

ENVIRONMENTAL QUALITY, DEPARTMENT of
Annual Performance Progress Report (APPR) for Fiscal Year (2013-2014)

Original Submission Date: 2014

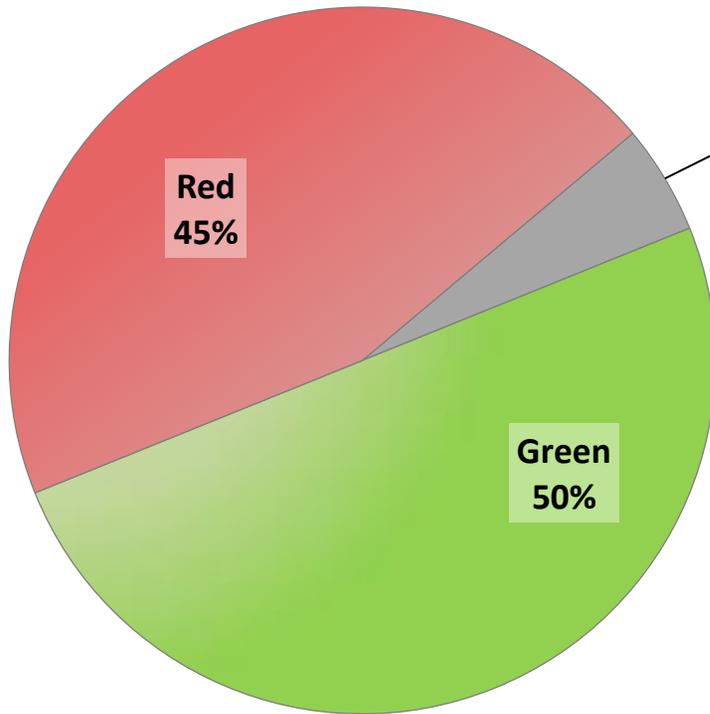
Finalize Date: 12/31/2014

2012-2013 KPM	2012-2013 Approved Key Performance Measures (KPMs)
1	CUSTOMER SERVICE: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.
2	PERMIT TIMELINESS: Percentage of air contaminant discharge permits issued within the target period.
3	PERMIT TIMELINESS: Percentage of individual wastewater discharge permits issued within 270 days.
4	UPDATED PERMITS: Percent of total wastewater permits that are current.
5	WATER QUALITY TMDLs: Percent of impaired waterbody miles for which a TMDL has been approved.
6a	CLEANUP: Percent of identified Oregon hazardous substance sites cleaned up: overall.
6b	CLEANUP: Percent of identified Oregon hazardous substance sites cleaned up: tanks.
6c	CLEANUP: Percent of identified Oregon hazardous substance sites cleaned up: hazardous substances.
7	TOXICS PREVENTION AND REDUCTION: Pounds of mercury removed from the environment through DEQ's efforts.
8	SOLID WASTE - Pounds of municipal solid waste landfilled or incinerated per capita.
9a	WATER QUALITY CONDITIONS - Percent of monitored stream sites with significantly increasing trends in water quality.
9b	WATER QUALITY CONDITIONS - Percent of monitored stream sites with decreasing trends in water quality.
9c	WATER QUALITY CONDITIONS – Percent of monitored stream sites with water quality in good to excellent condition.
10	AIR QUALITY DIESEL EMISSIONS: Quantity of diesel particulate emissions.
11a	AIR QUALITY CONDITIONS - National Standards: Number of days when air is unhealthy for sensitive groups.
11b	AIR QUALITY CONDITIONS - National Standards: Number of days when air is unhealthy for all groups.
12a	AIR QUALITY - AIR TOXICS - Air toxics trends in larger communities
12b	AIR QUALITY - AIR TOXICS - Air toxics trends in smaller communities
13	ERT: Percent of local participants who rank DEQ involvement in Economic Revitalization Team process as good to excellent.
14	PERMIT TIMELINESS: Percent of Title V operating permits issued with the target period.
15	BOARDS AND COMMISSIONS: Percent of total best practices met by the Environmental Quality Commission.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2013-2015
DELETE	<p>Title: WATER QUALITY TMDLS: Percent of impaired waterbody miles for which a TMDL has been approved.</p> <p>Rationale: This metric is not useful for measuring performance because the denominator (number of stream miles not meeting water quality standards) changes approximately every two years when Oregon updates its 303(d) list of impaired waterbodies. DEQ reports on another KPM which provides information on the performance of Oregon's water quality protection efforts by tracking water quality trends over time.</p>
DELETE	<p>Title: TOXICS PREVENTION AND REDUCTION: Pounds of mercury removed from the environment through DEQ's efforts.</p> <p>Rationale: This KPM was developed in 2002 to measure DEQ efforts in removing mercury from the environment, for example, collecting mercury through household hazardous waste collection events and the school lab cleanout program. DEQ has partnered with other organizations such as the Thermostat Recycling Corporation, the Oregon Association of Clean Water Agencies and the Oregon Dental Association to support mercury collection, but currently has limited funding to collect mercury and this measure is no longer representative of agency progress towards reducing toxics in the environment. Moreover, mercury is just one of numerous toxics that have the potential to cause adverse impacts to people and the environment, and this measure does not represent the range of strategies needed for toxics reduction, identified in DEQ's 2012 Toxics Reduction Strategy. DEQ has proposed deleting this KPM and is working towards replacing it with a more substantive toxics reduction measure.</p>
DELETE	<p>Title: AIR QUALITY DIESEL EMISSIONS: Quantity of diesel particulate emissions (in tons)</p> <p>Rationale: This measure was developed in 2007 as a goal to direct efforts reducing human health risks from exposure to diesel emissions building on the initial appropriation of state funds, authorization of state tax credits and available federal grants. House Bill 2172 adopted in 2007 provided funding for cleaner engines and set a risk reduction goal, upon which the current KPM is based. The legislative goal is to "reduce excess lifetime risk of cancer due to exposure to diesel engine emissions to no more than one case per million individuals by 2017."</p> <p>Much of the funding provided to DEQ in 2007 to assist operators with getting cleaner equipment or emission controls was removed by 2009 due to a budget cuts caused by the recession. Tax credits also sunset by the end of 2011. Without even that minimal level of funding, attaining the goal by 2017 is not possible and we are proposing to delete the KPM and will work to develop a more appropriate measure.</p>

ENVIRONMENTAL QUALITY, DEPARTMENT of	I. EXECUTIVE SUMMARY
Agency Mission: To be a leader in restoring, maintaining and enhancing the quality of Oregon's air, water and land.	
Contact: Kerri Nelson	Contact Phone: 503-229-5045
Alternate: Melissa Aerne	Alternate Phone: 503-229-5155

Performance Summary



Green
= Target to -5%

Yellow
= Target -6% to -15%

Red
= Target > -15%

Exception
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1. SCOPE OF REPORT

This Annual Performance Progress Report for fiscal years 2012-2013 provides performance results related to each of the agency's primary environmental programs, land, air and water quality. Not all sub-programs are represented in Key Performance Measures, but the highest agency priorities are reflected in these measures. The 2013 Legislature approved all the Key Performance Measures and related targets, with two changes. First, the Legislature modified KPM 13a and 13b (now 12a and 12b) to more clearly measure the outcomes of DEQ's work to reduce air toxics and Oregonian's risk from air toxics. The modified measures assess air toxics trends in larger communities (KPM 12a) and smaller communities (KPM 12b). Second, the Legislature DEQ's deleted KPM 6 (Cumulative percent of chemical agent destroyed at Umatilla Chemical Demilitarization Facility) because as of October 2011, DEQ has destroyed all of the chemical agent at the Umatilla Chemical Demilitarization Facility.

For the 2015 legislative session, DEQ is proposing to delete three measures. First is KPM 5, which measures the percent of impaired waterbody miles for which a TMDL has been approved. This metric is not useful for measuring performance because the denominator (number of stream miles not meeting water quality standards) changes approximately every two years when Oregon updates its 303(d) list of impaired waterbodies. DEQ can measure performance using another existing KPM that tracks water quality trends over time. Second is KPM 7, which measures pounds of mercury removed from the environment through DEQ's efforts. Mercury is just one of numerous toxics that have the potential to cause adverse impacts to people and the environment, and this measure does not represent the range of strategies needed for toxics reduction. DEQ is working towards replacing KPM 7 with a more substantive toxics reduction measure. Third is KPM 10, which measures the quantity of diesel particulate emissions (in tons). Funding to decrease diesel emissions has been reduced to an extent that makes it very difficult for DEQ to achieve the 2017 goal of having the lifetime risk of cancer due to exposure to diesel engine emissions to no more than one case per million individuals.

2. THE OREGON CONTEXT

The Department of Environmental Quality's chief responsibility is protecting, maintaining and enhancing environmental conditions in Oregon. DEQ implements federally delegated programs for water quality, air quality and hazardous waste, consistent with federal mandates and the Performance Partnership Agreement negotiated between DEQ and EPA Region 10. The PPA establishes priority activities and required performance tracking for delegated programs. In addition, DEQ oversees state environmental programs including the states vehicle inspection, solid waste, underground storage tanks, spill response and cleanup programs. Program implementation includes environmental monitoring, permitting, compliance and enforcement, technical assistance and other voluntary programs and rulemaking. DEQ has primary responsibility in achieving several Oregon Benchmarks and a statewide High Level Outcome (HLO), which have been adopted by the agency as Key Performance Measures. These include:

- OBM 10a (KPM #2) PERMIT TIMELINESS: Percentage of air contaminant discharge permits issued within the target period.
- OBM 10b (KPM #3) - PERMIT TIMELINESS: Percentage of individual wastewater discharge permits issued within 270 days.
- HLO 1 (KPM #5) WATER QUALITY TMDLS: Percent of impaired waterbody miles for which a TMDL has been approved.
- OBM 85 (KPM #6) CLEANUP: Percent of identified Oregon hazardous waste sites cleaned up: overall, tanks, and hazardous substances.
- OBM 84 (KPM #8) SOLID WASTE: Pounds of municipal solid waste landfilled or incinerated per capita.
- OBM 79 (KPM #9) WATER QUALITY CONDITIONS: Percent of monitored stream sites with significantly increasing trends in water quality, with decreasing trends in water quality, and with water in good to excellent condition.

- OBM 75 (KPM #11) AIR QUALITY CONDITIONS: Number of days when air is unhealthy for sensitive groups and for all groups.
- OBM 76 (KPM #12) AIR QUALITY- Air Toxics: Air toxics trends in communities.

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

3. PERFORMANCE SUMMARY

DEQ is meeting targets for five of its Key Performance Measures. The specific Key Performance Measures for which 2013 targets were met include:

- KPM 6a (OBM 85) - CLEANUP: Percent of identified Oregon hazardous substance sites cleaned up: overall.
- KPM 6b (OBM 85) - CLEANUP: Percent of identified Oregon hazardous substance sites cleaned up: tanks.
- KPM 6c (OBM 85) - CLEANUP: Percent of identified Oregon hazardous substance sites cleaned up: hazardous substances.
- KPM 8 (OBM 84) - SOLID WASTE: Pounds of municipal solid waste landfilled or incinerated per capita.
- KPM 9c (OBM 79c) - WATER QUALITY CONDITIONS - Percent of monitored stream sites with water quality in good to excellent conditions.

DEQ is not meeting targets for 16 Key Performance Measures, including permit timeliness in the air and water quality programs, and air and water quality conditions (with the exception that DEQ did meet its targets for streams in good to excellent condition, identified above). Specifically, the following Key Performance Measures did not meet 2013 targets:

- KPM 1 – CUSTOMER SERVICE: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.
- KPM 2 (OBM 10a) - PERMIT TIMELINESS: Percentage of air contaminant discharge permits issued within the target period.
- KPM 3 (OBM 10b) - PERMIT TIMELINESS: Percentage of individual wastewater discharge permits issued within 270 days.
- KPM 4 - UPDATED PERMITS: Percent of total wastewater permits that are current.
- KPM 5 (HLO 1) - WATER QUALITY TMDLS: Percent of impaired waterbody miles for which a TMDL has been approved.
- KPM 7 - TOXICS PREVENTION AND REDUCTION: Pounds of mercury removed from the environment through DEQ's efforts.
- KPM 9a (OBM 79a) - WATER QUALITY CONDITIONS: Percent of monitored stream sites with significantly increasing trends in water quality.
- KPM 9b (OBM 79b) - WATER QUALITY CONDITIONS - Percent of monitored stream sites with decreasing trends in water quality.
- KPM 10 - AIR QUALITY DIESEL EMISSIONS: Quantity of particulate emissions.
- KPM 11a (OBM 75a) - AIR QUALITY CONDITIONS - Number of days when air is unhealthy for sensitive groups.
- KPM 11b (OBM 75b) - AIR QUALITY CONDITIONS - Number of days when air is unhealthy for all groups.
- KPM 12a (OBM 76) - AIR QUALITY-AIR TOXICS: Air toxics trends in larger communities.

- KPM 12b (OBM 76) - AIR QUALITY-AIR TOXICS: Air toxics trends in smaller communities.
- KPM 13 - RST: Percent of local participants who rank DEQ involvement in Regional Solutions Teams as good to excellent.
- KPM 14 - PERMIT TIMELINESS: Percent of Title V operating permits issued within the target period.
- KPM 15 - BOARDS AND COMMISSIONS: Percent of total best practices met by the Environmental Quality Commission.

During the last biennium, in an effort to improve both the processes and outcomes of our work, DEQ focused on outcome-based management. One of the processes that we evaluated was our permitting timeliness. The evaluation is completed and we are currently implementing several strategies to improve our permit timeliness.

Another effort of our outcome-based management strategy is to focus on overall outcomes and align these with our key performance measures. We currently have clustered our KPMs with our agency process and outcome measures so we can ensure that our KPMs are integrated into our measurement and planning processes. We will evaluate each of our KPMs and determine if they need to be modified during the 2015 legislative session to better reflect current challenges and goals, and to ensure that they more effectively report on short-term benchmarks that lead to long term goals.

4. CHALLENGES

Actions to improve air, land and water quality frequently do not result in demonstrable short term results. For instance, improving temperature conditions in water quality limited streams requires establishment of healthy riparian zones. These riparian zones can take decades to establish. Actions such as these are appropriate (and have additional benefits such as reducing sedimentation to streams), but our measures may not reflect these smaller, incremental gains that are being achieved. We are looking at our outcome measures on environmental quality to see if there are better ways to reflect the incremental successes that occur. Another challenge is that external forces (such as wildfires) can affect our KPMs (healthy air days in this case). Although the impact to the air quality is real and measurable, there are not controls that the agency can put in place to prevent these.

5. RESOURCES AND EFFICIENCY

DEQ's legislatively adopted budget for FY 2013-15 is \$328,571,035. Of this \$196,756,963 makes up DEQ's operating budget which funds DEQ operations. Local communities and partners receive the balance from DEQ to spend on local environmental projects, notably programs such as the Clean Water State Revolving Fund for Wastewater and Stormwater and federal stimulus funding.

Since 2009, DEQ has been conducting innovation and streamlining efforts as a way to be more effective in accomplishing the agency's mission and delivering services. Additionally, DEQ began implementing an outcome-based management system in 2010. Outcome-based management is a system for setting goals for the agency's core, or day-to-day work, and for developing and using performance measures to frequently assess our progress in meeting those goals. With this system in place, DEQ expects to perform its work more effectively, use our resources more efficiently and improve the accountability and transparency of our work.

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #1	CUSTOMER SERVICE: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.	2006
Goal	EXCELLENCE: Delivering outstanding public service and using customer feedback to improve our service.	
Oregon Context	While there are no Oregon benchmarks or high level outcomes related to this measure, excellence in customer service is a state government priority, and state agencies are required to measure results. DEQ ranks customer service as one of its top desired agency outcomes.	
Data Source	Since 2006, DEQ has surveyed its permitting customers biennially. These results reflect the 2014 biennial customer service survey of air and water quality permitted sources, and onsite septic system home owners.	
Owner	DEQ Central Services division. Melissa Aerne, 503-229-5155.	

1. OUR STRATEGY

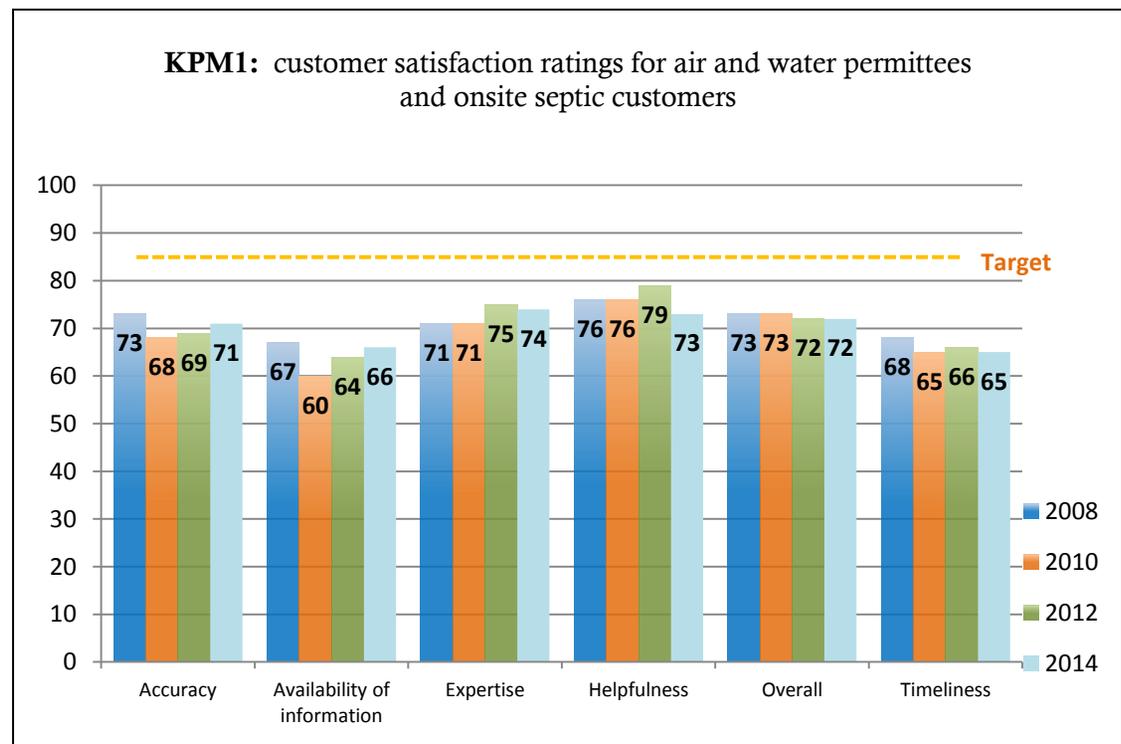
DEQ surveys its customers biennially, as required by the 2005 Legislature of all state agencies. DEQ surveys its air and water permittees and onsite septic customers and uses the results information to help inform improvements to overall customer service.

2. ABOUT THE TARGETS

The target is 85 percent for all categories. The target is based on the percent of customers surveyed that rate DEQ as very good to excellent for six categories: accuracy, availability of information, expertise, helpfulness, timeliness and overall. A higher percentage represents a better score for this measure.

3. HOW WE ARE DOING

The 2014 survey yielded scores that varied from the 2012 results in all categories, with each category's score still below the target of 85 percent. "Overall" results remained steady from 2012 at 72 percent. "Accuracy" and "Availability of information"



each increased by two percent. “Expertise,” and “Timeliness” decreased by less than two percent each, while “Helpfulness” decreased by 5.5 percent from 2012 results.

The survey instrument gathers comments that provide some insight as to why the agency’s customers continue to rate permit timeliness lower than other categories. Some respondents believe that timeliness is directly related to the number of staff available to conduct inspections and do permitting work, noting that DEQ seems to be understaffed for these functions, especially onsite septic staff. Other respondents noted dissatisfaction with cumbersome rules, poor communication, and high fees. Many of the positive comments focused on a professional staff, helpfulness, responsiveness and good communication.

4. HOW WE COMPARE

It is difficult to make a direct comparison of customer service satisfaction with other natural resource agencies, as surveys and sample sizes differ, and agencies serve different customers and different functions (regulatory versus services-oriented). To make an assessment of how DEQ compares with other agencies, it reviewed customer service satisfaction data of the other agencies for 2012, the most recent year available for most of the agencies.

DEQ’s scores customer service satisfaction scores rank similar or lower compared to other natural resource agencies. For example, following is a comparison of DEQ’s “overall” category score (72 percent): Water Resources Department: 76 percent; Land Conservation and Development: 83 percent; Department of State Lands: 84 percent; Oregon Department of Energy: 86 percent; Department of Fish and Wildlife: 87 percent; Department of Agriculture: 90 percent; Department of Geology and Mineral Industries: 95 percent; and Department of Forestry: 100 percent.

5. FACTORS AFFECTING RESULTS

While staff continue to receive high marks for helpfulness, complicated processes, regulations and requirements in the permitting programs often result in slower service and correlating lower customer service satisfaction ratings overall. Budget shortfalls in recent years have resulted in fewer permitting and inspection staff, which also contributes to permit delays and fewer inspections.

6. WHAT NEEDS TO BE DONE

DEQ has adopted outcome-based management for all programs to improve services and ensure results. Agency staff are engaged in process improvement efforts that will create more efficient and effective permitting and inspections while also resulting in improved environmental results and customer service. DEQ is now rolling out new inspection processes and will be measuring the effectiveness of the improvements. DEQ is still in the process of evaluating its permitting programs to determine ways to improve it that can result in more timely permits.

7. ABOUT THE DATA

The Portland State University Survey Research Lab conducted the survey during Fall 2014. PSU used a telephone survey to statistically sample targeted populations. The survey was administered to a representative sample of DEQ customers statewide, for a total of 507 completed surveys (205 air quality permit customers, 202 water quality permit customers and 100 onsite septic permit customers). The ranges of sampling variability were computed at the 95 percent confidence level. DEQ established the baseline for these survey questions with these groups in 2006.

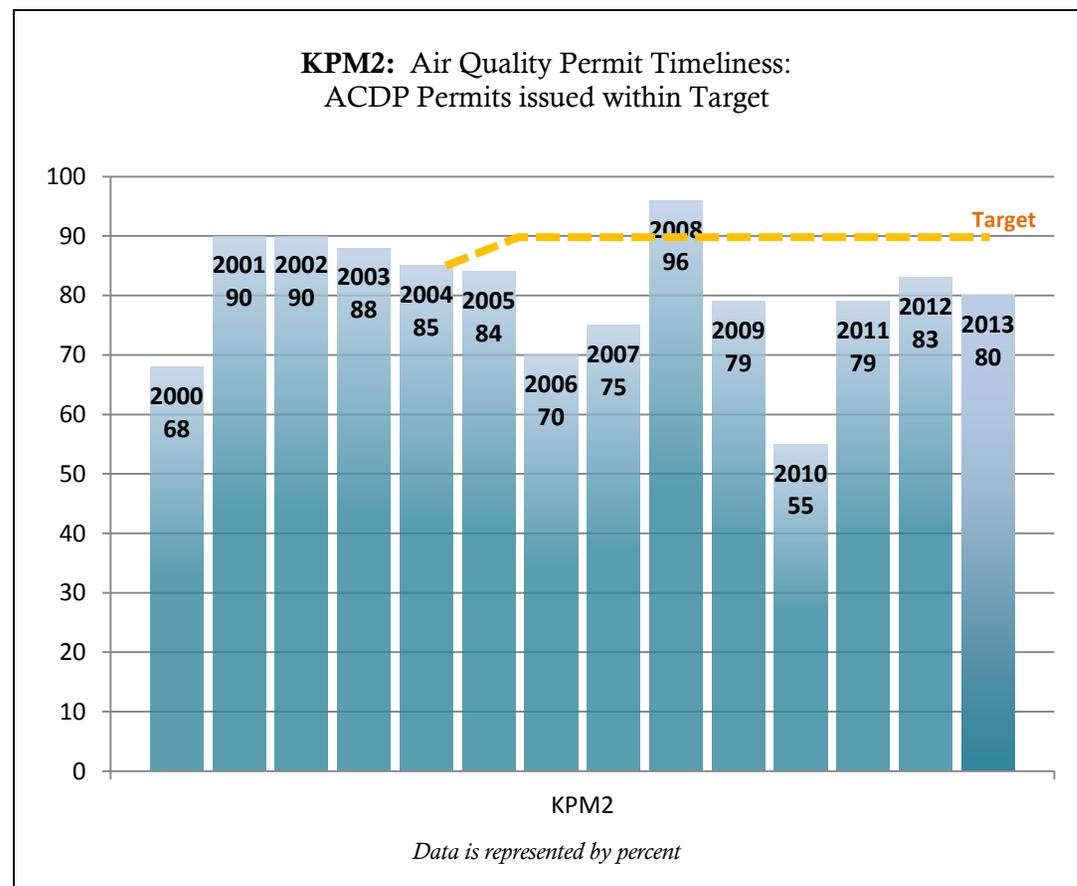
ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #2	PERMIT TIMELINESS: Percentage of air contaminant discharge permits issued within the target period.	1992
Goal	IMPROVE OREGON'S AIR AND WATER.	
Oregon Context	KPM #2 is also Oregon Benchmark #10a. It links to: (1) Oregon's Statewide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

1. OUR STRATEGY

Air Contaminant Discharge Permits (ACDP) are required for construction of new and modified point sources of all sizes as well as operation of medium sized point sources and smaller sources of hazardous air pollution. DEQ manages air quality permitting resources to ensure that time-critical permits are a high priority. In addition, DEQ invests in process improvements to streamline, create efficiencies and reduce the staff time required to issue permits.

2. ABOUT THE TARGETS

Processing targets are set for the different types of permits and range from 30 days for the simplest permits to 365 days for the most complex permits. DEQ's goal is to issue 90 percent of ACDP permits within the target periods. This goal sets a high standard for issuing permits in a timely manner. Businesses need quick turnaround times on permits to construct, expand or modify their operations. A high percentage of timely permits issued was a key economic development benchmark that was long tracked by the Oregon Progress Board and one indicator of an efficient permitting program.



3. HOW WE ARE DOING

In 2001, DEQ streamlined the ACDP permitting process and developed general permits to expeditiously permit entire source categories under one permit rather than more time-consuming individual permits. Streamlining significantly decreased the time required to issue a permit. Along with streamlining, DEQ shortened the target period for timely processing of ACDP permits from an average of 167 days to an average of 69 days.

ACDP timeliness historically hovers around 80 percent with some exceptions. In 2008, previously issued general permits came up for renewal and were reassigned, an easy process that resulted in a dramatic jump in timeliness to 96 percent. In 2010, EPA adopted new federal standards called National Emission Standards for Hazardous Air Pollutants (NESHAP) to reduce toxic air pollution from smaller manufacturing facilities and smaller businesses called “area sources.” Area sources have lower emissions of air toxics than major sources, but due to the sheer number of sources, they can and do contribute significant amounts of toxic air pollution to local air sheds. DEQ issued simplified general permits for most of these new area sources but the volume of sources (1,500 in 2010 up from 150 in previous years) drove timeliness down to 55 percent. In 2013, timeliness was 80 percent. Time spent on high profile permitting issues, such as the proposed coal terminals and high turnover rate in permitting staff made the timeliness target of 90 percent unattainable.

While the 90 percent timeliness goals are not being met, DEQ prioritizes work and makes sure that critical permitting gets done. For example, permits that must be issued before a source can proceed with a construction project receive high priority and get processed before more routine work, resulting in more routine work not meeting timeliness targets. As noted above, this key performance measure was a long-time Oregon economic benchmark and DEQ’s prioritization efforts address the intent of the benchmark.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

Over the years, permit streamlining and the development of simplified general ACDP permits have had the most significant positive effects on permit timeliness. DEQ was able to cut processing times by more than half and still exceed targets because of streamlining in the early part of the decade. Recently, when EPA initiated federal regulations for new air pollution sources, DEQ implemented those regulations by developing a simple registration process for small businesses that meet certain environmental criteria and by issuing a large number of general permits. While registration and simplified general permits have saved time, many of the new sources are small businesses new to regulation and DEQ has spent a considerable amount of time providing technical assistance, education and outreach, leaving less time to meet permit timeliness goals.

6. WHAT NEEDS TO BE DONE

Maintaining adequate staffing and continuous improvement to permit processing are the key actions for attaining and sustaining the permit timeliness goal. The ACDP program is supported by fees along with small amounts of general fund and federal funds. It will be important to retain all three funding sources to maintain adequate staffing. At the same time, DEQ must continue to develop new general permits and add procedural improvements like the proposed air quality permitting rule update planned for early 2015. Part of this rulemaking will reorganize and clarify air quality rules, making permitting easier. During the 2013-2015 biennium, DEQ will also improve permit drafting resources such as guidelines and

templates for permit drafting used by our permit writers. DEQ's ability to process ACDP permits in a timely manner is important to future economic development, especially for new facilities and for existing facilities modifying their operations.

7. ABOUT THE DATA

The reporting cycle is a calendar year. The strength of the data is that records exist on each of the ACDP permit actions taken by DEQ during the year. The primary weakness of the system is that the data's validity depends on accurate entry by multiple individuals. A secondary weakness of the data is the non-weighted value of a permit action; complex permit actions require significantly more resources than simple ones but impact the reported data in the same way.

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #3	PERMIT TIMELINESS: Percentage of individual wastewater discharge permits issued within 270 days.	1992
Goal	IMPROVE OREGON'S AIR AND WATER.	
Oregon Context	KPM #3 is also Oregon Benchmark #10b. It links to: (1) Oregon's Statewide Planning Goal 6: Air, water, and land resources quality (OAR 660-015-00 (06)); (2) Oregon Shines Goal 1: Quality jobs for all Oregonians, and (3) Oregon Shines Goal 3: Healthy, Sustainable surroundings (Oregon Benchmark 78, Stream Water Quality.)	
Data Source	Water Quality Program database	
Owner	Water Quality Program, Karen Tarnow (503) 229-5988	

1. OUR STRATEGY

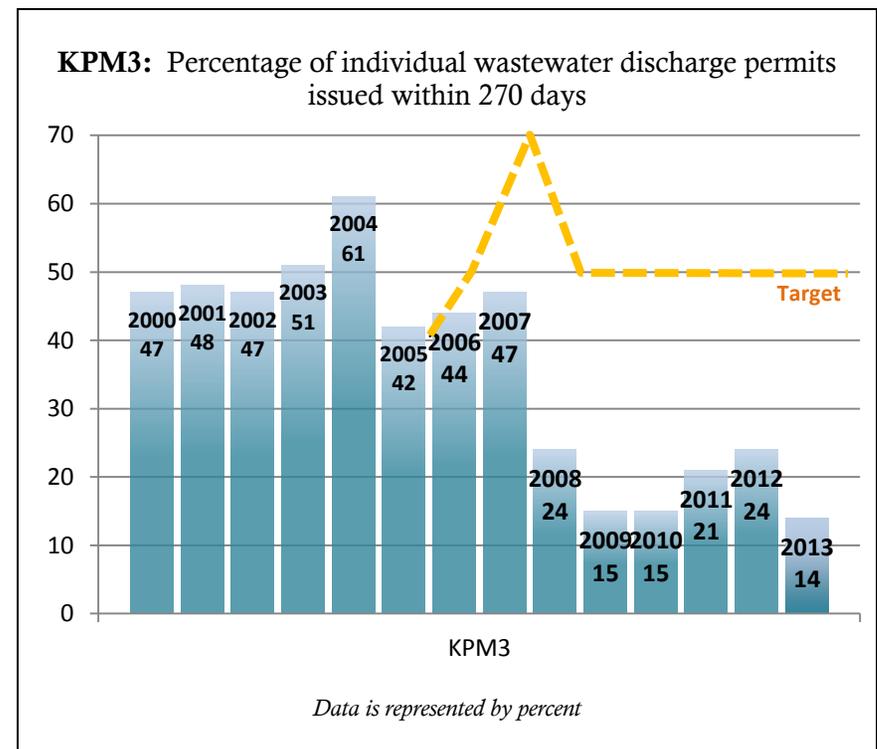
To achieve this goal, DEQ continues to focus on timely issuance of permits and reducing the permit backlog. DEQ develops annual permit issuance and inspection plans.

2. ABOUT THE TARGETS

Individual National Pollution Discharge Elimination System permits and Water Pollution Control Facilities permits are typically issued for five and ten years, respectively. Permits for ongoing operations may be administratively extended after permit expiration, but it is difficult to permit new or expanded activities until a new permit is issued. The target sets a standard for issuing permits in a timely manner because businesses need quick turn-around times on permits to construct, expand or modify their operations. High percentages of permits issued in a timely manner indicate a sufficiently staffed and efficient program. DEQ lowered the target from 70 percent in 2007 to 50 percent for 2008 for several reasons: DEQ has experienced significant staff turnover and has held positions vacant to meet budget needs; ongoing litigation; and DEQ permit workload has increased because of a greater number of permits and increasing complexity to meet terms of settlement agreements and EPA requirements. These conditions have continued.

3. HOW WE ARE DOING

DEQ did not meet its 2013 target for timeliness. For new or renewal permit applications submitted in 2013, 14 percent of individual wastewater discharge permits were issued within 270 days. This is a decrease relative to 2012, where the agency issued 24 percent of permits within 270 days.



4. HOW WE COMPARE

There are no formal public or private industry standards for permit issuance, although there is a clear expectation that permits be issued in a timely manner. DEQ gives priority to permits for new or expanding businesses.

5. FACTORS AFFECTING RESULTS

DEQ's inability to meet this KPM target is a result of several factors: lawsuits, permit complexity, staffing reductions and an increase in the number of permits managed by the program. Lawsuits can cause DEQ to temporarily halt the issuance of permits while issues are being addressed, such as happened in 2012 and 2013 due to litigation in federal court over the water quality standard for temperature and separate litigation regarding associated Total Maximum Daily Loads. DEQ also found it necessary to redirect staffing resources to respond to litigation. DEQ works with the Oregon Department of Justice to evaluate whether and how issues raised in pending litigation and in court opinions affect how DEQ issues permits.

Permits have become more complex in recent years and require substantially more staff time to develop. This is driven in large part by the implementation of watershed-based water quality improvement plans which require more customized and site-specific approaches to permitting and changes to water quality standards. Historically, pollutant discharge limits in permits were based upon existing treatment technologies, whereas today discharge limits are based upon local water quality conditions. DEQ requires considerably more data and more complicated analyses to develop permits that enable us to achieve fishable and swimmable waters throughout the state.

In DEQ's legislatively adopted budget, the wastewater permitting program was reduced from approximately 76 FTE in 2007-09 to 66 FTE in 2013-15 as a result of increased costs and decreased permit revenues. For 2015-2017, DEQ is seeking an increase in fee funding and General Fund for the wastewater program to address a revenue shortfall that would require the reduction of 6 FTE.

6. WHAT NEEDS TO BE DONE

DEQ continues to develop and implement strategies to improve the quality and efficiency of the permitting process. This includes identifying and training subject matter experts, issuing implementation memorandums (eight issued in 2012), issuing and implementing internal management directives (five issued in 2012), updating permit language templates (monitoring matrix and NPDES permit template for minor and major domestic permits completed in 2012) and aligning permit renewal to a watershed approach. Subject matter experts will be available throughout the permitting program to provide support on technically challenging permitting issues that few staff encounter more than twice a year. Staff training and implementation of management directives and permit templates will improve quality and consistency of permits throughout the program. Integration of permitting activities with the watershed approach will allow DEQ to systematically gather and process data to inform a number of water quality programs including assessment and nonpoint and point source pollution control strategies at the appropriate geographic scales.

In 2010, DEQ began implementing outcome-based management. An important part of this system is process improvement. DEQ is conducting process improvement events focused on improving our permitting processes, including developing a timelier and more efficient permitting process and tracking the results quarterly.

7. ABOUT THE DATA

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

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #4	UPDATED PERMITS: Percent of total wastewater permits that are current.	1999
Goal	IMPROVE OREGON'S AIR AND WATER.	
Oregon Context	KPM #4 links to: (1) Oregon's Statewide Planning Goal 6: Air, water, and land resources quality (OAR 660-015-00 (06)); (2) Oregon Shines Goal 1: Quality jobs for all Oregonians, and (3) Oregon Shines Goal 3: Healthy, Sustainable surroundings (Oregon Benchmark 78, Stream Water Quality.)	
Data Source	Water Quality Program database	
Owner	Water Quality Program, Karen Tarnow, 503-229-5988	

1. OUR STRATEGY

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

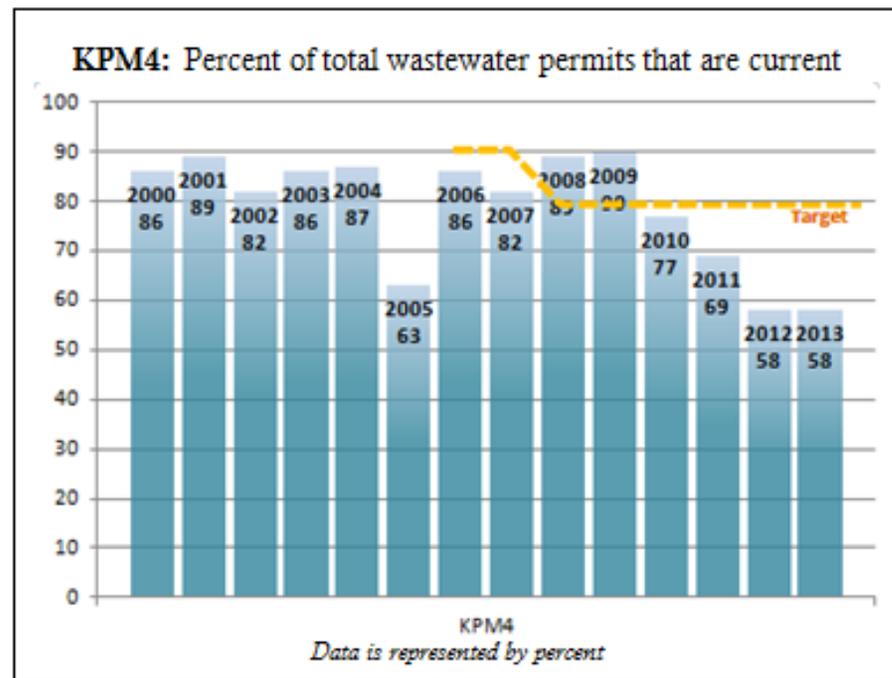
2. ABOUT THE TARGETS

Higher percentages of current permits are desirable because renewed permits incorporate current water quality standards to better protect water quality in Oregon. To promote timely permit renewal, DEQ's goal is to have 80 percent of all general and individual permits current each year. DEQ gives priority to permits for new or expanding businesses.

3. HOW WE ARE DOING

At the end of 2013, 58 percent of general and individual permits were current, meaning DEQ did not meet its 2013 target. This percentage includes National Permit Discharge Elimination System permits and Water Pollution Control Facility permits, and excludes onsite septic system permits.

DEQ continues to work with a group of stakeholders known as the Blue Ribbon Committee to identify and implement long-term improvements to the permitting program. Since 2005, DEQ has been implementing the Committee's recommendations. In 2010, DEQ began implementing outcome-based management, which included the development of outcome and process measures that the agency reviews quarterly to ensure timely response to issues and identify processes where efficiencies may be gained. As part of outcome-based management, DEQ also conducts continuous process improvement. In 2012, DEQ conducted a review of its permitting programs to identify high-impact, low-cost internal solutions to reduce the amount of time it takes to issue permits, and has been implementing recommendations that came out of that process. DEQ has also conducted process improvement events for other agency processes that will also



support permitting efforts. Collectively, these efforts have led to the implementation of a number of program/process improvements that will benefit permitting, including the following:

- Subject matter experts are available throughout the permitting program to provide support on technically challenging permitting issues that few staff encounter more than twice a year.
- Training and implementation of management directives and permit templates is improving the quality and consistency of permits throughout the program.
- Developing Environmental Solutions – development of a set of tools that will support a thoughtful decision-making process that DEQ can use to determine how we tackle environmental problems and which ones to tackle first.
- Inspection Protocol Development – creating best practices for all inspectors, regardless of program or region, that will support and guide their work.
- Permitting Process Improvement – identifying opportunities to change DEQ’s permit processes for improved timeliness and reduced backlog.
- Permit/Inspection Plan Project – assisting project managers and teams to organize, execute, and maintain oversight of permit and inspection work; improve planning, improve understanding and documentation of reasons for falling behind schedule, and collect data for use in future process improvements.

These improvements will enhance DEQ's environmental outcomes and customer service.

4. HOW WE COMPARE

The U.S. Environmental Protection Agency reports to Congress the percent of NPDES permits that are current. The federal national target is to have 90 percent of NPDES permits current. DEQ did not meet that target for 2013, with 40 percent of NPDES permits (individual and general) being current. This percentage includes only NPDES permits, and excludes NPDES stormwater, WPCF and onsite septic system permits.

5. FACTORS AFFECTING RESULTS

The complexities of technical and legal issues encountered during permit development continue to affect DEQ’s permitting schedule. DEQ continues to encounter lawsuits that delay large groups of permits (for example, permits with temperature limits). Specific permit actions are also frequently subject to legal challenges that require the assistance of technical staff. In addition, the number of requests for new permits or major modifications of existing permits that DEQ may receive are not predictable and can disrupt permit issuance schedules. DEQ continues to improve existing tools and provide new tools to permit writers to assist in the development and issuance of permits. All of these activities shift resources away from permit renewals, causing delays in renewal.

6. WHAT NEEDS TO BE DONE

DEQ needs to continue to develop and implement strategies to improve the quality and efficiency of the permitting process. This includes creating, updating and implementing internal management directives (which are similar to standard operating procedures); updating permit templates and strategically developing permit issuance schedules and aligning program resources to achieve permit issuance targets. These efforts are designed to

improve the quality and consistency of permits throughout the program. DEQ will also be focusing on utilizing its new organizational structure to improve the efficiency of its processes and delivery of permits.

To help meet the goal for current permits, DEQ needs to continue to invest in training and tools for staff to ensure that they have the most current information, data and skills to resolve the complex environmental and regulatory challenges. DEQ will update key guidance documents and will continue to offer topic specific training as well as workshops for permit writers. DEQ will be working on a new Permit Writers' Manual and improving database systems. DEQ is working towards achieving better integration among the water quality program activities (for example, permitting, onsite septic systems water quality standards, and water quality improvement plans).

7. ABOUT THE DATA

The reporting cycle is the calendar year.

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

1. OUR STRATEGY

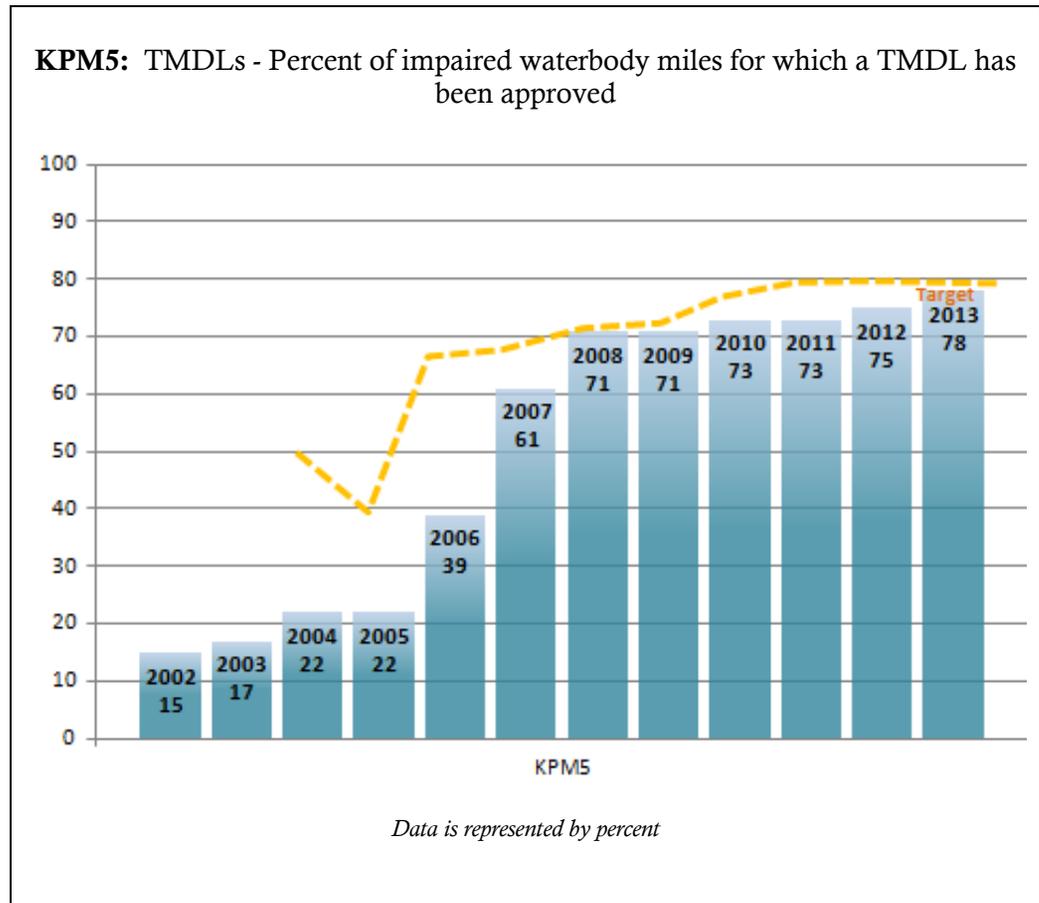
DEQ implements the Total Maximum Daily Load (TMDL or clean water plan) program based on a federal settlement agreement and Water Quality program priorities.

2. ABOUT THE TARGETS

The targets are based on the number of stream miles for which TMDLs have been developed to address all designated pollutant impairments, relative to the total number of stream miles that are designated as not meeting water quality standards for one or more pollutants. The list of impaired waterbodies (Oregon's 303d list) is updated approximately every two years as water quality standards change and additional data is collected. The current 303d list contains 14,209 stream miles that are impaired and in need of a TMDL. Thus, this measure tracks our progress in issuing TMDLs as a percentage of the total number of impaired waterbodies.

3. HOW WE ARE DOING

For 2013, DEQ fell slightly short of its target, with approved TMDLs in place for 11,124 or 78 percent of impaired stream miles rather than the target of 81 percent. DEQ has made good progress in developing TMDLs and is currently focused on technical and monitoring work needed for development of complex TMDLs in large basins.



4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

The rate of TMDL completion was slowed in recent years due to litigation, reductions in funding, and longer-than-expected timeframes for completing TMDLs in some very large basins.

6. WHAT NEEDS TO BE DONE

There are many waterways in Oregon that have water quality pollution problems that do not have TMDLs and DEQ continues to work on TMDLs throughout the state. In addition, DEQ is developing “implementation ready” TMDLs in the Coastal Nonpoint Management Area to gain approval of our Coastal Nonpoint Source Management Plan as required by the federal Coastal Zone Reauthorization Act (CZARA). These coastal TMDLs are a high priority for the water quality program and resource allocation will continue to reflect this priority.

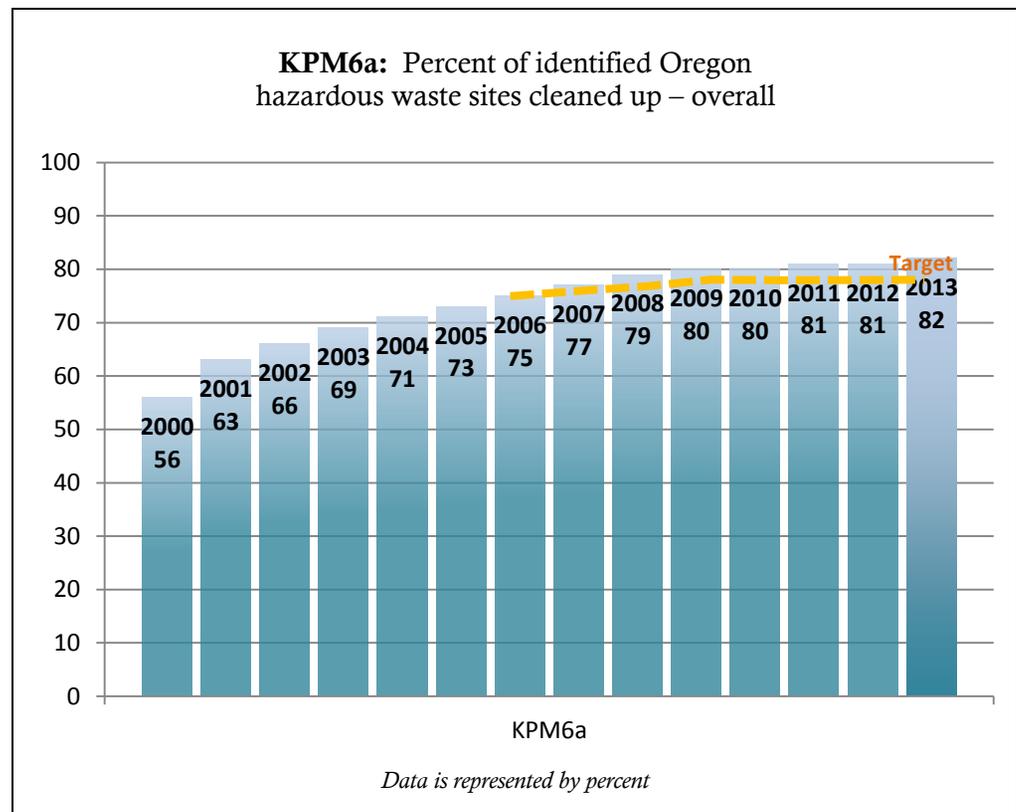
7. ABOUT THE DATA

The data is reported as the number of TMDLs completed for each calendar year, although EPA sets its targets based on the federal fiscal year. The number of river miles is determined based on the most recently approved 303d list of impaired waterbodies, approved by EPA in 2012. DEQ is proposing to delete this KPM because the 303(d) list is updated approximately every two years, resulting in an ever changing baseline of the total number of impaired stream miles, making comparisons over time unclear.

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

1. OUR STRATEGY

This performance measure combines tank sites (such as home heating oil and commercial gasoline service stations where releases of fuel from underground storage tanks have occurred) and hazardous substance sites (where releases of hazardous substances such as heavy metals, chlorinated solvents or PCBs have occurred). The great majority of sites counted in this overall measure are petroleum tank sites. DEQ's strategy over the cleanup program's history has been to continually improve processes to make it easier and cheaper for regulated parties to clean up contaminated properties to appropriate environmental standards. For example, DEQ has risk-based guidance to help with cleanup, and works with staff from the Oregon Business Development Department to find funding for brownfield investigations. Also, DEQ's prospective purchaser program is designed to encourage cleanup and redevelopment by addressing liability issues of those interested in buying contaminated sites. Finally, the heating oil tank cleanup program allows private contractors to certify that a cleanup has been completed according to Oregon standards and has been quite successful in promoting residential tank cleanups. In the last few years,



DEQ's cleanup program has developed and begun implementing improvements, which include better cost tracking and process streamlining to achieve more timely cleanups and effective environmental results.

2. ABOUT THE TARGETS

This measure tracks the total number of sites cleaned up as a percentage of the universe of contaminated sites in DEQ's hazardous substance cleanup and tanks databases combined. The higher the percentage of sites cleaned up, the better we are doing. This measure was modified in 2006 to align the Key Performance Measure and Oregon Benchmark by removing sites that are in the process of being cleaned up and measuring only those sites that have fully completed cleanup. Because of this modification, targets are not available for prior years.

3. HOW WE ARE DOING

As of December 31, 2013, DEQ's cleanup and tanks programs had overseen the cleanup of 82 percent of all sites identified, which is above the target of 80 percent. In 2013, this involved the cleanup of an additional 1,586 sites, for a total of 34,672 sites that have been addressed out of 42,443 known sites. Although new sites continue to be identified, we believe the trend in completing cleanups will continue upward toward the 90 to 92 percent achievement level.

4. HOW WE COMPARE

There are no relevant comparisons available.

5. FACTORS AFFECTING RESULTS

Each year DEQ identifies additional sites that need cleanup, creating a "moving target" as the total number of sites increases. Nevertheless, DEQ has completed enough cleanups relative to new sites identified to make forward progress. The cumulative percentage completed has increased by at least one percentage point per year since tracking began in 1996.

6. WHAT NEEDS TO BE DONE

DEQ will continue to look for ways to encourage and enable property owners to take on cleanup and to improve DEQ's processes to complete cleanups quickly and efficiently. DEQ is working towards improving communications and cost controls and streamlining processes in order to move projects to desired outcomes more quickly, DEQ continues to work on solving technical challenges that will help facilitate cleanup, such as updating our ecological risk assessment guidance and establishing criteria for the management of contaminated sediments. The cleanup program is setting goals and measuring its progress in meeting those goals. Routinely measuring our progress will not only highlight results, but increase transparency and accountability. The system emphasizes continuous process improvement.

7. ABOUT THE DATA

Data is by calendar year and comes from DEQ's leaking underground storage tank database, which includes both residential heating oil tank releases and commercial tank releases, as well as DEQ's and Environmental Cleanup Site Information database.

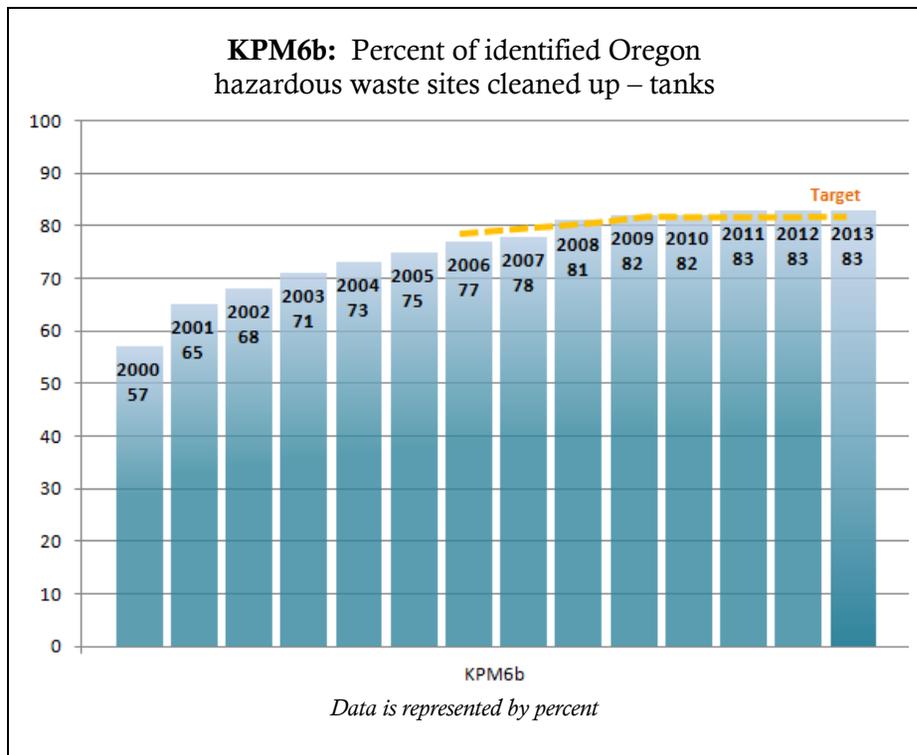
ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #6b	CLEANUP: Percent of identified Oregon hazardous substance sites cleaned up: tanks.	2002
Goal	PROTECT PEOPLE & THE ENVIRONMENT FROM TOXICS.	
Oregon Context	KPM #6 is also Oregon Benchmark #85. It links to (1) Oregon Statewide Planning Goal 6: Air, water and land resources quality (OAR 660-015-00 (06)); and (2) Oregon Shines Goal 3: Healthy, sustainable surroundings.	
Data Source	Leaking Underground Storage Tank (LUST) database.	
Owner	DEQ Land Quality Program. Tom Roick, (503) 229-5502.	

1. OUR STRATEGY

DEQ's strategy is to maintain programs and guidance that facilitate tank cleanups, to use federal funds and the state orphan site account to clean up when responsible parties are unable to do so, to use available funding and other tools to encourage cleanup, and to ensure compliance with tank regulations. The sites counted in this measure are tank sites only (home heating oil and regulated tanks, mostly at commercial gasoline service stations, where releases of fuel from underground storage tanks have occurred). DEQ updates its risk-based corrective action guidance for regulated tank owners to help expedite characterization and cleanup of petroleum releases, and operates a program that licenses third-party contractors to complete and certify heating oil tank cleanups. DEQ also encourages prospective buyers of contaminated commercial tank sites to use the prospective purchaser program, which addresses liability concerns, thus facilitating investigation and cleanup.

2. ABOUT THE TARGETS

This measure tracks the number of tank sites cleaned up as a percentage of the total universe of tank release sites identified and recorded in DEQ's database. The higher the percentage the better we are doing, with the long-term goal of between 90 and 100 percent of tank sites cleaned up.



3. HOW WE ARE DOING

As of December 31, 2013, DEQ had overseen 83 percent of all tank sites cleaned up, just over the target of 82 percent. This involved the cleanup in 2013 of 1,538 additional sites for a total of 33,890 tanks sites that have been addressed out of 40,624 known sites. Progress in cleaning up regulated (e.g., commercial) tank sites has reached 88 percent, due in part to the availability of federal grant funds to clean up sites without viable responsible parties and continued reductions in the number of new releases from regulated tanks. There have been on average about 50 new regulated tank releases per year over the past five years, compared to about 100 per year in the previous five years and several hundred in the early years of the regulatory program. Since DEQ started tracking tank statistics in 1996, the percentage of tank sites cleaned up has steadily increased.

4. HOW WE COMPARE

National data is available from the U.S. Environmental Protection Agency for regulated tank sites. As of 2013, Oregon was above the national average with 88 percent of regulated tanks sites cleaned up, compared to 85 percent nationally.

5. FACTORS AFFECTING RESULTS

Each year DEQ identifies more tank sites needing work, creating a "moving target" as the number of tank sites increases. Most cleanup work is funded by responsible parties, so economic factors also influence the number of cleanups. This is especially true for home heating oil tank cleanups, which typically happen during property transfers, so in the past the depressed real estate market has decreased cleanup activity. In addition, many of the remaining regulated tank cleanups are more difficult and beyond the financial means of property owners.

6. WHAT NEEDS TO BE DONE

DEQ needs to continue to use enforcement tools for regulated facilities that are out of compliance to help prevent future releases and to keep guidance up-to-date to facilitate tank site cleanups. The availability of federal funds for regulated tank site cleanup has declined, so DEQ will need to use remaining grant funds, prospective purchaser agreements and other tools to help leverage private and other available funds to clean up tank brownfield sites. DEQ will also prioritize its cleanup work to continue to meet its goal of reducing the regulated tank site backlog by 10 percent each year.

7. ABOUT THE DATA

Data is by calendar year, and derived DEQ's leaking underground storage tank database.

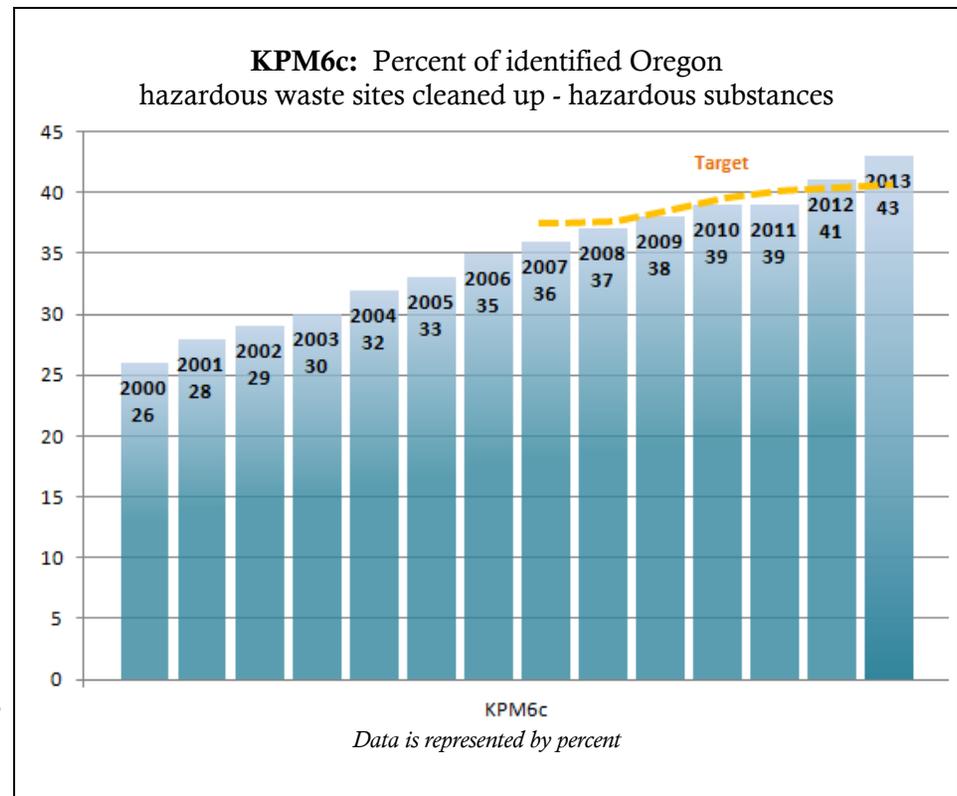
ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #6c	CLEANUP: Percent of identified Oregon hazardous substance sites cleaned up: hazardous substances.	2007
Goal	PROTECT PEOPLE & THE ENVIRONMENT FROM TOXICS.	
Oregon Context	KPM #6 is also Oregon Benchmark #85. It links to (1) Oregon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

1. OUR STRATEGY

This measure tracks performance in cleaning up hazardous substance sites, a category that excludes underground storage tank sites reported in #6b. DEQ's hazardous substance cleanup program strategy is to prioritize work on sites that pose the highest risk to human health and the environment, to encourage responsible parties to investigate and cleanup sites through voluntary programs and to use a variety of funding sources and tools, such as prospective purchaser agreements, to stimulate brownfield cleanups. Recent strategies include implementing outcome based management to make the cleanup process more transparent, effective and efficient. DEQ has already taken several steps to streamline its processes to improve timeliness and environmental results.

2. ABOUT THE TARGETS

This measure tracks the number of sites cleaned up as a percentage of the total universe of hazardous substance sites identified and recorded in DEQ's Environmental Cleanup Site Information database. The higher the percentage, the better we are doing. The 39 percent target for hazardous substance sites is significantly lower than the 80 and 82 percent targets for measures 6a (all sites) and 6b (tank sites). The main difference is that hazardous substance



investigations and cleanups may include a range of contaminants such as heavy metals, chlorinated solvents, and PCBs, and are often much more complex than petroleum tank investigations and cleanups. Additionally, state law requires property owners to decommission unused underground tanks; report, investigate and clean up leaking tanks; and disclose information about heating oil tanks during a property sale. There is no such law for hazardous-substance sites. Therefore, the majority of tank sites are cleaned up fairly quickly compared to more complex and expensive hazardous substance sites.

3. HOW WE ARE DOING

As of December 31, 2013, DEQ had completed cleanup at 43 percent of all hazardous substance sites, above the target of 39 percent. This involved the cleanup in 2013 of 48 additional sites for a total of 782 sites that have been addressed out of 1,819 in the database. Since DEQ started tracking these statistics in 1996, the percentage of sites cleaned up has increased each year, a consistent upward and positive trend.

4. HOW WE COMPARE

There are no comparisons available.

5. FACTORS AFFECTING RESULTS

DEQ's continuing identification of additional sites creates a "moving target" in which the universe of sites increases each year as DEQ identifies more sites needing work. The number of sites cleaned up on a voluntary basis depends on the ability of responsible parties to fund cleanups, so it can be influenced by economic factors. Nevertheless, DEQ consistently cleans up enough sites each year that there continues to be an increase in the overall percentage of sites completing cleanup.

6. WHAT NEEDS TO BE DONE

DEQ's cleanup program priorities through the 2013-15 biennium included:

- Improve the efficiency of investigation and cleanup of facilities through collaborative project planning and communication with responsible parties
- Employ enforcement tools to ensure timely investigation, stabilization and cleanup of high priority sites
- Use alternative strategies to investigate and cleanup facilities lacking a viable responsible party through brownfield initiatives with local communities, prospective purchaser agreements, orphan funding or financial settlements

DEQ will also continue to use outcome based management to set goals, measure results and streamline processes that will result in more timely cleanups. Additionally, DEQ will continue to improve communications with responsible parties and to find ways to help control costs.

7. ABOUT THE DATA

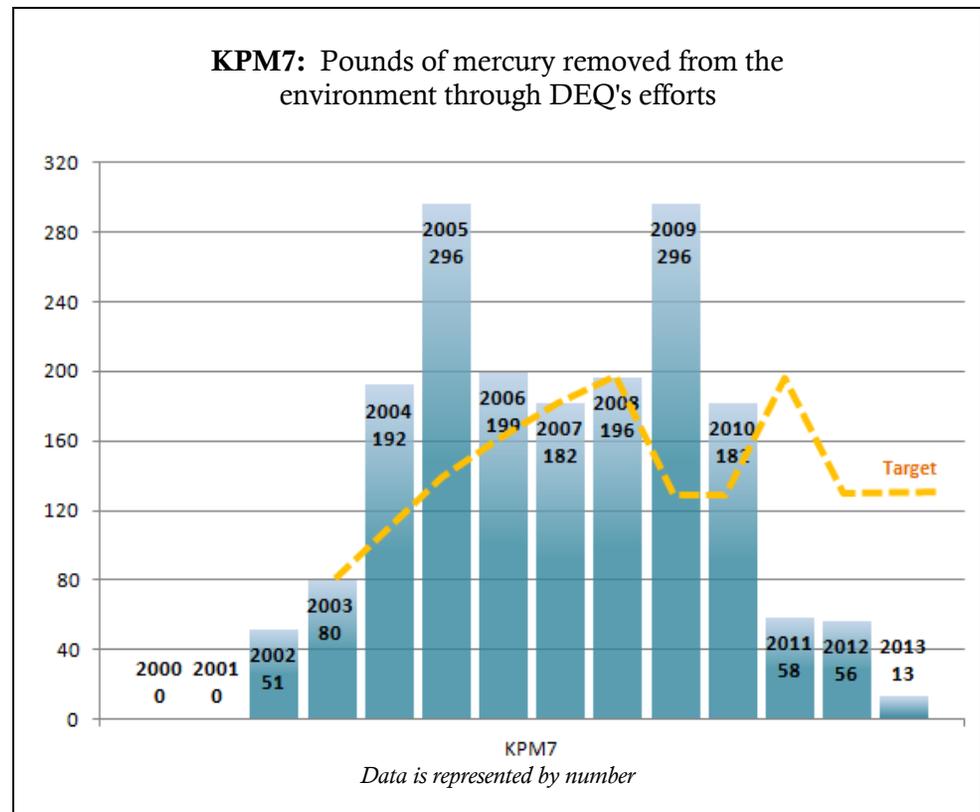
Data is by calendar year, and comes from DEQ's Environmental Cleanup Site Information database.

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #7	TOXICS PREVENTION AND REDUCTION: Pounds of mercury removed from the environment through DEQ's efforts.	2002
Goal	PROTECT PEOPLE & THE ENVIRONMENT FROM TOXICS. This is one of DEQ's identified sustainability measures.	
Oregon Context	KPM #7 does not directly link to a High Level Outcome, but supports Oregon Shines Goal 3: Healthy, sustainable surroundings.	
Data Source	Annual project reports.	
Owner	Land Quality Program. Maggie Conley (503) 229-5106.	

1. OUR STRATEGY

In the past, DEQ provided mercury collection opportunities for homeowners and businesses, including free mercury collections and mercury thermometer exchange programs. DEQ also worked with other organizations such as the Thermostat Recycling Corporation, the Oregon Association of Clean Water Agencies and the Oregon Dental Association to provide additional mercury collection opportunities. In 2013, DEQ's only remaining mercury reduction strategy was mercury collection for schools through the School Lab Cleanout Program. An important part of this program was partnering with local governments. Under the School Lab Cleanout Program, DEQ provided a chemical expert to identify dangerous and unnecessary chemicals in school science labs and art classrooms, including mercury. Management of these waste chemicals was paid for primarily by local governments.

In the past few years mercury has been highlighted as a persistent toxin of particular concern, but mercury is just one of numerous toxics that have the potential to cause adverse impacts to people and the environment. DEQ has a toxics reduction strategy with an integrated approach across programs to help prioritize our



work and focus resources on toxics of most concern including mercury. Collection of persistent toxic chemicals from homeowners and schools is one of the strategies identified to reduce persistent toxins in the environment.

All of the collected mercury reported by DEQ's measure is recycled. This does not keep it from being re-released into the environment from new products, but does keep it from going to landfills, waste incinerators, and waterways and reduces the amount that is newly mined. Mercury management is an issue nationally because there are no mercury repositories to safely and permanently remove it from the environment.

2. ABOUT THE TARGETS

DEQ sets targets for anticipated mercury recovery based on projected program funding and partner participation.

3. HOW WE ARE DOING

In 2013, DEQ supported programs that resulted in the collection of 13 pounds of mercury, well under the target of 120 pounds. The amount of mercury collected has continued to decline due to reductions in Solid Waste Program funding and limited ability of our partners to participate. If solid waste fee revenue increases in the future, DEQ may be able to reinstate mercury reduction programs.

4. HOW WE COMPARE

DEQ does not track mercury collections not funded by DEQ, so no comparisons are available.

5. FACTORS AFFECTING RESULTS

The reduced amount of mercury collected in 2013 is a result of elimination of DEQ funding that supported other programs including household hazardous waste collection, the Oregon Dental Association Mercury program, the free small business mercury program and the thermometer exchange program, as well as the reduction in funding for DEQ's school lab cleanout program and home mercury pickup program. Solid Waste fee revenue has declined significantly over the last several years as solid waste disposal has declined, previously due to the economic downturn but also due to successful increases in waste recycled or otherwise recovered. The amount of mercury reported includes only elemental mercury collected. The amount of non-elemental mercury collected, such as that found in some laboratory compounds, cannot be estimated and reported with any accuracy.

6. WHAT NEEDS TO BE DONE

Mercury is listed on the Toxics Focus List under DEQ's Toxic's Reduction Strategy. The strategy recommends collecting mercury through household hazardous waste collection events and the school lab cleanout program. DEQ has limited funding to collect mercury and this measure is no longer representative of agency progress towards reducing toxics in the environment. Moreover, because mercury is just one of numerous toxics that have the potential to cause adverse impacts to people and the environment, this measure does not represent the range of strategies needed for toxics reduction. DEQ has proposed deleting this KPM and is working towards replacing it with a more substantive toxics reduction measure.

7. ABOUT THE DATA

Data is collected from DEQ's school lab contractor and compiled annually by DEQ staff. Mercury data is only included in this report if DEQ contributed to the cost of collecting or managing the waste mercury. Mercury collected from households at locally sponsored household hazardous waste collection facilities and events, including those in the Portland Metro area, are not included.

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #8	SOLID WASTE - Pounds of municipal solid waste landfilled or incinerated per capita.	2002
Goal	INVOLVE OREGONIANS IN SOLVING ENVIRONMENTAL PROBLEMS.	
Oregon Context	As an Oregon Benchmark, this measure is also linked to: (1) Oregon Statewide Planning Goal 6: Air, water and land resources quality (OAR 660-015-00 (06)); and (2) Oregon Shines Goal 3: Healthy, sustainable surroundings.	
Data Source	Landfill disposal tonnage reports.	
Owner	DEQ Land Quality Program. Peter Spendelow, (503) 229-5253.	

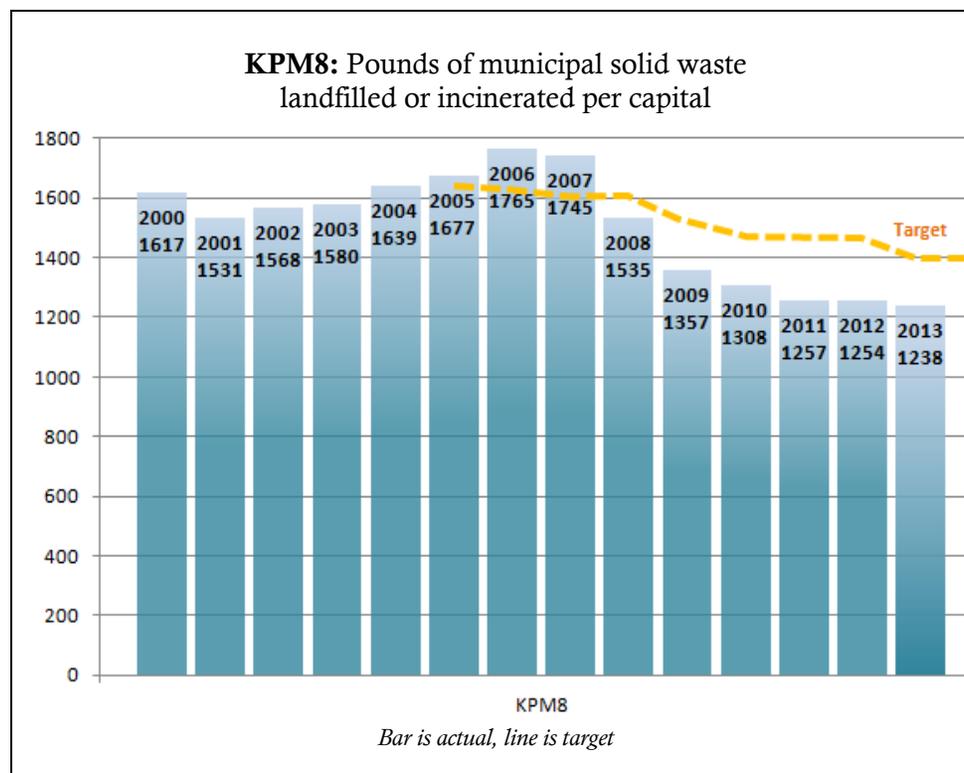
1. OUR STRATEGY

DEQ's strategy for this measure is to develop information and adopt programs to reduce the amount of waste generated and to increase the amount that is recovered through recycling, composting or energy recovery. The involvement of all Oregonians is crucial.

DEQ will promote understanding of significant greenhouse gas and other environmental impacts associated with the full life cycle of products and materials and identify and pursue strategies to reduce them; reduce waste generation by working with businesses on initiatives for better product design and preventing the wasting of food; inform and promote more sustainable consumption, including efforts to improve state purchasing and reduce purchase and use of household toxic chemicals; and target high impact materials for optimal waste recovery.

2. ABOUT THE TARGETS

The targets were originally adjusted in 2008 to be compatible with the statutory goals of achieving a solid waste recovery rate of 50 percent by 2009, having no increase in per capita generation of solid waste through 2008, and having no increase in the total generation of solid waste in 2009 and subsequent years. Because the generation of solid waste dropped substantially in 2008 and we have



corrected population information for calculating per capita disposal, DEQ has proposed to lower (make more stringent) targets to maintain compatibility with the statutory goals.

3. HOW WE ARE DOING

Oregon's per capita disposal rate was below the target (better) for 2013. In 2013 the per capita waste disposed or incinerated was 1,238 pounds, which is better than the target of 1,438 pounds. Total waste continued to decrease in 2013, meeting the statutory goal of no increase in total waste generation after 2009.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

Programs that have increased recovery and reduced disposal in recent years include the expansion of recycling collection programs offering large roll-carts, establishment of an enhanced dry waste recovery program in the Portland Metro area and increased food waste collection programs. Other factors that have reduced the generation of wastes include the decline in newsprint, magazine and bulk mail generation, lighter weight packaging and reduction in construction and other waste related to the economic downturn that started in 2007.

6. WHAT NEEDS TO BE DONE

DEQ is implementing Materials Management in Oregon: "2050 Vision and Framework for Action," adopted by the Environmental Quality Commission on December 6, 2012. The framework focuses DEQ's efforts on identifying the most significant impacts across a product's full lifecycle, and taking action to reduce those impacts. To complete this work, DEQ will follow four pathways: building a solid foundation including research, knowledge and funding; evaluating and developing new policies and regulations; establishing better collaborations and partnerships; and supporting better education about sustainable materials management. This holistic approach helps DEQ work with partners in a changing world with new jobs, new opportunities and new challenges. The *2050 Vision* proposes new approaches to guide state policy and programs and to achieve the best environmental outcomes at the lowest cost to society.

7. ABOUT THE DATA

All landfills and incinerators report the tons of waste they dispose to DEQ each quarter, except for very small facilities that report to DEQ annually. The larger landfills use certified scales and computerized recordkeeping to report disposal tonnage. DEQ has occasionally audited disposal data from selected facilities, and as more accurate tonnages are reported, past annual tonnages are updated. This reporting period, DEQ updated the reported amounts based on corrected data and 2010 Census population information. Additionally, to be consistent over time, this measure does not include the effects of a 2001 change in statute that directs DEQ to exclude from our annual material recovery survey report certain tons burned in the Marion County waste-to-energy facility.

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #9a	WATER QUALITY CONDITIONS - Percent of monitored stream sites with significantly increasing trends in water quality.	1992
Goal	PROTECT AND IMPROVE OREGON'S WATER AND AIR: IMPROVE ENVIRONMENTAL HEALTH.	
Oregon Context	As an Oregon Benchmark, this measure is also linked to: 1) Oregon's Statewide Planning Goal 6: air, water, and land resources quality (OAR 660- 015- 00 (06)); and 2) Oregon Shines goal 3: Healthy, sustainable surroundings.	
Data Source	DEQ water quality monitoring data.	
Owner	DEQ Laboratory. Aaron Borisenko, Watershed Assessment Manager (503) 693-5723.	

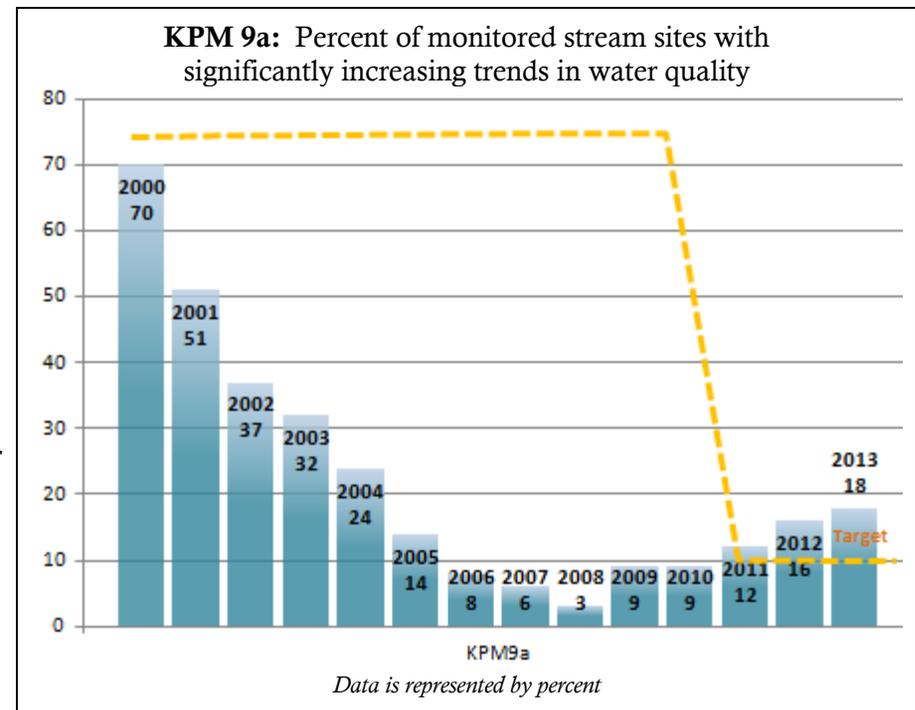
1. OUR STRATEGY

All Water Quality programs at DEQ implement strategies which are intended to maintain and improve overall water quality. This performance measure is linked to two goals: protecting Oregon's water and Oregon's statewide planning goal # 6, to maintain and improve the quality of the air, water and land resources of the state.

The protection of Oregon's water quality is a component of both goals. KPM 9 is an important indicator of Oregon's overall water quality conditions and trends. This performance measure is a very high level environmental outcome indicator. Many factors influence overall water quality, and some, such as population growth, land use changes and climate change effects, are beyond the immediate scope of DEQ jurisdiction. Also, the protection of water quality is shared by a number of agencies including the Oregon Department of Forestry, Oregon Department of Agriculture, and federal land managers like the US Forest Service and the Bureau of Land Management.

KPM 10 (a,b,c) is based on the Oregon Water Quality Index. The OWQI combines eight important water quality measurements into a single number that tell us about the general surface water quality. It is based on readily available conventional water quality indicators including level

of nutrients, fecal bacteria, pH and dissolved oxygen. It does not include toxic chemicals primarily because such data is limited. DEQ annually analyzes data from a network of approximately 130 ambient river monitoring sites and determines trends in water quality based on the most recent ten-year period, known as a ten-year rolling average. DEQ then summarizes data for the entire state. The term "significantly," as used in



benchmarks 10a and 10b, refers to statistically significant change at the 80 percent confidence interval. This is a conservative definition which highlights real changes in water quality over time. DEQ further analyzes data from individual monitoring sites with the greatest changes in water quality to determine which of the water quality measurements are driving the change in water quality. The agency further evaluates what watershed activities can explain the changes in water quality. This information can then help us determine the effectiveness of water quality management strategies being implemented by many different jurisdictions. When conducting this analysis it is important to understand that some water quality improvement strategies, such as improving the condition of streamside vegetation may take many years before improved water quality conditions are able to be measured.

2. ABOUT THE TARGETS

The performance measure incorporates three components related to stream water quality: increasing trends, decreasing trends, and streams in good to excellent condition. A greater number of streams with increasing water quality rather than declining water quality indicate progress towards the goal of protecting Oregon's water. In addition, maintaining or increasing the percentage of stream sites with good to excellent water quality also indicates progress towards the goal. DEQ last revised targets during a period of remarkable improvements in water quality. The current targets were revised in 2011 to set realistic, attainable goals that recognize the major improvements in water quality that have occurred in the past and that non-point source activities designed to maintain and improve water quality in the future will take longer to show measurable results.

3. HOW WE ARE DOING

From approximately 1995 to 2004, water quality across the state improved dramatically and this was reflected in Key Performance measures 9a, b, and c. The rate of these improvements declined between 2001 and 2008 but began improving again more recently. In 2013, the percentage of monitored stream sites with significantly increasing trends over the previous ten years was 18 percent (24 of 131 stream sites).

4. HOW WE COMPARE

No industry standards exist. The performance is based on changes in the OWQI at routine river monitoring sites throughout the state. The OWQI is used to describe general stream water quality status and trends. Oregon has been an international leader in the development of the OWQI and many other governments; local, state and national (Canada) have developed water quality indices based on the OWQI.

5. FACTORS AFFECTING RESULTS

A number of factors contributed to the large improvements in water quality that occurred from 1995 to 2004. During this period, DEQ developed many clean water plans for stream basins that did not meet water quality standards throughout the state. These plans, known as Total Maximum Daily Loads (TMDL) , in many cases required permitted sources to improve wastewater treatment and to meet stricter effluent discharge limits. Many of the streams with the biggest water quality improvements were in areas with clean water plans. In addition, during this time there were improvements in stormwater management in many basins and improved practices for protecting water quality being implemented on forestry and agriculture lands. The improvements resulting from these changes were reflected in the ten-year trends reported for years 1995 through 2004. Since trends are based only on the previous ten years and those improvements occurred over five years ago, current 10 year trend analyses no longer reflect those improvements. Many factors that contribute to water quality are outside the direct control of DEQ. Responsibility for forested lands resides with several federal agencies and the Oregon Department of Forestry. Similarly, the Oregon Department of Agriculture is the lead in implementing water quality protections on agricultural lands. Many urban and suburban land use impacts as well as annual weather variations

and climate change all affect the quality of water in Oregon. Nevertheless, DEQ does work closely with sister agencies and jurisdictions to establish activities to protect or restore water quality.

6. WHAT NEEDS TO BE DONE

The data for this benchmark are developed from a network of 128 ambient monitoring sites on the state's major rivers and streams. Analyzing the response of water quality to specific activities and sources of pollution will help to guide future actions. Implementation of clean water plans (TMDLs) and the periodic update of existing clean water plans are important efforts for improving water quality. Communicating water quality trends with other land management agencies will help to target management actions and keep program activities moving forward. Finally, DEQ is evaluating new performance measures that would display the link between the quality of Oregon's waterways and the work DEQ does to protect them.

7. ABOUT THE DATA

Long term ambient water quality monitoring data are collected in accordance with the Ambient Water Quality Monitoring Network Quality Assurance Project Plan. All data used has met strict data quality requirements. The statistical processes used to analyze the data are documented in the "Annual Water Quality Index Summary Report." DEQ performs analysis on a ten year data set. All DEQ monitoring data are accessible via the web at <http://deq12.deq.state.or.us/lasar2/>.

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #9b	WATER QUALITY CONDITIONS - Percent of monitored stream sites with decreasing trends in water quality.	1992
Goal	PROTECT AND IMPROVE OREGON'S WATER AND AIR: IMPROVE ENVIRONMENTAL HEALTH.	
Oregon Context	As an Oregon Benchmark, this measure is also linked to: 1) Oregon's Statewide Planning Goal 6: air, water, and land resources quality (OAR 660- 015- 00 (06)); and 2) Oregon Shines goal 3: Healthy, sustainable surroundings.	
Data Source	DEQ water quality monitoring data.	
Owner	DEQ Laboratory. Aaron Borisenko, Watershed Assessment Manager (503) 693-5723.	

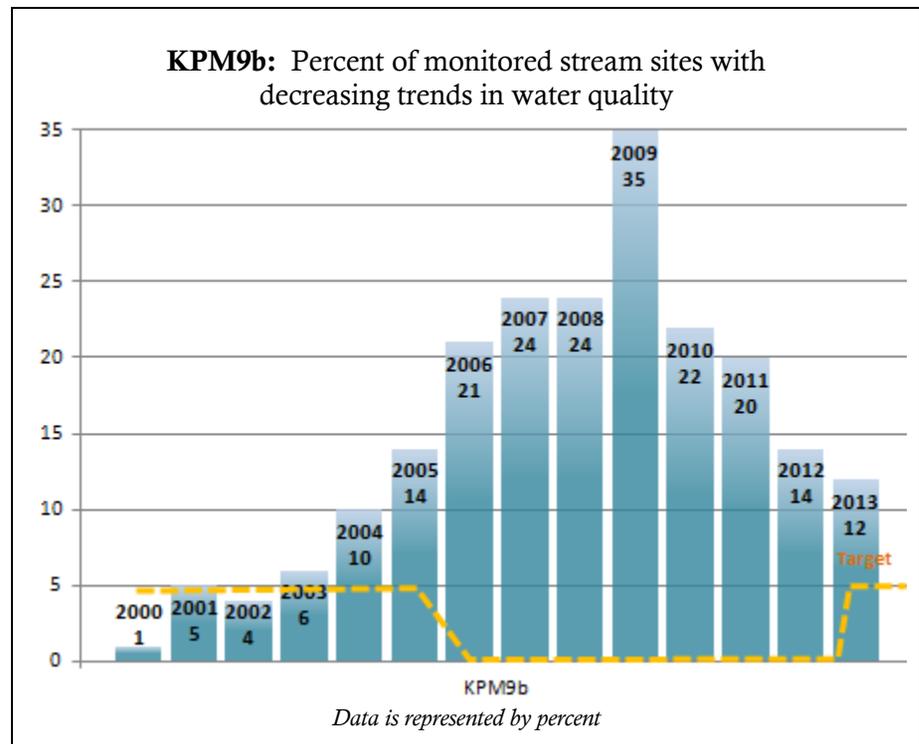
1. OUR STRATEGY

All Water Quality programs at DEQ implement strategies which are intended to maintain and improve overall water quality. This performance measure is linked to two goals: protecting Oregon's water and Oregon's statewide planning goal # 6, to maintain and improve the quality of the air, water and land resources of the state.

The protection of Oregon's water quality is a component of both goals. KPM 9 is an important indicator of Oregon's overall water quality conditions and trends. This performance measure is a very high level environmental outcome indicator. Many factors influence overall water quality, and some, such as population growth, land use changes and climate change effects, are beyond the DEQ's jurisdiction. Also, the protection of water quality is shared by a number of agencies including the Oregon Department of Forestry, Oregon Department of Agriculture, and federal land managers like the US Forest Service and the Bureau of Land Management.

KPM 9 (a,b,c) is based on the Oregon Water Quality Index. The OWQI combines eight important water quality measurements into a single number that tell us about the general surface water quality. It is based on readily available conventional water quality indicators including level of nutrients, fecal bacteria, pH and dissolved oxygen. It does not include

toxic chemicals primarily because such data is limited. DEQ annually analyzes data from a network of approximately 130 ambient river monitoring sites and determines trends in water quality based on the most recent ten-year period, known as a ten-year rolling average. DEQ then summarizes data for the entire state. The term "significantly," as used in benchmarks 9a and 9b, refers to statistically significant change at the 80



percent confidence interval. This is a conservative definition which highlights real changes in water quality over time. DEQ further analyzes data from individual monitoring sites with the greatest changes in water quality to determine which of the water quality measurements are driving the change in water quality. The agency further evaluates what watershed activities can explain the changes in water quality. This information can then help us determine the effectiveness of water quality management strategies being implemented by many different jurisdictions. When conducting this analysis it is important to understand that some water quality improvement strategies, such as improving the condition of streamside vegetation may take many years before improved water quality conditions are able to be measured.

2. ABOUT THE TARGETS

The performance measure incorporates three components related to stream water quality: increasing trends, decreasing trends, and streams in good to excellent condition. A greater number of streams with increasing water quality rather than declining water quality indicate progress towards the goal of protecting Oregon's water. In addition, maintaining or increasing the percentage of stream sites with good to excellent water quality also indicates progress towards the goal. DEQ maintains a target of zero percent of sites with decreasing trends because it is consistent with anti-degradation objectives outlined in the Clean Water Act and to strive for maintenance of environmental gains where they have occurred.

3. HOW WE ARE DOING

The percentage of stream sites with decreasing trends in water quality has not met the target. In 2011 and 2012, the percentage of sites with decreasing trends dropped from 20 to 14 percent. In 2013, the percentage of sites with decreasing trends dropped even further to 12 percent. While not meeting the challenge of "no decreasing trends," the trajectory of the measure is headed in the right direction.

4. HOW WE COMPARE

No industry standards exist. The performance is based on changes in the OWQI at routine river monitoring sites throughout the state. The OWQI is used to describe general stream water quality status and trends. Oregon has been an international leader in the development of the OWQI and many other governments – local, state and international (Canada) – have developed water quality indices based on the OWQI.

5. FACTORS AFFECTING RESULTS

In 2013, two of the four sites with the largest declines were located on the lower stretch of the Deschutes River. The declines in OWQI at these sites were related to increasing pH and available oxygen (BOD). There were declining OWQI trends at another 14 sites across the state. No common causes have been determined for the declines in OWQI at these locations.

6. WHAT NEEDS TO BE DONE

The data for this benchmark are developed from a network of 128 ambient monitoring sites on the state's major rivers and streams. Analyzing the response of water quality to specific activities and sources of pollution will help to guide future actions. Implementation of clean water plans (TMDLs) and the periodic update of existing clean water plans are important efforts for improving water quality. Communicating water quality trends with other land management agencies will help to target management actions and keep program activities moving forward. Finally, DEQ is evaluating new performance measures that would display the link between the quality of Oregon's waterways and the work DEQ does to protect them.

7. ABOUT THE DATA

Long-term ambient water quality monitoring data are collected in accordance with the Ambient Water Quality Monitoring Network Quality Assurance Project Plan. All data used has met strict data quality requirements. The statistical processes used to analyze the data are documented in the “Annual Water Quality Index Summary Report.” DEQ performs analysis on a ten year data set. All DEQ monitoring data are accessible via the web at <http://deq12.deq.state.or.us/lasar2/>.

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #9c	WATER QUALITY CONDITIONS – Percent of monitored stream sites with water quality in good to excellent condition.	1992
Goal	PROTECT AND IMPROVE OREGON'S WATER AND AIR: IMPROVE ENVIRONMENTAL HEALTH.	
Oregon Context	As an Oregon Benchmark, this measure is also linked to: 1) Oregon's Statewide Planning Goal 6: air, water, and land resources quality (OAR 660- 015- 00 (06)); and 2) Oregon Shines goal 3: Healthy, sustainable surroundings	
Data Source	DEQ water quality monitoring data.	
Owner	DEQ Laboratory. Aaron Borisenko, Watershed Assessment Manager (503) 693-5723.	

1. OUR STRATEGY

All Water Quality programs at DEQ implement strategies which are intended to maintain and improve overall water quality. This performance measure is linked to two goals: protecting Oregon's water and Oregon's statewide planning goal # 6, to maintain and improve the quality of the air, water and land resources of the state.

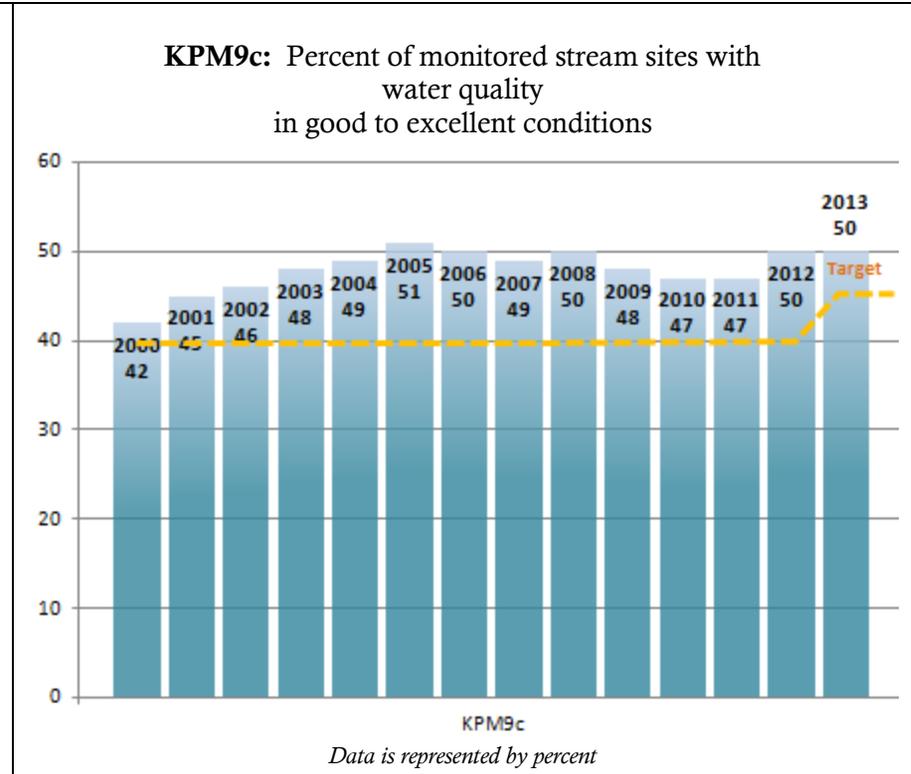
The protection of Oregon's water quality is a component of both goals. KPM 9 is an important indicator of Oregon's overall water quality conditions and trends. This performance measure is a very high level environmental outcome indicator. Many factors influence overall water quality, and some, such as population growth, land use changes and climate change effects, are beyond DEQ's jurisdiction. Also, the protection of water quality is shared by a number of agencies including the Oregon Department of Forestry, Oregon Department of Agriculture, and federal land managers like the U.S. Forest Service and the Bureau of Land Management.

KPM 9 (a,b,c) is based on the Oregon Water Quality Index. The OWQI combines eight important water quality measurements into a single number that tell us about the general surface water quality.

It is based on readily available conventional water quality indicators including level of nutrients, fecal bacteria, pH and dissolved oxygen. It does not include toxic chemicals primarily because such data is limited.

DEQ annually analyzes data from a network of approximately 130

ambient river monitoring sites and determines trends in water quality based on the most recent ten-year period, known as a ten-year rolling



average. DEQ then summarizes data for the entire state. The term “significantly,” as used in benchmarks 9a and 9b, refers to statistically significant change at the 80 percent confidence interval. This is a conservative definition which highlights real changes in water quality over time. DEQ further analyzes data from individual monitoring sites with the greatest changes in water quality to determine which of the water quality measurements are driving the change in water quality. The agency further evaluates what watershed activities can explain the changes in water quality. This information can then help us determine the effectiveness of water quality management strategies being implemented by many different jurisdictions. When conducting this analysis it is important to understand that some water quality improvement strategies, such as improving the condition of streamside vegetation may take many years before improved water quality conditions are able to be measured.

2. ABOUT THE TARGETS

The target for benchmark 9c was revised in 2011 to a higher target because the benchmark has been met or exceeded for more than 10 years. While this target has been met for a long time, recent declines in the percentage of good or excellent sites make the revised target a reasonable measure for the time being.

3. HOW WE ARE DOING

We currently find good or excellent water quality at half the sites we routinely monitor. While we are meeting our target for overall water quality condition, over 50 percent of the sites still need improvement and diligence is needed to prevent the improved water quality of some locations from declining. In 2012 and 2013, 50 percent of the ambient sites had good or excellent water quality. Tracking recent gains in future years will be important.

4. HOW WE COMPARE

No industry standards exist. The performance is based on changes in the OWQI at routine river monitoring sites throughout the state. The OWQI is used to describe general stream water quality status and trends. Oregon has been an international leader in the development of the OWQI and many other governments – local, state and international (Canada) – have developed water quality indices based on the OWQI.

5. FACTORS AFFECTING RESULTS

This benchmark has stabilized and improved over the last two years. Increases in the percentage of sites with improving trends in 2012 and 2013 helped to regain some ground after a period of downward trends.

6. WHAT NEEDS TO BE DONE

The data for this benchmark are developed from a network of 128 ambient monitoring sites on the state’s major rivers and streams. DEQ needs to continue working with our partners around the state to protect and improve Oregon’s waters.

7. ABOUT THE DATA

DEQ collects long term ambient water quality monitoring data in accordance with the Ambient Water Quality Monitoring Network Quality Assurance Project Plan. All data used has met strict data quality requirements. The statistical processes used to analyze the data are documented in the “Annual Water Quality Index Summary Report.” DEQ performs analysis on a ten year data set. All DEQ monitoring data are accessible via the web at <http://deq12.deq.state.or.us/lasar2/>.

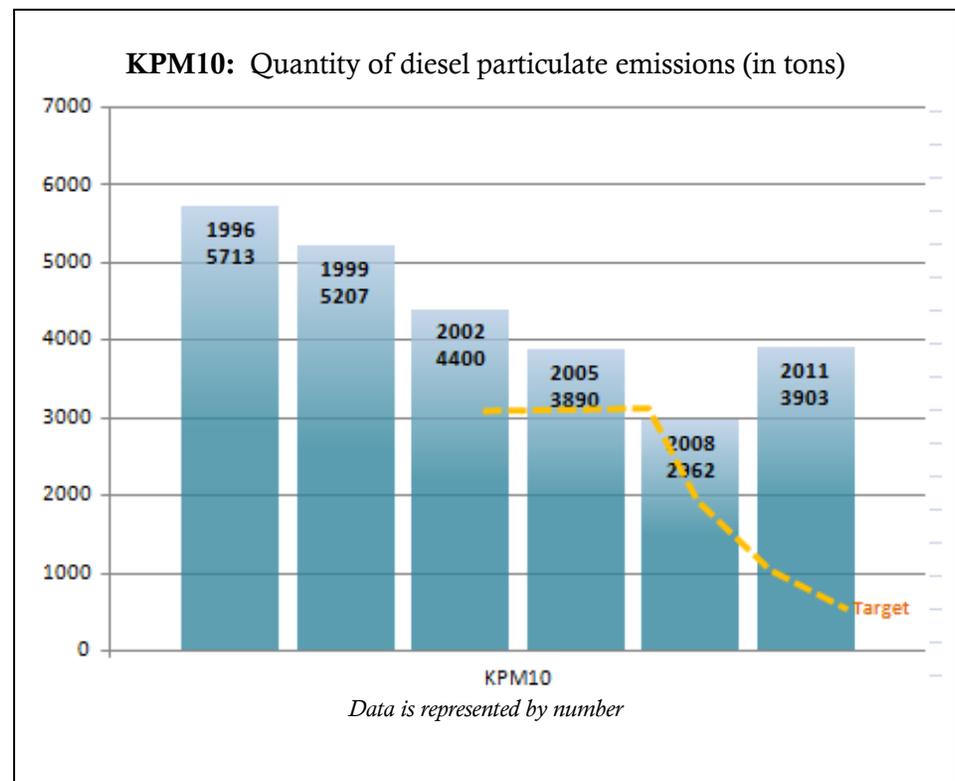
ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #10	AIR QUALITY DIESEL EMISSIONS: Quantity of diesel particulate emissions.	2007
Goal	IMPROVE OREGON'S AIR AND WATER.	
Oregon Context	KPM # 10 (air quality diesel emissions) is also linked to: (1) Oregon Progress Board Benchmark #75a; (2) Oregon Progress Board Benchmark #12a; (3) Oregon Statewide Planning Goal 6: Protecting air, water and land resources; and (4) Oregon Shines Goal 3: Provide healthy, sustainable surroundings.	
Data Source	DEQ air quality emission inventory database. The inventory is resource intensive to compile and validate. It is updated every three years on a schedule that meets EPA reporting requirements.	
Owner	Air Quality Division, Margaret Oliphant, (503) 229-5687.	

1. OUR STRATEGY

There are approximately 300,000 diesel engines that operate in Oregon each year that will continue to pollute for around 30 years before being retired and replaced with engines subject to strict federal emission standards for new vehicles. DEQ has developed a Clean Diesel Initiative, an education and incentive program to retrofit or replace these older engines. DEQ's focus is fleet outreach to identify specific operational efficiencies and equipment to reduce fuel consumption and diesel pollution. Fleets are encouraged to use cleaner fuels, including biofuels, install advanced exhaust controls and scrap old engines. DEQ seeks federal grant funding to provide the incentives.

2. ABOUT THE TARGETS

The 2007 Oregon Legislature adopted a goal (ORS 468A.793) to reduce the cancer risk from exposure to diesel particulate to one cancer in a million individuals over a lifetime of exposure by 2017. DEQ has translated this goal into an emissions target of no more than 250 tons of diesel particulate emitted in 2017. Achieving this goal would result in fewer cancer-related deaths per year in Oregon and reduced incidence of other health effects including cardiovascular



disease, asthma, bronchitis, chronic obstructive pulmonary disorder and other diseases. Another benefit of reducing diesel emissions is that it also reduces black carbon, which is the second largest influence on climate change. Diesel engines are the largest source of black carbon in North America.

3. HOW WE ARE DOING

In 2010 EPA revised diesel engine emission factors used to calculate pollution outputs based on updated information from vehicle emission monitoring. EPA also released a new emission model for mobile sources to incorporate this revised information. The apparent increase in emissions from the 2008 to the 2011 reporting year reflects the change in emission calculation methodology rather than an absolute increase in emissions. If prior year emission estimates were recalculated, relying on the current emission factors, the reported values in the prior years would be higher.

The measure illustrates that diesel emissions remain at unhealthy levels in Oregon, but progress has been made. DEQ has secured federal grants to install advanced exhaust controls on school buses, construction equipment, cargo handling equipment, garbage trucks, transit buses, delivery vehicles and over-the-road trucks. With federal grants and Oregon tax credits, 40-year old engines have been replaced on eleven Columbia River towboats, substantially lowering emissions and fuel consumption. Six truck stops have electrified parking spaces where overnight truckers can enjoy comfortable cabs without idling overnight, and one railroad has installed idle reduction controls on their locomotives, saving significant amounts of fuel and lowering emissions (these engines typically run continuously even when not in use). At the current rate of progress, however, Oregon will not meet the diesel emissions target without additional funding or regulatory measures.

4. HOW WE COMPARE

Although the National-scale Air Toxics Assessment covers all states, state-to-state comparisons are misleading and not recommended. Each state produces its own inventory of emissions based on methods unique to that state, so differences in risk among states can be artifacts of different methodologies. While EPA attempts to harmonize the data and develop a national estimate of health risk by state, it lacks reliability for comparison purposes among states.

Diesel fuel consumption in Oregon is slightly higher per capita than other states and the fleet is slightly older than the national average. Exposure to the harmful effects of diesel exhaust is likely to be comparable to adjoining states. However, in both California and Washington, multi-million dollar financial assistance programs for public and private fleets have been in place to support cleaner engine repowers and exhaust control upgrades for many years. California has also adopted a program to phase-in requirements for using cleaner diesel fuel, scrapping old engines (including the option of moving old engines outside of California), repowering with cleaner engines and upgrading the exhaust control systems on existing in-use diesel vehicles and equipment.

5. FACTORS AFFECTING RESULTS

The rising cost of diesel fuel has stimulated interest among fleets to improve their fuel economy and shift to lower cost fuels like natural gas. For others, environmental credibility is important. However, these factors alone are not likely to achieve the overall public health benchmark. Aside from using less fuel, installing advanced exhaust controls is the most cost effective approach to reduce diesel emissions. However, it is difficult for many businesses to justify investing up to \$16,000 per device, per vehicle, when the primary benefit of the investment is public health. Financial

assistance has been crucial to achieving the gains to date.

In 2007 when the Legislature set the diesel goal, they also appropriated \$1.0 million in state funds, as well as tax credits, for clean diesel projects. The economic downturn placed extraordinary pressures on the state budget, resulting in a rescission of about 20 percent of the General Fund appropriated for clean diesel grants in the 2007-2009 biennium and elimination of General Fund support in the 2009-2011 biennium. The federal economic stimulus (American Recovery and Reconciliation Act) provided \$1.7 million in clean diesel project funding for municipal, school bus and transit fleets in the Portland area and in Klamath, Deschutes, Marion, Polk and Lane counties. Federal funding through the Diesel Emission Reduction Act continues but at very reduced levels. State tax credits expired at the end of 2011. The loss of funding for incentive programs has resulted in slower progress toward the target and legislative goal. The pace of progress is insufficient to meet the legislative goal and other systematic approaches are needed.

6. WHAT NEEDS TO BE DONE

Although emissions will be reduced over time as a result of fleet turnover with cleaner new engines, DEQ's projections show that even by 2026 the estimated cancer risk will still be five times over the target. At the current rate of progress, Oregon will not meet the diesel emissions target without additional funding and regulatory measures. DEQ convened a staff workgroup in 2014 to consider a wide range of policy approaches to reducing diesel emissions taking into account other program experiences across the country and internationally. The team evaluated wide ranging regulatory programs, market based approaches and enhanced financial assistance policies. DEQ is recommending incorporating clean diesel technology requirements in state and select local government contracts and purchasing to align public expenditures towards achieving the public health and environmental goals embodied in this Key Performance Measure. DEQ will also consider how modifications to the Diesel KPM may be necessary to reflect this program direction and make recommendations as needed.

7. ABOUT THE DATA

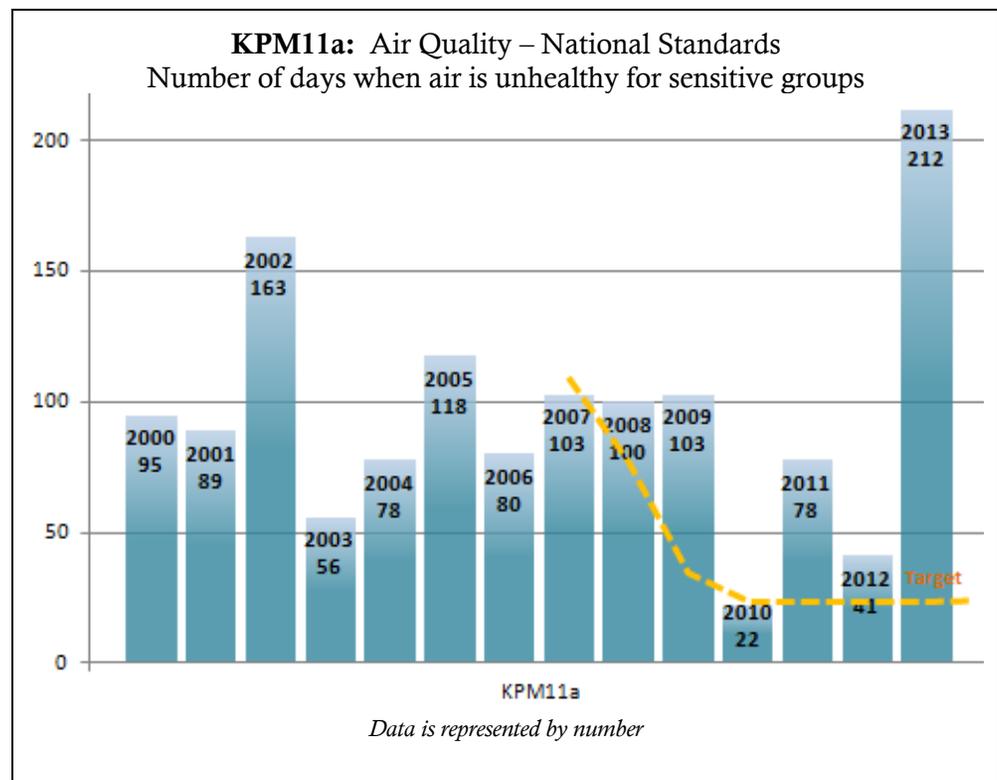
This data is derived from an assessment of all air pollutants from all sources in the state that is compiled every three years. The 2011 calendar year is the latest available for this report. The inventory is made according to methods determined by EPA and used by state and local air quality agencies nationwide. Extensive quality assurance procedures ensure data quality.

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #11a	AIR QUALITY CONDITIONS - National Standards: Number of days when air is unhealthy for sensitive groups.	1992
Goal	IMPROVE OREGON'S AIR AND WATER.	
Oregon Context	KPM # 12a (air quality conditions) is also linked to: (1) Oregon Progress Board Benchmark #75a; (2) Oregon Statewide Planning Goal 6: Protecting air, water and land resources; and (3) Oregon Shines Goal 3: Provide healthy, sustainable surroundings.	
Data Source	DEQ air quality monitoring database.	
Owner	Air Quality Division. Margaret Oliphant, (503) 229-5687.	

1. OUR STRATEGY

There are three elements in DEQ's strategy to improve and protect Oregon's air quality. 1) In communities where air pollution levels do not meet the health-based national air standards (non-attainment areas), DEQ analyzes the air quality and works with local advisory committees to develop plans to meet the federal standards. To gain EPA approval, these plans must include a demonstration that permanent and enforceable measures will result in attainment of the standard by federal deadlines. 2) In communities where the levels are close to exceeding the national standards, DEQ works with the community to reduce existing sources of air pollution to protect public health and prevent violations of federal standards. 3) DEQ develops and implements statewide air quality improvement initiatives to reduce emissions from specific source categories (e.g. industrial factories, old polluting residential wood stoves, diesel engines and open burning) that will improve air quality for all Oregonians. This includes implementation of federal measures, as well as development of voluntary and mandatory state measures to address Oregon-specific air pollution problems.

DEQ tracks several types of air pollution, including ozone, sulfur



and nitrogen oxides, and fine particulate that can cause health problems. In Oregon, fine particulate pollution poses a significant health risk, and DEQ tracks two broad categories of this type of pollution: a) particulate caused by local and regional man-made sources like woodstoves, and b) particulate pollution caused by natural sources, most significantly annual wildfire smoke. Both man-made and natural pollution sources contribute to the unhealthy days tracked in this Key Performance Measure.

2. ABOUT THE TARGETS

DEQ strives to fully protect public health from outdoor air pollution. KPMs 11a was developed in 2006 to reflect the annual trend in actual air quality for sensitive individuals, which include children, the elderly, and people with existing medical conditions such as asthma, respiratory and heart problems. These people are at greater risk from the effects of air pollution than the general population. KPM 11a indicates the number of days that sensitive groups of Oregonians breathe air that exceeds the federal health-based air quality standards for particulate matter, ozone (smog) and four other air pollutants.

Reducing the number of unhealthy air days for sensitive population by half over the next five years is one of the outcomes of the Healthy Environment 10 Year Plan for Oregon and DEQ's target for the longer term is to eliminate unhealthy air days and, in the process, return Oregon to compliance with federal standards. DEQ strives to reduce pollution impacts from man-made sources. Unfortunately, natural wildfire smoke also causes significant particulate impacts on citizens and it is beyond DEQ's ability to meaningfully prevent or reduce these emissions. Each fire season DEQ leads a coordinated group of state and federal agencies to work with local governments to prepare for and cope with the smoke impacts experienced from wildfires.

3. HOW WE ARE DOING

This measure illustrates that the air is unhealthy for sensitive groups to breathe in many Oregon cities on many individual days. The majority of the unhealthy air days are caused by elevated fine particulate levels resulting from woodstoves and other combustion sources.

Oregon has made great progress in improving air quality, and thanks to a variety of federal, state and local emission reduction measures, all areas of the state were meeting federal standards by the mid-1990s. However, there are still numerous individual days when the air is unhealthy to breathe, and much work remains to be done to protect public health. One significant challenge is the increasing stringency of national ambient air quality health standards promulgated by EPA. Over the past 30 years these standards have become progressively more stringent and protective of public health as more and more medical research confirms the link between air pollution and harmful health effects.

In 2006, EPA tightened the standards for fine particulate matter based on the most recent health studies at the time. Two communities in Oregon, Klamath Falls and Oakridge, violated the new standard and were designated as "non-attainment" (i.e. not in compliance with standards) by EPA necessitating emissions reduction planning. Nonattainment status has both significant public health and economic consequences for these communities. DEQ is working with these communities to restore healthy air quality and rescind their nonattainment designations under the Clean Air Act. The Town of Lakeview is also violating the fine particulate health standard and DEQ is working with community leaders through EPA's "Particulate Matter Advance" program to improve air quality and avoid being designated as a nonattainment area under the 2006 PM2.5 standard. DEQ's strategy for working with all communities must also be forward thinking, as EPA is contemplating additional changes to national air quality health standard for ozone (smog) in 2015 based on new health research.

The year 2013 saw a marked increase in the number of unhealthy days experienced by Oregonians. The number of days statewide that were unhealthy for sensitive groups increased from 41 days in 2012 (with 15 caused by forest fire smoke) to 212 days (with 52 of the days caused by forest fire smoke). The majority of these unhealthy days were caused by wintertime woodstove smoke, combined with poor ventilation (air stagnation) conditions that greatly intensify air pollution levels. The 2013 winter season was cold and dry, with many prolonged stagnation events due to high pressure systems over Oregon in January and again in November and December. By contrast, there were no major air stagnation events in 2012 and the number of unhealthy air quality days in that year was much less.

For 2013, 23 communities had unhealthy air days, and the three communities that currently violate the federal standard for fine particulate (Lakeview, Oakridge and Klamath Falls) experienced the most unhealthy days. Lakeview had 38 days, Oakridge had 13 days, and Klamath Falls had 24 days (four from forest fire smoke) that were unhealthy for their most sensitive citizens.

4. HOW WE COMPARE

For comparison purposes, DEQ uses data from an US Environmental Protection Agency database; however, not all monitoring sites are included in their data. Based on the limited EPA data, Oregon experienced more than three times the number of unhealthy air days that Washington experienced and more than two and a half times more days than Idaho. Many of Oregon's unhealthy days were in southern Oregon and were a result of air stagnation coupled with wood smoke.

5. FACTORS AFFECTING RESULTS

Air pollution levels caused by man-made sources are affected by the amount of pollution generating activity occurring in each community, the amount of resources dedicated to pollution reduction, and in many cases simply the weather. Very cold winters with periods of severe air stagnation can greatly intensify and increase fine particulate levels in communities. In the summer, prolonged periods of very hot temperatures combined with poor ventilation can intensify and increase ground level ozone (smog) pollution. Federal, state, and local air pollution reduction programs, such as woodstove curtailment, education, cleaner car standards, and industrial emission controls, all work together to reduce air pollution. Air quality monitoring also plays a vital role in allowing DEQ and local governments to assess air quality and health risk conditions in communities and respond appropriately. Each forest fire season brings different air pollution impacts depending on the frequency, location, and duration of forest fires. The air pollution trends presented in KMP11 reflect all these factors. In addition, medical research on the health effects of air pollution continues to advance, and EPA may continue to make national ambient air quality health standards more protective based on that science.

6. WHAT NEEDS TO BE DONE

For nonattainment communities like Klamath Falls, Lakeview, and Oakridge that currently violate national ambient air quality health standards, it is imperative that DEQ maintain its support of local air quality programs that provide public education, woodstove curtailment, and other measures to restore air quality to healthy levels. For other communities that may be at risk of nonattainment, like Burns and Prineville, DEQ is working with local officials on pollution prevention strategies. DEQ needs to maintain and build its air quality monitoring capacity to conduct air

quality assessment and provide accurate data to state and local decision-makers. DEQ and other partners continue to seek a source of long-term, stable funding for woodstove replacement projects in at risk communities. Often paired with home weatherization programs, these stove replacement projects offer an important long-term solution to air quality problems in many rural communities, and are often focused on assisting low income wood burning households. To maintain and restore air quality threatened by other air pollutants such as smog, DEQ must continue to implement important pollution reduction strategies for motor vehicles, engines, industrial sources, and other sources of volatile and toxic air pollution. DEQ will continue to lead a coordination group of state and federal agencies to work with local governments to prepare for and cope with the smoke impacts experienced from wildfires.

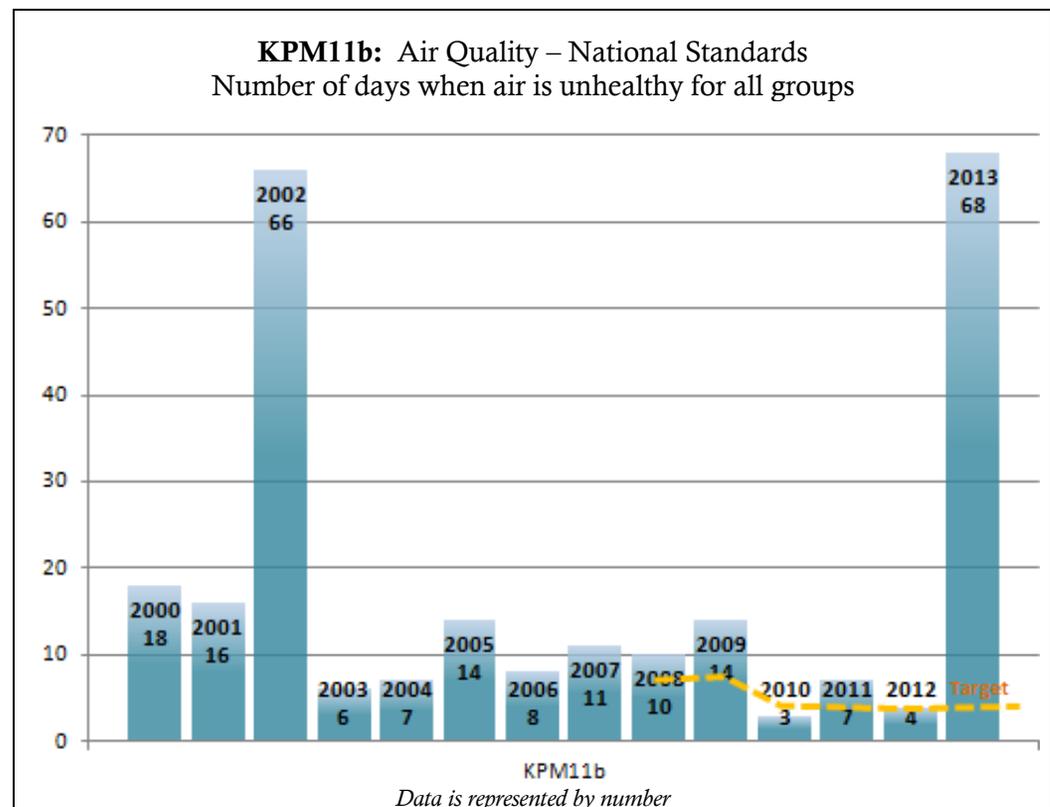
7. ABOUT THE DATA

This data is collected from monitoring sites throughout the state and is available through the DEQ website. The data is available for any timeframe, and is summarized by calendar year for this report. Measurements are made according to methods determined by EPA and used by state and local air quality agencies nationwide. Extensive quality assurance procedures ensure data quality. However, a significant limitation on this database is the number and location of monitoring sites. In this report, DEQ has based the count of unhealthy days for all years on measured levels above the most current national ambient air quality health standards, including the tougher fine particulate standard.

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #11b	AIR QUALITY CONDITIONS - National Standards: Number of days when air is unhealthy for all groups.	2006
Goal	IMPROVE OREGON'S AIR AND WATER.	
Oregon Context	KPM # 12b (air quality conditions) is also linked to: (1) Oregon Progress Board Benchmark #75b (2) Oregon Statewide Planning Goal 6: Protecting air, water and land resources; and (3) Oregon Shines Goal 3: Provide healthy, sustainable surroundings.	
Data Source	DEQ air quality monitoring database.	
Owner	Air Quality Division. Margaret Oliphant, (503) 229-5687.	

1. OUR STRATEGY

There are three elements in DEQ's strategy to improve and protect Oregon's air quality. 1) In communities where air pollution levels do not meet the health-based national air standards (non-attainment areas), DEQ analyzes the air quality and works with local advisory committees to develop plans to meet the federal standards. To gain EPA approval, these plans must include a demonstration that permanent and enforceable measures will result in attainment of the standard by federal deadlines. 2) In communities where the levels are close to exceeding the national standards, DEQ works with the community to reduce existing sources of air pollution to protect public health and prevent violations of federal standards. 3) DEQ develops and implements statewide air quality improvement initiatives to reduce emissions from specific source categories (e.g. industrial factories, old polluting residential wood stoves, diesel engines and open burning) that will improve air quality for all Oregonians. This includes implementation of federal measures, as well as development of voluntary and mandatory state measures to address Oregon-specific air pollution problems.



DEQ tracks several types of air pollution, including ozone, sulfur and nitrogen oxides, and fine particulate that can cause health problems. In Oregon, fine particulate pollution poses a significant health risk, and DEQ tracks two broad categories of this type of pollution: a) particulate caused by local and regional man-made sources like woodstoves, and b) particulate pollution caused by natural sources, most significantly annual wildfire smoke. Both man-made and natural pollution sources contribute to the unhealthy days tracked in this Key Performance Measure.

2. ABOUT THE TARGETS

DEQ strives to fully protect public health from outdoor air pollution. The measure was developed in 2006 to reflect the annual trend in actual air quality for the general population. KPM 11b measures the number of days when the outdoor air far exceeds the federal health-based air quality standards for particulate matter, ozone (smog) and four other air pollutants. Reducing the number of unhealthy air days by half over the next five years is one of the outcomes of the Healthy Environment 10 Year Plan for Oregon and DEQ's target for the longer term is to eliminate unhealthy air days and, in the process, return Oregon to compliance with federal standards.

3. HOW WE ARE DOING

This measure indicates that air quality is unhealthy for the general population on some days in some places. The majority of the unhealthy air days are caused by elevated fine particulate levels resulting from woodstoves and other combustion sources.

Oregon has made great progress in improving air quality, and thanks to a variety of federal, state and local emission reduction measures, all areas of the state were meeting federal standards by the mid-1990s. However, there were still individual days when the air was unhealthy to breathe, and much work remained to be done to protect public health. One significant challenge is the ever increasing stringency of national ambient air quality health standards promulgated by EPA. Over the past 30 years these standards have become progressively more stringent and protective of public health as more and more medical research confirms the link between air pollution and harmful health effects.

In 2006, EPA tightened the standards for fine particulate matter based on the most recent health studies at the time. Two communities in Oregon, Klamath Falls and Oakridge, violated the new standard and were designated as “non-attainment” (i.e. not in compliance with standards) by EPA necessitating emissions reduction planning. Nonattainment status has both significant public health and economic consequences for these communities. DEQ is working with these communities to restore healthy air quality and rescind their nonattainment designations under the Clean Air Act. Lakeview is also violating the standard and DEQ is working with community leaders through EPA’s “Particulate Matter Advance” program to improve air quality before it is officially designated as a nonattainment area under the new standard. DEQ’s strategy for working with these communities must also be forward thinking, as EPA is contemplating additional changes to national air quality health standard for ozone (smog) in the 2014 to 2015 timeframe based on new health research.

In 2013, there were 68 unhealthy air days for the population in general, with 42 of them a result of wildfires. Wintertime inversions coupled with woodstove smoke caused the non-forest fire unhealthy days. These unhealthy air days were confined to five communities with 20 of the 26 days occurring in Lakeview.

4. HOW WE COMPARE

For comparison purposes, DEQ uses data from an US Environmental Protection Agency database; however, not all monitoring sites are included in their data. Based on the limited EPA data, Oregon experienced more than three times the number of unhealthy air days that Washington experienced and almost twice the number of days that Idaho experienced. Many of Oregon's unhealthy days were in southern Oregon and were a result of air stagnation coupled with wood smoke.

5. FACTORS AFFECTING RESULTS

Air pollution levels caused by man-made sources are affected by the amount of pollution generating activity occurring in each community, the amount of resources dedicated to pollution reduction and in many cases simply the weather. Very cold winters with periods of severe air stagnation can greatly intensify and increase fine particulate levels in communities. In the summer, prolonged periods of very hot temperatures combined with poor ventilation can intensify and increase ground level ozone (smog) pollution.

Federal, state, and local air pollution reduction programs, such as woodstove curtailment, education, cleaner car standards, and industrial emission controls, all work together to reduce air pollution. Each forest fire season brings different air pollution impacts depending on the frequency, location, and duration of forest fires. The air pollution trends presented in KMP11b reflects all these factors. In addition, medical research on the health effects of air pollution continues to advance, and EPA may continue to make national ambient air quality health standards more protective based on that science.

6. WHAT NEEDS TO BE DONE

For nonattainment communities like Klamath Falls, Lakeview, and Oakridge that currently violate national ambient air quality health standards, it is imperative that DEQ maintain its support of local air quality programs that provide public education, woodstove curtailment, and other measures to restore air quality to healthy levels. For other communities that may be at risk of nonattainment, like Burns and Prineville, DEQ is working with local officials on pollution prevention strategies. DEQ needs to maintain and build its air quality monitoring capacity to conduct air quality assessment and provide accurate data to state and local decision-makers. DEQ and other partners continue to seek a source of long-term, stable funding for woodstove replacement projects in at risk communities. Often paired with home weatherization programs, these stove replacement projects offer an important long-term solution to air quality problems in many rural communities, and are often focused on assisting low income wood burning households. To maintain and restore air quality threatened by other air pollutants such as smog, DEQ must continue to implement important pollution reduction strategies for motor vehicles, engines, industrial sources, and other sources of volatile and toxic air pollution. DEQ will continue to lead a coordination group of state and federal agencies to work with local governments to prepare for and cope with the smoke impacts experienced from wildfires.

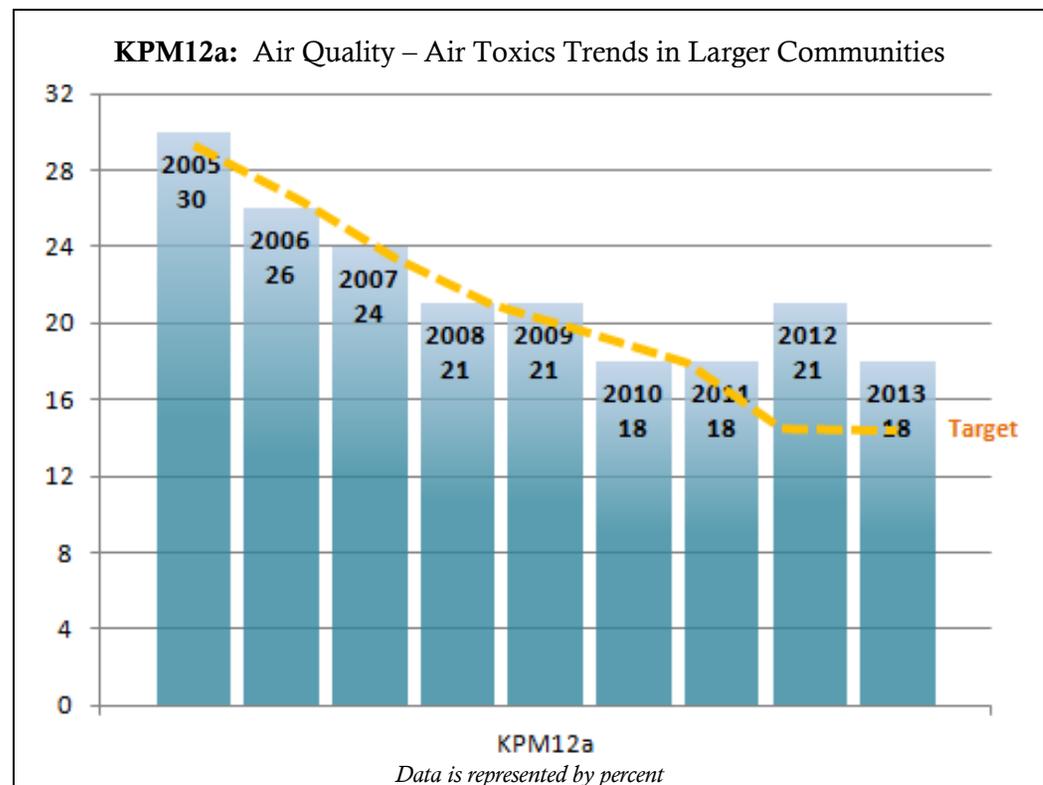
7. ABOUT THE DATA

This data is collected from monitoring sites throughout the state and is available through the DEQ website. The data is available for any timeframe, and is summarized by calendar year for this report. Measurements are made according to methods determined by EPA and used by state and local air quality agencies nationwide. Extensive quality assurance procedures ensure data quality. However, a significant limitation on this database is the number and location of monitoring sites. In this report, DEQ has based the count of unhealthy days for all years on measured levels above the most current national ambient air quality health standards, including the tougher fine particulate standard.

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #12a	AIR QUALITY - AIR TOXICS - Air Toxics Trends in Larger Communities	2013
Goal	PROTECT PEOPLE AND THE ENVIRONMENT FROM TOXICS.	
Oregon Context	OBM # 76a (air quality conditions) is also linked to: (1) Oregon Progress Board Benchmark #76b; (2) Oregon Statewide Planning Goal 6: Protecting air, water and land resources; and (3) Oregon Shines Goal 3: Provide healthy, sustainable surroundings.	
Data Source	Air toxics monitoring data from a North Portland site	
Owner	Air Quality Division. Margaret Oliphant, (503) 229-5687.	

1. OUR STRATEGY

Air toxics are chemicals in the air we breathe that are known or suspected to cause cancer as well as other detrimental health effects in people. There are three elements in DEQ's strategy to reduce Oregonians' exposure to toxic air pollution. 1) DEQ works to reduce air toxics from categories of emission sources statewide. This includes implementation of federal emission standards, as well as development and implementation of Oregon-specific air toxics measures. Many of these measures are designed to provide benefits to more than one type of pollutant. For example, DEQ's measures to reduce emissions from diesel engines and residential wood combustion reduce both air toxics and fine particulate pollution. 2) DEQ developed an innovative approach to address the cumulative risk from all sources of air toxics within a geographic area. The Portland Air Toxics Solutions project was DEQ's first effort to develop comprehensive emissions reduction recommendations. 3) DEQ can also implement source-specific measures needed to reduce air toxics risks from individual industrial sources. Most significantly, this has included measures to reduce mercury emissions from Oregon's two largest mercury emission sources.



2. ABOUT THE TARGETS

Using current medical studies DEQ has established threshold levels (i.e. air toxic benchmarks) for a variety of airborne toxic chemicals that represent levels of acceptable risk to the public. DEQ evaluates air quality through a variety of methods to see which toxic air pollutants exceed these acceptable levels and uses that information to guide policy and actions to reduce the risk to the public. DEQ's KPM goal is to reduce monitored levels of five representative toxics, benzene, acetaldehyde, formaldehyde, arsenic and cadmium down to one time above the benchmark for each pollutant by 2020. The benchmarks serve as clean air goals not regulatory standards. They are based on very protective concentrations at which sensitive members of the population would experience a negligible increase in risk of additional cancers or other health effects. One time above benchmarks represents a level that would cause only a slight amount of risk above the benchmark level of one in a million, whereas pollutant levels many times above the benchmarks reflect an increasing level of risk to the public. Interim goals are based on a downward trend for all five representative pollutants using a three year rolling average. The three year rolling average is typically used to track air pollution data trends because it evens out variation due to weather.

3. HOW WE ARE DOING

Tracking air toxics trends in Portland provides information about changes in risk to Oregon's most populated and developed areas, communities with populations of 50,000 or more. Air toxics, as measured by trends in the five tracked pollutant concentrations, have improved significantly from an average concentration of 32 times above the health benchmark in 2004 to 18 times above the benchmark in 2013 with reductions in all five pollutants.

Benzene is the pollutant tracked in the KPM creating the greatest risk in Portland. (Another important air toxic, diesel particulate, is not included in this KPM because it cannot be accurately monitored.) Sources of benzene in Portland are cars and trucks, leaks in the gasoline distribution system, residential wood combustion, fossil fuel combustion for heat and energy, industrial emissions and background levels that presumably come from other developed areas. Benzene values have ranged from 12 times above the air toxics benchmark (2004) to a low of five times above the benchmark in 2013. Decreases in benzene are largely attributable to cleaner vehicle engines with improved fuel economy. There was also less vehicle use during the economic recession, most observable in 2008. DEQ expects benzene levels to continue falling because of the federally mandated reduction of benzene in gasoline that took effect in 2011 and 2012; however, reductions may be offset by local increases in vehicle usage as the economy recovers and population increases.

Acetaldehyde and formaldehyde are produced by wood and fossil fuel combustion, but the largest quantities of these pollutants are produced through chemical formation in the atmosphere. Precursors in the chemical formation process are volatile organic compounds emitted from wood and fossil fuel combustion and vegetation. Acetaldehyde and formaldehyde values dropped from four times above the benchmark in 2004 to two times above by 2010. In 2011, acetaldehyde moved back up to three times above the benchmark and moved up again in 2012 to four times above. It stayed at four times the benchmark in 2013. DEQ expects that both acetaldehyde and formaldehyde levels will fall as the population of low emission vehicles increases; however, reductions may be offset by local increases in vehicle usage as the economy recovers and population increases similar to benzene.

Arsenic is predominantly from engines burning fossil fuels, natural gas and other petroleum products. High arsenic levels are primarily caused by pollution from motor vehicles. Arsenic values have dropped from a high of nine times above the benchmark in 2004 to four times above in 2010. In 2013, arsenic levels increased slightly to five times above the benchmark. DEQ expects that arsenic levels in Portland will decrease as the vehicle fleet continues to turn over to new and cleaner vehicles and fuel efficiency improves. Arsenic in Portland is also influenced by background concentrations because arsenic is present in local volcanic soils that become airborne as dust.

Almost all of the documented cadmium in Portland is released by industrial facilities. Levels of cadmium have ranged from four times above the benchmark in 2005 to a low of one in 2010. Again, 2013 levels moved up slightly to two times above the benchmark. Locally modeled estimates are much lower than monitored levels, leading DEQ to believe that some significant cadmium sources remain unknown. One of DEQ's strategies recommended in the Portland Air Toxics Solutions Project is to investigate, analyze and identify sources of cadmium emissions so they may be reduced.

4. HOW WE COMPARE

Acetaldehyde, formaldehyde and benzene measured in Portland are comparable to measurements done in Seattle in 2012. While Seattle's population is higher than Portland's, emission sources and climates are comparable between the two cities. Arsenic and cadmium in Portland are higher than what was measured in Seattle over the same time period. Portland's measurement site is located near the largest industrial area in the city and it is affected by the industrial activities. Results of the Portland Air Toxics Solutions project showed that most of Portland has much lower concentrations of the metals than what is measured at this site.

5. FACTORS AFFECTING RESULTS

In an urban area like Portland, air toxics are most influenced by emissions from cars and trucks, with additional influence from residential wood burning and, on a neighborhood level, emissions from industry and commercial activities. Portland is an ozone maintenance area in which industry has been required to control volatile organic compounds, many of which are also air toxics. Weather patterns, such as winter-time stagnation, high summer-time temperatures, and natural events, such as wildfires, can be significant factors resulting in high air toxics concentrations.

6. WHAT NEEDS TO BE DONE

A number of federal and state standards have recently been adopted and implemented for categories of small businesses that collectively release significant amounts of air toxics statewide. However, meeting the targets will require collaboration among DEQ, other state agencies, local governments, health agencies, the public and other partners.

The Portland Air Toxics Solutions project is a groundbreaking effort to develop data and work with stakeholders to craft a comprehensive emissions reductions strategy that will protect public health from air toxics throughout the Portland region. Possible strategies to reduce air toxics risk could include reducing emissions from woodstoves, cars and trucks, diesel engines, and industrial metals facilities. Focused strategies in some localized areas of Portland could also be used to address high concentrations of air toxics caused by a unique mix of localized sources. Lessons learned in Portland could be implemented in other larger urban areas.

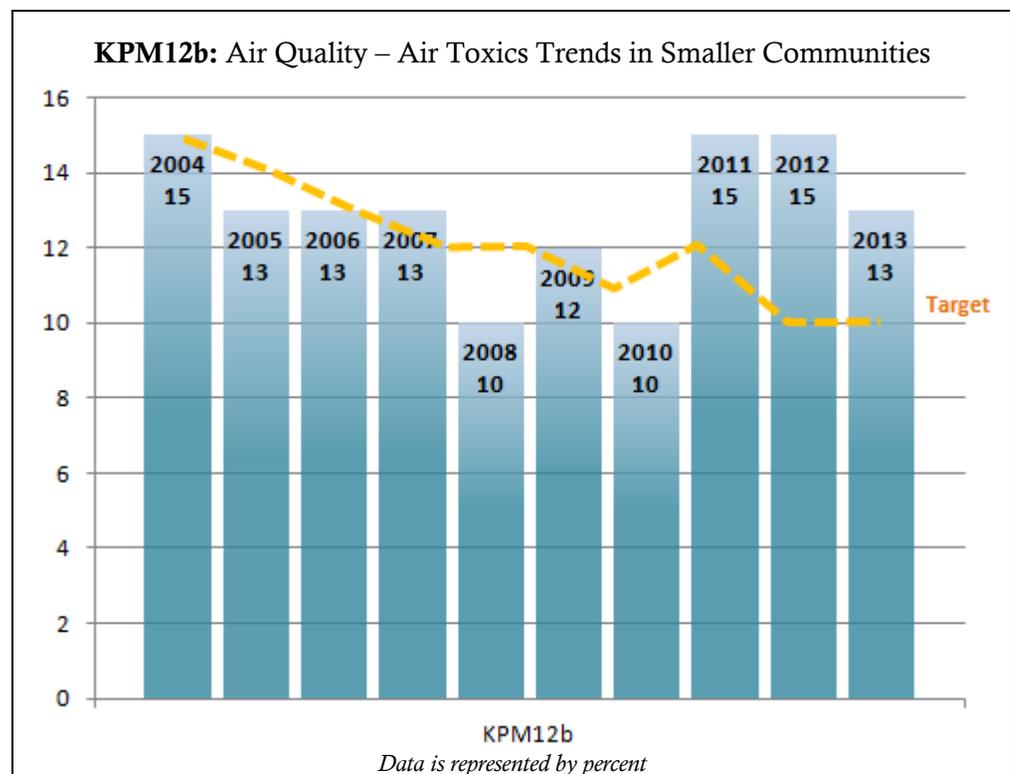
7. ABOUT THE DATA

Data for this measure is gathered at a monitoring site located in the north/northeast quadrant of Portland on north Roselawn Street. The site is representative of a typical inner city neighborhood and is part of the US Environmental Protection Agency's National Air Toxics Trend Station network. All pollutants are collected over a 24-hour period every six days and samples are analyzed using approved EPA methods. The annual average concentration is determined by averaging the quarterly averages for each pollutant. The values for this measure are obtained by dividing the average annual concentrations by DEQ benchmark values for each pollutant.

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #12b	AIR QUALITY - AIR TOXICS – Air Toxics Trends in Smaller Communities	2013
Goal	PROTECT PEOPLE AND THE ENVIRONMENT FROM TOXICS.	
Oregon Context	KPM # 13b (air quality conditions) is also linked to: (1) Oregon Progress Board Benchmark #76b; (2) Oregon Statewide Planning Goal 6: Protecting air, water and land resources; and (3) Oregon Shines Goal 3: Provide healthy, sustainable surroundings.	
Data Source	Air toxics monitoring data from the La Grande site	
Owner	Air Quality Division. Margaret Oliphant, (503) 229-5687.	

1. OUR STRATEGY

Air toxics are chemicals in the air we breathe that are known or suspected to cause cancer as well as other detrimental health effects in people. There are three elements in DEQ's strategy to reduce Oregonians' exposure to toxic air pollutants. 1) DEQ works to reduce air toxics from categories of emission sources statewide. This includes implementation of federal emission standards, as well as development and implementation of Oregon-specific air toxics measures. Many of these measures are designed to provide benefits to more than one type of pollutant. For example, DEQ's measures to reduce emissions from diesel engines and residential wood combustion reduce both air toxics and fine particulate pollution. 2) DEQ developed an innovative approach to address the cumulative risk from all sources of air toxics within a geographic area. The Portland Air Toxics Solutions project was DEQ's first effort to develop comprehensive emissions reduction recommendations. 3) DEQ can also implement source-specific measures needed to reduce air toxics risks from individual industrial sources. Most significantly, this has included measures to reduce mercury emissions from Oregon's two largest mercury emission sources.



2. ABOUT THE TARGETS

Using current medical studies DEQ has established threshold levels (i.e. air toxic benchmarks) for a variety of airborne toxic chemicals that represent levels of acceptable risk to the public. DEQ evaluates air quality through a variety of methods to see which toxic air pollutants exceed these acceptable levels and uses that information to guide policy and actions to reduce the risk to the public. DEQ's KPM goal is to reduce monitored levels of five representative toxics, benzene, acetaldehyde, formaldehyde, arsenic and cadmium down to one time above the benchmark for each pollutant by 2020. The benchmarks serve as clean air goals not regulatory standards. They are based on very protective concentrations at which sensitive members of the population would experience a negligible increase in risk of additional cancers or other health effects. One time above benchmarks represents a level that would cause only a slight amount of risk above the benchmark level of one in a million, whereas pollutant levels many times above the benchmarks reflect an increasing level of risk to the public. Interim goals are based on a downward trend for all five representative pollutants using a three year rolling average. The three year rolling average is typically used to track air pollution data trends because it evens out variation due to weather.

3. HOW WE ARE DOING

Tracking air toxics trends in La Grande provides information about changes in risk to people living in Oregon's smaller communities with populations less than 50,000. Air toxics, as measured by trends in the five tracked pollutant concentrations, have improved from an average concentration of 15 times above the health benchmark in 2004 to about 11 times above the benchmark in 2010 with reductions in all pollutants. The increase in pollutant levels in 2011 was caused by higher levels of benzene from unidentified sources on two days in July and August. The benzene was not caused by fires or combustion and may have been related to use of a solvent or cleaner. In 2012, the benzene concentrations returned to the lower values but this decrease was offset by a small increase in acetaldehyde and formaldehyde concentrations. In 2013 benzene dropped to pre-2011 levels of about five times above the benchmark.

With the exception of 2011, benzene, formaldehyde and acetaldehyde equally influence most of the risk from the tracked pollutants in La Grande. Sources of benzene in La Grande are residential wood combustion, cars and trucks, leaks in the gasoline distribution system, fossil fuel combustion for heat and energy, industrial emissions and background levels that presumably come from other developed areas. Benzene levels have ranged between eight times above the benchmark to four times above. In 2012, benzene levels were at six times above the benchmark. DEQ expects benzene levels to fall over time because of the federally mandated reduction of benzene in gasoline that took effect in 2011 and 2012. However, reductions may be offset by local increases in vehicle usage as the economy recovers.

Acetaldehyde and formaldehyde are produced by wood and fossil fuel combustion, but the largest quantities of these pollutants are produced through chemical formation in the atmosphere. Precursors in the chemical formation process are volatile organic compounds emitted from wood and fossil fuel combustion and vegetation. Acetaldehyde and formaldehyde values have dropped slightly from 4 times above the benchmark in 2004 to three times above by 2010. In 2012, acetaldehyde moved back up to four times above the benchmark and remained at that level in 2013. DEQ expects that both formaldehyde and acetaldehyde levels will fall with continuing controls on motor vehicles and residential wood burning but reductions may be offset by local increases in vehicle usage as the economy recovers and population increases similar to benzene.

Arsenic is produced predominantly from engines burning fossil fuels, natural gas and other petroleum products. High arsenic levels are primarily caused by pollution from motor vehicles. Arsenic levels are low in La Grande, measuring 1 time above the benchmark and DEQ expects that arsenic levels may continue to decrease slightly as the vehicle fleet continues to turn over to cleaner cars and fuel efficiency improves. Arsenic in La Grande is also influenced by background concentrations because arsenic is present in local volcanic soils that become airborne as dust.

There is very little cadmium measured in La Grande. One potential source is combustion of fossil fuels for energy and heat.

Historically La Grande violated particular matter (PM10) standards caused by wintertime woodstove emissions. Since 2005, La Grande has been under a PM10 maintenance plan, mainly to reduce emissions from residential wood combustion. Woodstove emission reductions decrease air toxics along with particulate pollution.

4. HOW WE COMPARE

La Grande is a small community not influenced by surrounding development or heavy industrialization. Compared to larger communities, such as Portland, fewer air toxics in La Grande come from vehicle emissions. An interstate highway runs through La Grande, and it is a regional freight distribution center, but there are lower levels of congestion and traffic volume. Residential wood combustion likely influences levels of air toxics in La Grande. Monitored values in La Grande are generally comparable to levels at other rural locations in Wisconsin, Vermont, Texas and South Carolina that are also included in EPA's National Air Toxics Trend Station Network.

5. FACTORS AFFECTING RESULTS

In Oregon, the reliance on burning for heat and for waste disposal, along with increasing motor vehicle and engine use, are the primary sources of toxic air pollution. Forestry and agricultural burning in rural areas also contribute, and industry is a major contributor of some toxic air pollutants. Weather patterns, such as winter-time stagnation, high summer-time temperatures, and natural events, such as wildfires, can be significant factors resulting in high air toxics concentrations.

6. WHAT NEEDS TO BE DONE

A number of new federal and state standards are being adopted and implemented for categories of small businesses that collectively release significant amounts of air toxics statewide. Cleaner cars and cleaner gasoline will continue to lower benzene levels over time. However, meeting the targets in smaller communities will require collaboration among DEQ, other state agencies, local governments, health agencies, the public and other partners.

The Portland Air Toxics Solutions project is a groundbreaking effort to develop data and work with stakeholders to craft a comprehensive emissions reductions strategy that will protect public health from air toxics in an airshed. Strategies to reduce air toxics risk in Portland could potentially be used in other communities statewide, including reductions for woodstoves, cars and trucks, and construction equipment.

7. ABOUT THE DATA

Data for this measure is gathered at a monitoring site located in the north end of La Grande on North Ash Street. The site is representative of a typical small community and is part of the US Environmental Protection Agency's National Air Toxics Trend Station network. All pollutants are

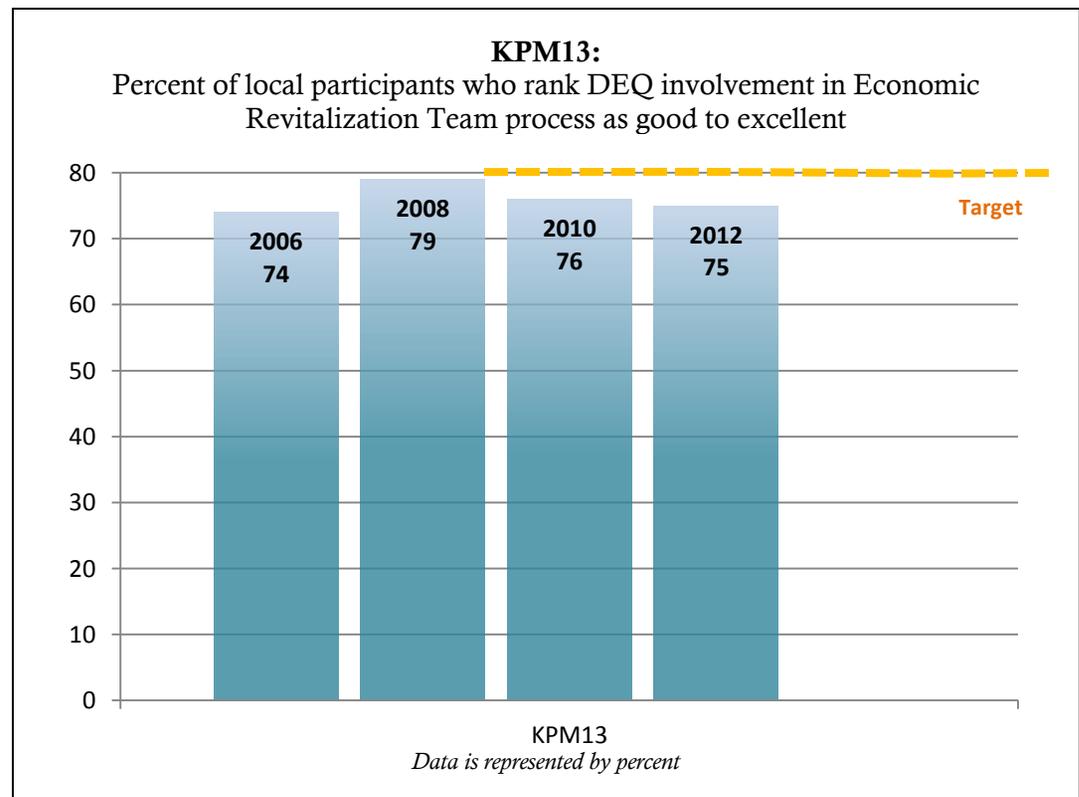
collected over a 24-hour period every six days and samples are analyzed using approved EPA methods. The annual average concentration is determined by averaging the quarterly averages for each pollutant. The values for this measure are obtained by dividing the average annual concentrations by DEQ benchmark values for each pollutant.

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #13	Regional Solution Team: Percent of local participants who rank DEQ involvement in Regional Solution Team process as good to excellent.	2006
Goal	PROVIDE EXCELLENCE.	
Oregon Context	There are no Oregon Benchmarks or High Level Outcomes related to this measure, but participating in RST is a priority for DEQ.	
Data Source	Customer service survey results provided by Regional Solutions Team (RST), Regional Solutions Customer Satisfaction Survey Final Report 2014.	
Owner	DEQ RST Representative, Mary Camarata, (541) 687-7435	

1. OUR STRATEGY

DEQ is a member agency of the governor's Regional Solution Teams. The Regional Solutions Team conducts a survey to measure customer satisfaction with RST service once every two years; the first survey was conducted in 2006.

Out of 630 customers surveyed, about 142 responded. Of the 142 respondents, 65 respondents with projects related to environmental permitting or other environmental quality issues completed the question about DEQ's involvement. Survey questions measure RST participants' perception of the involvement of DEQ, Oregon Department of State Lands, Oregon Department of Land Conservation and Development, Oregon Business and Oregon Department of Transportation in regional projects. The 2014 survey criterion on agency involvement is based on the following question: "How do you rate the Oregon Department of Environmental Quality's involvement in the Regional Solutions process?" The desired outcome is the highest percentage of responses rating DEQ's performance as good to excellent.



2. ABOUT THE TARGETS

DEQ's target is 80 percent of the respondents rating our involvement in RST projects as good to excellent.

3. HOW WE ARE DOING

DEQ has been receiving a consistent ranking between 74 and 79 percent. In 2014 we received a 72 percent, which is 3 percent lower than in the 2012 survey. DEQ hasn't yet reached its 80 percent target, but the agency continues to receive high ratings in the good to excellent categories.

4. HOW WE COMPARE

DEQ received the third ranking (72 percent) amongst the four partner agencies (DEQ, DSL, DLCD and ODOT). The rankings for the four agencies ranged from 64 to 83 percent.

5. FACTORS AFFECTING RESULTS

The results related to DEQ's Regional Solutions Team involvement with customers is generally the same in the customer service surveys between 2012 and 2014. That said, the sample size of respondents who had projects related to environmental permitting or other environmental issues (57 in 2012 and 65 in 2014) is fairly small. In both 2012 and 2014, 21 respondents answered questions about DEQ's performance, giving us DEQ good to excellent ratings. The small change in the number of total respondents had the effect of lowering our overall rating by 3 percent. The 2014 raw data indicates that DEQ's excellent and fair service response increased slightly, while the good and poor service response stayed the same. Even with excellent marks increasing, DEQ's overall result was still lower than in 2012. Finally, it is not known if the communities are responding from year to year or if the survey represents communities reporting for the first time.

6. WHAT NEEDS TO BE DONE

The RST agencies need to continue working together with local communities to solve problems and help them achieve goals. The RST model has proven effective in doing this and local leaders are supportive and appreciative of the state's coordination. The survey results indicate that DEQ is a strong participant in RST. We understand the importance of working with other state and federal agencies to better serve communities and businesses in the future.

7. ABOUT THE DATA

This data is found in the Regional Solutions Customer Satisfaction Survey Final Report 2014, completed August 2014, and is available from the Governor's ERT/RST office.

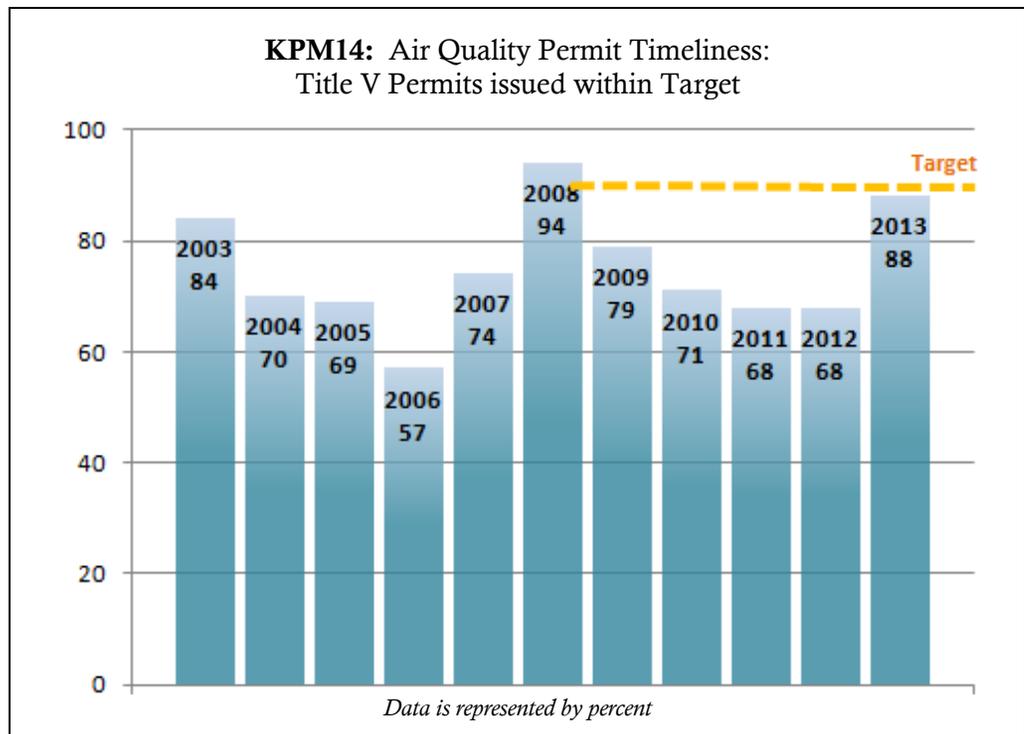
ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #14	PERMIT TIMELINESS: Percent of Title V operating permits issued with the target period.	2007
Goal	IMPROVE OREGONS AIR AND WATER.	
Oregon Context	KPM #15 links to: (1) Oregon’s Statewide Planning Goal 6: Air, water and land resources quality (OAR 660-015-00 (06)), (2) Oregon Shines Goal 1: Quality jobs for all Oregonians, and (3) Oregon Shines Goal 3: Healthy, sustainable surroundings.	
Data Source	DEQ Air Quality Permit Tracking database.	
Owner	DEQ Air Quality Program. Margaret Oliphant, (503) 229-5687.	

1. OUR STRATEGY

DEQ issues air quality operating permits to Oregon's largest industrial facilities that are regulated under federal permit requirements contained in Title V of the federal Clean Air Act. DEQ prioritizes its Title V permitting resources based on the applicable target period for several categories of Title V applications to ensure that permits are issued in a timely manner. In addition, DEQ invests in process improvements to create efficiencies and reduce the staff time required to issue permits.

2. ABOUT THE TARGETS

Processing targets for Title V permits range from 60 days to 365 days depending on the permit category and complexity. All targets include the time necessary for a public notice period during which citizens can comment on the permit and request a public hearing. It is important that the public has this opportunity to participate in a review process and help DEQ to ensure protection of public health. Although Title V permit timeliness was added as a Key Performance Measure in 2007, DEQ has provided permit timeliness data from 2004 onward to illustrate performance over time. DEQ’s goal is to issue 90 percent of Title V permits within the applicable target periods. This sets a high standard for issuing permits in a timely manner. A high percentage of timely permits issued is one indicator of an efficient permitting program.



3. HOW WE ARE DOING

Title V timeliness has ranged from a low of 57 percent in 2006 to a high of 94 percent in 2008. The 57 percent in 2006 was directly related to insufficient fee revenue for the amount of Title V work and staffing required. The following year the Legislature approved a fee increase to bring the funding and staffing back in line with needs. In 2008, DEQ issued an unusually large number of easier to complete permit modifications, increasing timeliness to 94 percent. Since then, timeliness has declined to 68 percent in 2011 and 2012. However, that seemingly poor timeliness percent is somewhat misleading. In those two years, DEQ actually addressed a permit backlog and issued a significant number of older, overdue permits but by adding older backlogged permits to the performance measure calculation, the timeliness percentage drops. In 2013, timeliness increased to 88 percent, very close to the 90 percent goal. This improvement in timeliness was even more notable since it occurred at the time of a high profile enforcement action and the development of a nuisance odor policy.

4. HOW WE COMPARE

DEQ has set target time periods for permit issuance six to sixteen months shorter than the 18-month period required by state and federal laws.

5. FACTORS AFFECTING RESULTS

The public has become more concerned about emissions from industrial sources in their neighborhoods and the impact on their health. DEQ has responded by increasing the amount of time spent engaging the public and addressing their concerns regarding specific permits. For example, DEQ worked with a facility in Portland and a neighborhood group to development of a good neighbor agreement to reduce pollution and potential impacts on the community from the facility. Staff resources have also been redirected from permitting work to review of several biomass-to-energy projects, work on rules to implement new federal standards for fine particulate and greenhouse gases and engage with the public on coal export projects. Another factor that has impacted results in the past year was DEQ's devoting staff resources to permitting and inspection process improvement projects, which should improve timeliness in the future.

6. WHAT NEEDS TO BE DONE

DEQ's recent permitting process improvement project helped to identify causes of permitting backlogs and develop solutions likely to have the greatest impact on improving permit timeliness. The team made recommendations that include air quality specific improvements and agency-wide improvements. During the 2013-2015 biennium, DEQ will propose rules to implement permitting process improvement team recommendations and improve permit drafting resources such as guidelines and templates for permit drafting used by our permit writers. DEQ believes the recommended solutions will result in greater efficiencies in air quality permitting processes and improved customer service to permit applicants.

7. ABOUT THE DATA

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

ENVIRONMENTAL QUALITY, DEPARTMENT of		II. KEY MEASURE ANALYSIS
KPM #15	BOARDS AND COMMISSIONS: Percent of total best practices met by the Environmental Quality Commission.	2007
Goal	Effective governance oversight of DEQ by the Environmental Quality Commission.	
Oregon Context	The Environmental Quality Commission is a five-member citizen panel appointed by the governor for four-year terms to serve as DEQ's policy and rulemaking board. In addition to adopting rules, EQC also establishes policies, issues orders, judges appeals of fines or other department actions and appoints the DEQ director.	
Data Source	Self-evaluation by EQC members.	
Owner	Office of Policy and Analysis. Greg Aldrich, 503-229-6345.	

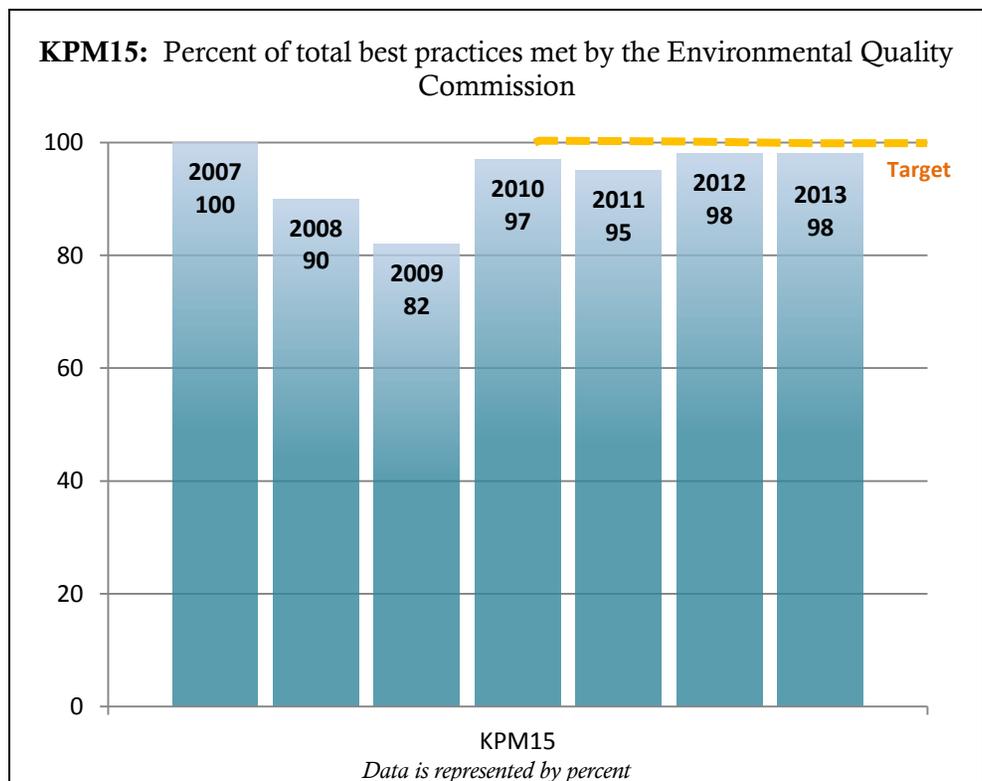
1. OUR STRATEGY

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

2. ABOUT THE TARGETS

The 2005 Legislature directed the Department of Administrative Services and the Legislative Fiscal Office to develop a measure for boards and commissions having governance oversight to use in evaluating their own performance. Because EQC is included in DEQ's budget and because it hires DEQ's executive director, DAS and LFO deemed EQC to have governance oversight and identified it as one of the boards and commissions that should have a performance measure.

On December 14, 2006, EQC adopted the percent of total best practices met by the commission as the performance standard. The commission set 100 percent as its target. The measure is an annual self-assessment of 15 best practices for boards and commissions, as laid out by DAS and customized to EQC.



3. HOW WE ARE DOING

In 2014, EQC rated itself an average of 98 percent across 13 survey questions for meeting year 2013. The results substantively meet but are still under the performance target, which is set for 100 percent.

4. HOW WE COMPARE

The 2007 results had a 100 percent rate of success, which may have been the result of the question responses being yes/no only. Starting in the evaluation for the 2008 meeting year, the commissioners were able to select from more response options that offered a gradient of percentages from 0 to 100, which are reflected in the greater variability in the overall success rate 2008 to 2012. Since the target is set at 100 percent, any single response that is not 100 percent will bring the total results under the target.

5. FACTORS AFFECTING RESULTS

The commission builds into its yearly calendar agenda items that ensure they perform best practices for commissions. For example, EQC regularly reviews the agency's budget and strategic plans. The trend of nearly 100 percent success since the 2010 results seem to reflect an increased percent of success, which is likely connected to DEQ's efforts to improve its education of and training for commissioners.

6. WHAT NEEDS TO BE DONE

The commission needs to continue its approach of annual self-evaluation, with an emphasis on identifying areas of potential improvement. DEQ and the commission will continue to investigate opportunities for the commission to meet with other boards, commissions, agencies or other people and organizations connected to DEQ's goals and activities in 2014.

7. ABOUT THE DATA

Individual EQC members rate EQC's performance as a board having governance oversight on several criteria. The results are from information submitted by commissioners as replies to a standardized survey. The survey is given annually, by electronic or paper means, and the reporting cycle is the prior calendar year. In 2007, the commissioners were asked to respond to the 15 questions with either a yes or no response, indicating either 100 or zero percent success rates. In an attempt to gather more meaningful data, the commissioners were asked to respond to a scale of choices for all surveys since 2008: do not know (recorded, but no percentage assigned), none of the time (zero percent), some of the time (40 percent), most of the time (80 percent) or all of the time (100 percent). This provided for greater gradation in the responses received. DEQ has refined the survey questions to reflect the feedback of the commission, and to better address the desired outcomes of this measure.

ENVIRONMENTAL QUALITY, DEPARTMENT of		III. USING PERFORMANCE DATA
Agency Mission: To be a leader in restoring, maintaining and enhancing the quality of Oregon's air, water and land.		
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The following questions indicate how performance measures and data are used for management and accountability purposes.		
1 INCLUSIVITY	<p>* Staff: DEQ's measures coordinator facilitates internal and external reporting, as well as reviews and develops the agency's high level performance measures. DEQ's executive leadership team develops the agency's strategic plan, and measures are reviewed and considered during these executive-level discussions and at EQC meetings. Staff responsible for implementing programs are consulted for their expertise in determining what can be measured in a meaningful and efficient way. The agency is working to better communicate and coordinate staff participation into the development and refinement of our executive performance measures, which include the Key Performance Measures described in this report.</p> <p>* Elected Officials: The Oregon Legislature reviews and adopts DEQ's proposed measures during the budget approval process.</p> <p>* Stakeholders: DEQ involves various stakeholders in the development of performance measures. For example, a stakeholder group called the Blue Ribbon Committee worked with DEQ to establish measures related to water quality permit timeliness. The Environmental Quality Commission has also weighed in on agency performance measures.</p> <p>* Citizens: DEQ invites citizen input on our strategic priorities through the agency's strategic planning process outlined in DEQ's Strategic Directions 2006-2011. The agency also invites and encourages citizen participation on committees and advisory groups, and the EQC and DEQ invite feedback and participation at EQC and town hall meetings held in communities across the state.</p>	
2 MANAGING FOR RESULTS	<p>DEQ uses performance measures as a tool for evaluating our progress toward meeting agency goals and in decision-making regarding policies and strategies. In addition to using Key Performance Measures to assess performance, DEQ is implementing an outcome-based management system that helps the agency set its performance goals, allows for quarterly performance measurement and focuses on continuous process improvement. DEQ has been developing and implementing outcome and process measures as part of its new management system. In the future, when the new measures are finalized, DEQ will work with the Legislature to better align the agency's new outcome measures with its Key Performance Measures. DEQ incorporates its goals and measures into staff and section work agreements to increase accountability for achieving performance results. For example, work agreements for permit and compliance staff incorporate expectations for permit issuance and inspections.</p>	

<p>3 STAFF TRAINING</p>	<p>Senior leadership at DEQ has been sharing DEQ's outcome-based management system with both managers and staff. In addition, staff have been involved in developing and implementing measures improvement through problem solving and LEAN/Kaizen training/team participation. The results of DEQ's KPMs will be shared with all staff.</p>
<p>4 COMMUNICATING RESULTS</p>	<p>* Staff: Performance is measured at many levels within DEQ, including program performance measures, such as those incorporated into the agency's Performance Partnership Agreement with EPA Region 10, regional implementation measures, executive measures that support DEQ's Strategic Directions as well as the Key Performance Measures included in this report. Staff is informed of performance measurement results through webinars, emails and meetings. Performance data is increasingly used as a basis for developing environmental strategies and policies to continuously improve on environmental and organizational results.</p> <p>* Elected Officials: This Annual Performance Progress Report is provided to the Oregon Legislature and posted on both the Progress Board and DEQ web sites, to provide accountability, document challenges and constraints and share successes in achieving environmental and organizational results.</p> <p>* Stakeholders: DEQ's Annual Performance Progress Report is posted on the agency's website to inform stakeholders of agency performance and environmental results. DEQ also presents this report on our external performance measures, as well as a report on our internal executive measures to the Environmental Quality Commission on an annual basis. Various stakeholder groups, such as the previously mentioned Water Quality Blue Ribbon Committee, are regularly informed about performance progress.</p> <p>* Citizens: DEQ's Annual Performance Progress Report is posted on the agency's website to inform Oregonians of agency performance and environmental results.</p>