanding of the relationship between air quality and people's health has improved, EPA has been re-evaluating several of the national health-based air quality standards. New standards for smog and for other pollutants have recently been revised or are in the process of being reconsidered. These new standards may indicate that additional people are at risk. In Oregon, our 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.

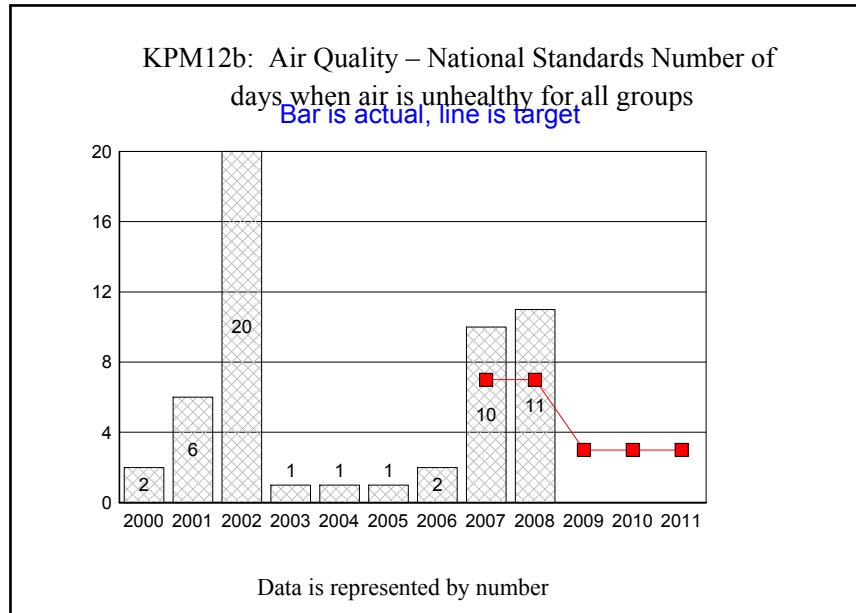
## 6. WHAT NEEDS TO BE DONE

Meeting the targets will require collaboration among DEQ, other state agencies, local governments, health agencies, the public, and other partners. Implementing the new Heat Smart legislation, which requires removal of old, polluting woodstoves upon sale of home, will reduce smoke (particulate matter) from woodstoves. DEQ will leverage this new authority by seeking federal grant funding to help low income individuals comply with the requirements. New federal and state standards for cars, trucks, construction equipment, and their fuels will reduce emissions. Further reductions from gasoline engines (e.g. cars, lawn equipment), fuel distribution, and commercial processes are also needed. By identifying local problems through air monitoring, and by developing localized emission reduction strategies (e.g. the Klamath Falls Attainment Plan) DEQ can provide the best air quality improvements for Oregonians.

## 7. ABOUT THE DATA

This data is collected from monitoring sites throughout the state and is available through the DEQ website for whatever timeframe is desired. The 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 will revise the AQI to be in line with the 2006 standard sometime in the next few years.

<b>KPM #12b</b>	AIR QUALITY CONDITIONS - Number of days when air is unhealthy for all groups.	2006
<b>Goal</b>	IMPROVE OREGON'S AIR AND WATER.	
<b>Oregon Context</b>	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.	
<b>Data Source</b>	DEQ air quality monitoring database.	
<b>Owner</b>	Air Quality Division. Margaret Oliphant, (503) 229-5687.	



**1. OUR STRATEGY**

There are four elements in DEQ's strategy to improve and protect Oregon's air quality. 1) In communities where air pollution levels do not meet the health-based national air standards (non-attainment areas), DEQ analyzes the air quality and works with the local citizens through advisory committees to find ways to reduce air pollution sources and achieve the federal standards. Non-attainment areas require a formal plan to reduce pollution and may require new local ordinances and a halt to industrial growth. 2) In other communities where the levels are close to exceeding the national standards, DEQ works with the community to reduce existing sources

of air pollution, generally through voluntary initiatives. 3) DEQ develops and implements science-based, statewide air quality improvement initiatives focused on specific source categories (e.g. old polluting residential wood stoves, diesel engines, and open burning) that will improve air quality for all Oregonians. 4) DEQ implements federal air pollution emissions standards for mobile and stationary sources that will also improve air quality statewide.

## 2. ABOUT THE TARGETS

DEQ strives to fully protect public health from outdoor air pollution. Oregon Benchmark #75 has been the primary measure of air quality in Oregon for many years, tracking the percent of time Oregon's air quality 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-1990s. 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 meaning the 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

This measure indicates that air quality is unhealthy for the general population on some days in some places. Most of the unhealthy air days are caused by elevated fine particulate levels resulting from woodstove use and other combustion sources. The increase in unhealthy days that occurred 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. In 2008, six cities experienced a total of 11 days there were unhealthy for every citizen. The majority of unhealthy days occurred in the winter because of woodstove smoke, although there was one unhealthy air day during the summer because of smoke from the northern California forest fires.

## 4. HOW WE COMPARE

The U.S. Environmental Protection Agency maintains a national database that allows comparison of Oregon data to Washington and Idaho for unhealthy air days. In 2005, Oregon experienced one day of unhealthy air in one city, Washington experienced two unhealthy days in two cities, and Idaho had eight unhealthy air days in four cities. Oregon data since then 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

As scientific understanding of the relationship between air quality and people's health has improved, EPA has been re-evaluating several of the national health-based air quality standards. New standards for smog and for other pollutants have recently been revised or are in the process of being reconsidered. These new standards may indicate that additional people are at risk. In Oregon, our 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.

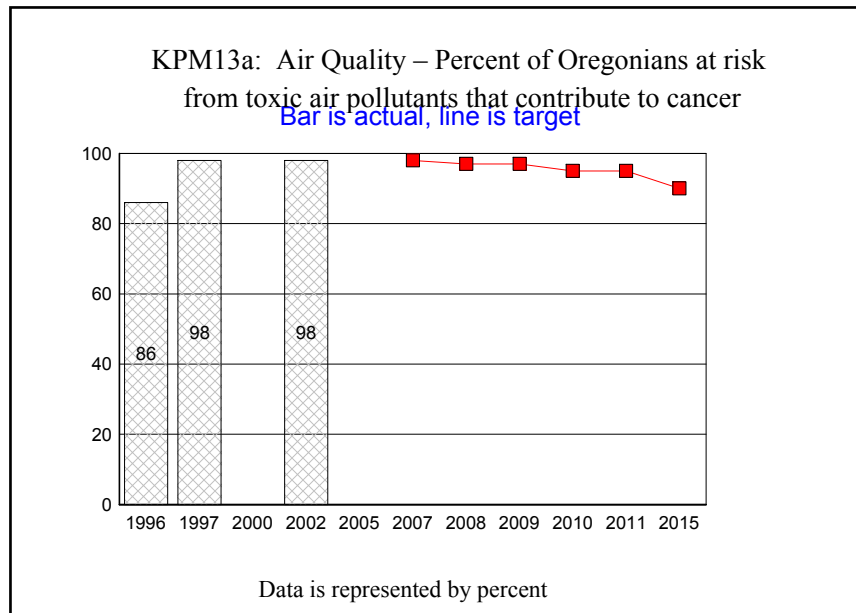
**6. WHAT NEEDS TO BE DONE**

Meeting the targets will require collaboration among DEQ, other state agencies, local governments, health agencies, the public, and other partners. Implementing the new Heat Smart legislation, which requires removal of old, polluting woodstoves upon sale of home, will reduce smoke (particulate matter) from woodstoves. DEQ will leverage this new authority by seeking federal grant funding to help low income individuals comply with the requirements. New federal and state standards for cars, trucks, construction equipment, and their fuels will reduce emissions. Further reductions from gasoline engines (e.g. cars, lawn equipment), fuel distribution, and commercial processes are also needed. By identifying local problems through air monitoring, and by developing localized emission reduction strategies (e.g. the Klamath Falls Attainment Plan) DEQ can provide the best air quality improvements for Oregonians.

**7. ABOUT THE DATA**

This data is collected from monitoring sites throughout the state and is available through the DEQ website for whatever time frame is desired. The 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 will revise the PM2.5 AQI to reflect the 2006 standard sometime in the next few years.

<b>KPM #13a</b>	AIR QUALITY - NEW SCIENCE - Percent of Oregonians at risk from toxic air pollutants that contribute to cancer.	2007
<b>Goal</b>	PROTECT PEOPLE AND THE ENVIRONMENT FROM TOXICS.	
<b>Oregon Context</b>	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.	
<b>Data Source</b>	DEQ air pollution inventory and EPA National-scale Air Toxics Assessment.	
<b>Owner</b>	Air Quality Division. Margaret Oliphant, (503) 229-5687.	



**1. OUR STRATEGY**

DEQ's strategy to reduce Oregonians' exposure to toxic air pollutants utilizes several approaches that complement federal mobile (Mobile Source Air Toxics) and stationary source standards (National Emissions Standards for Hazardous Air Pollutants). State initiatives focus on specific source categories. For example, the recently-adopted Heat Smart legislation will reduce pollution from old residential wood stoves by requiring removal upon sale of home. The Clean Diesel program, which provides grants and tax credits for exhaust emission control technologies, is reducing emissions from diesel engines, one of the most significant air toxics. The

Portland Air Toxics Solutions project is a unique attempt to look at region-wide air toxics and work with local citizens to craft a comprehensive emissions reductions strategy that will be health protective.

## 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 Oregonians breathing air that has toxic air pollutant concentrations high enough 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 percent of Oregonians, and DEQ has established an interim target to reduce the percentage of Oregonians at significant risk of health impacts to 95 percent by 2010.

## 3. HOW WE ARE DOING

EPA's recently released 2002 National-scale Air Toxics Assessment results have not changed from the previous 1999 analysis and continue to show serious cancer risk from polycyclic aromatic hydrocarbons. This measure shows that toxic air pollutants pose a threat of serious disease to almost all Oregonians but can be considered positive since it indicates that despite population growth, and the potential for increased pollution, no increase in risk was estimated.

## 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

The data supporting this measure originates with a comprehensive inventory of air pollution sources conducted by DEQ every three years. EPA uses DEQ's inventory to predict toxic air pollutant concentrations and associated health threats. The results from one year cannot be definitively compared to a previous year since inventory and calculation methods are continuing to improve and a difference could be a result simply of a change in method. The risk assessment can also change from one analysis to the next because it relies on constantly improving information about pollutant toxicity. In Oregon, our 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, such as winter time stagnation and natural events, such as wildfires, can be significant factors resulting in poor air quality.

## 6. WHAT NEEDS TO BE DONE

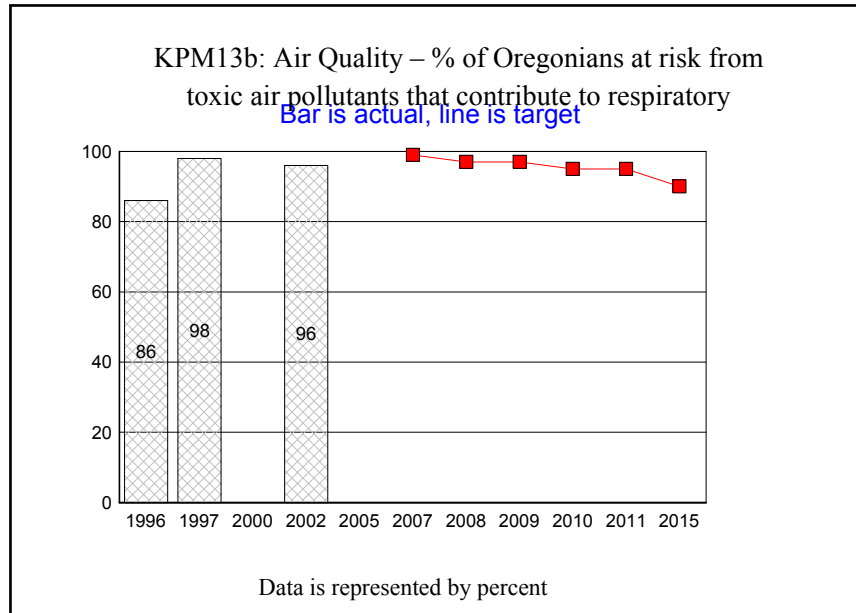
A number of new federal and state standards are being adopted and implemented for categories of small businesses releasing air toxics which will improve air quality statewide. However, meeting the targets will require collaboration among DEQ, other state agencies, local governments, health agencies, the public, and other partners. The Portland Air Toxics Solutions project is a unique attempt to look at region-wide air toxics and work with local citizens to craft a comprehensive emissions reductions strategy that will be health protective. Possible strategies to reduce region-wide air toxics risk could include reducing emissions from industrial

sources, woodstoves, open burning, diesel engines (e.g. trucks, construction equipment, trains, vessels) and other sources of combustion. Focused strategies in some localized areas of Portland may also be needed to address a localized problem. This geographic approach should be applied to other areas of the state where air toxics are shown to be a problem.

#### **7. ABOUT THE DATA**

This data originates with a comprehensive inventory of air pollution sources done by DEQ every three years. These inventories are done on a calendar year basis; the last one was in 2005. DEQs 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 2002 calendar year and released in 2009; the 2005 analysis may be available next year.

<b>KPM #13b</b>	AIR QUALITY - NEW SCIENCE - Percent of Oregonians at risk from toxic air pollutants that contribute to respiratory problems.	2007
<b>Goal</b>	PROTECT PEOPLE AND THE ENVIRONMENT FROM TOXICS.	
<b>Oregon Context</b>	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.	
<b>Data Source</b>	DEQ air pollution inventory and EPA National-scale Air Toxics Assessment.	
<b>Owner</b>	Air Quality Division. Margaret Oliphant, (503) 229-5687.	



**1. OUR STRATEGY**

DEQ's strategy to reduce Oregonians' exposure to toxic air pollutants utilizes several approaches that complement federal mobile (Mobile Source Air Toxics) and stationary source standards (National Emissions Standards for Hazardous Air Pollutants). State initiatives focus on specific source categories. For example, the recently-adopted Heat Smart legislation, which requires removal of woodstoves upon sale of home, will reduce pollution from old residential woodstoves. The Clean Diesel program, which provides grants and tax credits for exhaust emission control technologies, is reducing emissions from diesel engines, one of the most significant

air toxics. The Portland Air Toxics Solutions project is a unique attempt to look at region-wide air toxics and work with local citizens to craft a comprehensive emissions reductions strategy that will be health protective.

## 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. As of 2002, this pollutant was causing significant health risks for 96 percent of Oregonians, and DEQ has established an interim target to reduce the percentage of Oregonians at significant risk of health impacts to 95 percent by 2010.

## 3. HOW WE ARE DOING

EPA's 2002 National-scale Air Toxics Assessment results show some improvement, but this measure shows that toxic air pollutants continue to pose a threat of serious respiratory disease to almost all Oregonians. If these numbers continue to go down, it would be reasonable to reconsider the 2010 goal and perhaps lower it.

## 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

The data supporting this measure originates with a comprehensive inventory of air pollution sources conducted by DEQ every three years. EPA uses DEQ's inventory to predict toxic air pollutant concentrations and the associated health threat using sophisticated modeling techniques. The results from one year cannot be definitively compared to a previous year since inventory and calculation methods are continuing to improve and a difference could be a result simply of a change in method. The risk assessment can also change from one analysis to the next because it relies on constantly improving information about pollutant toxicity. In Oregon, our 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, such as winter time stagnation and natural events, such as wildfires, can be significant factors resulting in poor air quality.

## 6. WHAT NEEDS TO BE DONE

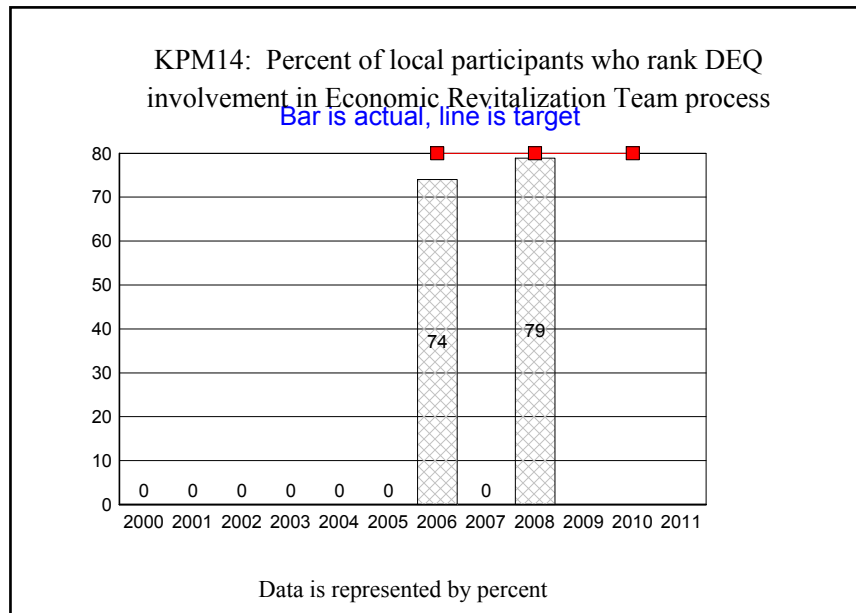
A number of new federal and state standards are being adopted and implemented for categories of small businesses releasing air toxics, which will improve air quality statewide. However, meeting the targets will require collaboration among DEQ, other state agencies, local governments, health agencies, the public, and other partners. The Portland Air Toxics Solutions project is a unique attempt to look at region-wide air toxics and work with local citizens to craft a comprehensive emissions reductions strategy that will be health protective. Possible strategies to reduce region-wide air toxics risk could include reducing emissions from industrial

sources, woodstoves, open burning, diesel engines (e.g. trucks, construction equipment, trains, vessels) and other sources of combustion. Focused strategies in some localized areas may also be needed. This geographic approach should be applied to other areas of the state where air toxics are shown to be a problem.

#### 7. ABOUT THE DATA

This data originates with a comprehensive inventory of air pollution sources done by DEQ every three years. These inventories are done on a calendar year basis; the last one was in 2005. 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 2002 calendar year, released in 2009; the 2005 analysis may be available next year.

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



**1. OUR STRATEGY**

The Governors 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, Oregon Department of State Lands (DSL), Oregon Department of Land Conservation and Development (DLCD), Oregon Department of Transportation (ODOT) and Oregon Business Development Department (OBDD) 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 percent of the respondents rating our involvement in ERT projects as good to excellent.

## 3. HOW WE ARE DOING

In 2008 we received a ranking of 78.9 percent which is slightly lower, but substantially meeting our target goal of 80 percent and about a 5 percent increase in the performance ranking from 2006. The next ERT survey will be conducted in 2010.

## 4. HOW WE COMPARE

DEQ received the third-highest ranking amongst the five partner agencies. The rankings ranged from 88 percent to 64.9 percent.

## 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 percent of the 273 respondents worked with DEQ) and may impact survey results and conclusions drawn from those results.

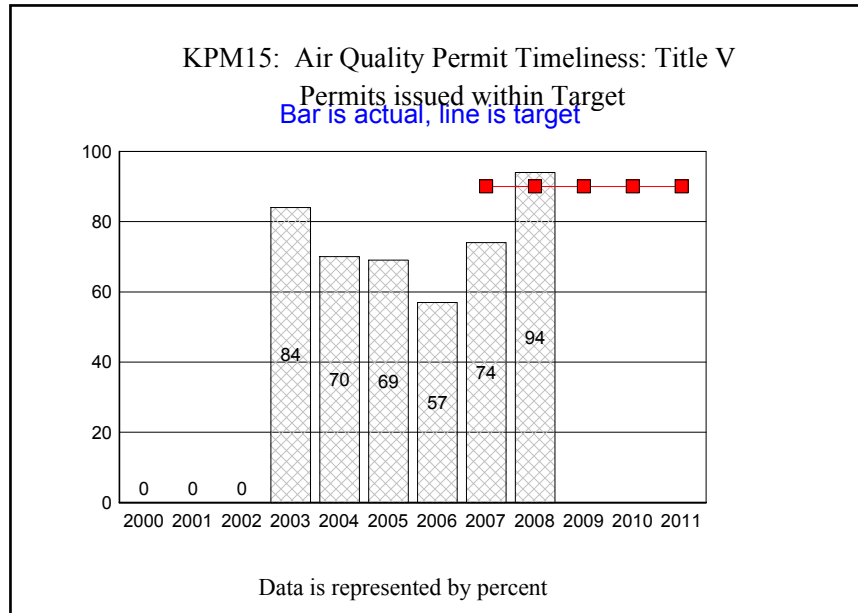
## 6. WHAT NEEDS TO BE DONE

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 states 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.

<b>KPM #15</b>	PERMIT TIMELINESS: Percent of Title V operating permits issued with the target period.	2007
<b>Goal</b>	IMPROVE OREGONS AIR AND WATER.	
<b>Oregon Context</b>	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.	
<b>Data Source</b>	DEQ Air Quality Permit Tracking database.	
<b>Owner</b>	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 percent 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. All new permits, renewals and significant permit modifications must have a public notice period during which citizens can comment on the permit and request a public hearing. It is important that the public has this opportunity to review processes and emissions in a timely manner to protect public health. Also, 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 Key Performance Measure added in 2007, DEQ has provided permit timeliness data from 2003 onward to illustrate recent performance. DEQ's issuance of timely permits declined each year from 2003 through 2006. DEQ's percentage of timely permits issued in 2007 improved 17 percentage points from 2006. In 2008, timeliness increased by an additional 20 percentage points and now exceeds targets. However, these timeliness numbers are artificially inflated by the issuance of an unusually large number of similar permit modifications, making it easier to complete them within designated timeliness limits. Specifically 68 percent of all permit actions were these similar permit modifications. Excluding this extraordinary event, Title V timeliness would have been 82 percent. While this is an improvement over 2007, it falls short of the 90 percent target.

## 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.

## 5. FACTORS AFFECTING RESULTS

Revenue shortfalls followed by staff reductions lead to a drop-off in timeliness between 2003 and 2006. In 2007, the Legislature approved a fee increase, which added back staffing over three years and will bring it back to acceptable levels. Two other factors have contributed to the increase in permit timeliness since 2006. During the past two years, 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 prior years helping with development and testing, and training on the new software, leaving less time for permit work. The new software has now reduced the amount of time staff spend on data management activities.

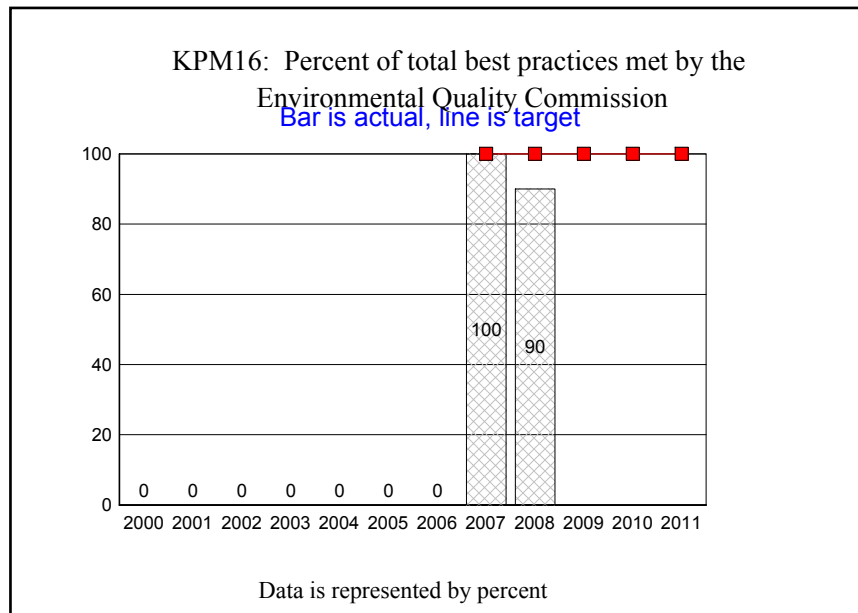
## 6. WHAT NEEDS TO BE DONE

Recently, members of the public have shown increased interest in Title V permits and permit renewals. They are concerned about toxic air pollutants that Title V sources emit in their neighborhoods and near their schools. The public is also concerned about environmental justice and the possible disproportionate impact of Title V source emissions on minority neighborhoods. These issues will take more DEQ staff time in the permitting process and timeliness may suffer. To offset the impact, DEQ managers must closely monitor staff workloads, regularly review permit timeliness and adjust workloads as needed.

## 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.

<b>KPM #16</b>	BOARDS AND COMMISSIONS: Percent of total best practices met by the Environmental Quality Commission.	2007
<b>Goal</b>	Effective governance oversight of DEQ by the Environmental Quality Commission.	
<b>Oregon Context</b>	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, approves the DEQ budget, issues orders, judges appeals of fines or other department actions, and appoints the DEQ director.	
<b>Data Source</b>	Self-evaluation by EQC members.	
<b>Owner</b>	Management Services Division. 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. The commissioners completed, by electronic or postal mail, this survey during September 2009. The EQC members will hold a discussion at their October meeting to review their survey findings, evaluate factors affecting performance, and assess what the commission needs to do to improve future performance. This is the second annual self-evaluation by the EQC, so only the data from 2007 is available for comparison.and customized to the EQC.

### 3. HOW WE ARE DOING

The EQC rated itself an average of 90 percent across 15 survey questions. This is under the performance target, which is set for 100 percent of the 15 best practices. One commissioner expressed a lack of knowledge around financial controls at DEQ. Several commissioners identified a need for increased collaboration between relevant state agencies boards, opportunities for more training for commission members and a need to review the EQC's best management practices to ensure proper implementation.

### 4. HOW WE COMPARE

The 2007 results had a 100 percent rate of success, with five of five commissioners replying to the survey. These 2008 results have a 90 percent rate of success, with five of five commissioners replying to the survey. The commission is 10 percent below the performance target of 100 percent rate of success.

### 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. The 2008 survey allowed more response options than the 2007 survey, which resulted in a broader range of answers. A new commissioner joined the EQC in 2008, and some of this commissioner's answers illustrate a need for greater orientation and training for new board members on the issues of DEQ's financial operations.

### 6. WHAT NEEDS TO BE DONE

The EQC needs to continue its approach of annual self-evaluations, with an emphasis on identifying areas of potential improvement. Questions 14 and 15 of the survey showed the greatest drop from 2007's report, from 100 percent to 68 and 60 percent, respectively. Question 14 asks if the commission members identify and attend appropriate training sessions. Question 15 asks if the commission reviews its management practices to ensure best practices are utilized. Because the results indicate that the commission only achieves these best practices an average of 68 and 60 percent, respectively, it is imperative for DEQ to further assess the training needs of the commission and engage in discussion and review of the EQC's best management practices. These two considerations are part of a proposed commission retreat in winter 2010 that would allow the EQC significant planning and discussion time.

**7. ABOUT THE DATA**

Individual EQC members rate the EQC's performance as a board having governance oversight on several criteria. The 2008 results are from information submitted by all five commissioners as electronic or postal mail replies to a standardized survey. The survey is the same as the 2007 survey, with one change of responses allowed. In 2007, the commissioners were asked to respond to the questions with either a yes or no response, indicating either 100 or zero percent success rates. For 2008, and in an attempt to gather more meaningful data, the commissioners were asked to respond to a scale of choices: do not know, none of the time (zero percent), some of the time (40 percent), most of the time (80 percent) or all of the time (100 percent).

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

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

**1. INCLUSIVITY**

\* **Staff :** DEQs measures coordinator facilitates internal and external reporting, as well as reviews and develops the agency's high level performance measures. DEQs 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 DEQs 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 DEQs 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 DEQs 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 increase 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><b>3 STAFF TRAINING</b></p>	<p>DEQs measures coordinator provides training on the agencies 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><b>4 COMMUNICATING RESULTS</b></p>	<p>* <b>Staff :</b> Performance is measured at many levels within DEQ, including program performance measures, such as those incorporated into the agencies Performance Partnership Agreement with EPA Region X, regional implementation measures, executive measures that support DEQs 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>* <b>Elected Officials:</b> 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>* <b>Stakeholders:</b> DEQs Annual Performance Progress Report is posted on the agencies 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>* <b>Citizens:</b> DEQs Annual Performance Progress Report is posted on the agencies website to inform Oregonians of agency performance and environmental results.</p>