

# Water Quality 2035 Vision and Strategy

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Owyhee River Canyon



State of Oregon  
Department of  
Environmental  
Quality



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# Executive Summary

The Water Quality Program Management Team was directed by DEQ's leadership team to build upon and conclude the work begun in 2013, to align DEQ's priority water quality programs and services with resources. That effort resulted in the development of the Water Quality 2035 Vision and Strategy. This report describes the program vision and strategic priorities and documents the approach that led to its development. Staff were invited to review and provide input on the vision and strategy during August and September of 2015. A presentation to the Environmental Quality Commission in October 2015 marked the starting point for implementation of the 2035 Vision and Strategy.

DEQ focused this effort on evaluating how DEQ's water quality program can best deliver products and services to achieve program and agency objectives, which include operation of programs that deliver timely and quality products and services as well as achieve environmental outcomes.

The Water Quality 2035 Vision and Strategy includes an overarching program vision as well as vision statements for six sub-program areas, and interim goals to help keep the program on track toward achieving the 2035 vision. The Water Quality Program Management Team also identified key strategic priorities to achieve the interim and long-term goals, and developed five-year workplans for each sub-program.

Strategies for the various sub-programs reflected a number of common themes, such as data and information system infrastructure, resourcing and capacity, and policies and program development.

The five-year workplans are intended to be planning documents that will help inform decisions related to the development and implementation of program budgets, the allocation of resources and the development of program workplans.

The 2035 Vision and Strategy will also be used to communicate program priorities and resource needs, and to evaluate and communicate potential impacts resulting from resource shortfalls or the need to shift resources to address new or changing priorities.

The 2035 Vision and Strategy and the water quality program's planning process will be synchronized with the agency's budget development process and will be instrumental in shaping decisions related to requests for new resources (Policy Option Packages) and developing the agency's prioritized list of reduction options which is required prior to each Legislative session.

The interim goals, strategic priorities and workplans are intended to be guideposts that will be revisited, refined and updated on a regular basis to ensure they continue to be relevant and useful for program planning purposes. The strategic planning effort focused predominantly on how DEQ does its work to achieve program outcomes and objectives and did not revisit or reevaluate the appropriateness or specifically prioritize desired environmental outcomes. DEQ acknowledges that there are many critical environmental issues and topics that need further evaluation to determine how its programs will adapt and address these issues. For example, one important topic – climate change – warrants further consideration and should be addressed accordingly in subsequent updates of the Vision and Strategy.

# Water Quality 2035 Vision and Strategy

## Background

The Water Quality Program Management Team was directed by DEQ's leadership team to build upon and conclude the work begun in 2013, to align DEQ's priority water quality programs and services with resources.

In spring 2013, the Water Quality Program Management Team (PMT) began a rebalancing project to identify water quality issues being neglected or severely under-resourced, and areas of potential increased efficiency. The 2013 rebalancing project was an important reaction to budget concerns during the economic recession, however it was not based on a long-term vision with clearly identified program priorities.

In 2015, the PMT aimed to build on the rebalancing project and develop a high-level Water Quality 2035 Vision and Strategy that identifies:

- Program goals and priorities
- Core programs and services
- Areas in need of strategic investment
- Implementation framework – recommendations for using the document to inform decision making and using the document to inform program planning and resources

The 2035 Vision and Strategy will serve multiple purposes:

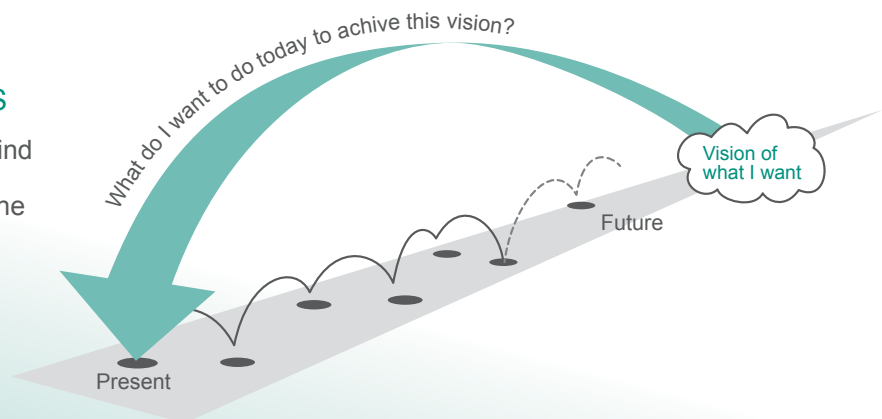
- Guide the water quality program as it plans its work
- Support and further inform development of the water quality program's operating budget and development and prioritization of Policy Option Packages in future budget requests
- Make it easier to evaluate and communicate the impacts of funding shortfalls or the need to shift resources in response to new work or changing priorities

The focus of this effort has been on identifying needed improvements within the water quality program as well as developing a framework for supporting and maintaining core programs and services. The water quality program expects that through use of this strategy, it will be able to deliver products and services that achieve program and agency objectives, which include operation of programs that deliver timely and quality products and services as well as achieve environmental outcomes.

To develop the plan, the Water Quality Program Management Team generally used the Natural Step Process.

## NATURAL STEP PROCESS

1. Begin with the end in mind
2. Move backwards from the vision to the present
3. Move step by step towards the vision



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In addition, two key assumptions were made in the development of this strategy:

1. Major statutes, such as the Clean Water Act, would not change significantly during the 20 year time period, and
2. DEQ would not have significantly different levels of resource than in its current Legislatively Approved Budget.

The Water Quality PMT concluded these were realistic assumptions and would place realistic sideboards on the visioning and backcasting exercise.

The PMT met seven times as a large group, and sub-program managers met several times outside the large group setting to generate and refine ideas.

## Vision for the Water Quality Program

In accordance with the Natural Step Process, we need to “begin with the end in mind” by describing where we want to be in 20 years, or 2035. The PMT approached this by developing a vision statement for the water quality program as a whole and for each of the six subprogram areas that make up the whole.

### 2035 WATER QUALITY PROGRAM VISION:

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*Our programs produce effective, practical actions that protect and restore water quality for all who benefit from Oregon’s waters.*

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Upper Bridal Veil Falls in Summer in Oregon

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# Strategic Priorities, Tactics and Work Plans

The PMT spent time identifying strategies and tactics that could move the water quality program from the “current state” toward the five and ten year goals. The strategic priorities identify the critical areas in which DEQ will focus to accomplish its goals. The tactics, or tasks, describe the specific work DEQ will undertake in each area to accomplish its stated goals.

This process was guided by the following questions:

- *As a program, what are our top strategies in the near and long term?*
- *Do we have the resources to do the high priority strategies and tactics?*
- *Are we currently resourcing these strategies and tactics?*
- *If no, do we have plans to resource them?*

The PMT then organized this information into five-year workplans for each sub-program. These workplans are planning documents that will help inform decisions related to the development and implementation of program budgets, the allocation of resources and the development of program workplans to ensure DEQ is able to continue to work toward its stated goals. Appendix B contains the detailed workplan for each subprogram.

The following six sections summarize the current state for each subprogram and the subprogram vision for the future, including interim goals that will keep the water quality program on track toward achieving the 2035 vision. In addition, each subprogram’s five-year workplan elements and future program enhancements are also summarized in the following pages.



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# Environmental Data Collection, Management and Access

## 2035 VISION

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*DEQ strategically deploys its monitoring and data acquisition resources to support agency and program priorities and coordinates with other agencies and partners to leverage technological advances and resources and align data collection efforts. All environmental data are accessible to the public through a web-based portal.*

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## CURRENT STATE

- Monitoring conducted is not always based on most efficient use of resources and sub-program objectives.
- Laboratory analytical data are stored in multiple systems and difficult to access by both DEQ staff and external users.

To identify critical points of progress starting from the current state to achieving the sub-program vision in 2035, the following interim goals were identified:

### WITHIN 5 YEARS

DEQ routinely develops and uses its monitoring and data acquisition strategy to capture and address high priority program data-related needs and questions. Monitoring resources and data collection are prioritized accordingly.

DEQ can easily access its own data and the data are connected to DEQ's data streams.

DEQ supports the creation of a state-wide environmental data web portal with the intent of it being functional by 2020. Basic data elements and all data types are accessible to the public through this mechanism.

### WITHIN 10 YEARS

DEQ's monitoring strategy is coordinated and implemented in concert with other state natural resource agencies in a manner that optimizes the use of state resources and expertise. DEQ routinely seeks opportunities to partner and leverage resources with other partners.

DEQ has the data infrastructure in place so that the public can use tools to understand water quality conditions and access original data. Restoration and water quality-related metrics are available to the public.

### DEQ HAS ACHIEVED THE 20 YEAR VISION WHEN...

State natural resource agencies and partners operate under an integrated monitoring plan that ensures most efficient use of resources and collection of needed data. Strategies reflect technological advances and efficiencies for collecting and acquiring water quality-related data.

Environmental data accessible in near real-time to the public through a web portal. Data are automatically transformed to commonly used information and metrics.

## STRATEGIC PRIORITIES

DEQ identified three strategic areas and associated work tasks where it will focus work to accomplish its goals. DEQ developed a five year workplan detailing the work necessary to achieve the first 5 year goal, summarized below and detailed in Appendix B. In addition, DEQ identified additional areas of work, or enhancements, that it expects will be DEQ's focus in the five to 10 year timeframe and in the 10 to 20 year timeframe to accomplish those subsequent goals.

## Environmental Data Collection, Management and Access

### 1 Strategic Priority Information and data accessibility from other agencies, quality and measurement of environmental outcomes

DEQ is responsible for the state's largest repository of Oregon's water quality data. Currently, DEQ's data infrastructure does not support internal or external access to this data nor house certain data types. Given DEQ's responsibility to provide and use data as the basis of its regulatory programs, improving this infrastructure is critical.

#### TASKS INCLUDED IN THE 5 YEAR WORKPLAN ▼

- 1.1 Improve accessibility of DEQ's historic data
- 1.2 Perform data clean-up of DEQ's existing water quality data
- 1.3 Implement outcomes/elements of DEQ Environmental Data Management Suite efforts to put in place replacement environmental data repository system for DEQ's environmental data
- 1.4 Develop documented processes for conducting water quality analyses to respond to program needs and questions
- 1.5 Develop and use documented processes for data pulls to assemble statewide data; place documentation in "library" for centralized DEQ access
- 1.6 Establish consistent metrics for measuring success/outcomes and identify repository for resultant data

### 2 Strategic Priority Information to guide and prioritize work

Use of DEQ's monitoring and data acquisition resources has not been coordinated among DEQ's water quality programs. DEQ needs to develop strategies and processes to manage its resources effectively to ensure DEQ's programs have the critical data they need and the data collected is fully utilized. Having needed data will support work to develop common indicators of environmental conditions and prioritization of restoration efforts.

#### TASKS INCLUDED IN THE 5 YEAR WORKPLAN ▼

- 2.1 Develop and institute processes to align agency data collection and assessment efforts with water quality program needs and priorities
- 2.2 Develop inventory of water quality data needs and overall strategy for water quality data collection and acquisition
- 2.3 Resource plan to fulfill priority water quality program data needs

### 3 Strategic Priority Partnerships and collaboration

DEQ's monitoring program contains specific areas of expertise and knowledge. Improvements are needed to ensure state agency and partner resources and areas of expertise are coordinated to identify common data and information needs and leverage other agencies' and partners' areas of expertise and resources. Another area of coordination is to ensure collaboration in use of data and associated environmental metrics.

#### TASKS INCLUDED IN THE 5 YEAR WORKPLAN ▼

- 3.1 Evaluate and identify key volunteer monitoring support resource needs; evaluate and implement viable options for filling resource gaps
- 3.2 Work with partners and state agencies to ensure data sharing and accessibility efforts with objective of state data portal

## Environmental Data Collection, Management and Access

### 1 **Strategic Priority** Information and data accessibility from other agencies, quality and measurement of environmental outcomes

#### 5 TO 10 YEAR ENHANCEMENTS ▼

- Improvements to data systems to make data available in real-time for assessments
- Audit trail for program feedback and feedback occurs consistently

#### 10 TO 20 YEAR ENHANCEMENTS ▼

- Incorporate function based standards into data so they can be used for regulatory actions and general information
- Nuances of data quality, usability, and use are incorporated into internal processes with feedback loops
- Data sets are traceable when used by internal programs and external partners

### 2 **Strategic Priority** Information to guide and prioritize work

#### 5 TO 10 YEAR ENHANCEMENTS ▼

- Continue previously identified process improvements
- Ask if we are seeing a change in the use of the data to answer the question
- Data collection strategies and use capture both current needs and provide a path for future incorporation into program direction and decisions

#### 10 TO 20 YEAR ENHANCEMENTS ▼

- Predictive models are incorporated and available to use real time to inform decisions about current and future actions
- Use of metrics incorporated into business process to ensure data results in actionable information

### 3 **Strategic Priority** Partnerships and collaboration

#### 5 TO 10 YEAR ENHANCEMENTS ▼

- Continue to seek and build partnerships with agencies and other entities to leverage areas of expertise
- Develop monitoring and data collection strategies to leverage resources among agencies and partners

#### 10 TO 20 YEAR ENHANCEMENTS ▼

- Resource planning is conducted across agencies and partners
- Develop and institute integrated monitoring and data collection plan across agencies and partners
- Institute collaborative process to plan and invest in technological advances in monitoring and data collection



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# Water Quality Standards

## 2035 VISION

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*Water quality goals are accurate, based on current scientific information, and reflect the water quality values of Oregonians. DEQ has clearly defined and efficient procedures for needed revisions to standards.*

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## CURRENT STATE

- Water quality standards development is responsive to external events.

To identify critical points of progress starting from the current state to achieving the sub-program vision in 2035, the following interim goals were identified:

### WITHIN 5 YEARS

DEQ work is guided by a long-term plan to address identified water quality standards process improvements and revision needs.

### WITHIN 10 YEARS

DEQ regularly updates its water quality standards work plan to address priority needs, including advances in scientific understanding about pollutants in the environment.

Standards are updated to accurately reflect data and information regarding beneficial uses.

The framework for standards begin to reflect complex nature of pollutants, stressors and resultant risks to aquatic life and human health.

### DEQ HAS ACHIEVED THE 20 YEAR VISION WHEN...

DEQ has processes in place with key partners to enable timely revisions.

Water quality standards represent the best information available on beneficial uses.

Water quality standards capture the complexity of water body ecosystems and pollutant cycling.

Water quality standards play a key role in addressing water quality trends and identifying water quality issues early.

## STRATEGIC PRIORITIES

DEQ identified three strategic areas and associated work tasks where it will focus work to accomplish its goals. DEQ developed a five year workplan detailing the work necessary to achieve the first 5 year goal, summarized below and detailed in Appendix B. In addition, DEQ identified additional areas of work, or enhancements, that it expects will be DEQ's focus in the five to 10 year timeframe and in the 10 to 20 year timeframe to accomplish those subsequent goals.

## Water Quality Standards

### 1 Strategic Priority Information used to guide and prioritize work

Needs for water quality standards revisions originate from many different places—priorities identified by EPA, required revisions arising from legal proceedings, updated scientific information, or information indicating the applicable water quality standards are inconsistent with specific facts and conditions. DEQ would benefit from a systematic way to approach its prioritization and overall approach to sequencing and resourcing needed revisions.

#### TASKS INCLUDED IN THE 5 YEAR WORKPLAN ▼

- 1.1 Identify water quality data needed to evaluate new or amended standards
- 1.2 Develop long-term plan for water quality standards revisions and associated implementation methods that evaluates priority revisions and includes timeframes and staffing
- 1.3 Establish process by which standards program will standardize and incorporate feedback and needs from water quality programs in establishing priorities (e.g., assessments, permitting, TMDL development, drinking water source protection, etc.)
- 1.4 Implement high priority standards projects

### 2 Strategic Priority Policy development

Key areas of policy development are needed to ensure DEQ and regulated parties can navigate the path between water quality standards and the application of water quality standards in permits, TMDLs and other areas of regulatory implementation.

#### TASKS INCLUDED IN THE 5 YEAR WORKPLAN ▼

- 2.1 Implement and support compliance strategy approaches for temperature and toxic pollutants
- 2.2 Develop or refine methods for interpreting and applying narrative standards (e.g. sediment, biocriteria, toxics, nuisance algae, etc.)

### 3 Strategic Priority Processes are continually improved

Currently water quality standards revisions processes consume significant resources to conduct background work, administer rulemaking processes, and work with EPA and the federal fisheries' services on acceptability of proposed revisions. DEQ needs to look internally and externally to identify opportunities to improve process efficiency.

#### TASKS INCLUDED IN THE 5 YEAR WORKPLAN ▼

- 3.1 Evaluate and identify opportunities for water quality standards process efficiency
- 3.2 Evaluate collaboration opportunities among Region 10 states, EPA, others (e.g. data evaluation, developing standards, goals, approaches)
- 3.3 Implement water quality standards process improvements

## Water Quality Standards

### 1 Strategic Priority Information used to guide and prioritize work

#### 5 TO 10 YEAR ENHANCEMENTS ▼

- Evaluate current risks associated with toxic pollutants, effects on human health and aquatic life associated with surface waters

#### 10 TO 20 YEAR ENHANCEMENTS ▼

- Conduct water quality standards revisions that are reflective of stream function and biological integrity
- Methods are in place to evaluate and prioritize water quality standards development to address emerging risks and concerns

### 2 Strategic Priority Policy development

#### 5 TO 10 YEAR ENHANCEMENTS ▼

- Evaluate next generation of water quality standards framework/paradigm
- Water quality standards are developed based on new paradigm of ecosystem functions, integrated approaches where appropriate and for multiple variables based on stressor/response and multiple lines of evidence

#### 10 TO 20 YEAR ENHANCEMENTS ▼

- Water quality standard revised to reflect a holistic view of stressors and responses within ecosystems
- Methods are developed and implemented to support and prioritize restoration activities

### 3 Strategic Priority Processes are continually improved

#### 5 TO 10 YEAR ENHANCEMENTS ▼

- Conduct routine review of process improvement opportunities for water quality standards revisions
- Build partnerships and buy-in to process improvement activities with federal agencies and interested stakeholders

#### 10 TO 20 YEAR ENHANCEMENTS ▼

- Process improvements for water quality standards and implementation methods are used





# Water Quality Assessments

## 2035 VISION

*DEQ has a transparent process to regularly produce and convey meaningful information about water quality in Oregon. DEQ and others use the information to guide water quality protection and restoration actions.*

## CURRENT STATE

- Assessments are developed individually without integrated approaches and objectives.
- Data management and analysis systems do not support the quantity and complexity of data and information being analyzed and presented.
- Methods for various reporting and assessment efforts are inconsistently used and have limited capacity to track and report progress on actions to improve water quality.

To identify critical points of progress starting from the current state to achieving the sub-program vision in 2035, the following interim goals were identified:

### WITHIN 5 YEARS

Produce basic assessments that meet programs' and Clean Water Act needs and that incorporate readily available, high quality data and information.

Programs and public rely on DEQ's assessments as an accurate representation of water quality status.

### WITHIN 10 YEARS

Produce assessments that are complete; assessments incorporate external data and identify status, trends, and affected designated uses.

Assessment information is routinely used by the public to understand the condition of Oregon's waters.

Assessments inform others' data collection and routinely makes use of others' data.

### DEQ HAS ACHIEVED THE 20 YEAR VISION WHEN...

Produce assessments that use a wide range of data and information at multiple spatial scales. Information is available in an easily navigable web presence with frequently updated water quality status and trends information.

The public, state agencies, and DEQ programs rely on DEQ's assessments as a comprehensive source of water quality. The information contained in the assessments provide valuable feedback and information regarding restoration efforts and are used to prioritize efforts to address water quality issues.

## STRATEGIC PRIORITIES

DEQ identified four strategic areas and associated work tasks where it will focus work to accomplish its goals. DEQ developed a five year workplan detailing the work necessary to achieve the first 5 year goal, summarized below and detailed in Appendix B. In addition, DEQ identified additional areas of work, or enhancements, that it expects will be DEQ's focus in the five to 10 year timeframe and in the 10 to 20 year timeframe to accomplish those subsequent goals.

## Water Quality Assessments

### 1 Strategic Priority Resourcing and capacity

DEQ's water quality assessments have been fragmented and under-resourced. DEQ requested and received additional resources from the 2015 Legislature to improve its capacity to produce water quality assessments. Work remains for DEQ to develop an integrated water quality assessment program and strategize on how best to use its resources to produce assessment information.

#### TASKS INCLUDED IN THE 5 YEAR WORKPLAN ▼

- 1.1 Evaluate short-term strategies for best use of existing resources for work related to developing assessments
- 1.2 Develop resource plan and roles and responsibilities for new Integrated Report production process and other assessment work

### 2 Strategic Priority Information is used to prioritize program work

DEQ's water quality assessments are performed to meet Clean Water Act requirements and to develop other information about the quality of Oregon's waters. How DEQ performs these assessments directly impacts the work of the water quality program, including identifying which waters need Total Maximum Daily Loads, the development of permitting requirements and other actions. Significant work remains to integrate various assessments, develop and improve policies and procedures that guide the use and analysis of data based on water quality standards and other benchmarks, and ensure analyses are representative of current water quality conditions.

#### TASKS INCLUDED IN THE 5 YEAR WORKPLAN ▼

- 2.1 Develop overall relationship and scope for DEQ's assessments; establish long-term objectives for how assessment work and products relate
- 2.2 Define how water quality programs use assessment information
- 2.3 Further define assessment relationships and develop data flows and outputs among assessments and DEQ programs
- 2.4 Develop and institute processes to facilitate sub-program use of statewide water quality trends and needs from Integrated Report and Basin Assessments

### 3 Strategic Priority Information is accessible and of high quality

DEQ's water quality assessment needs have evolved over time and are now responsible for analyzing millions of data points from thousands of locations. DEQ's infrastructure to handle and analyze the volume of data with location-specific results has not kept pace with data needs and must be rebuilt to meet the needs of DEQ's water quality program, the public and others that look to DEQ as the source of water quality information.

#### TASKS INCLUDED IN THE 5 YEAR WORKPLAN ▼

- 3.1 Plan and implement assessment data system infrastructure
- 3.2 Define business requirements and needs of assessment products (primarily Integrated Report)
- 3.3 Detailed documentation of data analysis process for Integrated Report
- 3.4 2018 Integrated Report is scoped, planned, developed and published
- 3.5 Develop a template and a schedule for developing basin reports with foundational/essential information.
- 3.6 Develop long term plan and scope for basin assessments that builds upon assessment data systems and integrated report data and information

## Water Quality Assessments

### 1 Strategic Priority Resourcing and capacity

#### 5 TO 10 YEAR ENHANCEMENTS ▼

- Staffing planning & adjustments
- Assess utilization of resources and amend resourcing strategy, if needed

#### 10 TO 20 YEAR ENHANCEMENTS ▼

- Adapt to knowledge and information of changing pollutants and environmental concerns

### 2 Strategic Priority Information is used to prioritize program work

#### 5 TO 10 YEAR ENHANCEMENTS ▼

- Communication strategy and website function to “tell water quality story”
- Feedback loops to monitoring, programs to inform needed work
- Constantly refine data collection

#### 10 TO 20 YEAR ENHANCEMENTS ▼

- As programs and their associated data needs evolve over time and readily available data, information, and technology change, evaluate assessment approaches and adjust as needed to ensure assessments continue to meet programmatic needs efficiently.

### 3 Strategic Priority Information is accessible and of high quality

#### 5 TO 10 YEAR ENHANCEMENTS ▼

- Additional data system improvements

#### 10 TO 20 YEAR ENHANCEMENTS ▼

- The products we put out to the public are accessible
- We have real-time and routine access to information in assessments

## Water Quality Assessments

### 4 Strategic Priority Processes are continually improved

Currently water quality assessment processes consume significant resources. DEQ needs to look internally and externally to identify opportunities to improve process efficiency.

#### TASKS INCLUDED IN THE 5 YEAR WORKPLAN ▼

- 4.1 Tasks, functions, and policies associated with the Integrated Report in need of definition and revision are itemized and prioritized. Projects are scoped, assigned, and project plans developed. At a minimum, projects will address assembling water quality data and revisions to the assessment methodology
- 4.2 Process defined for production of 2018 Integrated Report (Phase 1)
- 4.3 Process improvements associated with assessment work are identified and prioritized, including post-2018 Integrated Report, and opportunities to align Basin Assessments and Environmental Report Card
- 4.4 Project plans for assessment program improvements developed and implemented



Conifer forest on the Deschutes River

## Water Quality Assessments

### 4 Strategic Priority Processes are continually improved

#### 5 TO 10 YEAR ENHANCEMENTS ▼

- Continue previously identified process improvements
- Identify data & develop process to produce information regarding efficacy of programs

#### 10 TO 20 YEAR ENHANCEMENTS ▼

- Refine assessment questions based on changing understanding and needs





# Watershed Planning and Restoration

## 2035 VISION

*DEQ and its partners use consistent methods to plan and strategically implement environmental protection and restoration at the watershed scale to ensure land and wastewater management practices are consistent with and complementary of watershed restoration efforts and investments.*

## CURRENT STATE

- Expertise is concentrated on developing watershed restoration plans (i.e., TMDLs).
- Work is largely focused on the Clean Water Act paradigm: pollutant-by-pollutant and development of TMDL wasteload and load allocations.
- We rely heavily on partnerships and relationships at state and local levels.
- TMDL implementation is varied and not well tracked. Internal guidance on how on how to plan, track, and report on TMDL implementation progress and watershed health is not well developed.

To identify critical points of progress starting from the current state to achieving the sub-program vision in 2035, the following interim goals were identified:

### WITHIN 5 YEARS

DEQ has institutionalized and is using a holistic approach built upon a framework for partnerships that promotes buy in and commitment from local partners.

DEQ continues to establish and use credible methods, data and metrics that builds trust among our partners.

These approaches are used to produce measurable water quality outcomes to meet or trend toward achievement of water quality standards and TMDL allocations.

### WITHIN 10 YEARS

Partnerships are institutionalized within programs and DEQ has administrative alignment among sister agencies and federal partners.

We begin to see the full realization of these partnerships as we work with other agencies to evaluate, refine and align authorities so they achieve their stated objectives, such as achieving water quality standards and TMDL allocations.

DEQ completes internal guidance, policies and procedures for how to plan, track, and report on TMDL implementation progress and watershed health.

### DEQ HAS ACHIEVED THE 20 YEAR VISION WHEN...

DEQ's plans, policies and programs for restoring water quality model and represent best practices to achieve significant environmental results.

DEQ and its partners use consistent methods to plan, track and report on watershed health and restoration efforts.

DEQ uses this information to help guide development and implementation of its programs and activities.

## STRATEGIC PRIORITIES

DEQ identified four strategic areas and associated work tasks where it will focus work to accomplish its goals. DEQ developed a five year workplan detailing the work necessary to achieve the first 5 year goal, summarized below and detailed in Appendix B. In addition, DEQ identified additional areas of work, or enhancements, that it expects will be DEQ's focus in the five to 10 year timeframe and in the 10 to 20 year timeframe to accomplish those subsequent goals.

## Watershed Planning and Restoration

### 1 Strategic Priority Resourcing and capacity

DEQ resources assigned to work in various Oregon basins have varied over time. Development of data and information related to the impact of work done in the basin and further evaluation of funding resources and potential long-term strategies can inform future resourcing strategies.

#### TASKS INCLUDED IN THE 5 YEAR WORKPLAN ▼

- 1.1 Develop case studies to highlight and communicate impact of DEQ resources (e.g., through an intra-basin comparison of impact of DEQ resources)
- 1.2 Develop a long-term funding strategy that evaluates diversification of resources
- 1.3 Create a set of criteria to guide how DEQ approaches analysis, planning and restoration strategies within a watershed

### 2 Strategic Priority Information is used to prioritize program work

A critical challenge for DEQ is to identify the work where its resources and skills can bring the greatest environmental impact. Identifying factors which can lead to various DEQ programs working within a basin can have the greatest lasting impact will be beneficial.

#### TASKS INCLUDED IN THE 5 YEAR WORKPLAN ▼

- 2.1 Develop a process and methods so that DEQ can consider social and economic benefits and considerations to prioritize and guide restoration efforts and TMDL implementation
- 2.2 Define the significant and manageable risks in a watershed (e.g. Develop and institute processes by which there is annual work plans for each basin)
- 2.3 Develop process by which communication of restoration priorities occurs across water quality programs

### 3 Strategic Priority Policy development to support work

Developing and documenting consistent methods and documentation of procedures will support efficient operation of the program and consistent, supportable methods.

#### TASKS INCLUDED IN THE 5 YEAR WORKPLAN ▼

- 3.1 Review and update TMDL IMD
- 3.2 Identify procedures and actions related to TMDL compliance
- 3.3 Quantify conservation measures for temperature, sediment, nutrient, bacteria for five basins



## Watershed Planning and Restoration

### 1 Strategic Priority Resourcing and capacity

#### 5 TO 10 YEAR ENHANCEMENTS ▼

- Identify and document social and economic information to ensure effective use of information such as identifying willing and able partners
- Information is used to prioritize most cost effective projects
- Prioritize funding and restoration opportunities to see improving trend in landscape condition and water quality

#### 10 TO 20 YEAR ENHANCEMENTS ▼

- Revisit metrics and refine if needed
- Investigate new data

### 2 Strategic Priority Information is used to prioritize program work

#### 5 TO 10 YEAR ENHANCEMENTS ▼

- Continue previously identified process improvements
- Basin assessments go from 303 (d) focused to a watershed restoration and protection plan that could be issued as an order
- Basin assessments contain concrete actions and are the core work

#### 10 TO 20 YEAR ENHANCEMENTS ▼

- Action plans process is implemented

### 3 Strategic Priority Policy development to support work

#### 5 TO 10 YEAR ENHANCEMENTS ▼

- Strategically align internal and external resources to achieve basin plans, implement and develop plan
- Actions are incorporated into individual workplans
- All basin coordinators are engaged

#### 10 TO 20 YEAR ENHANCEMENTS ▼

- Work focuses on actions in basin plans

## Watershed Planning and Restoration

### 4 Strategic Priority Partnerships and collaboration

Partnerships are critical to effective implementation of watershed planning and restoration. Strategies to forge common goals and leverage areas of expertise and authorities will ensure that restoration efforts are effective at achieving goals.

#### TASKS INCLUDED IN THE 5 YEAR WORKPLAN ▼

- 4.1 Develop a framework for responding to events with cross-agency involvement
- 4.2 Develop goals and objectives with other agencies
- 4.3 Evaluate use of a conservation registry to document on-the-ground restoration actions that have been implemented
- 4.4 Establish cross-agency timeline and milestones for planning and reporting



Rogue River

## Watershed Planning and Restoration

### 4 Strategic Priority Partnerships and collaboration

#### 5 TO 10 YEAR ENHANCEMENTS ▼

- Identify new partnerships and nurture partnerships at all levels
- Functional commitment from all natural resources agencies and MOUs reflect alignments

#### 10 TO 20 YEAR ENHANCEMENTS ▼

- Partnerships are heavily relied upon and we rely on others to fulfill their commitments





# Permitting and Certification

## 2035 VISION

*DEQ has opportunities to focus on permits with the greatest environmental benefit, because the permitting process is well-defined, transparent and enforceable. DEQ operates its programs efficiently and in coordination with others and uses effective technology to meet customer and business needs.*

## CURRENT STATE

- Permit processes are buffeted by external pressures and events that has resulted in a permit backlog.
- Resources are insufficient to meet program requirements.
- Data systems supporting programs are inadequate to produce the information needed and perform desired functions.
- Customer service is hindered because few permitting transactions can be conducted electronically.

To identify critical points of progress starting from the current state to achieving the sub-program vision in 2035, the following interim goals were identified:

### WITHIN 5 YEARS

DEQ data infrastructure is in place and operational, and able to accept and process electronic information.

Staff and managerial teams are in place with clearly defined roles.

DEQ has data and information that describe program operations. Changes to program operations are based on data and information resulting in more efficient processes and quality work.

### WITHIN 10 YEARS

DEQ achieves transparency with the public by having electronic access to permit-related documents. The public routinely conducts its business with the agency in an electronic manner.

DEQ processes function efficiently and create public trust through transparency. DEQ issues permits and associated documentation on schedule, and documentation supports agency decisions and actions.

Data informs DEQ's processes and resource needs. As a result, DEQ fully understands its resource and skill needs and how to plan for and adapt resources to meet the needs of program.

### DEQ HAS ACHIEVED THE 20 YEAR VISION WHEN...

The public, permit holders and other stakeholders regard DEQ's permitting program as efficient, transparent and capable of producing high quality permits.

DEQ and the public have unfettered access to electronic data, information and documents associated with the permit program.

Operations are efficient as evidenced by meeting key metrics within the program.

DEQ relies on resourcing plans to ensure effective use of resources and revenues to focus efforts on the highest priority work.

## STRATEGIC PRIORITIES

DEQ identified four strategic areas and associated work tasks where it will focus work to accomplish its goals. DEQ developed a five year workplan detailing the work necessary to achieve the first 5 year goal, summarized below and detailed in Appendix B. In addition, DEQ identified additional areas of work, or enhancements, that it expects will be DEQ's focus in the five to 10 year timeframe and in the 10 to 20 year timeframe to accomplish those subsequent goals.

## Permitting and Certification

### 1 Strategic Priority Resourcing and capacity

Given the significant challenges in the permitting program to accomplish major deliverables, DEQ must be able to identify major underlying impediments and develop resourcing strategies based on data. Resourcing strategies must address the utilization of existing resources and long term resource needs.

#### TASKS INCLUDED IN THE 5 YEAR WORKPLAN ▼

- 1.1 Identify and communicate internally and externally barriers associated with accomplishing permitting related work
- 1.2 Develop guidelines for interactions with small communities (e.g. public process involvement, clarify level of service DEQ provides, assistance with obtaining funding, etc.)
- 1.3 Develop and implement plan to evaluate core permitting work of DEQ and associated resourcing needs now through 2025
- 1.4 Evaluate and implement any needed changes to routinely used methods and utilization of resources for accomplishing core permitting work
- 1.5 Evaluate funding and potential revisions to fee structure (e.g., use of fees/GF/OF, updates to fee structures, work funded by revenues). Develop recommendations for future funding and structure

### 2 Strategic Priority Data and information systems to support program

The current data systems supporting DEQ's permitting program are fragile and at high risk of failure. In addition, DEQ's systems have not advanced to meet basic expectations for interactions with the public or permittees. DEQ must make significant data system improvements to meet federally mandated electronic reporting requirements.

#### TASKS INCLUDED IN THE 5 YEAR WORKPLAN ▼

- 2.1 Establish governance structure to support implementation of permitting-related eDMS components
- 2.2 Identify existing permitting-related data systems to be replaced and overall sequencing of effort
- 2.3 Resource planning for data system project development and implementation
- 2.4 Identify potential effects and needed changes to processes and data flows
- 2.5 Develop ownership, operation, and maintenance plan for needed systems not covered by EDMS project
- 2.6 Plan for and develop the next generation of permitting-related data tools that can interact with new data systems

## Permitting and Certification

### 1 Strategic Priority Resourcing and capacity

#### 5 TO 10 YEAR ENHANCEMENTS ▼

- Conduct staffing planning & adjustments based on review of revenue, scope of program work, priorities, etc.
- Implement resource and revenue adjustments consistent with plan

#### 10 TO 20 YEAR ENHANCEMENTS ▼

- Develop resourcing plan that includes structure and implementation focused on nimble use of resources
- Evaluate funding structure to ensure it continues to be equitable and sustainable
- Develop metrics that allow insight into service per dollar spent

### 2 Strategic Priority Data and information systems to support program

#### 5 TO 10 YEAR ENHANCEMENTS ▼

- Replace and modify critical systems according to plan
- Develop and implement plans in coordination with other DEQ data systems to enable feedback loop for data received by permittees

#### 10 TO 20 YEAR ENHANCEMENTS ▼

- Conduct next generation of technology enhancements to ensure DEQ can:
  - conduct all of its business electronically;
  - readily exchange data and information between DEQ and stakeholders and to EPA; and
  - answer questions
- Develop metrics and reports to tell story of measurable environmental outcomes associated with permit-related activities

## Permitting and Certification

### 3 Strategic Priority Process improvement

DEQ's permitting program must use efficient, well-described processes to ensure that permits are issued and complexities resolved in a timely manner. In addition, those issues that are particularly complex and/or controversial are resolved through appropriate and adequate analysis as well as described in complete and clear documentation.

#### TASKS INCLUDED IN THE 5 YEAR WORKPLAN ▼

- 3.1 Implement overall program improvement recommendations
- 3.2 Develop and use issue tracker
- 3.3 Review processes to ensure permitting program processes ensure complex issues receive adequate analysis, documentation, and decision-making.
- 3.4 Evaluate and revise metrics to ensure metrics provide meaningful insight into permitting program.
- 3.5 Support and actively participate in redesign of water quality webpages and internal DEQ sharepoint to improve internal and external access to permit-related information

### 4 Strategic Priority Partnerships and collaboration

DEQ must continue to seek out and strategically leverage partnerships for technical assistance or other areas of expertise and interest outside the agency. In addition, DEQ must cultivate increased collaboration with EPA through the program.

#### TASKS INCLUDED IN THE 5 YEAR WORKPLAN ▼

- 4.1 Prioritize and identify where DEQ wants to explicitly pursue partnerships
- 4.2 HQ and Regions extend invitations and communicate regarding policy development and implementation internally and with EPA



## Permitting and Certification

### 3 Strategic Priority Process Improvement

#### 5 TO 10 YEAR ENHANCEMENTS ▼

- Continue previously identified process improvements
- Identify data & develop process to produce information regarding efficacy of programs
- Conduct regular training for permittees on regulatory requirements

#### 10 TO 20 YEAR ENHANCEMENTS ▼

- Implement staffing/funding plans to ensure resources commensurate with work
- Rules are in place to reduce administrative burdens and allow DEQ to focus on environmentally significant permits
- Permit by rule or general permits when appropriate

### 4 Strategic Priority Partnerships and collaboration

#### 5 TO 10 YEAR ENHANCEMENTS ▼

- Continuously develop and maintain partnerships by tracking processes and reporting (internal & external)
- Develop communication strategies with permittees to create shared expectations for interactions with DEQ and build trust in processes

#### 10 TO 20 YEAR ENHANCEMENTS ▼

- Engage stakeholders to foster trust and understanding
- Strategies to scale efforts commensurate with permittees needs and environmental concern
- Use partnerships with agents to the full extent
- Trust is built through compliance and enforcement of permits



# Funding

## 2035 VISION

*DEQ uses streamlined and integrated processes to improve access to water quality funding, maximizing environmental returns on investment. DEQ incentivizes an integrated approach for water projects (quantity, quality, restoration) through its funding programs, maximizing beneficial environmental outcomes.*

## CURRENT STATE

- Funding of projects may not be coordinated with other funding agencies.
- Funding of projects opportunistically aligns with water quality priorities.
- Revolving loan program has untapped markets for projects other than wastewater treatment infrastructure

To identify critical points of progress starting from the current state to achieving the sub-program vision in 2035, the following interim goals were identified:

### WITHIN 5 YEARS

A single DEQ application for financial assistance regardless of program or funding source.

An efficient, timely process for distributing funds to clients and grantees.

An inward focus and close coordination of water quality funding programs. Internal marketing aligns efforts.

Water quality program objectives are utilized and help water quality programs achieve goals.

### WITHIN 10 YEARS

A universal electronic application for grants and loans is in place.

An outward focus on funding recognizes commonalities among various agency funding sources.

### DEQ HAS ACHIEVED THE 20 YEAR VISION WHEN...

Streamlined processes improve access to water quality funding, maximizing returns on investment. Administrative processes support and incentivize that outcome.

DEQ uses efficient processes and incentivizes an integrated approach for water (quantity, quality, restoration) projects through funding, resulting in maximum water quality benefits. Diversity of funding allows us to achieve our environmental goals.

## STRATEGIC PRIORITIES

DEQ identified four strategic areas and associated work tasks where it will focus work to accomplish its goals. DEQ developed a five year workplan detailing the work necessary to achieve the first 5 year goal, summarized below and detailed in Appendix B. In addition, DEQ identified additional areas of work, or enhancements, that it expects will be DEQ's focus in the five to 10 year timeframe and in the 10 to 20 year timeframe to accomplish those subsequent goals.

## Funding

### 1 Strategic Priority Resourcing and capacity

The State Revolving Fund and CWA 319 grant programs have a need to continually evaluate how best to efficiently provide grant funds to achieve environmental outcomes. Evaluating opportunities to build capacity within existing resources and leveraging knowledge from similar programs will benefit these programs.

#### TASKS INCLUDED IN THE 5 YEAR WORKPLAN ▼

- 1.1 Create revolving fund for failing septic systems
- 1.2 Develop holistic plan for distributing 319 grants and other grants
- 1.3 Evaluate availability and partnering with other loan and grant funding sources (e.g., Centennial Fund in Washington state)
- 1.4 Make statutory and rule changes necessary to fully allocate available funds in SRF program

### 2 Strategic Priority Information is used to prioritize work and funding aligns with water quality priorities

DEQ's funding programs are one component of how DEQ can help to achieve environmental outcomes. Opportunities exist to align data and information from other water quality programs to a greater extent so that DEQ can bring that information in to its funding programs to best achieve environmental outcomes.

#### TASKS INCLUDED IN THE 5 YEAR WORKPLAN ▼

- 2.1 Use water quality assessments, basin plans, TMDL implementation plans, Groundwater Management Area action plans, water quality management plans, etc. to prioritize funding
- 2.2 Address small community water quality issues and develop consistent criteria for funding
- 2.3 Link program activities to environmental outcomes

### 3 Strategic Priority Policy development

The State Revolving Loan Fund program and CWA 319 grant program have an opportunity to strengthen the programs' relationship. In addition, the SRF program has historically underutilized funding opportunities as well as newly available opportunities due to recently passed statutory amendments that need to be evaluated.

#### TASKS INCLUDED IN THE 5 YEAR WORKPLAN ▼

- 3.1 Improve marketing of sponsorship options so entities are aware of funding opportunities
- 3.2 Evaluate and develop policy on funding projects associated with trading
- 3.3 In priority basins, identify opportunities to address point source and nonpoint source WQ impairments and target 319 grant money, SRF loans and sponsorship options towards recipients whose projects can most effectively reduce the impairments
- 3.4 Use TMDL basin coordinators as outreach mechanism

## Funding

### 1 Strategic Priority Resourcing and capacity

#### 5 TO 10 YEAR ENHANCEMENTS ▼

- Staffing planning & adjustments
- Funding (2019 Legislative session)
- Efficiently bring money into the program and passes on to fund environmental priorities

#### 10 TO 20 YEAR ENHANCEMENTS ▼

- Finding additional funding sources as they appear
- Funding sources discovery is an ongoing process
- Diversify funding sources (ex. Centennial Fund in Washington)

### 2 Strategic Priority Information is used to prioritize work and funding aligns with water quality priorities

#### 5 TO 10 YEAR ENHANCEMENTS ▼

- Develop, implement and market education so communities understand what and where opportunities exist

#### 10 TO 20 YEAR ENHANCEMENTS ▼

- Borrower or grantee sees one face so that they can get projects funded

### 3 Strategic Priority Policy development

#### 5 TO 10 YEAR ENHANCEMENTS ▼

- Continue previously identified process improvements
- Identify data and develop process to produce information regarding efficacy of programs
- Market funds to be used in other ways

#### 10 TO 20 YEAR ENHANCEMENTS ▼

- Continue to evaluate and re-evaluate funding and marketing opportunities using data regarding efficacy of programs

## Funding

### 4 Strategic Priority Processes are continually improved, for streamlining and efficiency

Process improvements will allow DEQ to streamline its work and become more efficient. It is the goal to continually work on improving our processes to meet our staff needs.

#### TASKS INCLUDED IN THE 5 YEAR WORKPLAN ▼

- 4.1 Develop and maintain a multi-party communication and implementation plan that describes how various consulting and funding agencies will work cooperatively to identify the most favorable financing options for environmental and infrastructure projects
- 4.2 Upgrade finance and reporting software
- 4.3 Develop expertise and training for SRF staff about urban stormwater, onsite, alternative systems
- 4.4 Integrate processes and develop a comprehensive communication plan for all funding options available
- 4.5 Evaluate application administrative process for cross program alignment
- 4.6 Identify projects that overlap with Oregon's Integrated Water Resources Strategy and DEQ funding (319, SRF)

## Funding

### 4 Strategic Priority Processes are continually improved, streamlining and efficiency

#### 5 TO 10 YEAR ENHANCEMENTS ▼

- Reduce red tape to have ample funding for projects
- Application processes are aligned

#### 10 TO 20 YEAR ENHANCEMENTS ▼

- Institute “one stop shopping” for financing options and applications
- The application process encourages environmental outcomes because of funding efficiencies
- WQ problems are identified and a proactive coordinated approach achieve environmental outcomes





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# Core Programs and Services

Core programs and services are DEQ’s foundational activities; they reflect DEQ’s mission and are the primary way DEQ implements Oregon’s environmental laws. DEQ’s Water Quality Program defines a core program or service as an area of work that includes one or more of the following:

- ✓ Is essential to achieving DEQ’s mission to protect and restore water quality, through DEQ’s unique capabilities  
OR
- ✓ Is legally required through statute, law, regulation, or court order  
OR
- ✓ Fulfills a formalized agreement with delegating, delegated, or partner agencies  
OR
- ✓ Enables a core program or service by providing essential information or data for planning, decision-making, reporting, or progress measurement  
AND SOMETIMES
- ✓ Responds to external expectations

Each core program and service contributes to achieving the mission of DEQ. Most, if not all of these programs, provide a product or service that DEQ, other state or federal agencies or the public rely upon. While not all of these programs have been identified as a priority for significant investment or transformation, it is important that these programs continue to be supported, both in the delivery of their product and services, as well as in their efforts to continuously improve upon the way in which the program is conducted and delivered. Understanding the degree to which impacts on these various programs may result in a decrease in the level of service, risk to meeting mandated requirements, or other critical impacts is important to understand and communicate internally and externally.

There are, however, some instances where DEQ has some level of discretion regarding how and to what degree DEQ provides these services. Several factors influence these decisions. Some of the programs that DEQ must carry out by law include prescriptive requirements for how the work must be done. In other program areas the work may be scalable. For example, DEQ has the flexibility to implement some programs on a watershed by watershed basis or across the state. The source of funding is also a key factor. Certain funds are strictly dedicated to a specific use, whereas other funds can be used for a variety of purposes.

The water quality managers evaluated the extent to which the core programs and services within the water quality program were flexible by qualitatively evaluating the degree to which each program was prescriptive, scalable, or had fungible funding sources. As a result of this evaluation, program areas were categorized into three tiers. The first tier contains the most prescriptive, least scalable and/or least fungible funding sources. The third tier includes programs and services considered to be the most flexible based on level of discretion in conducting the work, high level of scalability and/or high degree of fungibility in the funding source. See Appendix A (core programs spreadsheet). The purpose of this exercise was to develop a baseline level of information that could be used in subsequent program and budget discussions.

In addition, for each program and service area, the water quality managers qualitatively evaluated the current level of resource relative to the stated program objectives—a “1” being a significant resource gap and a “5” representing an ample level of resources. The objective in conducting this exercise is to provide initial insight into the adequacy of the current level of resource in the water quality programs. Managers expect to use this information to inform further discussions as it implements the strategy, implements its operating budget, and provides recommendations to DEQ leadership regarding resourcing as described in the following section.

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# Framework for Planning, Decision-Making and Communication

The 2035 Vision and Strategy sets the long-term goals for the water quality program with specific focus in six sub-program areas: environmental data collection, management, and access; water quality standards, water quality assessments, watershed planning and restoration; permitting and certifications; and funding. It also includes interim goals for each sub-program to help keep the program on track toward achieving the 2035 Vision and Strategy.

The 2035 Vision and Strategy can be used to communicate program priorities and resource needs, and to evaluate and communicate potential impacts resulting from resource shortfalls or the need to shift resources to address new or changing priorities.

The interim goals, strategic priorities and workplans are intended to assist the water quality program with making forward-looking decisions when developing and implementing budgets and making staffing decisions.

For example, DEQ must make decisions throughout the biennium to ensure it does not significantly overspend or underspend its operating budget. DEQ must also make adjustments to its operating budget during the biennium to adjust to information and needs that arise over time.



Willamette Falls In Autumn

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When resource constraints or unexpected requests for new work come in, decisions about whether to discontinue the work, reallocate resources or seek additional resources can be informed by asking the following questions:

- Is the work directly related to DEQ’s core programs and services?
- Can the resource need be addressed by a hiring strategy over time?
- Is the work scalable?
- Is a realignment or reassignment of work possible?
- Can the resource deficit be addressed (in part or in whole) by process efficiencies?
- Can resources be combined to maximize efficiencies and minimize impacts to other work?
- Is the resource need appropriate to address through a new policy option package?

These planning tools can also help address succession questions when vacancies occur such as:

- How do we continue to support the work task or project?
- Are there opportunities to resource identified gaps in core programs and services?
- Are there opportunities to recruit for specific skill sets?

The 2035 Vision and Strategy and the water quality program’s planning process will be synchronized with the agency’s budget development process and will be instrumental in shaping decisions related to requests for new resources (Policy Option Packages) and developing a prioritized list of reduction options.

The water quality Program Management Team will use the workplans and regularly report on progress made according to the workplan and regularly report out to program staff and DEQ’s leadership team.

The interim goals, strategies and workplans are intended to be guideposts that will be revisited, refined and updated on a regular basis to ensure they continue to be relevant and useful for program planning purposes.



## Appendix A – Core Programs and Services

Sub-program	Program area	Requirements (Citation)	Core program or service? y=yes, f=due to funding, m=due to MOU	Overall Flexibility	Resource gap for achieving program goals? 1 = sig. gap; 3 = adequate FTE; 5 = ample FTE
Funding	Clean Water State Revolving Fund	Federal Clean Water Act; 33 USC §1383; ORS 468	y	Low	4
Permitting and Certifications	NPDES wastewater (incl. General Permits and policy dev.)	Federal Clean Water Act § 402 (authorized program)	y	Low	1
Permitting and Certifications	Biosolids	ORS 454.800; 468B.095	y	Low	2
Permitting and Certifications	Onsite Licensing	ORS 454.695	y	Low	2
Permitting and Certifications	NPDES Stormwater (incl. policy dev.)	Federal Clean Water Act § 402	y	Low	1

WQ staff (FTE estimates)	Description of program area and revenues
15.2	DEQ's primary responsibilities for the CWSRF include obtaining capitalization grants from the U.S. Environmental Protection Agency (EPA), soliciting potential interested parties for loans, negotiating loan agreements with eligible public agencies, reviewing and approving payment requests from loan recipients, monitoring the loan repayments, and conducting inspection and engineering reviews to ensure compliance with all applicable laws, regulations, and program requirements.
24	Activities related to issuing and administering NPDES industrial and domestic wastewater permits, both individual and general, municipal and non-municipal. Activities include: civil enforcement; complaint response; compliance assurance/inspections; criminal enforcement; DMR review; permit appeals; permit issuance/renewal; program development and rules; technical assistance; plan review; permit assignment to sources; records management; IMD review and development. Paid for by a combination of dedicated funding (wastewater fees) and fungible sources (General Fund and PPG).
2	Permit activities associated with biosolids including program delegation, complaint response, permits, enforcement, legislative responses, and database management. Program development. Paid for by a combination of dedicated funding (wastewater fees) and fungible sources (General Fund and PPG).
1.4	Program includes anything that has to do with Licensing including processing applications and inspections of pumper trucks, septage management plans, etc. Not fungible--fee funded.
14	Activities related to issuing and administering NPDES stormwater permits, both individual and general. Activities include: civil enforcement; complaint response; compliance assurance/inspections; criminal enforcement; DMR review; permit appeals; permit issuance/renewal; program development and rules; technical assistance; plan review; permit assignment to sources; records management. Paid for by a combination of dedicated funding (wastewater fees) and fungible sources (General Fund and PPG).

## Appendix A – Core Programs and Services

Sub-program	Program area	Requirements (Citation)	Core program or service? y=yes, f=due to funding, m=due to MOU	Overall Flexibility	Resource gap for achieving program goals? 1 = sig. gap; 3 = adequate FTE; 5 = ample FTE
Permitting and Certifications	Onsite implementation	ORS 454.655	y	Low	3
Permitting and Certifications	Wastewater reuse permitting	OAR 340-055-0012	y	Low	1
Permitting and Certifications	Operator Certification	ORS 448.410(1)(c)	y	Low	3
Permitting and Certifications	Pretreatment	OAR 340-045-0063(1); MOA with EPA re: NPDES Program Implementation	y	Low	2

WQ staff (FTE estimates)	Description of program area and revenues
11.5	<p>Implementation of the Onsite sub-program: Contract county or direct service technical assistance and oversight activities. Complaint response activities. Program support. Review of product approval applications, presenting to TRC, drafting and issuing approvals. Technical assistance to the public, consultants, other agencies, etc. Enforcement activities. Administration of the installer and maintenance provider certification program. Variances and denial reviews. Developing fact sheets and rule interpretations. File management. Technical and administrative work performed to process an application. Field work activities related to an application. Rulemaking activities including advisory committee meetings, public hearings, outreach to stakeholders, and EQC presentations. Public records request regarding onsite files including septic system records for individual properties, sewage disposal service records, product approval records and other program and policy records. Review of a land use action for which another agency requires DEQ review, but a DEQ application is not otherwise required. Counties can choose to implement. DEQ would still need to oversee.</p>
1.9	<p>Activities associated with developing and writing permits for graywater reuse and disposal systems, spanning per-permit contacts through permit finalization, including application processing site visits, data analysis, plan review, determination of limits, drafting permits and public involvement. Includes activities related to developing and issuing Tier 3 individual permits as well as writing and issuing general permits, excluding source assignment of coverage under the permit. Activities related to the receipt, processing, review and approval of applications for coverage under a graywater reuse and disposal system general permit, including Tier 1 and Tier 2 general permits. Paid for by a combination of dedicated funding (wastewater fees) and fungible sources (General Fund and PPG).</p>
2.3	<p>Certification Program for Wastewater System Operators: Program Coordination and Development; Wastewater System Classification; Operator Certification &amp; Examination; Technical Assistance and Training. Limited fungibility of funding (majority fee funded)</p>
1.2	<p>Activities related to policy development, permitting, inspections, audits and enforcement of pretreatment requirements. Part of the wastewater sub-program that has a combination of dedicated funding (fees) and fungible funding (General Fund and PPG). There is a specific pretreatment fee.</p>

# Appendix A – Core Programs and Services

Sub-program	Program area	Requirements (Citation)	Core program or service? y=yes, f=due to funding, m=due to MOU	Overall Flexibility	Resource gap for achieving program goals? 1 = sig. gap; 3 = adequate FTE; 5 = ample FTE
Assessments	Integrated Report	Federal Clean Water Act § 303(d), 33 USC 1313(d)	y	Low	2
Permitting and Certifications	401 Certifications--Dredge & Fill	Federal Clean Water Act § 401	y	Low	3
Permitting and Certifications	401 Certifications--Hydro-power	Federal Clean Water Act § 401	y	Low	4



WQ staff (FTE estimates)	Description of program area and revenues
5.8	Preparation of the 305(b) and 303(d) reports on statewide water quality, including follow-up activities to explain and evaluate the reports. General fund and PPG are fungible.
6.2	401 Dredge & Fill Certification policy and program development and coordination, non-certification project review, mitigation banking review team, and training and conferences. Pre-application review for projects. Application review and evaluation for certification of projects. Establishing or modifying 401 Dredge & Fill Fees, including negotiating with stakeholders, running advisory committees on fees, developing rules, developing fee schedules, and attending EQC. Perform inspections to ensure compliance and track program effectiveness. A small portion of the 401 Dredge & Fill sub-program is fungible, but the majority is dedicated fees.
2	Hydroelectric program coordination, training, and policy development, as well as other tasks not chargeable to individual projects that are approved by the Hydroteam. Participation in a Hydroelectric Authorization Review Team (HART) to reauthorize or decommission a water right for a hydroelectric project that doesn't require a FERC license. Development and negotiation of cost estimates and agreements, tracking the hydroelectric program budget, completing time accounting. Participation in the relicensing and reauthorization of a project's water right or FERC license. Participation in reviewing the application to the state of Oregon for 401 Water Quality Certification for a hydroelectric project, and issuing or denying the certification. Oversight of a project's implementation of the protection, mitigation and enhancement measures included in the water right for the project, the 401 certification, and/or the FERC license. Majority of the sub-program is dedicated fees.

# Appendix A – Core Programs and Services

Sub-program	Program area	Requirements (Citation)	Core program or service? y=yes, f=due to funding, m=due to MOU	Overall Flexibility	Resource gap for achieving program goals? 1 = sig. gap; 3 = adequate FTE; 5 = ample FTE
Watershed Planning and Restoration	TMDL planning and development	Federal Clean Water Act § 303(d); 33 USC §1313	y	Low	2
Permitting and Certifications	WPCF (incl. graywater)	ORS 468B.025; ORS 454.610	y	Low	1

WQ staff (FTE estimates)	Description of program area and revenues
14.7	<p>Funded by the 604(b) Water Quality Management Planning Grant, includes: Preparing annual workplans and scheduling activities to insure coordination among monitoring, lab, modeling, basin coordinators, and stakeholder efforts; Planning, scheduling, incorporation of the 303(d) list segments into the existing workloadworkplan; Planning and managing TMDL staff resources, including people, schedules, and funds to maximize program efficiency; Participating in Oregon efforts in developing new guidance to implement revised standards, such as the new temperature and turbidity standards; and Enhance communication and consistency within the TMDL program as well as with related and across WQ programs such as permitting, WQ standards, nonpoint sources efforts, Land Quality programs, and Air Quality programs. Participation In EPA Regional &amp; Nationalnational TMDL-Related Planning Activitiesrelated planning activities funded by EPA grant includes work activities under this task include including Oregon’s participation in EPA Region 10 and national TMDL-related planning activities such as the various multi-state activities needed to insure coordination among adjacent states, EPA, federal action agencies, and the federal services.</p> <p>TMDL development work addressing waterbodies impaired by pollutants from both point sources and nonpoint sources, including: Working on all aspects of TMDL Development-development either TMDL specific or statewide for pre-final TMDLs; review of 303(d) list, data used for listing, and other data useful for TMDL development; collecting and summarizing data for TMDL development; evaluating Beneficial Usesbeneficial uses for TMDL development; identification of pollutant sources; performing water quality analysis including modeling; calculating Loading Capacity; determining Waste Load and Load Allocations, Margin of Safety, Seasonal Variation, and Reserve Capacity; developing WQMP; TMDL documentation (document preparation and distribution); public aspect of TMDL development (attending public meetings, watershed council meetings, other stakeholder meetings, hearings, etc as necessary to determine TMDLs).all components of a TMDL and developing WQMP; TMDL documentation; stakeholder and public involvement. Also includes participation in litigation. Funding fungible (General Fund and PPG); some Lottery Funds, which are less fungible. Planning grant from EPA not fungible.</p>
8.5	<p>Activities related to issuing and administering WPCF, both individual and general. Activities include: civil enforcement; complaint response; compliance assurance/inspections; criminal enforcement; DMR review; permit appeals; permit issuance/renewal; program development and rules; technical assistance; plan review; permit assignment to sources; records management. Excludes reuse, graywater, and WPCF stormwater UIC. Includes WPCF Onsite. Paid for by a combination of dedicated funding (wastewater fees) and fungible sources (General Fund and PPG).</p>

## Appendix A – Core Programs and Services

Sub-program	Program area	Requirements (Citation)	Core program or service? y=yes, f=due to funding, m=due to MOU	Overall Flexibility	Resource gap for achieving program goals? 1 = sig. gap; 3 = adequate FTE; 5 = ample FTE
Standards	Water Quality Standards Establishment & Review	Federal Clean Water Act; 33 USC §1313(c); 33 USC §1315;	y	Low	2
Permitting and Certifications	Permit fee administration	ORS 468.065(6)	y	Low	2
Permitting and Certifications	Permit coordination and administration; compliance reporting	CWA section 402; 40 CFR 124; ORS 468B.025; 468B.035(1); MOA with EPA for NPDES program administration	y	Low	2

WQ staff (FTE estimates)	Description of program area and revenues
4.5	Review and revise existing water quality standards. Activities may include performing literature searches, stakeholder involvement. Interpreting existing standards, including the production of Non-point Source and Point Source guidance and conservation measures. General fund and PPG are fungible.
1.5	Establishing or modifying Wastewater Permitting fees (industrial domestic and storm-water), including, but not limited to: negotiating with stakeholders, running advisory committees on fees, developing rules, developing fee schedules, and attending EQC to talk about fees. Amend fee table to increase fees for all National Pollution Discharge Elimination System and Water Pollution Control Facility permits by up-to-3 percent to address increased water quality permit program costs. Work includes all elements necessary for rulemaking, including but not limited to research, analysis, document preparation, outreach and implementing rulemaking procedures. Activities to administer payment of fees involving preparation of invoices, correction and cancellation of accounts, receipt of payments and collection of past due. Paid for by a combination of dedicated funding (wastewater fees) and fungible sources (General Fund and PPG).
8.5	Activities related to the development, interpretation and communication of policy, rules and guidance that is applicable to the entire wastewater permitting program. Base program activities involving planning, coordination, budget, reporting, staffing, performance management and other similar activities. Entry, processing and transmission of NPDES Permit, DMR and related data. Paid for by a combination of dedicated funding (wastewater fees) and fungible sources (General Fund and PPG).

# Appendix A – Core Programs and Services

Sub-program	Program area	Requirements (Citation)	Core program or service? y=yes, f=due to funding, m=due to MOU	Overall Flexibility	Resource gap for achieving program goals? 1 = sig. gap; 3 = adequate FTE; 5 = ample FTE
Permitting and Certifications	Underground Injection Control	40 CFR 144.82 (UIC requirements); ORS 468B.195 (gives EQC authority to implement UIC program)	y	Low	1
Environmental Data Collection, Management and Access	Groundwater monitoring	ORS 468B.190; ORS 468B.177(3) requires DEQ to monitor in GWMA	y	Medium	3
Permitting and Certifications	Water Quality Trading Program	ORS 468B.555(1); OAR rules under development	y	Medium	1
Watershed Planning and Restoration	Complaint response	ORS 468.035(1)(j); 468.090(1)	y	Medium	2

WQ staff (FTE estimates)	Description of program area and revenues
2.9	<p>2 Program components: (1) UIC rule authorization (not WPCF) program updates, reauthorization, rule revisions, development of implementation plans, guidelines documents, MOUs, responding to EPA inquiries, quarterly EPA reporting, etc. Violation response, administrative orders and NONs. Rule authorization review, database entry and forwarding of sites to regions for permits. Database maintenance, deletions, queries, updates and reports. Establishing or modifying UIC fee, including, but not limited to: negotiating with stakeholders, running advisory committees on fees, developing rules, developing fee schedules, and attending EQC. RA issuance, plan review, closure, preapplication consultation, design review, RA letter, data entry and public comment. Field inspection preparation, conduct and follow-up. Including inspection/compliance training. Complaint response and technical assistance to control sources, limit pollution to groundwater, and assure registration inventory. (2) Activities related to issuing and administering WPCF stormwater UIC permits (not UIC rule authorization). Activities include: civil enforcement; complaint response; compliance assurance/inspections; criminal enforcement; permit appeals; permit issuance/renewal; program development and rules; technical assistance; plan review; and records management. Fungible funding (PPG portion is very small, permit fees, some general fund)</p>
5.1	<p>Fungible funding (General fund and PPG); however, EPA sets a recommended target in the 106 appropriation for the amount states should spend on Groundwater.</p>
1.2	<p>Evaluate proposed trading activities implemented through the NPDES permit program and develop permit conditions to regulate these trades. Grant funds not fungible. Fees, general fund and PPG also funding sources.</p>
0.9	<p>Wastewater complaints: combination of dedicated funding (wastewater fees) and fungible sources (General Fund).</p> <p>Onsite complaint response is not fungible. Nonpoint source complaint response less fungible due to funding sources.</p>

## Appendix A – Core Programs and Services

Sub-program	Program area	Requirements (Citation)	Core program or service? y=yes, f=due to funding, m=due to MOU	Overall Flexibility	Resource gap for achieving program goals? 1 = sig. gap; 3 = adequate FTE; 5 = ample FTE
Permitting and Certifications	Data Management (implementation of permitting systems and web maintenance)	various federal requirements for data maintenance, verification, and reporting	y	Medium	1
Funding	Administration of CWA section 319 grants and sub-grants	Federal Clean Water Act § 319	y	Medium	3
Watershed Planning and Restoration	Drinking Water Source Water Assessments and Protection (including SDWIS monitoring)	Federal Safe Drinking Water Act Section 1453; ORS 448.277; ORS 468B.015	f, m	Medium	3
Environmental Data Collection, Management and Access	TMDL development monitoring	Federal Clean Water Act § 303(d); 33 USC §1313	y	Medium	1
Watershed Planning and Restoration	TMDL Enforcement	ORS 468.035(1)(j); 468.090(2)	y	Medium	1



WQ staff (FTE estimates)	Description of program area and revenues
1	Support for Water Quality data systems and Web maintenance, including LLID Tool, On-site database, PCS-II, Sewage Disposal Services (SDS) database, TMDL Address Matching Tool, Wastewater Operator Certification Program (STP), Water Quality Permit Application Tool, and WQSYS.
1.3	Distribute 319 grants to fund project proposals in Oregon’s priority basins based on TMDL implementation, 303(d) listings, GWMA’s, and Drinking Water Source Areas. Administer 319 Grants. Prepare an annual report of NPS program accomplishments. Determine with EPA potential NPS success stories documenting either that the water body is meeting WQS or making water quality progress under EPA’s national measures. Enter GRTS 319 project tracking mandated data elements by national deadlines, including pollutant load reductions, as available. Some amount of funding is fungible; subject to EPA’s oversight.
4.6	Compiling GIS data from assessments, providing program oversight, and providing technical assistance to public water systems and communities for development and implementation drinking water protection plans. Funded per IAA through OHA; DEQ administers Clean Water Act under existing authorities in source waters; includes limited toxics monitoring above intakes and groundwater wells
3	Funding fungible (General Fund and PPG); some Lottery Funds, which are less fungible.
0.5	Required function that is not currently explicitly resourced. General Fund and PPG are very fungible, but Lottery Fund is less fungible.

# Appendix A – Core Programs and Services

Sub-program	Program area	Requirements (Citation)	Core program or service? y=yes, f=due to funding, m=due to MOU	Overall Flexibility	Resource gap for achieving program goals? 1 = sig. gap; 3 = adequate FTE; 5 = ample FTE
Environmental Data Collection, Management and Access	Beach monitoring	Data is used for health advisories. May be used for 303(d) impairment listings. 303(d) list required, but not required that DEQ do the monitoring	f	Medium	2
Watershed Planning and Restoration	GWMA implementation, designation and de-listing following recovery, incl. aquifer storage, recovery, recharge	ORS 468B.162; .180; .184; .188	y	Medium	1
Watershed Planning and Restoration	Integrated Water Resources Strategy implementation	ORS 536.220 requires EQC to assist in development of IWRS but doesn't address implementation	m	High	3

WQ staff (FTE estimates)	Description of program area and revenues
1.4	Funded by a pass-through grant from OHA. Scalable based on the amount of money that we get from OHA. Condition of grant.
2.6	Some aspects of DEQ's work required; others discretionary. Includes coordination of statewide groundwater protection program. Includes sponsoring state-wide meetings, drafting or commenting on proposed rules and policies; liaison with US EPA, Health Division, other state and federal agencies; drafting reports; coordinating groundwater protection activities. Planning, implementation, and coordination of hydrogeologic studies on groundwater quality and groundwater contamination. Includes technical assistance on groundwater protection issues, rules policies, and guidance. Includes groundwater review of aquifer storage recovery or aquifer recharge projects. Groundwater evaluation in designated groundwater management areas. Includes planning, data and information review, groundwater sampling, laboratory analyses, data management, data evaluation, and report writing. Planning, implementation, and coordination of groundwater management area activities. Fungible funding sources; however, EPA sets a recommended target in the 106 appropriation for the amount states should spend on Groundwater.
3.2	DEQ is signatory to the state's IWRS Strategy that was adopted by the Water Resources Commission (considered analogous to an MOU for purposes of this strategy.) Implementation of the Integrated Water Resources Strategy: Work with other agencies, tribal and local officials, community members, watershed councils and other stakeholders to accelerate achievement of environmental outcomes by collaborating with other natural resource agencies on development and implementation of salmon recovery plans and water quality improvement plans. Provide support for local integrated water resource planning efforts by providing technical assistance and water quality information as needed during the development of plans.

# Appendix A – Core Programs and Services

Sub-program	Program area	Requirements (Citation)	Core program or service? y=yes, f=due to funding, m=due to MOU	Overall Flexibility	Resource gap for achieving program goals? 1 = sig. gap; 3 = adequate FTE; 5 = ample FTE
Watershed Planning and Restoration	NPS Implementation (in the absence of a TMDL); including Ag Water Quality Management Plan Biennial Reviews	Federal Clean Water Act § 319; reviews of Ag WQMPs OAR 340-042-0080(3)	y	High	2
Watershed Planning and Restoration	TMDL implementation (incl. receipts authority work)	Federal Clean Water Act § 303(d) and § 319	y	High	1
Environmental Data Collection, Management and Access	Ambient monitoring	Data used for various water quality programs, including informing WQS development, assessments, etc.	y	High	3
Environmental Data Collection, Management and Access	DEQ's work regarding Volunteer monitoring		y	High	1

WQ staff (FTE estimates)	Description of program area and revenues
3.4	Nonpoint source pollution control activities for impairments that are not addressed by a TMDL. Activities include: technical support to development of loading allocations and TMDLs throughout the state in priority basins; technical support to existing areas where a TMDL is in place; soliciting applications for 319 grants and administering grants in the same priority areas; participation in these same activities in other basins, including assistance with early TMDL development; technical assistance for projects that reduce NPS pollution; commenting on Ag Area Plans and Rules; and complaint response and follow-up enforcement action. Funded by CWA 319; not fungible
9.2	TMDL implementation for parameters addressed in the TMDL. Work includes: Distributing TMDL documents and related information, and developing fact sheets, website, etc.; planning and coordinating activities implementation; working on nonpoint source implementation strategies to achieve LAs; providing assistance to DMAs to address TMDLs and track progress, including working on committees; conducting water quality trend and BMP effectiveness monitoring; responding to complaints and taking enforcement actions related to TMDL implementation; providing public involvement opportunities and technical assistance on TMDL implementation; and other activity as described in the TMDL and NPS Q-Time Charging Guide. Provide support to permit writers in interpreting WLAs and understanding implementation issues. General Fund and PPG are very fungible, but Lottery Fund is less fungible.
4.2	Performance Partnership Agreement for 130 ambient water quality stations 6 times per year. Long established network. General fund and PPG are very fungible.
1.5	Volunteers can gather data that DEQ doesn't have the resources to do. Sometimes use the data for TMDL development, basin reports, conservation effectiveness, 303(d) listings. This work is not required; however, data collected by 3rd parties contributes to DEQ's efforts to do core work. Fungible funding (PPG and general fund).

## Appendix A – Core Programs and Services

Sub-program	Program area	Requirements (Citation)	Core program or service? y=yes, f=due to funding, m=due to MOU	Overall Flexibility	Resource gap for achieving program goals? 1 = sig. gap; 3 = adequate FTE; 5 = ample FTE
Assessments	Conservation Effectiveness Partnership - Planning and data analysis	May be necessary as a condition of CZARA program approval per CZARA §6217(a), 16 U.S.C. 1455b.	m	High	1
Watershed Planning and Restoration	Pesticide Stewardship Partnership	Program initiated to address waters identified as impaired by pesticides	y	High	2
Assessments	Oregon Water Quality Index	Key Performance Measure reporting	y	High	3

WQ staff (FTE estimates)	Description of program area and revenues
0.1	MOU in place for DEQ to work with Conservation Effectiveness partners with the objective nonpoint source and TMDL implementation effectiveness. DEQ has unique knowledge of how it can be done. Funding fungible (General Fund and PPG); some Lottery and 319 NPS Funds, which are less fungible.
6.7	Part of a joint collaborative statewide Pesticide Stewardship Partnership program with and funded by Oregon Department of Agriculture, work includes internal and external project planning and coordination, monitoring, and data analysis and interpretation. Funded by a pass-through agreement from ODA and .5 FTE of 319 dollars.
0.2	General fund and PPG are very fungible.

## Appendix A – Core Programs and Services

Sub-program	Program area	Requirements (Citation)	Core program or service? y=yes, f=due to funding, m=due to MOU	Overall Flexibility	Resource gap for achieving program goals? 1 = sig. gap; 3 = adequate FTE; 5 = ample FTE
Assessments	Basin Reports and Action Plans	Compliance Schedule Litigation Settlement Agreement (Paragraph VII) (effective until 2020) requires DEQ to hold watershed level “data meetings” in one priority watershed per DEQ region each year. DEQ chose Basin reports to comply with requirement.	y	High	2
Environmental Data Collection, Management and Access	Toxics monitoring – regulated pollutants	Indirect	y	High	3
Watershed Planning and Restoration	Nonpoint Source policy development	Federal Clean Water Act § 319	y	High	3



WQ staff (FTE estimates)	Description of program area and revenues
0	Regional component: Basin Report project management and coordination; report writing, editing, and reviewing; sub-program contacts; and review of external information and reports. HQ component: Interpretation of water quality data; report writing, editing, review; graphics and map production; sub-program contacts; and identifying and prioritizing data gaps for future actions. Funding fungible (General Fund and PPG); some Lottery Funds, which are less fungible.
3.5	Funding fungible (General Fund and PPG); some Lottery Funds, which are less fungible.
1.2	Coordinate with the Oregon Department of Land Conservation and Development (DLCD) on the Oregon Coastal Nonpoint Pollution Control Program (CNPCP). Coordinate with state and federal natural resource managers on meeting water quality goals and objectives. Best management practices development/implementation. Coordination between stakeholders. Liaison support staff to other state and federal agencies. Development of UAA/SSC as related to NPS activities. Update nonpoint source management plan. Some amount of funding is fungible; subject to EPA's oversight.

## Appendix A – Core Programs and Services

Sub-program	Program area	Requirements (Citation)	Core program or service? y=yes, f=due to funding, m=due to MOU	Overall Flexibility	Resource gap for achieving program goals? 1 = sig. gap; 3 = adequate FTE; 5 = ample FTE
Watershed Planning and Restoration	Ag Monitoring Strategy	Supports Integrated Report and TMDL required duties	m	High	2
Environmental Data Collection, Management and Access	National Aquatic Resource Surveys		No	Discretionary	4
Assessments	Mixing Zone studies / characterization		No	Discretionary	2
Assessments	Other Assessment Reports associated with special studies (e.g., Columbia toxics)		No	Discretionary	3
Environmental Data Collection, Management and Access	Special monitoring projects		No	Discretionary	4
Assessments	Environmental Report Card		No	Discretionary	3

WQ staff (FTE estimates)	Description of program area and revenues
0.1	Reviewing Dept. of Agriculture monitoring strategy. Informs receipts authority work for ODA-funded monitoring. Funding fungible (General Fund and PPG); some Lottery Funds, which are less fungible.
1.4	DEQ either accepts grant money from EPA and does the work or declines the grant money and does not do the work. May be some opportunities for efficiencies with other monitoring activities.
0.1	Paid for by a combination of dedicated funding (wastewater fees) and fungible sources (General Fund and PPG).
0.2	General monitoring funds or federal funds used to develop specialized or focus assessments.
1.2	Funding fungibility depends on how the special monitoring project is funded.
0	General fund and PPG are fungible.

## Appendix A – Core Programs and Services

Sub-program	Program area	Requirements (Citation)	Core program or service? y=yes, f=due to funding, m=due to MOU	Overall Flexibility	Resource gap for achieving program goals? 1 = sig. gap; 3 = adequate FTE; 5 = ample FTE
Environmental Data Collection, Management and Access	New monitoring technology (microbial source tracking (MST) review)		No	Discretionary	5
Environmental Data Collection, Management and Access	Regional monitoring summit/ interagency coordination		No	Discretionary	3
Environmental Data Collection, Management and Access	Toxics monitoring – toxics of emerging concern (non-regulated pollutants)		No	Discretionary	3
Environmental Data Collection, Management and Access	Oregon Plan Biomonitoring		No	Discretionary	3

WQ staff (FTE estimates)	Description of program area and revenues
0.05	General fund and PPG are fungible.
0.29	General fund and PPG are fungible.
3	Periodically screen. Other agencies also do this work. Funding fungible (General Fund and PPG); some Lottery Funds, which are less fungible.
2.5	Biomonitoring conducted as part of Oregon Plan for Salmon and Watersheds. General fund and PPG are fungible.

# Appendix B – Five Year Workplans

## ENVIRONMENTAL DATA COLLECTION, MANAGEMENT, AND ACCESS

Environmental Data Collection, Management, and Access	Description	Lead	Dependencies/ Critical Inputs	Major Milestones	Target for Initiation	
<b>Strategy #1</b> Information and data accessibility from other agencies, quality and measurement of environmental outcomes						
Task 1.1	Improve accessibility of DEQ's historic data	DEQ's water quality data is needed routinely in water quality programs. DEQ's environmental data management database is no longer supported and difficult to access internally and externally. DEQ data will be migrated to EPA's database, STORET as an interim solution.	B Boling		Data uploaded to STORET or PNWWQX.	initiated
Task 1.2	Perform data clean-up of DEQ's existing water quality data	DEQ's water quality data is in need of significant review and clean up. A systematic approach will be needed to address known issues with DEQ's historic data.	B Boling	Decision will need to be made regarding the timing of data clean-up--it can be performed as resources allocated or at the time of data migration into new data system.	Overall project plan. Station clean-up will need to be performed as first step. Other data quality issues will follow.	2016
Task 1.3	Implement outcomes/elements of DEQ Environmental Data Management Suite efforts to put in place replacement environmental data repository system for DEQ's environmental data	Develop plans and actions as part of EDMS implementation to replace LASAR system and address other documented business needs of the Agency	B Boling	EDMS process and project plan		2016

Target for Completion	Deliverable(s)	Resources	Measurements of Success			Task Status On Time; At Risk; or Delayed
Late 2016	Data accessible through STORET or PNWWQX	Lab ISS staff	Data retrieved easily by any DEQ staff person or member of the public			
2018	DEQ's historic water quality data is of good quality	Lab staff to QA and resolve data issues	Progress according to plan			
2018	DEQ replacement environmental data storage database in place	to be specified in EDMS project plan	Progress according to plan			

Environmental Data Collection, Management, and Access		Description	Lead	Dependencies/ Critical Inputs	Major Milestones	Target for Initiation
Task 1.4	Develop documented processes for conducting water quality analyses to respond to program needs and questions	Document processes and approaches used to answer water quality program questions about water quality and sources of pollution. Documentation will include documenting questions analyses and modeling designed to answer, overall study design, data collection and assembly, and interpretation to answer those needs. Documentation will be used as support tool for TMDL planning and assessment assessments.	G Foster	Gather information regarding what data DEQ staff need and data amounts and types data modelers need to answer questions.	Development of basic spreadsheet in place to track non-point source data collection efforts and rationale to obtain initial functionality	2015
Task 1.5	Develop and use documented processes for data pulls to assemble statewide data; place documentation in “library” for centralized DEQ access	Develop library for queries and R script for doing data pulls and data analysis. Library would be available to DEQ staff to remove replication of work. DEQ would make information available to the public by request.	G Foster and Lab Tech Services Manager	Other similar needs may exist within the agency and water quality program will need to coordinate with other efforts and user groups, e.g., air monitoring.	Evaluation of other DEQ program needs	TBD
Task 1.6	Establish consistent metrics for measuring success/outcomes and identify repository for resultant data	DEQ will develop a plan for the form of analyses, location of documentation, repository of results/metrics/ analyses.	G Foster	Evaluate viability of partnership with OWEB to use OWRI database to house information	Identify where data housed; develop and document metrics and SOPs.	2016



Target for Completion	Deliverable(s)	Resources	Measurements of Success			Task Status On Time; At Risk; or Delayed
January 2017	Final product will be SOP contained in document and made available both internally and externally. Spreadsheet will be enhanced to keep track of the study questions, the types of data being collected and analyses performed to answer study questions.	TMDL staff	Processes documented and routinely placed in central location			
	SOPs and location for library	TMDL development staff; other staff depending upon agency needs	Processes documented and routinely placed in central location			
2017	Metrics; and SOPs for metric calculations and use of repositories	TMDL Development staff; other staff depending upon repository used	Metrics routinely used internally and externally	Metrics provide relevant information to agencies, stakeholders		

Environmental Data Collection, Management, and Access	Description	Lead	Dependencies/ Critical Inputs	Major Milestones	Target for Initiation	
<b>Strategy #1</b> Information is used to guide and prioritize work						
Task 2.1	Develop and institute processes to align agency data collection and assessment efforts with water quality program needs and priorities	Processes and decision-making informed by program experts and managers and informed by budget and resource availability	J Wigal and B Boling		Charter and organize processes	underway
Task 2.2	Develop inventory of water quality data needs and overall strategy for water quality data collection and acquisition	DEQ identifies data needs from water quality programs and documents the sources of those data. One component is updating its monitoring strategy/Gant chart to document which data DEQ collects and how it approaches the data collection. Strategy will have a 5 year time horizon and be updated every 1-2 years to incorporate changes in data needs, newly identified gaps, etc.	J Wigal and B Boling	Uses priority and resource direction from Data and Assessment Governance Committee.	Data needs inventory developed from water quality subprograms and other state agencies. Evaluates opportunities for data sharing with other agencies and sources.	January 2016; periodic review and updates (rolling 2 year time period).
Task 2.3	Resource plan to fulfill priority water quality program data needs	Based on priority data gaps identified in Environmental Monitoring Data Strategy (Task 1.2), identify resource (FTE or \$) gaps needed to collect or procure information, options for obtaining, include leveraging others' resources.	J Wigal and B Boling	Tasks 1.1 (Process to determine data and assessment priorities) and 1.2 (WQ Data Needs Inventory and Strategy)		Jan. 2018

Target for Completion	Deliverable(s)	Resources	Measurements of Success			Task Status On Time; At Risk; or Delayed
Dec. 2015	Governance structure and process; documented by charters	WQ Managers; relevant staff	Decisions made routinely regarding priorities			
June 2016; every 2 years thereafter	Document and gaant charts detailing data sources; Priority data needs to resource;	Various WQ sub-programs develop list of priorities; governance structure to guide process	program data and assessment needs documented and routinely updated			
June 2018	Resource plan to fill priority data gaps (includes long-term plan, leveraging other agencies/entities, seeking resources where appropriate).	WQ Managers; relevant staff	Plan developed	Plan used for budgeting, resource planning efforts		

Environmental Data Collection, Management, and Access	Description	Lead	Dependencies/ Critical Inputs	Major Milestones	Target for Initiation
<b>Strategy #3 Partnerships and collaboration</b>					
Task 3.1	Evaluate and identify key volunteer monitoring support resource needs; evaluate implement viable options for filling resource gaps	B Boling and A Borisenko			
Task 3.2	Work with partners and state agencies to ensure data sharing and accessibility efforts with OWEB, ODF, OWRD, ODFW, ODA, and INR at the statewide level	G Foster and A Borisenko	DEQ will engage in a supporting role in statewide efforts. Implementation of EDMS will help realize DEQ's role in overall effort by allow access to DEQ data from portal as well as enabling volunteer data submittal.	DEQ implementation of EDMS.	initiated

Target for Completion	Deliverable(s)	Resources	Measurements of Success			Task Status On Time; At Risk; or Delayed
	Gap analysis and resource plan	WQ lab manager; volunteer monitoring coordinator	Documented needs and plan are put into action			
ongoing	DEQ point of contact; strategies for support of enterprise effort					

## WATER QUALITY STANDARDS

Water Quality Standards	Description	Lead	Dependencies/ Critical Inputs	Major Milestones	Target for Initiation
<b>Strategy #1</b> Information used to prioritize work					
Task 1.1	Identify water quality data needed to evaluate new or amended standards	J Wigal	Timeline and scope of the standards project; triennial review		Jan 2016
Task 1.2	Develop long-term plan for WQS revisions and associated implementation methods that evaluates priority revisions and includes timeframes and staffing	J Wigal	Internal and external input on needs and priorities	Current program plan; Triennial Review updates to program plan	Jan 2016
Task 1.3	Establish process by which standards program will standardize and incorporate feedback and needs from water quality programs in establishing priorities (e.g., assessments, permitting, TMDL development, drinking water source protection, etc.)	J Wigal	Documentation of issues and conclusions from WQ programs	Identify which aspect of process will be addressed by Triennial Review and any process occurring separately	2017

Target for Completion	Deliverable(s)	Resources	Measurements of Success			Task Status On Time; At Risk; or Delayed
Aug. 2016; ongoing	documented needs incorporated into Lab monitoring planning	WQS staff; Lab staff	Information provided to Lab on timeline required for planning			
Aug 2016	Standards program workplan; Triennial Review Report and Recommendations; Process documentation	Project lead; administrative support; manager review; water quality program staff input	Positive feedback on triennial review process from public, EPA			
2018	Documented process that DEQ will routinely and predictably use	WQS program lead; WQ program staff	Process routinely used within water program; periodic status check within program			

Water Quality Standards		Description	Lead	Dependencies/ Critical Inputs	Major Milestones	Target for Initiation
Task 1.4	Implement high priority standards projects	Rulemaking projects to revise copper Aq. Life criteria, bacteria and address temperature; make georeferenced WQS information available	J Wigal		Proposals for public comment; EQC adoption	In progress
<b>Strategy #2 Policy development</b>						
Task 2.1	Implement and support compliance strategy approaches for temperature and toxic pollutants	Variances are likely to be need for multiple permittees and will need to be supported and developed as water quality standards	J Wigal	Situations and fact sets identified in conjunction with permit program	Overall workplan of needed and prioritized efforts	initiated; work plan by Feb. 2016
Task 2.2	Develop or refine methods for interpreting and applying narrative standards (e.g. sediment, biocriteria, toxics, nuisance algae, etc.)	Prioritize in assessment program review and triennial review processes.	J Wigal	Data and/or methods are available; WQS long term plan	Prioritize and develop project plans according to WQS long-term plan	2017



Target for Completion	Deliverable(s)	Resources	Measurements of Success			Task Status On Time; At Risk; or Delayed
Aug 2016 to Spr 2017	Proposed rule amendments to EQC for adoption and submit to EPA for approval; associated implementation documents	WQS staff, GIS resource, other DEQ resources as identified by plan	Rules adopted by EQC	Revised standards approved by EPA	Program staff understand how to implement the standards	
2016	Workplan; variances	WQS staff; permitting staff	Progress according to plan			
2019	Proposed rules and/or implementation documents	Assessment, lab, permitting, TMDL staff.	Progress according to plan			

Water Quality Standards		Description	Lead	Dependencies/ Critical Inputs	Major Milestones	Target for Initiation
<b>Strategy #3</b> Processes are continually improved						
Task 3.1	Evaluate and identify opportunities for WQS process efficiency	Conduct projects to test ideas related to improved efficiency of standards projects. Evaluate advantages and concerns.	J Wigal		Evaluate opportunities with planned 2015/2016 WQS reviews	fall 2015
Task 3.2	Evaluate collaboration opportunities among Region 10 states, EPA, others (e.g. data evaluation, developing standards, goals, approaches)	Checklist for standards review includes compiling information from other states; solicit EPA assistance; schedule information sharing meetings with R10 states; evaluate opportunities during triennial review process	J Wigal		Evaluate opportunities with planned 2015/2016 WQS reviews; use as input into triennial review process	fall 2015
Task 3.3	Implement WQS process improvements	Implement opportunities identified in Task 3.1	J Wigal			Jan. 2016

Target for Completion	Deliverable(s)	Resources	Measurements of Success			Task Status On Time; At Risk; or Delayed
March 2016; ongoing	Plan to incorporate process efficiencies	WQS staff	Progress according to plan			
June 2016; ongoing	Identified collaboration opportunities; roles of DEQ, EPA, and states defined	WQS staff	Checklist used during WQS review process			
fall 2016; ongoing	Documented processes incorporating efficiencies	WQS staff	Progress according to plan			

## WATER QUALITY ASSESSMENTS

Water Quality Assessments		Description	Lead	Dependencies/ Critical Inputs	Major Milestones	Target for Initiation
<b>Strategy #1</b> Resourcing and capacity						
Task 1.1	Evaluate short-term strategies for best use of existing resources for work related to developing assessments	Evaluate short-term roles and responsibilities need to revamp Integrated Report process; other concurrent priority assessment work; Identify longer term roles and responsibilities for routine production of Integrated Report and other priority WQ assessments.	J Wigal and B Boling	Clear description of accountabilities; input and engagement from assessment staff		Fall 2015
Task 1.2	Develop resource plan and roles and responsibilities for new Integrated Report production process and other assessment work	A five to ten year plan to evaluate resources and needs, and strategies to achieve resourcing needs	J Wigal	Based on additional resources from 2015 legislative session, expected changes over time, data system implementation, document resource needs for future processes.		Sept. 2016

Target for Completion	Deliverable(s)	Resources	Measurements of Success			Task Status On Time; At Risk; or Delayed
Feb. 2016	Recommendation(s) for staff work associated with water quality assessments. Assignments align work with staff to reflect assessment priorities and define own consult for various tasks.	Lab manager, Assessments manager; WQ monitoring manager; assessments staff	Documented roles and responsibilities			
Mar. 2017	5-10 year assessment work products and resource plan	Assessments staff, Assessments and Tech Services manager, various DEQ staff	Plan developed according to project plan	Plan guides work planning for associated staff		

Water Quality Assessments	Description	Lead	Dependencies/ Critical Inputs	Major Milestones	Target for Initiation	
<b>Strategy #2</b> Information Is used to prioritize program work						
Task 2.1	Develop overall relationship and scope for DEQ's assessments; establish long-term objectives for how assessment work and products relate	Identify the key questions DEQ's assessments need to answer from public and program perspectives. Identify relationships and outputs associated with assessment products to answer assessment questions.	J Wigal and A Borisenko		group convened	immediate
Task 2.2	Define how water quality programs use assessment information	Identify uses for outputs of assessment products. Identify cross-connections that should be made within process and overlap with other water quality sub-programs (e.g., data used for TMDL development, permit reasonable potential analysis, etc.).	J Wigal and A Borisenko	Build upon Task 2.1	gaps are identified	Dec. 2016
Task 2.3	Further define assessment relationships and develop data flows and outputs among assessments and DEQ programs	Develop detailed data flows, schematics and specifications for outputs for various assessment work products, including Integrated Report, Basin Assessments, and Environmental Report Card.	J Wigal and A Borisenko	Build upon Task 2.2	connections are defined	Feb. 2016
Task 2.4	Develop and institute processes to facilitate sub-program use of state-wide water quality trends and needs from Integrated Report and Basin Assessments	Basin Action Plans guide Basin Coordinator work, however a mechanism is needed to periodically (~2 year interval) pull information together to identify high level trends for water quality standards revisions, data gaps, water quality program resource needs, etc.	J Wigal			

Target for Completion	Deliverable(s)	Resources	Measurements of Success			Task Status On Time; At Risk; or Delayed
Jan. 2016	Strategic document	Document used to guide scope and direction of assessment work				
Feb. 2016	Addendum to strategic document	Document used as critical input in defining data flows for various assessments				
March 2016	High level roadmap, diagrams of what the relationships are	Document used as critical input for design of assessment production and outputs				
		Sub-program staff regularly use information from Integrated Report and Basin Assessments				

Water Quality Assessments	Description	Lead	Dependencies/ Critical Inputs	Major Milestones	Target for Initiation	
<b>Strategy #3</b> Information is accessible and of high quality						
Task 3.1	Plan and implement assessment data system infrastructure	Identify, configure (and/or develop), and implement suite of systems and/or components needed to support routine assessments (primarily Integrated Report), based on business requirements and specifications	Lab Tech Services Manager	Task 3.2 (Business Requirements and Needs); Task 3.3 (Data analysis and processes); understand and incorporate any relevant connections/intersections/dependencies with Environmental Data Management Suite	Project plan; assignment of resources (FTE and/or \$\$)	Nov.
Task 3.2	Define business requirements and needs of assessment products (primarily Integrated Report)		J Wigal			underway
Task 3.3	Detailed documentation of data analysis process for Integrated Report	The technical documentation of the data flows, analyses, and scenarios expanding and building upon procedures described in Assessment Methodology. Documented within data system using best practices, as appropriate. Documented in other formats using best practices for data analysis.	Lab Tech Services Manager	staff input, definition of data analysis	Task 3.2 (Business Requirements); documented within data system as appropriate	2017



Target for Completion	Deliverable(s)	Resources	Measurements of Success			Task Status On Time; At Risk; or Delayed
Feb. 2016	Data system/suite	Project proceeds according to project plan	Data infrastructure supports processes; performs as designed			
Nov. 2015	Business requirements document	Document used to for data infrastructure as well as other process development				
2018	output matches requirement of assessment methodology, layout processes, document data scenarios	Documentation sufficient to clearly identify methods and approaches	Documentation enables succession and transition of staff			

Water Quality Assessments		Description	Lead	Dependencies/ Critical Inputs	Major Milestones	Target for Initiation
Task 3.4	2018 Integrated Report is scoped, planned, developed and published	Uses newly defined processes and data infrastructure to produce Integrated Report that meets defined objectives and goals. Key scoping questions will need to be answered in 2015; others will be defined in 2016	J Wigal; Lab Tech Services Manager	Task 3.1 (data system infrastructure); Task 4.X (Process responsibilities and roles developed)	Project Plan that includes scope, resources, and schedule	Jan. 2016
Task 3.5	Develop a template and a schedule for developing basin reports with foundational/essential information.	Basin reports are standardized and contain basic important information to achieve prioritization of restoration work in the basin.	J Wigal	Major investments in the assessment program. Getting our data house in order.		Jan. 2015
Task 3.6	Develop long term plan and scope for basin assessments that builds upon assessment data systems and integrated report data and information		J Wigal	See Task 2.1 (Relationship and Scope for Assessments)		2018

Target for Completion	Deliverable(s)	Resources	Measurements of Success			Task Status On Time; At Risk; or Delayed
April 2018	Basic assessment that meets central Clean Water Act Requirements	Project proceeds according to project plan	EPA approves required elements of Integrated Report			
July 2016	Plan and template for basin assessments and subsequent basin reports	Project proceeds according to project plan	Template are useful and used to develop basin reports.			
2019	Plan in place and updated template and reports produced	Project proceeds according to project plan				

Water Quality Assessments	Description	Lead	Dependencies/ Critical Inputs	Major Milestones	Target for Initiation
<b>Strategy #4</b> Processes are continually improved					
Task 4.1	Tasks, functions, and policies associated with the Integrated Report in need of definition and revision are itemized and prioritized. Projects are scoped, assigned, and project plans developed. At a minimum, projects will address assembling water quality data and revisions to the assessment methodology	J Wigal		Master Project Plan including tasks and functions identified and prioritized	underway
Task 4.2	Process defined for production of 2018 Integrated Report (Phase 1)	J Wigal			Jan. 2016

Target for Completion	Deliverable(s)	Resources	Measurements of Success			Task Status On Time; At Risk; or Delayed
Dec. 2015	Produce “Master Project Plan” document identifying and prioritizing tasks. Projects plans for near term and priority projects	Used to develop more detail project plans for the myriad of components needing to be addresses	Project proceeds according to project plan.			
June 2016	Process map; descriptions of roles and responsibilities	Process represents principles of process improvement	Roles and responsibilities documented			

Water Quality Assessments		Description	Lead	Dependencies/ Critical Inputs	Major Milestones	Target for Initiation
Task 4.3	Process improvements associated with assessment work are identified and prioritized, including post-2018 Integrated Report, and opportunities to align Basin Assessments and Environmental Report Card.	Based on project retrospective, long-term planning and objectives, specific process improvements are identified implement improvements, additional Assessment Methodology development of revisions, adjustments to processes, improvements to data flows and/or analyses, publishing of data and information, etc. Opportunities and associated tasks to better integrate analyses and work to produce Basin Assessments and Environmental Report Card are identified. An overall work plan is produced.	J Wigal, Lab Tech Services Manager			Spring 2018
Task 4.4	Project plans for assessment program improvements developed and implemented.	Based on Task 4.3, individual projects are conducted.	J Wigal, Lab Tech Services Manager	Projects re-sourced	Project plans developed	Summer 2018

Target for Completion	Deliverable(s)	Resources	Measurements of Success			Task Status On Time; At Risk; or Delayed
Summer 2018	List and description of next phase of process improvements, including phasing, and timelines associated with completion	Product used to develop project plan for implementation				
2020	Project plans; improvement projects executed	Project proceeds according to project plan				

## WATERSHED PLANNING AND RESTORATION

Watershed Planning and Restoration		Description	Lead	Dependencies/ Critical Inputs	Major Milestones	Target for Initiation
<b>Strategy #1</b> Resourcing and capacity						
Task 1.1	Develop case studies to highlight and communicate impact of DEQ resource. (intra-basin comparison)	Describe the impact of DEQ resources in specific basins. How DMAs work together and DEQ can track efforts with staff in a basin, increase resources for technical assistance	G Foster and Z Loboy	Quantifying conservation efforts, budget	Staff assigned, amount of projects/319 money comparisons	July 2016
Task 1.2	Develop a long-term funding strategy that evaluates diversification of resources away from general fund (currently general fund, federal funds, and lottery dollars--federal funds and lottery dollars are declining)	Conduct evaluation of program funding relative to programmatic priorities. TMDL and nonpoint source program revenue from nonpoint source-focused revenue streams (e.g., budget comes from 319, lottery, General Fund); work also significantly supports permitting program.	S Mrazik and G Foster	Use case studies from task 1.2 to justify	Staff assigned, OpBub assigned permit fees to TMDL staff or POP for additional funding	July 2019
Task 1.3	Create a set of criteria to guide how DEQ approaches analysis, planning and restoration strategies within a watershed	Criteria will guide DEQ's approach--TMDL or immediate focus on implementation. Objective will be to use data analysis resources to greatest benefit and quicker implementation. Develop criteria to incentivize voluntary actions for regulatory compliance. One criteria may be availability of past TMDLs to showcase actions that can improve water quality.	G Foster	See Task 3.4; will require buy-in from stakeholders for identifying circumstances appropriate for "straight-to-implementation" approach	Analytical tools and criteria developed	October 2016



Target for Completion	Deliverable(s)	Resources	Measurements of Success			Task Status On Time; At Risk; or Delayed
July 2017	Case study report					
July 2020	Recommendation regarding options for funding for point source TMDL development					
July 2017	Synthesize criteria for supporting various fact-specific approaches					

Watershed Planning and Restoration		Description	Lead	Dependencies/ Critical Inputs	Major Milestones	Target for Initiation
<b>Strategy #2</b> Information is used to guide and prioritize work						
Task 2.1	Develop a process and methods so that DEQ can consider social and economic benefits and considerations to prioritize and guide restoration efforts and TMDL implementation	Recognize that DMAs and other partners make decisions not solely based on water quality benefits. Understand the broad nature of DMAs	J Wigal	Work with RST representatives, basin coordinators, watershed based partners help inform methods	RSTs communicate regional priorities to HQ.	2020
Task 2.2	Based on information in assessments and other data and information, define the significant and manageable risks in a watershed	A way to prioritize our work, as part of the watershed assessments		Informs how we prioritize our work, sequencing, ensuring the watershed efforts are occurring where they need to be for the most effective results	identify the sequencing of work on a watershed scale	2016
Task 2.3	Develop process by which communication of restoration priorities occurs across water quality programs	Marketing within DEQ, ie. sharing TMDL, restoration opportunities info with funding people.	J Wigal			2016

Target for Completion	Deliverable(s)	Resources	Measurements of Success			Task Status On Time; At Risk; or Delayed
2021						
2017						
2017						

Watershed Planning and Restoration		Description	Lead	Dependencies/ Critical Inputs	Major Milestones	Target for Initiation
<b>Strategy #3</b> Policy development to support work						
Task 3.1	Review and update TMDL IMD	TMDL Internal Management Directive update will focus on consistent approach to TMDL development and Watershed Management Plans.	G Foster(owner), E Nigg, S Mrazik and Z Loboy		Project Plan developed; pieces of document drafted and sent out for review.	underway
Task 3.2	Identify procedures and actions related to TMDL compliance	Identify procedures and actions to address DMAs that are not meeting requirements for TMDL implementation.	G Foster	Some issues may be addressed within TMDL IMD revision	Identify issues not addressed by IMD and determine how to address remaining issues/questions	Aug. 2017
Task 3.4	Quantify conservation measures for temperature, sediment, nutrient, bacteria for five basins	Develop analytical tools and identify process for documenting quantifying conservation	G Foster	Development of analytical tools	Methods and process developed	Oct. 2016

Target for Completion	Deliverable(s)	Resources	Measurements of Success			Task Status On Time; At Risk; or Delayed
Rolling implementation, July 2017 (full completion)	Revised IMD					
Jan. 2018	IMD					
July 2017	IMD					

Watershed Planning and Restoration		Description	Lead	Dependencies/ Critical Inputs	Major Milestones	Target for Initiation
<b>Strategy #4 Partnerships and collaboration</b>						
Task 4.1	Develop a framework for responding to events with cross-agency involvement	fish kills, HABs, drought, oil spills, PARC (pesticide response), toxics monitoring as it relates to statewide fish advisories	B Boling	Legislative actions may be needed for some areas	working relationships in place, framework developed	ongoing
Task 4.2	Develop goals and objectives with other agencies; ensure outputs captured in MOUs with other agencies	an output, part of resourcing strategy. Roles and responsibilities are clearly documented in MOUs and MOAs and are renewed every five years	G Foster	MOUs renewed with identified goals and objectives	implied that we coordinate well and synchronize with sister agencies. If this is a real expectation it needs to have dedicated staff	ongoing
Task 4.3	Evaluate use of a conservation registry to document on-the-ground restoration actions that have been implemented	Evaluate options for tracking and reporting (including 319, other non-point source, water quality trading projects, etc.), including use of OWEB's OWRI database for more than OWEB funded work.	Regional managers	Current databases, such as OWRI and GRTS, are used but may not have all the information needed for implementing the Programs	Identify what project data needs to be tracked, define process for documenting	Oct. 2015
Task 4.4	Establish cross-agency timeline and milestones for planning and reporting	see quantifying conservation	G Foster	Multiple federal, state, local agency coordination for quantifying conservation	multiple agencies coordinated use for planning and reporting	ongoing

Target for Completion	Deliverable(s)	Resources	Measurements of Success			Task Status On Time; At Risk; or Delayed
	dedicated resource for collaboration, MOU/MOAs					
Oct 2016	DEQ uses OWRI database, enhancements and procedures in place for DEQ to use OWRI					
Aug. 2017	Collaborative reports on status of multiple WQ and conservation outcomes					

PERMITTING AND CERTIFICATIONS

Permitting and Certifications	Description	Lead	Dependencies/ Critical Inputs	Major Milestones	Target for Initiation	
<b>Strategy #1</b> Resourcing and capacity						
Task 1.1	Identify and communicate internally and externally barriers associated with accomplishing permitting related work	Develop standard pick list of reasons for why permits may be stopped as part of 2016 permit and inspection planning effort. This will enable the permit program to move beyond anecdotal information to data and trends to gain insight into permit program challenges and communicate in consistent way.	R Doughten, other managers, and J Hickman	Communication plan in place (needed)	Development of common list of challenges to permitting work.	Permit inspection planning for 2016 to be completed end of September 2015



Target for Completion	Deliverable(s)	Resources	Measurements of Success			Task Status On Time; At Risk; or Delayed
Final Permit and inspection plan for 2016 to be completed end of September 2015	List of common barriers used for WQ permitting. Identification of current barriers for permits. Standard format for communicating these barriers.	Manager engagement.	Common agreed list produced along with permit and inspection plan	Reporting format understood and used		

Permitting and Certifications	Description	Lead	Dependencies/ Critical Inputs	Major Milestones	Target for Initiation	
Task 1.2	Develop guidelines for interactions with small communities (e.g. public process involvement, clarify level of service DEQ provides, assistance with obtaining funding, etc.)	Staff spend a lot of time with small communities and having standardized expectations to guide and clarify expected interactions will enable DEQ staff to do so more efficiently and effectively. Included will be available technical assistance programs to leverage other available resources. Guidelines should also consider development of Qtime accounting to improve transparency in DEQ costs.	R Nomura, T Yelton-Bram, D Butcher, and A Yap(SRF)	Connection to funding team 5-yr plan. Relevant enforcement expectations will need to be included	Outline TA program elements, & achieve resources to implement. Fact sheets with (1) lists of guiding principles for recognizing challenges and working with small communities, (2) economic assistance opportunities, (3) list and description of tools, methods and programs of support, (4) list and description of partners (RSC, ACWA, OACD, COGs...) (5) Compendium of what other states offer small communities, (6) pre-planning and pro-active rate setting methods, (7) clarification of roles and best communication practices -DEQ, consultant, RSC.	Discussions initiated

Target for Completion	Deliverable(s)	Resources	Measurements of Success			Task Status On Time; At Risk; or Delayed
Summer 2016	Guidelines and SOPs for interacting with small communities	Regional Solutions, Permitting staff and managers, SRF & SRF Circuit Riders, partnering agencies such as IFA, Onsite loan program	Targeted DEQ engagement results in trust, stronger relationships. (measured by periodic survey)	Compliance is proactive: decrease in enforcement	Number of documented solutions that are affordable and achieve compliance.	

Permitting and Certifications		Description	Lead	Dependencies/ Critical Inputs	Major Milestones	Target for Initiation
Task 1.3	Develop and implement plan to evaluate core permitting work of DEQ and associated resourcing needs now through 2025	Incorporate information from past program evaluations, ongoing program metrics, contractor analysis associated with the budget note, as well as other information sources as appropriate, to develop a plan to analyze and report on permit program permitting and resource needs, including permitting, compliance and enforcement activities	J Wigal and R Doughten	workload evaluation and succession planning. Needs to dovetail with budget note work that evaluates permit program	Identification of opportunities for improved utilization of permit program resources, including succession planning and process improvement actions.	Fall 2015
Task 1.4	Evaluate and implement any needed changes to routinely used methods and utilization of resources for accomplishing core permitting work	Evaluation of how DEQ organizes its resources and performs the core permitting work. Identification of changes to resourcing, work production or other operations that could result in more strategic and efficient operations.	R Doughten		Workload analysis – identify available resources, where resourced housed and work apportioned for different aspects of the permitting program. Basic documentation of permitting program processes. Qtime – update and use the system consistently to enable effective use of data.	Jan 2016

Target for Completion	Deliverable(s)	Resources	Measurements of Success			Task Status On Time; At Risk; or Delayed
Fall 2016	Implementation plan incorporating contractor work, as appropriate, succession planning, and reconciliation with internal process improvement actions.	WQ managers, Leadership Team, External consultant, permit staff, external partners (e.g., EPA, other states)	Development of a plan than intergrates the consultant work with past program improvement activities			
Summer 2017 (2 years of Qtime data)	Accurate report on planned staffing levels for WQ permitting, broken down by major tasks informed be data and analysis. Expectation established on the use of Qtime and tracking work. Report on projected vs actual time spent on permitting tasks.	WQ managers and support staff; Qtime	Baseline report on planned permit resources	Qtime expectations document (memo)	Report on the planned vs actual time on tasks. Report identifying where staff time is spent as well as quantifying specific barriers to permit issuance (tie to task 1.1)	

Permitting and Certifications		Description	Lead	Dependencies/ Critical Inputs	Major Milestones	Target for Initiation
Task 1.5	Evaluate funding and potential revisions to fee structure (e.g., use of fees/GF/OF, updates to fee structures, work funded by revenues). Develop recommendations for future funding and structure	An evaluation of current fee structure to determine whether/which revisions are warranted. Programs, the nature of the work, and fees through the water quality permitting program have evolved over time and may be out of sync with the various types of permittees and associated work.	J Wigal and R Doughten	Determine scope of evaluation through Leadership Team and/or EQC. Use workload evaluation from Task 1.3. Identify transparent internal and external processes to evaluate needs and potential approaches.	Baseline information of revenue sources, workload analysis, how other states operate. Scope “have tos vs need-tos” in permitting program. Short-term identification of needs and adjustments to be revised.	Winter 2016
<b>Strategy #2 Data and information systems to support program</b>						
Task 2.1	Establish governance structure to support implementation of permitting-related eDMS components	Identify and resource a governance structure to make decisions that need to be made at the water quality permitting-specific level and to support decision-making at the Agency level for Agency permitting processes.	B Boling	Identify resources needs and shifts, eDMS		Fall 2015
Task 2.2	Identify existing permitting-related data systems to be replaced and overall sequencing of effort	As part of EDMS scoping and implementation planning	B Boling	eDMS vendor selection, determination of scope of product procured		Dec. 2015

Target for Completion	Deliverable(s)	Resources	Measurements of Success			Task Status On Time; At Risk; or Delayed
Jan. 2018 (comprehensive report to be used if POP or other legislative requests are needed)	Multi-phase strategy that documents DEQ's funding sources, areas where fee structure out of sync with types of permittees, and needs and use of fees/fee structure along with documented philosophy of funding structure.	Project manager, fiscal analyst, significant permit manager and Leadership Team engagement	Quantified resources needed for specific permitting actions; Comparison against actual fees and revenues.	Actions identified and implemented on schedule		
Dec. 2015	Governance structure and process chartered					
Spring 2016	Document describing scope of EDMS relative to existing systems					

Permitting and Certifications		Description	Lead	Dependencies/ Critical Inputs	Major Milestones	Target for Initiation
Task 2.3	Resource planning for data system project development and implementation	Will identify roles and resources needed to assist with project scoping, planning and implementation. Resources needed for implementation will likely include work such as “data handlers,” implementing process changes and documentation, etc.	B Boling		Initial projections for operating budget; more detailed resource projections by Jan. 2016	Fall 2015
Task 2.4	Identify potential effects and needed changes to processes and data flows	For each system to be replaced, identify work products/processes/data flows that will be affected and associated areas of needed decision-making for each	B Boling	eDMS		Spring 2016
Task 2.5	Develop ownership, operation, and maintenance plan for needed systems not covered by EDMS project	Where EDMS is not project to address data system needs (current or future), will need to identify those needs and assign ownership, and develop overall plan. Where EDMS will not cover the system needs in the short term, ensure there is interim operating plans for addressing business needs	D Belyea	off the shelf solutions	EDMS project decision; selection of replacement tool	Initiated
Task 2.6	Plan for and develop the next generation of permitting-related data tools that can interact with new data systems	Evaluation of which tools are needed to be updated and an overall plan to address data tools that are ready for next generation improvements. (e.g., permit template and RPA spreadsheet)	R Nomura	IT resources, statistician, EDD	List of tools; prioritization of needed improvements	Spring 2017



Target for Completion	Deliverable(s)	Resources	Measurements of Success			Task Status On Time; At Risk; or Delayed
Jan. 2016	Documentation describing resources estimates, classifications and/or other specifications					
TBD per EDMS project plan	Business analysis documentation					
2017	Operable/updated data system for programs not included in EDMS project	IT/BSD staff resources,	Operable/updated data system for programs not included in EDMS project			
Dec. 2018	Plan listing data tools, improvements needed, priority for addressing					

Permitting and Certifications		Description	Lead	Dependencies/ Critical Inputs	Major Milestones	Target for Initiation
<b>Strategy #3</b> Process improvement						
Task 3.1	Implement overall program improvement recommendations	utilize program review, and contractor work that will be required by budget note to inform program changes	R Doughten	budget note		initiated
Task 3.2	Develop and use issue tracker	Develop a Sharepoint system by which permit program manages and resolves program and policy issues that arise throughout the program. Issue tracker will include status, decision maker, and next steps.	R Doughten			initiated
Task 3.3	Review processes to ensure permitting program processes ensure complex issues receive adequate analysis, documentation, and decision-making	Review processes with objective of ensure processes support adequate documentation and legally sound program. Identify any needed changes to processes or procedures and develop steps ensure implementation	J Wigal and JHickman (supporting)	identify staff and manager-level linkages, relationships		Jan. 2016
Task 3.4	Evaluate and revise metrics to ensure metrics provide meaningful insight into permitting program	Make sure we are using the right metrics for feedback loops	R Doughten			July 2016

Target for Completion	Deliverable(s)	Resources	Measurements of Success			Task Status On Time; At Risk; or Delayed
ongoing	Prioritized tasks; permit manager team assigns	Budget note internal committee; program managers/ staff implement as relevant				
Spring 2016	internal Sharepoint website with specified functionality	Lead staff/ manager-develop specifications; admin support for setting up				
June 2016	Identified process improvements/revisions; action plan	senior permit writer, legal, permit managers				
July 2017	Identify metrics in need of revisions; proposed revisions; plan for implementation					

Permitting and Certifications		Description	Lead	Dependencies/ Critical Inputs	Major Milestones	Target for Initiation
Task 3.5	Support and actively participate in redesign of water quality webpages and internal DEQ sharepoint to improve internal and external access to permit-related information		T Yelton-Bram	Timing will be dictated by Agency plans to overhaul DEQ's website and intranet		Jan. 2016
<b>Strategy #4 Partnerships and collaboration</b>						
Task 4.1	Prioritize and identify where DEQ wants to explicitly pursue partnerships	clearly define roles and responsibilities for other agencies, all external and including tribal representatives. Recognize limitations and opportunities of partnerships, more of a subprogram task, i.e. stormwater center, industrial stormwater agents	R Doughten, C Svetkovich (if tribal) and Regional DA		Initial evaluation as part of Small Community Guidelines and evaluating opportunities as they arise, followed by more holistic evaluation (dates are for the latter)	2017
Task 4.2	HQ and Regions extend invitations and communicate regarding policy development and implementation internally and with EPA	example is PPA, internal outreach HQ to the regions/EPA role/policy and regions to HQ/enforcement/implementation. Regions have a greater understanding of EPA relationships. HQ and Regions co-coordinate relations with EPA	J Wigal and R Doughten			Immediate

Target for Completion	Deliverable(s)	Resources	Measurements of Success			Task Status On Time; At Risk; or Delayed
July 2016	A website structure and information that enables people to find what they need	Lead staff/ manager assigned as needed/ requested for effort				
2018	Identify opportunities, MOU or MOA developed and put in place where appropriate					
Ongoing	Expectations in place for how we do business. Defined roles and expectations	WQ Managers; permitting staff				

## FUNDING

Funding	Description	Lead	Dependencies/ Critical Inputs	Major Milestones	Target for Initiation	
<b>Strategy #1</b> Resourcing and capacity						
Task 1.1	Create revolving fund for failing septic systems	Legislation [NOTE: Legislation did not pass in 2015; hope to bring the bill back in 2017]	K Tarnow and A Yap	Funding, legislation getting passed, dollars, legislative action	Program administration set up and rules are in place, funding identified for staff	TBD
Task 1.2	Develop holistic plan for distributing 319 grants and other grants	Document how grants are distributed now and chart path for improvement, how does DEQ grant fit into larger state grantmaking picture. How funding pieces together to meet larger WQ objectives	A Yap and G Foster	recognize that SRF may be able to grant monies in the future (changes to SRF authorities), line up with watershed folks, strategic about actions and funds	Aligned with watershed priorities, needed alignments are identified	January 2017

Target for Completion	Deliverable(s)	Resources	Measurements of Success			Task Status On Time; At Risk; or Delayed
Est. 18 months from initiation	Program in place and operational, pending legislation	Resources need to be identified				
Est. 6 months from initiation	Plan or document	Project manager/ WQ Managers/319 staff				

Funding		Description	Lead	Dependencies/ Critical Inputs	Major Milestones	Target for Initiation
Task 1.3	Evaluate availability and partnering with other loan and grant funding sources (for example centennial fund in WA state). Classify funding sources as aspirational or conservative.	Seek opportunities to partner and leverage funding to improve water quality. Identify and document where other funding sources exist. Identify alternative or complementary strategies to fund and/or leverage funding. “aspirational” refers to seeking a major new funding source that could require significant planning and implementation, including constitutional, statutory, or regulatory changes, such as a new Lottery set-aside or an environmental tax or assessment that would generate significant revenue. “Conservative” refers to just researching what funding already exists--EPA, NRCS, IFA, USDA Rural Development, etc.--and coordinating/partnering with them, or referring projects to them (match-making).	A Yap	May become more critical if loss of 319 monies is realized.	Identify other funding opportunities and agencies	2017



Target for Completion	Deliverable(s)	Resources	Measurements of Success			Task Status On Time; At Risk; or Delayed
2018	Matrix of funding, projects eligibility, sponsoring agencies	SRF staff				

Funding		Description	Lead	Dependencies/ Critical Inputs	Major Milestones	Target for Initiation
Task 1.4	Make statutory and rule changes necessary to fully allocate available funds in SRF program	Work with rules coordinator and staff to identify changes necessary	A Yap	Rulemaking initiated. 2017 legislature for statute changes related to milestones	Recommendation from advisory committee for statute change. Changes to principal forgiveness, 30-year loan, move away from just public entities, possible grants and use of administrative funds for grants.	Initiated

Target for Completion	Deliverable(s)	Resources	Measurements of Success			Task Status On Time; At Risk; or Delayed
June 2017	Rule and statute changes	SRF staff	Percentage of funds obligated as measurement of success.			

Funding	Description	Lead	Dependencies/ Critical Inputs	Major Milestones	Target for Initiation	
<b>Strategy #2</b> Information is used to prioritize work						
Task 2.1	Use water quality assessments, basin plans, TMDL implementation plans, GWMA action plans, water quality management plans, etc. to prioritize funding	Identify WQ priorities relevant to funding. Identify approaches for ensuring funding focuses on where best measurable results can be achieved.	J Wigal and A Yap	WQ program identify priorities and fits various needs, specifies how priorities fit into the statewide water quality and funding priorities.	We have articulated our priorities and are transparent. Assessments (data) inform priorities and can allow for synthesis.	TBA
Task 2.2	Address small town water quality issues and develop consistent criteria for funding	Community priorities are not usually water quality-related. Small communities do not have the capacity to operate, maintain or upgrade their facilities. Regional staff spend a disproportionate amount of time aiding these communities, they need to be addressed in a proactive manner in order to fund WQ infrastructure.	A Yap and SCAT (small communities action team)	Understanding the issues and problem solve.	Connecting small communities to funding sources to address their needs	Ongoing
Task 2.3	Link program activities to environmental outcomes	Demonstrate that key program activities lead to desirable environmental outcomes, especially those outcomes that are Agency priorities.	D Belyea	Identifying key program activities and measurable environmental outcomes.	Development of metrics used to measure environmental outcomes.	January 2016

Target for Completion	Deliverable(s)	Resources	Measurements of Success			Task Status On Time; At Risk; or Delayed
TBA	Informs methodology or scoring criteria. Marketing piece and any rule changes, if needed.	WQ Managers/Project manager	how do we measure this outcome and return on investment			
Ongoing	Internal integrating mechanism for work group cross program/media for funding/tech assistance. Ability to leverage partnerships. Resource strategy for technical assistance and other general assistance to small communities.	SRF and cross program and media staff that provide assistance to small communities.	Coordinated applications, communications.			
July 2017	Set of metrics used to measure program activity's impact on environmental outcomes.	SRF and 319 staff	More effective program			

Funding	Description	Lead	Dependencies/ Critical Inputs	Major Milestones	Target for Initiation	
<b>Strategy #3</b> Policy development						
Task 3.1	Improve marketing of sponsorship options so entities are aware of funding opportunities	Conscience effort to market the benefits of the Sponsorship Option to potential borrowers as an opportunity to fund additional stormwater or restoration projects with their point source project	D Belyea	Priority program implementation	Plan for outreach and marketing of SRF Sponsorship Option with target audiences	TBA
Task 3.2	Evaluate and develop policy on funding projects associated with trading	Use of SRF or other funding mechanisms to establish water quality trading credit market.	A Yap and D Belyea	Outcome of WQ trading rule and Internal Management Directive project	Evaluate WQ trading rules for eligibility for SRF project funding. Communications/marketing with stakeholders.	TBA
Task 3.3	In priority basins, identify opportunities to address point source and nonpoint source WQ impairments and target 319 grant money, SRF loans and sponsorship options towards recipients whose projects can most effectively reduce the impairments.		A Yap and G Foster	Develop internal DEQ integrating mechanism of small community assistance	Coordinate SRF program evaluation recommendations and priorities	December 2015
Task 3.4	Use TMDL basin coordinators as outreach mechanism	TMDL basin coordinators to support Circuit Riders for non point source projects	E Nigg	Priority program implementation	Coordinate SRF program evaluation recommendations and priorities	TBA

Target for Completion	Deliverable(s)	Resources	Measurements of Success			Task Status On Time; At Risk; or Delayed
TBA	Marketing plan and materials, training	Regional managers and SRF circuit riders	More funded sponsorship projects			
TBA	Policies and guidance that streamline and encourage a WQ trading system	Project Manager	Number of successful WQ trades in SRF and other programs.			
December 2016	Coordinated program with SRF/319		metrics to be set			
TBA	TBA	Project manager/TMDL /SRF/319 staff				

Funding	Description	Lead	Dependencies/ Critical Inputs	Major Milestones	Target for Initiation
<b>Strategy #4</b> Processes are continually improved, streamlining and efficiency					
Task 4.1	Develop and maintain a multi-party communication and implementation plan that describes how various consulting and funding agencies will work cooperatively to identify the most favorable financing options for environmental and infrastructure projects.	A Yap	SRF communications plan draft	SRF communications plan 6/1/15; Contact and develop communications/ coordination agreements with agencies; develop communications agreements with funding agencies	Initiated
Task 4.2	Upgrade finance and reporting software	A Yap	Double fill accountant position	Develop program plan for software acquisition and implementation	Initiated
Task 4.3	Develop expertise and training for SRF staff about urban stormwater, onsite, alternative systems	D Belyea	Training/staffing plan to meet these demands.	Identify annual training programs, info materials	January 2016



Target for Completion	Deliverable(s)	Resources	Measurements of Success			Task Status On Time; At Risk; or Delayed
Plan: 3/1/16 implementation: continuous	SRF communications plan; coordination and communication agreements with consulting and funding agencies		Metrics to be set with plan			
Accounting position 6/30/16 Initiate software acquisition 6/2016	Project plan	Project Manager, 1 FTE SRF accountant, SRF accounting software estimate \$500,000	Launch of SRF software program			
Ongoing	Training plan and programs	Training resources for staff	Hours and subject matter training			

Funding		Description	Lead	Dependencies/ Critical Inputs	Major Milestones	Target for Initiation
Task 4.4	Integrate processes and develop a comprehensive communication plan for all funding options available	Draft communication plan is in place	A Yap			November 2014
Task 4.5	Evaluate application administrative process for cross program alignment	SRF Program evaluation and evaluation of circuit rider role.	A Yap	Process improvement, work load analysis, staff input.	Identification of Phase I program implementation	November 2014
Task 4.6	Identify projects that overlap with Oregon's Integrated Water Resources Strategy and DEQ funding (319, SRF)	A description of the types of projects that overlap and what sources of funding we could bring to bear on them.	E Nigg		Inventory matrix of projects	TBA

Target for Completion	Deliverable(s)	Resources	Measurements of Success			Task Status On Time; At Risk; or Delayed
January 2016	Plan	SRF staff	Metrics in plan			
March 2016	Program evaluation recommendations	WQ Managers/Project manager				
TBA	Evaluation of projects and funding and recommendations for coordination	WQ Managers/Project manager				

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# Appendix C – Background

## DEQ'S 20-YEAR WATER QUALITY PROGRAM PLAN BACKGROUND

During 2014 and 2015 the PMT met seven times in a large group and sub-program managers met several times outside the large group setting to generate and refine ideas. A summary of meeting topics and outputs follows.

### June 2014

#### Meeting 1 - *Where do we want to be 20 years from now?*

##### PROCESS

Revisit existing information from previous strategic planning efforts

Develop long-term vision statements for the program and sub-programs using the following questions for prompts: *What does the world look like in 20 years as a result of doing our job well? In 2035 what outcomes have we achieved? How will the programs be functioning? What are we producing or providing that Oregonians value?*

##### OUTPUTS

Draft vision statement for the function and output of the Water Quality program.

Specific visions for sub-programs:

- Permitting and certifications (401 certifications; permits, inspections and compliance and related components: pretreatment, biosolids, water reuse; and onsite)
- Assessments and standards (Monitoring and assessments for surface and groundwater, development of benchmarks and standards)
- Watershed planning and restoration (TMDLs, nonpoint source, drinking water)
- Funding (319, SRF)

### July 2014

#### Meeting 2 - *Where are we now? What do we need to get to our 20-year vision?*

##### PROCESS

- Refine vision statements
- Describe current state of the 4 sub-programs relative to the vision using the prompt: *What does the Water Quality program look like today?*
- Use backcasting to identify actions that could get DEQ from current state to 2035 vision; Sequence actions as near-term, mid-term, or long-term and prioritize actions within each sub-program.

##### OUTPUTS

- Draft description of current state for each of the 4 sub-program areas
- Prioritized list of near-term, mid-term, and long-term actions

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## August 2014

### Meeting 3 - *What are our core programs and services?*

#### PROCESS

Complete backcasting for sub-programs.

Identify attributes of a core program or service. *What are the characteristics of a core program or service?*

#### OUTPUTS

Final vision, strategies and tactics; Criteria for defining core programs and services.

## October 2014

### Meeting 4 - *Mapping the work: Identify gaps, capabilities, strengths and needs*

#### PROCESS

Categorize programs and services as A) aligned with program priorities, or B) with no direct line of sight to program priorities. Identify gaps, capability strengths and needs. Discuss action steps and timing.

Synthesize and validate strategy and tactic priorities

- As a program, what are our top strategies in the near and long term?
- Do we have the resources to do the high priority strategies and tactics?
- Are we currently resourcing these strategies and tactics?
- If no, do we have plans to resource them?

Identify core programs and services

- Assign areas of work to the following categories
  - Core program or service
  - Not a core program or service
- Don't know

#### OUTPUTS

- List of prioritized program strategies and tactics
- Categorized list of program work

## Late October 2014

### Meeting 5 - *Work session*

#### PROCESS

- Describe current resourcing, develop long-term strategies and tactics.
- Describe considerations for each program initiative in core programs list.

#### OUTPUTS

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## January 2015

### Meeting 6 - *Verifying the plan and filling remaining gaps*

#### PROCESS

As a program, *what are our top goals in the 5 - 10 year and 10 - 20 year term?*

#### OUTPUTS

- Identified program goals at the five, ten and 15 year timeframes.
- Defined and agreed upon benchmarks for achieving the 2035 vision

## March and April 2015

### Meeting 7- *Finalizing 5-year workplans*

#### PROCESS

Review workplans

#### OUTPUT

- Refined 5-year workplans for sub-programs:
- Permitting and certifications (401 certifications; permits, inspections and compliance and related components: pretreatment, biosolids, water reuse; and onsite)
- Assessments and standards (Monitoring and assessments for surface and groundwater, development of benchmarks and standards)
- Watershed planning and restoration (TMDLs, nonpoint source, drinking water)
- Funding (319, SRF)

## April 2015

### Meeting 8 – *PMT workshop, reviewing documents*

#### PROCESS

Solicit input on progress to date and reviewing documents for completeness

- Documents were shared during the PMT meeting in April and managers reviewed and refined the workplans.
- Share ideas for implementation, connection to operating budget development, policy option package development, budget implementation and framework for action.

## July and August 2015

Staff outreach and input

## September 2015

External stakeholder engagement

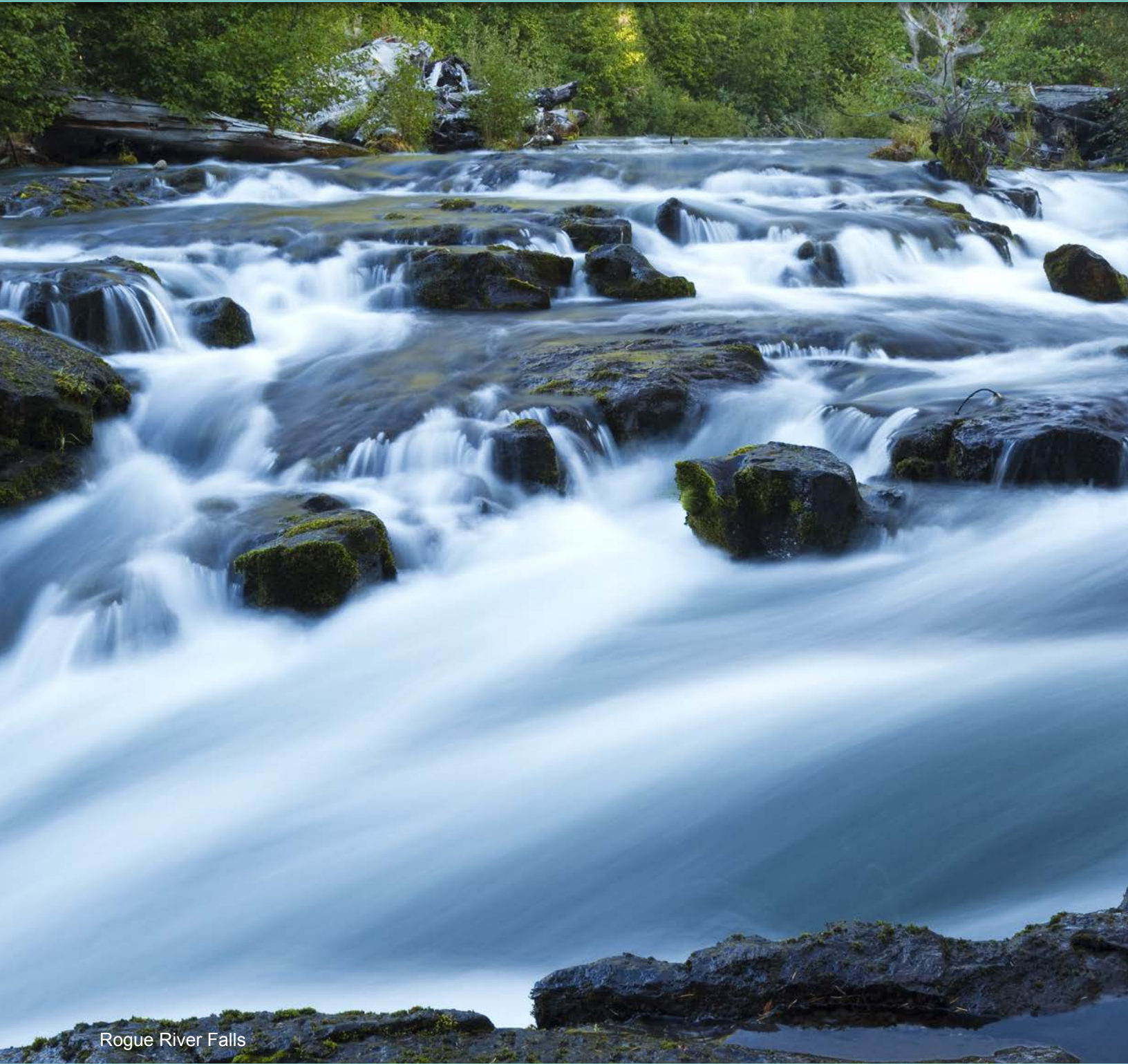
## October 2015

Presentation to the Environmental Quality Commission

## November 2015

Finalized Report and strategy implementation





Rogue River Falls

DEQ is a leader in restoring, maintaining and enhancing the quality of Oregon's air, land and water.

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