

LFO Revised Budget Form #107BF04c

**Oregon Department of Environmental Quality
Annual Performance Progress Report (APPR)
for Fiscal Year 2005-06**

Original Submission Date: [September 30, 2007]

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

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1. SCOPE OF REPORT

This report provides performance results related to each of the agency's primary environmental programs, e.g., Land Quality, Air Quality and Water Quality. Not all sub-programs are represented in Key Performance Measures, but the highest agency priorities are reflected in the measures described herein.

There are a number of Key Performance Measures adopted for the 2005-07 biennium that were deleted by the 2007 Legislature. These measures are not included in this report:

- KPM 1, Completion percentage for DEQ's enforcement rule revision project;
- KPM 4, Cumulative percentage of waterbody segments with approved Total Maximum Daily Load (TMDL), according to the 2000 EPA consent decree;
- KPM 6, Percent of individual permits developed on a watershed basis;
- KPM 8, Percent of permitted facilities that produce reclaimed water for use;
- KPM 12, Cumulative number of abandoned mines assessed for toxic contaminants; and
- KPM 13, Average number of web page-views per month.

Reasons for deleting these measures include that the program was completed, the measure was duplicative of other Key Performance Measures, and/or the work being measured did not rise to a high-level indicator of performance or priority. Additional information regarding these former measures is available in DEQ's 2005 Annual Performance Progress Report.

The 2007 Legislature also approved adoption/revision of a number of DEQ's Key Performance Measures, including adoption of several Oregon Benchmarks for which DEQ is lead agency as KPMs for the agency. We have included in this report those newly adopted measures for which 2006 data are available.

2. THE OREGON CONTEXT

The Department of Environmental Quality's chief responsibility is restoring, maintaining and enhancing environmental conditions in Oregon. DEQ implements the federal delegated programs for Water Quality, Air Quality and Hazardous Waste, consistent with federal mandate and the Performance Partnership Agreement (PPA) negotiated between DEQ and EPA Region X. The PPA establishes priority activities and

AGENCY NAME Oregon Department of Environmental Quality

I. EXECUTIVE SUMMARY

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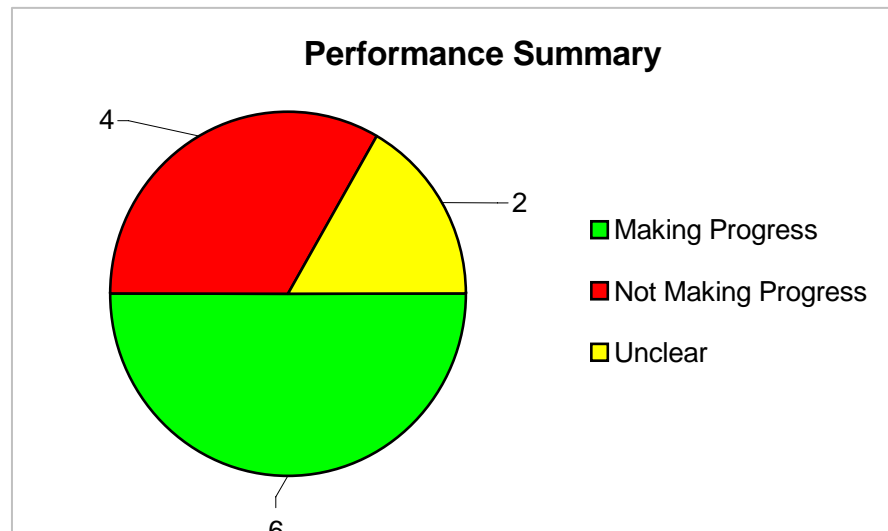
required performance tracking for these delegated programs. In addition, DEQ oversees state environmental programs including the state’s Vehicle Inspection, Solid Waste, Underground Storage Tanks, Spill Response and Cleanup programs. Program implementation includes environmental monitoring, permitting, compliance and enforcement, technical assistance and other voluntary programs, rule-making and authorization.

DEQ has primary responsibility in achieving several Oregon Benchmarks (OBMs), including OBM #10(a) *Percentage of air contaminant discharge permits issued within the target period*, OBM #10(b), *Percentage of individual wastewater discharge permits issued within 270 days*, OBM #75, *Number of days when air is unhealthy for (a) sensitive groups, (b) all groups* (wording as revised and adopted by 2007 Legislature), OBM #79, *Percent of monitored stream sites with (a) significantly increasing trends in water quality, (b) significantly decreasing trends in water quality, and (c) water quality in good to excellent condition*, OBM #84, *Pounds of municipal solid waste landfilled or incinerated per capita*, and OBM #85, *Percentage of identified Oregon hazardous wastes sites cleaned up*. DEQ also contributes to High Level Outcome #1, *Percent of Oregon stream miles impaired – Oregon’s 303d list*. The 2007 Oregon Legislature approved adoption of these benchmarks (not including HLO #1) as Key Performance Measures, and performance results are included in this report.

Protecting and enhancing environmental quality requires the collaboration and involvement of many local agencies, businesses, and Oregon residents. DEQ partners with other state and local agencies, municipalities, and organizations to restore environmental conditions and to encourage individual actions that are protective of the health and beauty of this state. Additional information about DEQ partnerships can be obtained via our website at www.deq.state.or.us.

3. PERFORMANCE SUMMARY

DEQ is meeting our performance goals and/or making substantial progress for 6 Key Performance Measures, with significant environmental results achieved in the destruction of chemical agent at the Umatilla Chemical Agent Disposal Facility, removal of mercury from the environment, and cleanup of hazardous substance contamination. We substantially met our target for maintaining current, environmentally-protective Water Quality permits, and achieved the statewide benchmark goal for stream waters in good to excellent condition. Although 2006 was the baseline year for DEQ’s customer service measure, as well as for the new Economic Revitalization Team customer service measure, our results indicate that we are meeting or exceeding expectations of businesses and communities with whom we work to ensure environmental protection.



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Data for two of DEQ's Key Performance Measures that were revised/adopted during 2006 provide a baseline for establishing future performance targets: KPM #14, *Economic Revitalization Teams*, and OBM #75, *Air Quality Conditions* (reported on in 2005 APPR and officially adopted as a KPM by the 2007 Legislature- which was revised to reflect current air quality standards). These measures are included in the "unclear" category of the Performance Summary chart, above.

DEQ did not meet targets for four Key Performance Measures: KPM #2, *Permit Timeliness for Air Quality permits*, KPM #3, *Permit Timeliness for Water Quality permits*, KPM #5, *Water Quality TMDLs*, and OBM #84, *Solid Waste disposal* (reported on in 2005 APPR and adopted as a KPM by the 2007 Legislature).

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 influenced by these high level outcomes even though the outcomes associated with state benchmark measures are not solely within DEQ's control.

4. CHALLENGES

A key challenge DEQ faces in achieving performance results relates to the trend in reduced or static funding, experienced by state agencies for many years, 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 cannot get done. This has impacted our results for Water Quality KPMs # 3 and # 5. Similarly, DEQ's Air Quality Program is below target for KPM #2/OBM 10a because fee revenues have been insufficient to support adequate staffing levels. The reversal of economic trends and funding support provided by the 2006 Legislature is expected to have a positive impact on our performance results through by allowing the agency to reach needed staffing and program revenue levels.

Economic growth, however, can also contribute to negative environmental results. We did not meet the targets for OBM #84, but rather experienced an increase in solid waste disposal; this result reflects in part an increase in construction/demolition debris associated with development that is occurring in an economically favorable climate.

5. RESOURCES USED AND EFFICIENCY

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

AGENCY NAME: Oregon Department of Environmental Quality

II. KEY MEASURE ANALYSIS

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

KPM #1 (2007)	CUSTOMER SERVICE: Percent of customers rating their overall satisfaction with the agency above average or excellent for: (a) Timeliness, (b) Accuracy, (c) Helpfulness, (d) Expertise, (e) Information Availability.	Measure since: 2006
Goal	EXCELLENCE: Delivering outstanding public service and continuously seeking customer feedback to improve our service.	
Oregon Context	There are no Oregon Benchmarks or High Level Outcomes related to this measure, but excellence in customer service is a priority in the State of Oregon, and all state agencies are required to report their performance results.	
Data source	Bardsley & Niedhart, an independent consulting firm, conducted the customer service surveys.	
Owner	Office of Communication and Outreach. Joanie Stevens-Schwenger, (503) 229-6585	

1. OUR STRATEGY

DEQ’s strategy is to continue to deliver the highest quality customer service possible. By gathering information directly from customers, we are better able to target resources to improve our service.

2. ABOUT THE TARGETS

There are no comparison targets since 2006 is the baseline year for this statewide measure of customer service.

3. HOW WE ARE DOING

We are pleased to see the majority of respondents in the “agree” or “strongly” agree category.

4. HOW WE COMPARE

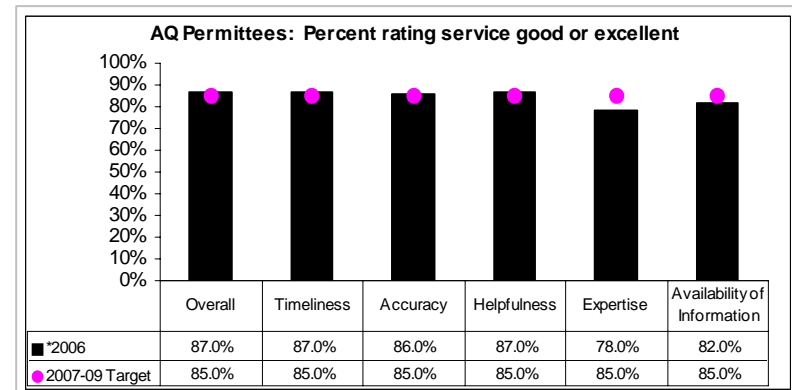
See above.

5. FACTORS AFFECTING RESULTS

DEQ believes that effective employee performance management, training and streamlined processes throughout DEQ’s Air Quality, Water Quality and On-Site Septic Systems programs contribute to the largely positive feedback on DEQ’s customer service.

6. WHAT NEEDS TO BE DONE

DEQ will continue to make it a priority to reinforce excellent customer service in administering DEQ programs.



* If value is above 85% Target is to maintain or improve current percentage rating.

AGENCY NAME: Oregon Department of Environmental Quality

II. KEY MEASURE ANALYSIS

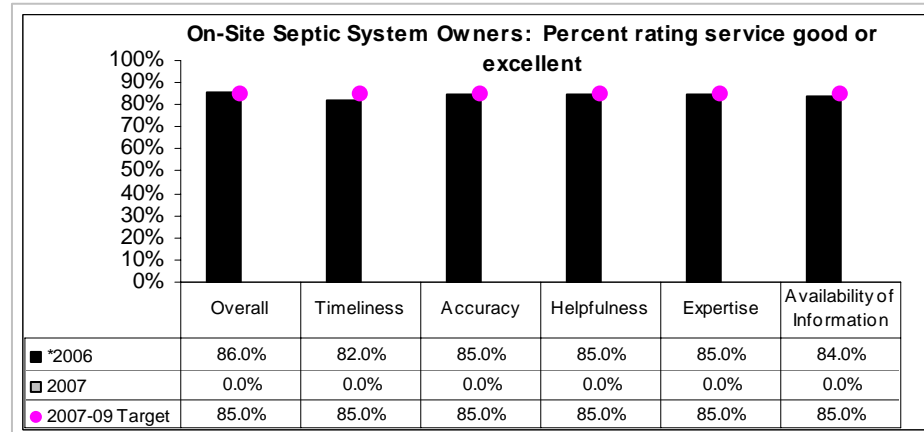
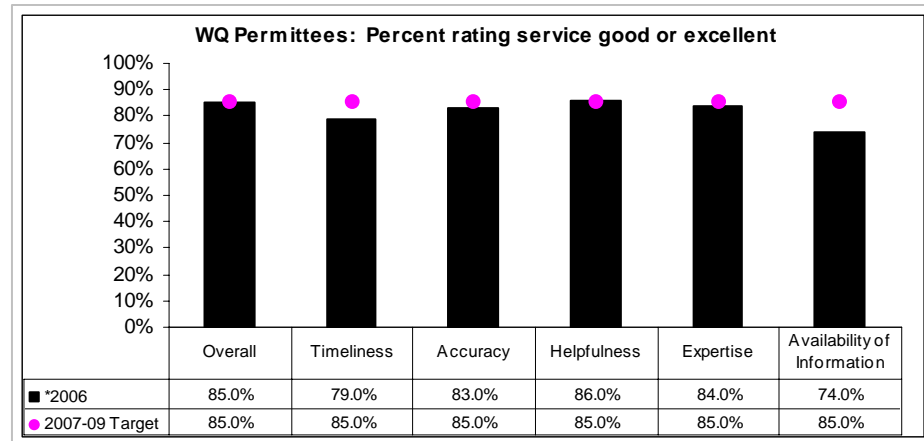
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7. ABOUT THE DATA

The customer survey for AQ and WQ Permittees and On-Site Septic System customers is part of the Permitted Customers Study prepared for DEQ by the consulting firm, Bardsley and Neidhart.

The survey was conducted in May, 2006. Bardsley and Neidhart used a telephone survey to statistically sample the affected populations. The survey was administered to a representative sample of DEQ customers statewide, including 77 air quality permit holders, 221 WQ permit holders, and 200 On-Site Septic System customers. Sample characteristics described above. Weighting was not necessary because the surveys were kept distinct and separate. The ranges of sampling variability were computed at the 95% confidence level.

In addition to the three groups of customers represented, DEQ is surveying drivers in the Portland area who bring their cars in for emissions testing and facilities who have received technical assistance from DEQ regarding hazardous waste disposal and management. This is the first year (2006) we have surveyed these groups to establish a baseline. We will continue to survey all five customer groups every other year to chart our progress.



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

1. OUR STRATEGY

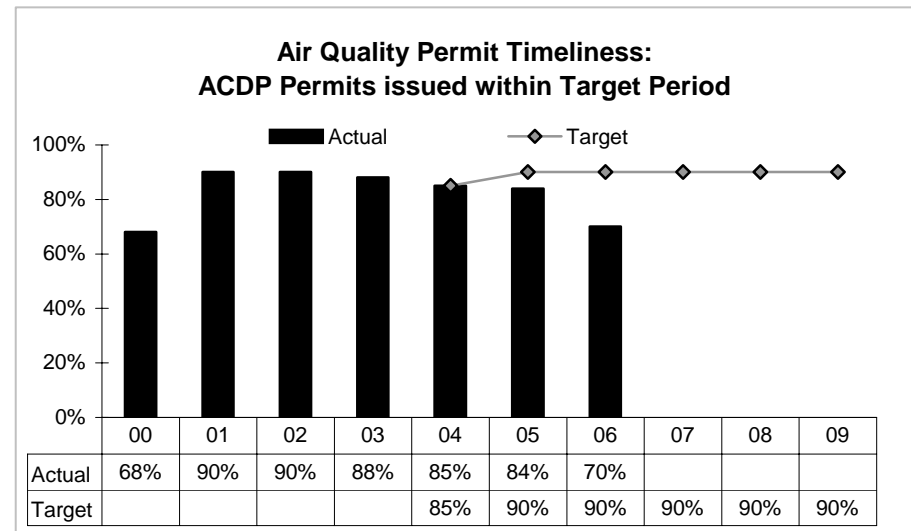
DEQ will continue to prioritize air quality permitting resources based on the applicable target period for several categories of Air Contaminant Discharge Permit (ACDP) applications, in order to ensure that permits are issued in a timely manner.

2. ABOUT THE TARGETS

The 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. High percentages of permits issued in a timely manner indicate an efficient permitting program.

3. HOW WE ARE DOING

DEQ streamlined the ACDP process, which significantly decreased permit processing time. Accordingly, in 2001 DEQ shortened the target period for timely processing from an average of 167 days to an average of 69 days. Even with a 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.



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.

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5. FACTORS AFFECTING RESULTS

Three major factors contributed to the decline in ACDP permit timeliness: inadequate funding for permitting staff, increased demand for permits and the need for permit writers to assist in development of a new permit tracking system. During the 2005-2007 biennium, funding uncertainties in the ACDP program forced DEQ to take a cautious approach to hiring. As a result, the program has been operating below budgeted staffing levels, which negatively impacted DEQ's ability to issue timely permits. In 2006, total overall permitting activity increased by nearly 20 percent over 2005 levels. The increase disproportionately impacted one of the three DEQ regions. That region saw a 70% increase in permit activity between 2005 and 2006 while operating at 78% of full staffing level. Another significant factor affecting ACDP timeliness in 2006 was the development of a new permit tracking database. Permitting staff spent a significant amount of time helping with database development and testing, as well as training on the new software, leaving less time for timely permit work.

6. WHAT NEEDS TO BE DONE

DEQ is working on three approaches to bring ACDP permit timeliness back on target. The agency's 2007-2009 budget includes a restoration policy package and fee increase to fully fund the FTE needed for timely permit processing. Second, the Department will review staffing and permitting activity demands and consider shifts that will facilitate timely permitting. Finally, a second round of permit streamlining is in process and rule changes are proposed for adoption in October 2007. While this effort is focused on reducing compliance costs for permittees, it should also somewhat reduce permit processing time beginning in 2008.

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. People interested in more details can contact DEQ's Air Quality program.

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KPM #3/ OBM #10b	PERMIT TIMELINESS: Percentage of individual wastewater discharge permits issued within 270 days.	Measure since: 1992
Goal	IMPROVE OREGON’S AIR AND WATER.	
Oregon Context	KPM #3 is also Oregon Benchmark #10b. It links to: (1) Oregon’s Statewide Planning Goal 6: Air, water, and land resources quality (OAR 660-015-00 (06)); (2) Oregon Shines Goal 1: Quality jobs for all Oregonians, and (3) Oregon Shines Goal 3: Healthy, Sustainable surroundings (Oregon Benchmark 78, Stream Water Quality).	
Data source	Water Quality Program database.	
Owner	DEQ Water Quality Program. Melissa Aerne, (503) 229-5656	

1. OUR STRATEGY

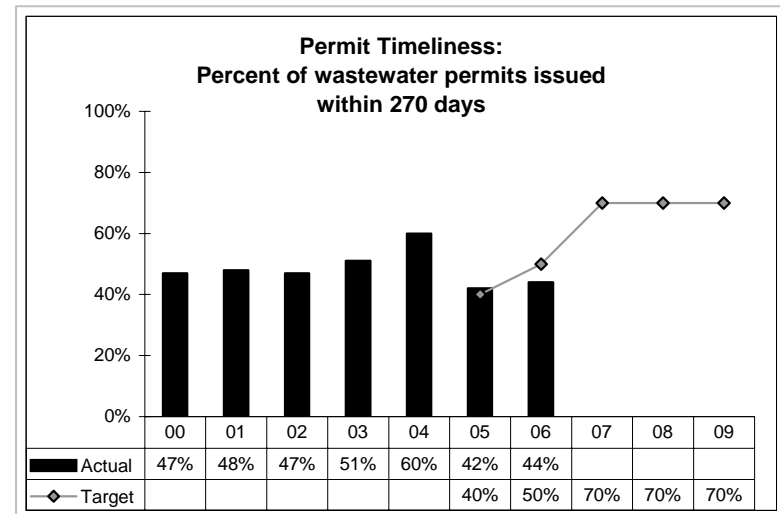
To achieve our timeliness goal, DEQ continues to focus on timely issuance of permits and reducing the permit backlog. DEQ develops permit issuance plans based on a watershed approach, and continues to make improvements in the permitting program.

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.

3. HOW WE ARE DOING

DEQ did not meet its 2006 target for timeliness. In 2004, DEQ was able to issue 60% of its individual wastewater permits within 270 days because we temporarily diverted staff from other important program activities, including permit compliance and enforcement, in order to focus on reducing the backlog of expired water quality permits. However, during 2005 and 2006, 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. As a result, in 2005 permit timeliness dropped to 42% (although DEQ still exceeded its target of 40% that year) and in 2006, timeliness remained relatively stable at 44% percent.



The target for 2006 increased to 50% of wastewater permits issued within 270 days. To account for every permit applied in a given year, each year’s data is available 270 days after December 31; final 2006 data was not available until September 27, 2007. During the 2007 Legislature, DEQ reported that as of March 28, 2007, we had issued 50% of wastewater permit applications that had been received during calendar year

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II. KEY MEASURE ANALYSIS

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2006 within 270 days. That data represented just part of the reporting period. Once all data became available on September 27, 2007, the permit timeliness changed from the 50% DEQ reported in March 2007 to 44%.

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.

The Blue Ribbon Committee recommended that DEQ ensure stable, ongoing funding that improves fee predictability for rate payers and revenue for budget management. This is accomplished by maintaining a mix of fee and public funding and allowing for up to a 3% annual permit fee increase to help address increased permit program costs. The initial phase of this effort increased wastewater permit fee revenue by 11% as approved by the 2005 Legislature to maintain funding for four existing permit staff and added 2.5 new positions in 2006 and 2007. These new positions assisted DEQ in more efficiently assessing compliance. In the next phase, DEQ received approval from the 2007 Legislature to increase fee revenue by 5% to support three new positions for the development of up-to-date and consistent permits, and improved timeliness of compliance and enforcement of permit violations. In 2007, DEQ also implemented an annual permit fee increase of 3% as authorized by the 2005 Legislature through Senate Bill 45, effective for the 2008 Fiscal Year (July 1, 2007 to June 30, 2008). The 3% revenue increase does not fully cover cost increases.

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 will be improving the process for incorporating TMDLs into permits, possibly through the development of an Internal Management Directive.

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.

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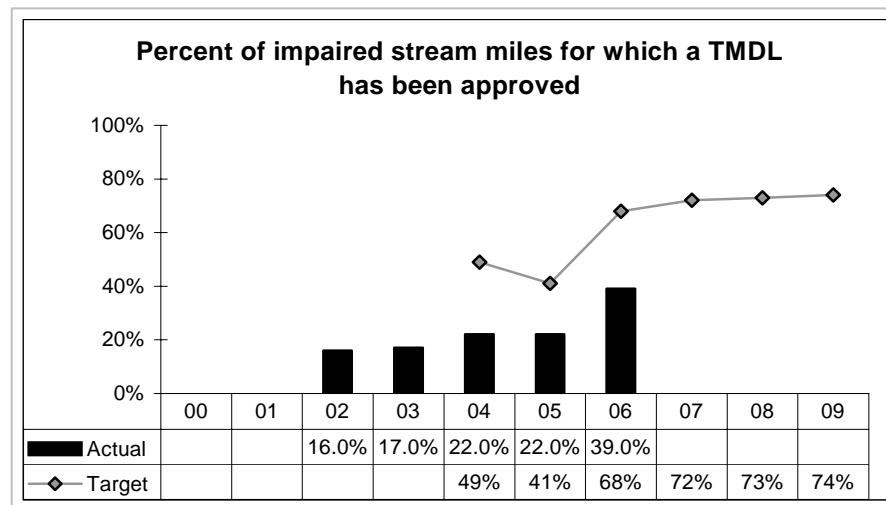
KPM #5	WATER QUALITY: Percent of impaired waterbody miles for which a TMDL has been approved.	Measure since: 2002
Goal	IMPROVE OREGON’S AIR AND WATER.	
Oregon Context	KPM #5 links to HLO #1: Percent of Oregon stream miles impaired – Oregon’s 303d list, and Oregon Benchmark #78, which reports on water quality trends in monitored streams.	
Data source	DEQ Water Quality Program files on TMDLs issued by Oregon DEQ and approved by EPA, and the 2002-approved 303d list of impaired waterbodies.	
Owner	DEQ Water Quality Program. Gene Foster, (503) 229-5325	

1. OUR STRATEGY

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

2. ABOUT THE TARGETS

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



3. HOW WE ARE DOING

Though DEQ has made good progress in developing TMDLs around the state, performance on this measure has lagged. DEQ is behind in meeting its 2006 target. The rate of TMDL completion slowed in 2004 and 2005 due to staffing cuts and longer-than-expected time to complete TMDLs for some very large basins scheduled for completion in 2006, including the Willamette River Basin TMDL and the Umpqua Basin TMDL. Both the Willamette and Umpqua TMDLs were issued by DEQ in 2006. The Willamette TMDL was approved by EPA in 2006 and is included in the data for 2006. The Umpqua TMDL was approved by EPA in 2007 and will be included in the 2007 data for the next

AGENCY NAME: Oregon Department of Environmental Quality

II. KEY MEASURE ANALYSIS

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report. DEQ expects a significant improvement in meeting targets for this measure for 2007 as a result of completing the Umpqua TMDL and TMDLs for other basins.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

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

6. WHAT NEEDS TO BE DONE

DEQ has developed a schedule for completion of TMDLs that meets requirements of a federal Consent Decree. The Consent Decree was established in 2000 and resolved a lawsuit brought by environmental groups against the U.S. Environmental Protection Agency (EPA) for not completing TMDLs. In a Memorandum of Agreement with EPA, DEQ committed to completing certain TMDLs to support the federal mandated TMDL program goals. However, even after completion of the Consent Decree, additional TMDLs will need to be completed. This is a high priority for the Water Quality Program, and resource allocation will continue to reflect this priority. DEQ is assessing the best way to calculate this measure because the 303(d) list is updated every two years. This results in an ever-changing baseline reflecting the total number of impaired stream miles, making comparisons over time unclear.

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 2004/06 303d list of impaired waterbodies adopted by EPA.

AGENCY NAME: Oregon Department of Environmental Quality

II. KEY MEASURE ANALYSIS

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KPM #7	PERMIT TIMELINESS: Percent of total permits that are current.	Measure since: 1999
Goal	IMPROVE OREGON’S AIR AND WATER.	
Oregon Context	KPM #7 links to: (1) Oregon’s Statewide Planning Goal 6: Air, water, and land resources quality (OAR 660-015-00 (06)); (2) Oregon Shines Goal 1: Quality jobs for all Oregonians, and (3) Oregon Shines Goal 3: Healthy, Sustainable surroundings (Oregon Benchmark 78, Stream Water Quality).	
Data source	DEQ “Water Quality Source Information System” database for permit issuance data.	
Owner	DEQ Water Quality Program. Melissa Aerne, (503) 229-5656	

1. OUR STRATEGY

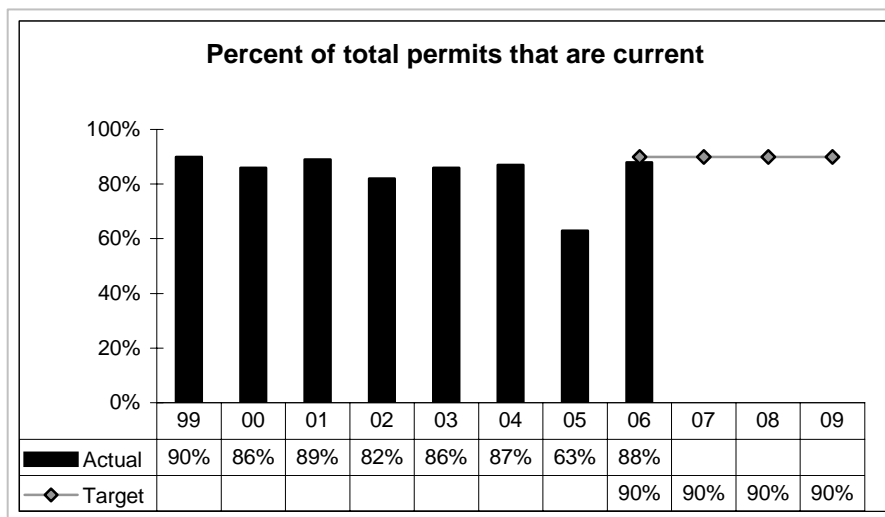
To achieve this goal, DEQ continues to focus on timely issuance of water quality permits and reducing the permit backlog.

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 90% of all general and individual permits current each year.

3. HOW WE ARE DOING

DEQ is just short of its goal of, but is substantially making progress toward having 90% of its individual and general permits current. DEQ worked with the “Blue Ribbon Committee,” a group of stakeholders who collaborated with DEQ to identify long-term improvements to the wastewater permitting program. Since 2005, DEQ has been implementing the Committee’s recommendations, including developing and implementing a five-year permit issuance plan that processes permits on a watershed basis, and reducing the backlog of expired permits. The focus on long-term improvements, such as re-issuing permits on a watershed basis, has caused some delays in reducing the overall backlog, as some permits are being administratively extended to be reissued on the watershed cycle. Additionally, DEQ resources have been diverted from permit issuance to respond to numerous legal challenges affecting the permit program. During the past year there have been legal challenges to water quality standards, TMDLs, and specific permits. Nevertheless, DEQ is on track to meet its goal of issuing 95% of permits on the watershed cycle by 2010.



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4. HOW WE COMPARE

The Environmental Protection Agency reports to Congress the percent of National Pollutant Discharge Elimination System (NPDES) permits that are current. The proposed Federal FY2008 national target is to have 87% of NPDES permits current. DEQ exceeded that target for 2006, with 88% of our permits being current.

5. FACTORS AFFECTING RESULTS

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

The Blue Ribbon Committee recommended that DEQ ensure stable, ongoing funding that improves fee predictability for rate payers and revenue for budget management. This is accomplished by maintaining a mix of fee and public funding and allowing for up to a 3% annual permit fee increase to help address increased permit program costs. The initial phase of this effort increased wastewater permit fee revenue by 11% as approved by the 2005 Legislature to maintain funding for four existing permit staff, and added 2.5 new positions in 2006 and 2007. These new positions support our goal of providing more efficient compliance assessment services. In the next phase, DEQ received approval from the 2007 Legislature to increase fee revenue by 5% to support three new positions for the development of up-to-date and consistent permits, and improved timeliness of compliance and enforcement of permit violations. In 2007, DEQ also implemented an annual permit fee increase of 3%, as authorized by the 2005 Legislature through Senate Bill 45, effective for the 2008 Fiscal Year (July 1, 2007 to June 30, 2008). The 3% revenue increase does not fully cover cost increases.

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 will be improving the process for incorporating TMDLs into permits, possibly through the development of an Internal Management Directive.

7. ABOUT THE DATA

The reporting cycle is the calendar year.

AGENCY NAME: Oregon Department of Environmental Quality

II. KEY MEASURE ANALYSIS

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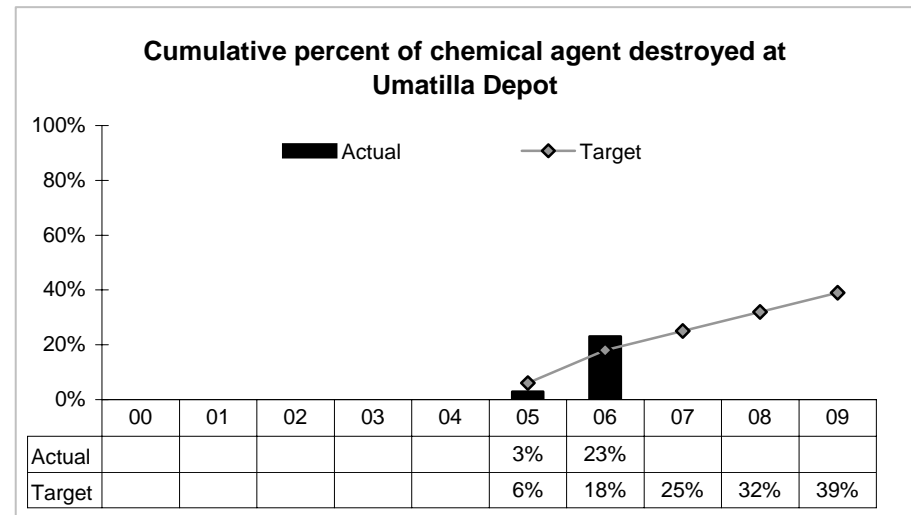
KPM #9	UMATILLA: Cumulative percent of chemical agent destroyed at Umatilla Depot.	Measure since: 2002
Goal	PROTECT PEOPLE & THE ENVIRONMENT FROM TOXICS.	
Oregon Context	There are no Oregon High Level Outcomes related to this measure. This measure is also an agency Executive Measure, supporting DEQ’s Strategic Directions.	
Data source	DEQ Umatilla Chemical Demilitarization Program data.	
Owner	DEQ Eastern Region, Umatilla Chemical Demilitarization Program. Rich Duvall, (541) 567-8297 x22	

1. OUR STRATEGY

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

2. ABOUT THE TARGETS

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



3. HOW WE ARE DOING

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

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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.

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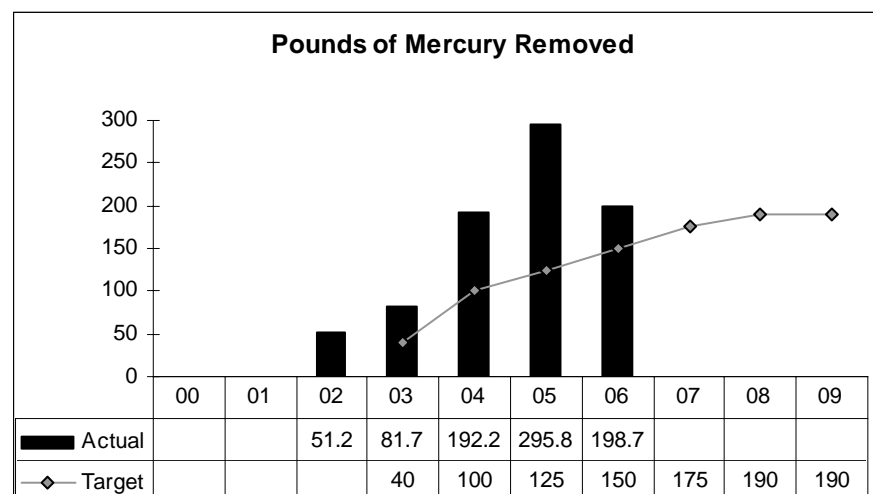
KPM #10	TOXICS PREVENTION AND REDUCTION: Pounds of mercury removed from the environment through DEQ’s reduction efforts.	Measure since: 2002
Goal	PROTECT PEOPLE & THE ENVIRONMENT FROM TOXICS. This is one of DEQ’s identified sustainability measures.	
Oregon Context	KPM #10 does not directly link to a High Level Outcome, but supports Oregon Shines Goal 3: Healthy, sustainable surroundings.	
Data source	Annual project reports.	
Owner	Land Quality Program. Pat Vernon, (503) 229-5720	

1. OUR STRATEGY

DEQ’s goal is to reduce and remove increasing quantities of mercury from the environment to protect human health. One of our strategies is to provide alternatives for the proper disposal of mercury-containing products through public-private partnerships, household hazardous waste collection events and education. This measure reflects the work being carried out by the Land Quality Program. Efforts are also developing or underway in the Air Quality and Water Quality Programs.

2. ABOUT THE TARGETS:

DEQ targets for mercury reduction will eventually include all the agency’s mercury reduction activities, though at this time efforts underway in Air Quality and Water Quality are not reflected in the targets. Our long-term goal is to increase the amount of mercury removed from the environment. Recovery initiatives sometimes target long-lived products that are replaced with non-mercury containing alternatives. This results in one time environmental success stories that are not replicable, which creates significant variability in recovery levels. The existing targets contemplate incremental increases in the short term and reflect the variable nature of the program.



3. HOW WE ARE DOING:

A program to recover mercury-containing manometers from dairies resulted in the recovery of 87 pounds of mercury in 2005 and 59 pounds in 2006 before successfully completing this “one-time” project. New manometers do not contain mercury, therefore this project will not be repeated. In 2006, DEQ exceeded the target of 150 pounds mercury removed, collecting a total of 198.7 pounds of mercury. While the numbers may level off over the next few years, we are still successfully reducing the amount of mercury in the environment. In 2005, DEQ began its Free

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Conditionally Exempt Generator (CEG) Mercury Collection program. Under this program, DEQ collected fluorescent lights, elemental mercury, mercury-containing waste, and mercury-containing products free of charge from CEGs at Household Hazardous Waste events and the Lane County Household Hazardous Waste (HHW) facility. In 2006, the program was amended to no longer accept fluorescent lights. DEQ found that the small amount of mercury contained in the collected fluorescent lights did not justify their high management cost.

4. HOW WE COMPARE:

It is difficult to compare mercury collection programs due to a large number of variables. For the manometer program, the volume of mercury collected is comparable to programs in other states. For example, EPA reports that a pilot program in California garnered 230 pounds of mercury.¹ In 2004, the state of Wisconsin collected 405 pounds of mercury from manometers.²

5. FACTORS AFFECTING RESULTS:

Many mercury collection opportunities are voluntary. DEQ makes the programs available, publicizes them, and relies on Oregon residents to turn in mercury-containing products.

6. WHAT NEEDS TO BE DONE:

DEQ anticipates increased outreach and promotion to stimulate public participation in removing mercury from the environment. Work with the Dental and Clean Water Associations will continue in order to ensure best management of mercury in wastes generated by dentists. In addition, the mercury reduction efforts of Air Quality and Water Quality programs will be incorporated in future targets and reporting of performance results.

7. ABOUT THE DATA:

Data are collected from cities and counties that sponsor household hazardous waste collection events, the Thermostat Recycling Corporation, and DEQ collection contractors, and compiled by DEQ staff annually. Mercury is only included in this report if the management of the waste mercury was paid for by DEQ.

¹ http://www.epa.gov/Region9/cross_pr/innovations/merrec.htm

² <http://www.dnr.state.wi.us/org/caer/cea/mercury/program.htm>

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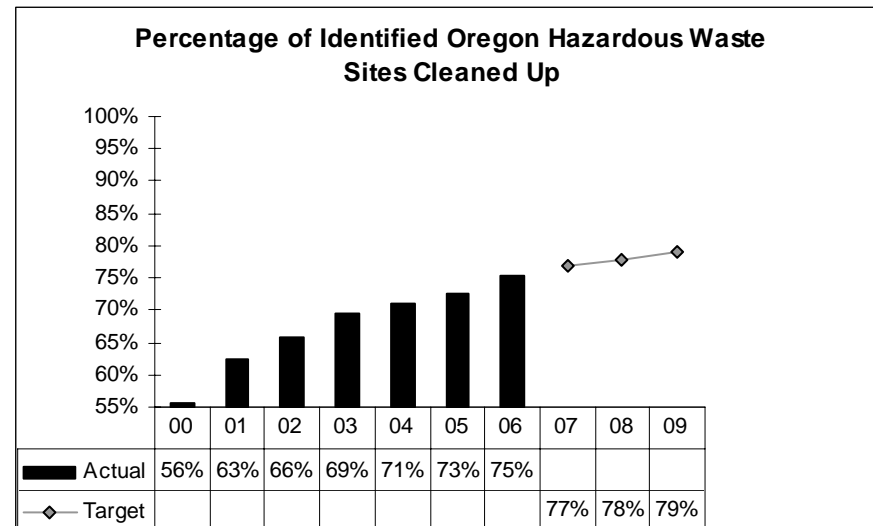
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KPM #11	TOXICS PREVENTION AND REDUCTION: Percentage of identified Oregon hazardous substance sites cleaned up.	Measure since: 1990
Goal	PROTECT PEOPLE & THE ENVIRONMENT FROM TOXICS.	
Oregon Context	KPM #11 is also Oregon Benchmark #84. It links to (1) Oregon Statewide Planning Goal 6: Air, water and land resources quality (OAR 660-015-00 (06)); and (2) Oregon Shines Goal 3: Healthy, sustainable surroundings.	
Data source	Environmental Cleanup Site Information (ECSI) database; Leaking Underground Storage Tank (LUST) database.	
Owner	DEQ Land Quality Program. Pat Vernon, (503) 229-5720	

1. OUR STRATEGY

The great majority of sites counted in this measure are tank sites (e.g., retail gasoline service stations and home heating oil sites where releases of fuel from underground storage tanks have occurred). DEQ has implemented a number of program and process improvement projects over the past several years that have made it easier and cheaper for the regulated community to do business with DEQ, including cleaning up contaminated properties. For example, DEQ uses “risk-based corrective action guidance” to expedite characterization and cleanup of petroleum releases and other hazardous substance releases. DEQ also developed a “prospective purchaser program” and an “independent cleanup pathway” for other hazardous substance cleanup sites. These initiatives have encouraged additional participation in the state’s Voluntary Cleanup Program, resulting in additional completed cleanups.



2. ABOUT THE TARGETS

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

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3. HOW WE ARE DOING

DEQ's Cleanup and Tanks programs are making steady progress in meeting this measure's goal. In 2006, the programs added 2,139 sites to the list of sites that need attention, while completing cleanup at 2,322 sites. DEQ's continuing identification of additional sites creates a "moving target." This measure shows that despite the increase in sites needing cleanup, DEQ is completing cleanup at an even faster rate. We believe the trend will continue upward toward the 90-92% achievement level.

4. HOW WE COMPARE

There are no comparisons available or relevant.

5. FACTORS AFFECTING RESULTS

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

6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

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

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KPM #14	ECONOMIC REVITALIZATION TEAM: Percent of local participants who rank DEQ involvement in ERT process as good to excellent.	Measure since: 2006
Goal	PROVIDE EXCELLENCE	
Oregon Context	KPM #14 does not directly link to a High Level Outcome, but supports Oregon Shines Goal 3: Healthy, sustainable surroundings.	
Data source	Customer service survey results provided by Economic Revitalization Team (ERT)	
Owner	Mikell O’Mealy, DEQ ERT Liaison to the Governor’s Office, 503-229-6590	

1. OUR STRATEGY

The Governor’s Economic Revitalization Team (ERT) conducts a survey to measure customer satisfaction with ERT service once every two years (the first survey was conducted in 2006). Survey questions measure the involvement of four partner ERT agencies – DEQ, DSL, DLCD and ODOT – in the areas of timeliness, helpfulness, responsiveness to local needs, ability to navigate their own agency, and whether ERT involvement led to a better outcome for the project. All of the measures are important indicators, but the outcome of the project is what matters most. The agencies use the feedback on this last question as the basis for our KPM. The highest percentage of responses rating DEQ as “good” to “excellent” is the desired outcome.

2. ABOUT THE TARGETS

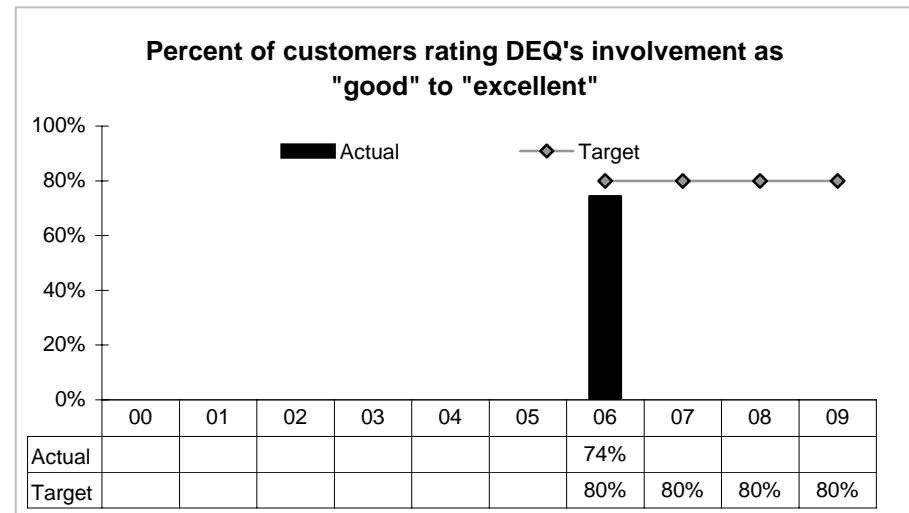
DEQ’s target is 80% of respondents rating our involvement as “good” to “excellent” in creating a better project outcome.

3. HOW WE ARE DOING

Nearly three-quarters of respondents rated DEQ’s involvement as “good” to “excellent” in producing a better outcome for the project. This is a new measure, and results from future surveys will be compared to 2006 data.

4. HOW WE COMPARE

Four ERT partner agencies participated in the ERT customer service survey. Responses rating “good” to “excellent” agency involvement leading to a better project outcome were: DLCD 61.5%, DSL 53.8%, ODOT 13.6% and DEQ 74.4%.



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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 agencies. Elected officials, stakeholders and community members are usually involved in these projects, and state agency performance is critical to success. Because of the inherent difficulty of ERT projects, customer satisfaction results are expected to be lower for these select projects than reported elsewhere for the agency as a whole. In addition, because ERT works with a much smaller number of projects each year than the partner agencies combined, the small sample size may impact results.

6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

This data is reported in the 2006 Economic Revitalization Team Customer Satisfaction Study, completed May 31, 2006, and available from the Governor's ERT office.

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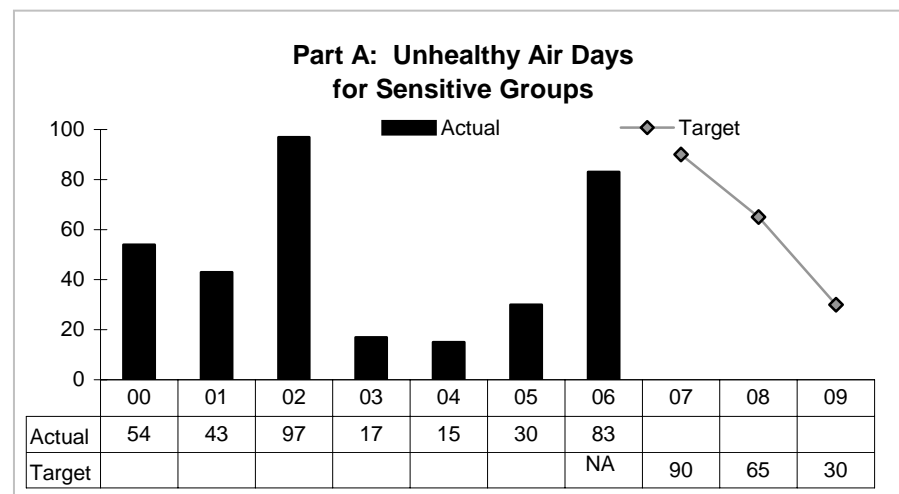
OBM 75	AIR QUALITY CONDITIONS: Number of days when air is unhealthy for (a) sensitive groups, (b) all groups.	Measure since: 2006 (revised)
Goal	IMPROVE OREGON'S AIR AND WATER.	
Oregon Context	OBM # 75 (air quality conditions) is also linked to: (1) Oregon Statewide Planning Goal 6: Protecting air, water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

1. OUR STRATEGY

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

2. ABOUT THE TARGETS

DEQ strives to fully protect public health from outdoor air pollution. OBM #75 has been the primary measure of air quality in Oregon for many years, tracking the percent of time Oregon’s air quality meets federal health standards. Thanks to a variety of federal, state and local emission reduction measures, all areas of the state were meeting federal standards by the mid 1990’s. However, there were still numerous individual days when the air was unhealthy to breathe. Then, in 2006, EPA tightened the standards for fine particulate matter based on the most recent health studies. Several areas in Oregon violate the new standards or are at risk of future violations. To better reflect these air quality conditions, the measure was revised in 2006 to enable DEQ to track progress toward our goal. Part 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. Part B measures whether the air is unhealthy for everyone. The targets for unhealthy air days from 2007 through 2009 are driven by EPA’s new 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.



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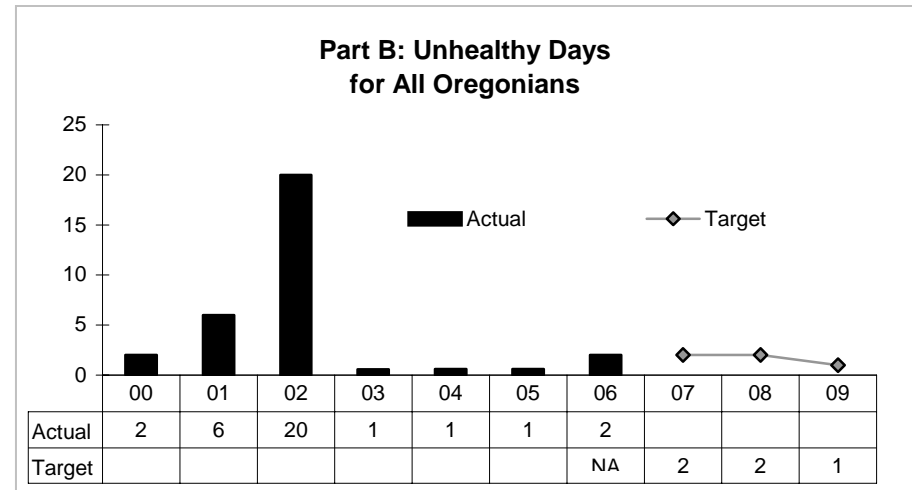
3. HOW WE ARE DOING

This measure illustrates that the air is unhealthy to breathe in many Oregon cities on many individual days. Most of the unhealthy air days are caused by elevated fine particulate levels resulting from wood stoves and other combustion sources. The increase in unhealthy days that occurred in 2006 is partially a result of wildfires in Northern California during October, partially a result of a weather system that caused stagnant air across the state in December, and possibly due to increased wood stove use with the rise in heating oil prices.

4. HOW WE COMPARE

The U.S. Environmental Protection Agency (EPA) maintains a national database that allows comparison of Oregon data on unhealthy air days to Washington and Idaho. In 2005, Oregon experienced 30 days of unhealthy air in 7 different cities,

Washington experienced 11 unhealthy days in 6 cities, and Idaho had 17 unhealthy air days in 5 cities. Oregon data for 2006 cannot be compared to other states because they are not yet reporting data based on the new standard (see ABOUT THE DATA below).



5. FACTORS AFFECTING RESULTS

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

6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

This data is collected from monitoring sites throughout the state and is available through the DEQ website for whatever time frame is desired. Calendar year is used for this report. Measurements are made according to methods determined by the EPA and used by state and local air quality agencies nationwide. Extensive quality assurance procedures ensure data quality. However, a significant limitation on this database is

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the number and location of monitoring sites. EPA revised the particulate matter (PM) standard in the fall of 2006 but neglected to adjust the Air Quality Index that provides the basis for designation of unhealthy days. In this report DEQ has included in the count of days "unhealthy for sensitive groups" - any days over the new PM standard.

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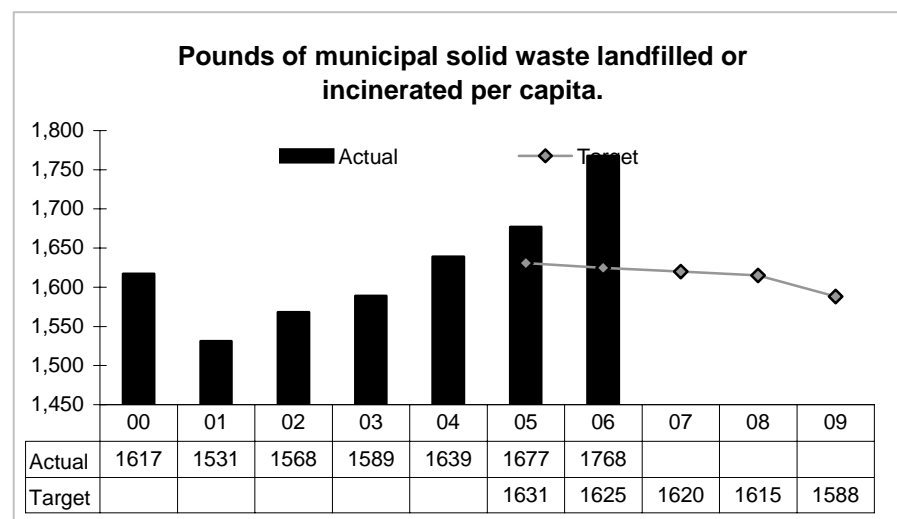
OBM 84 (07)	SOLID WASTE – Pounds of municipal solid waste landfilled or incinerated per capita.	Measure since: 1992
Goal	INVOLVE OREGONIAN’S IN SOLVING ENVIRONMENTAL PROBLEMS.	
Oregon Context	As an Oregon Benchmark, this measure is also linked to: (1) Oregon Statewide Planning Goal 6: Air, water and land resources quality (OAR 660-015-00 (06)); and (2) Oregon Shines Goal 3: Healthy, sustainable surroundings.	
Data source	Landfill disposal tonnage reports.	
Owner	DEQ Land Quality Program. Peter Spendelow, (503) 229-5253	

1. OUR STRATEGY

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

2. ABOUT THE TARGETS

In 2006, DEQ revised our targets to take into account two factors. First, state law sets a statewide recovery goal of 45% by 2005 and 50% by 2009. Second, state law also sets a waste prevention goal of no per-capita increase by 2005, and no absolute increase in tons generated by 2009. Based on these goals and reasonable assumptions, we derived new targets for disposed waste that meet these two state goals.



3. HOW WE ARE DOING

In spite of increased recycling, disposal has climbed steadily since reaching a temporary low during Oregon’s mini-recession in 2001. Several factors contribute to the overall increase in disposal (see FACTORS AFFECTING RESULTS below).

4. HOW WE COMPARE

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

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5. FACTORS AFFECTING RESULTS

Although the strong recycling programs in Oregon have had a large influence in reducing disposal, many other factors also affect the year-to-year changes in disposal. Increased construction activity generates more construction and demolition waste. Durable goods are less durable and harder to repair or reuse, which makes them more likely to be disposed. The prices of many consumer goods have fallen relative to incomes, which leads to increased consumption and disposal. Similarly, improved economic conditions in Oregon contribute to increased consumption and disposal.

6. WHAT NEEDS TO BE DONE

It is important to continue to track the data and look at programs that may assist with Oregonians' understanding of steps they can take to reduce per capita disposal. Actions by DEQ to reduce waste disposal include adoption of new compost rules in Spring 2008, which would pave the way to increased composting of food waste, implementation of DEQ's waste prevention strategy, and other on-going recycling program efforts.

7. ABOUT THE DATA

All landfills and incinerators report the tons of waste they dispose to DEQ each quarter, except for very small facilities that report to DEQ annually. DEQ has occasionally audited disposal data from selected facilities. All of the larger landfills use certified scales and computerized recordkeeping to record and report disposal tonnage. Per capita disposal for 1999 and earlier years have been adjusted based on revised statewide population figures resulting from the 2000 census. The results reported here are slightly higher than the results DEQ reports in our annual recovery survey because a change in state law in 2001 directed DEQ to exclude from disposal a small amount of materials burned as fuel at the waste-to-energy facility in Marion County. For consistency with past benchmark data, we did not apply that exclusion to the Benchmark 83 data.

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OBM 79 (07)	STREAM WATER QUALITY: Percent of monitored stream sites with: a. Significantly increasing trends in water quality, b. significantly decreasing trends in water quality, c. water quality in good to excellent condition	Measure since: 1995
Goal	IMPROVE OREGON’S AIR AND WATER.	
Oregon Context	As an Oregon Benchmark, this measure is also linked to: (1) Oregon’s Statewide Planning Goal 6: Air, water, and land resources quality (OAR 660- 015- 00 (06)); and (2) Oregon Shines goal 3: Healthy, sustainable surroundings.	
Data source	DEQ water quality monitoring data.	
Owner	DEQ Laboratory. Steve Mrazik, (503) 229-5983 ext. 267	

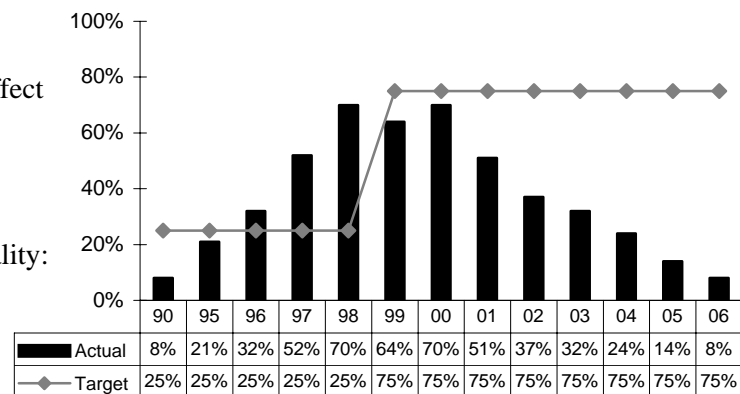
1. OUR STRATEGY

All DEQ Water Quality programs implement management strategies to maintain and improve overall water quality in the state. Benchmark 78 (a,b,c) are high level environmental indicator measures which report on status and trends in Oregon’s surface water quality. It should be noted that there are many other entities that affect water quality so these measures are not solely responsive to DEQ’s work.

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.

79a. Percent of monitored stream sites with significantly increasing trends in water quality



3. HOW WE ARE DOING

In 2006, 50% of monitored stream sites had good to excellent water quality (64 of 129 stream sites). For the last 8 years, measure 79c has exceeded the target. However, the targets for 79a and 79b were not met. In 2006, the percentage of monitored stream sites with significantly increasing trends was 8% (10 of 127 stream sites). Measure 79a has been below the target for the last several years. In 2006, the percentage of monitored stream sites with significantly decreasing trends was 21% (27 of 127 stream sites). Since 2003, measure 79b has been above the desired target.

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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 and reflect a time of 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.

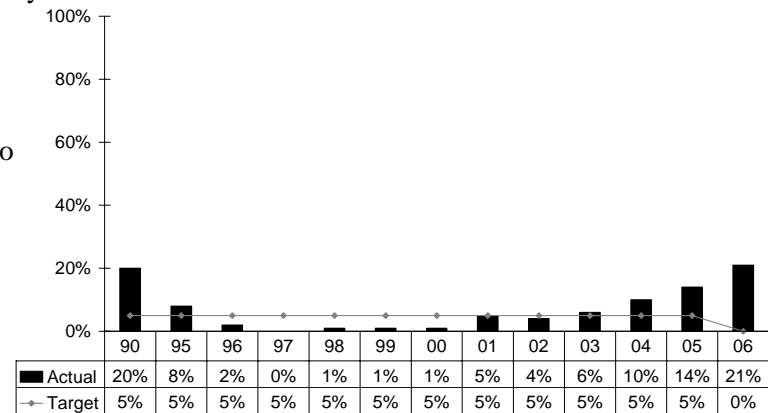
The failure to meet the target for declining trends and fewer improving trends is more of a concern. A small number of sites with decreasing trends may be due to changing management practices. DEQ is working with management agencies to ensure water quality is protected and the trends reverse.

In addition, many of the 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. DEQ recognizes we need to re-evaluate current targets for the trends measures; given that over the long term as more streams are stabilize in good to excellent condition it is not reasonable to expect large improvements. DEQ is in the process of proposing ambitious but realistic targets.

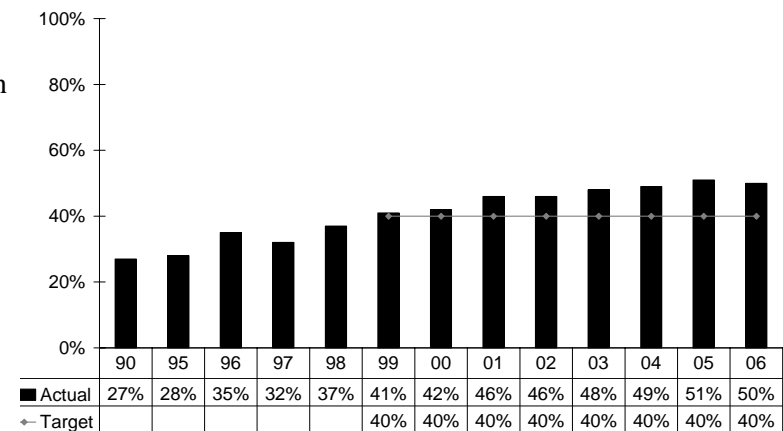
6. WHAT NEEDS TO BE DONE

The data for this benchmark are developed from a network of 129 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

79b. Percent of monitored stream sites with significantly decreasing trends in water quality



79c. Percent of monitored stream sites with good to excellent water quality condition



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indicated above) to revisit the current targets for the trending measures. In addition, a more detailed analysis is needed to determine what is causing declining trends.

7. ABOUT THE DATA

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

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III. USING PERFORMANCE DATA

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

Contact: Karen Whisler	Phone: (503) 229-5082
Alternate: Patti Seastrom	Phone: (503) 229-5155

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

<p>1 INCLUSIVITY Describe the involvement of the following groups in the development of the agency’s performance measures.</p>	<ul style="list-style-type: none">• Staff: DEQ’s Measures Coordinator facilitates internal and external reporting, as well as review and development of the agency’s high level performance measures. DEQ’s Executive Management Team is responsible for development of the agency’s strategic plan, and measures are reviewed and considered during these executive level discussions. 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 towards better communication and coordination of staff input into the development and refinement of our executive performance measures, which include the Key Performance Measures described in this report.• Elected Officials: The Oregon legislature reviews and adopts DEQ’s proposed measures during the budget approval process.• Stakeholders: DEQ involves various stakeholders in the development of performance measures. For example, a stakeholder group called the Blue Ribbon Committee worked with DEQ to establish measures related to water quality permit timeliness. The Environmental Quality Commission (EQC) 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. DEQ’s Strategic Directions 2006-2011, and measures adopted to evaluate our progress in achieving the priorities articulated in the current Strategic Directions, reflect public input received through town hall meetings held across the state.
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Agency Mission: To be a leader in restoring, maintaining and enhancing the quality of Oregon’s air, water and land.

<p>2 MANAGING FOR RESULTS How are performance measures used for management of the agency? What changes have been made in the past year?</p>	<p>For several years DEQ has worked towards developing and refining meaningful performance measures and using 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 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.</p> <p>Performance measures are one tool DEQ’s senior managers use to gauge agency performance and to make course corrections designed to continue progress towards meeting our goals. Increasingly, agency performance measures are being incorporated as goals in staff and/or section work agreements to build in accountability for achieving performance results. For example, workplans for permit and compliance staff incorporate expectations for permit issuance and inspections. Regional workplans incorporate measures related to core program requirements in geographic based implementation plans.</p>
<p>3 STAFF TRAINING What training has staff had in the past year on the practical value and use of performance measures?</p>	<p>DEQ’s Measures Coordinator provides training on the agency’s performance measurement system, and the context of state performance measures tracking/reporting, to staff newly assigned responsibilities in performance measurement. The Measures Coordinator also works with individual programs to continually improve and enhance the meaning and use of DEQ performance measures, and keeps executive management informed on state and federal performance measurement requirements.</p>
<p>4 COMMUNICATING RESULTS How does the agency communicate performance results to each of the following audiences and for what purpose?</p>	<ul style="list-style-type: none">• Staff: Performance is measured at many levels within DEQ, including program performance measures, such as those incorporated into the agency’s Performance Partnership Agreement with EPA Region X, regional implementation measures, Executive measures that support DEQ’s Strategic Directions as well as the Key Performance Measures included in this report. Staff are informed of, and inform, performance measurement results, and performance data is increasingly used as a basis for developing environmental strategies and policies to continuously improve on environmental and organizational results.• Elected Officials: This Annual Performance Progress Report is provided to the Oregon legislature and posted on both the Progress Board and DEQ web sites, to provide accountability, document challenges and constraints and share successes in achieving environmental and organizational results.• Stakeholders: DEQ’s Annual Performance Progress Report is posted on the agency’s website to inform stakeholders of agency performance and environmental results. DEQ also presents this report on our external performance measures, as well as a report on our internal Executive Measures to the Environmental Quality Commission on an annual basis.• Citizens: DEQ’s Annual Performance Progress Report is posted on the agency’s website to inform Oregonians of agency performance and environmental results.