



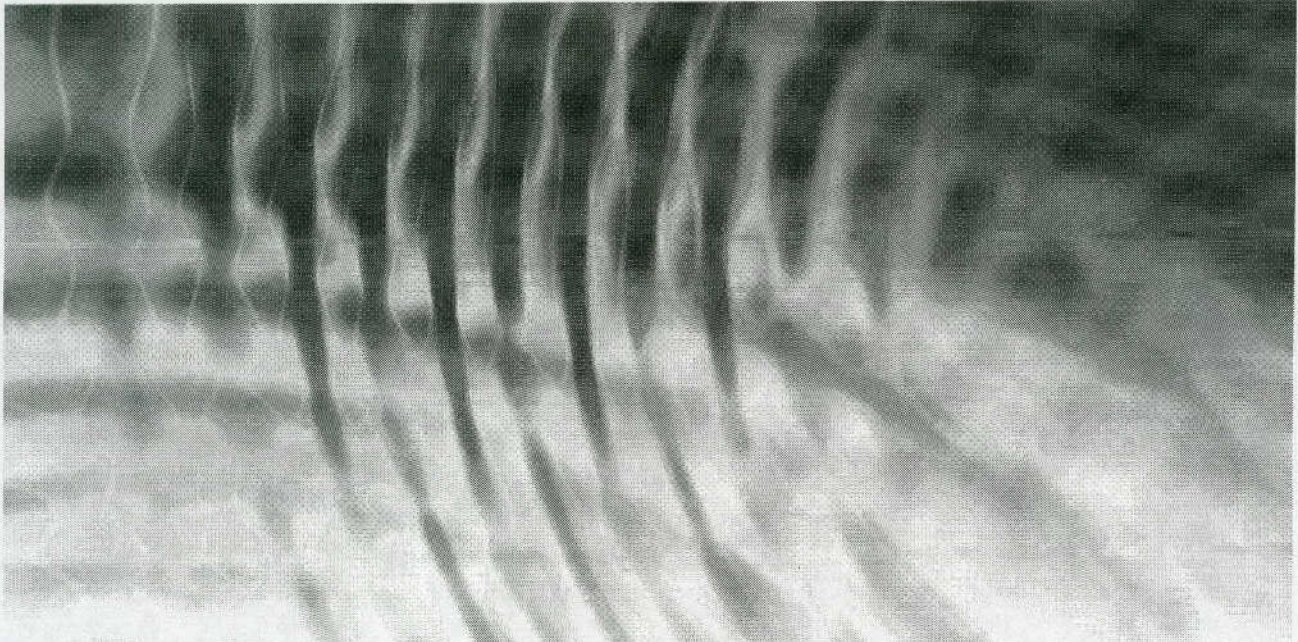
STRATEGIC *PLAN*

FISCAL YEARS 2019 - 2023



TEXAS COMMISSION ON
ENVIRONMENTAL QUALITY

SFR-035/19
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STRATEGIC PLAN

FISCAL YEARS 2019 - 2023

Submitted to the
Governor's Office of Budget, Planning and Policy
and the Legislative Budget Board

SFR-035/19 | June 2018

Bryan W. Shaw, Ph.D., P.E.
Chairman
Nov. 1, 2007 – Aug. 31, 2013
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C O N T E N T S

Agency Mission and Philosophy.....	1
Operational Goals and Action Plans.....	2
Redundancies and Impediments.....	22

Supplemental Schedules

A. Agency Budget Structure, Fiscal Years 2020–2021	S-2
B. Performance Measures and Definitions, Fiscal Years 2020–2021	S-10
C. Historically Underutilized Business Plan.....	S-65
D. Statewide Capital Plan.....	S-67
E. Health and Human Services Strategic Plan.....	(N/A)
F. Workforce Plan, Fiscal Years 2019–2023.....	S-71
G. Report on Customer Service	S-88



Bryan W. Shaw, Ph.D., P.E., *Chairman*

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Jon Niermann, *Commissioner*

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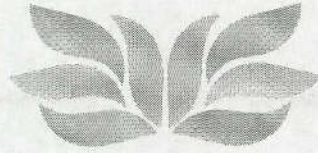
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tceq.texas.gov/publications

How is our customer service? tceq.texas.gov/customersurvey



Agency Mission and Philosophy

The Mission of the TCEQ

The Texas Commission on Environmental Quality strives to protect our state's human and natural resources consistent with sustainable economic development. Our goal is clean air, clean water, and the safe management of waste.

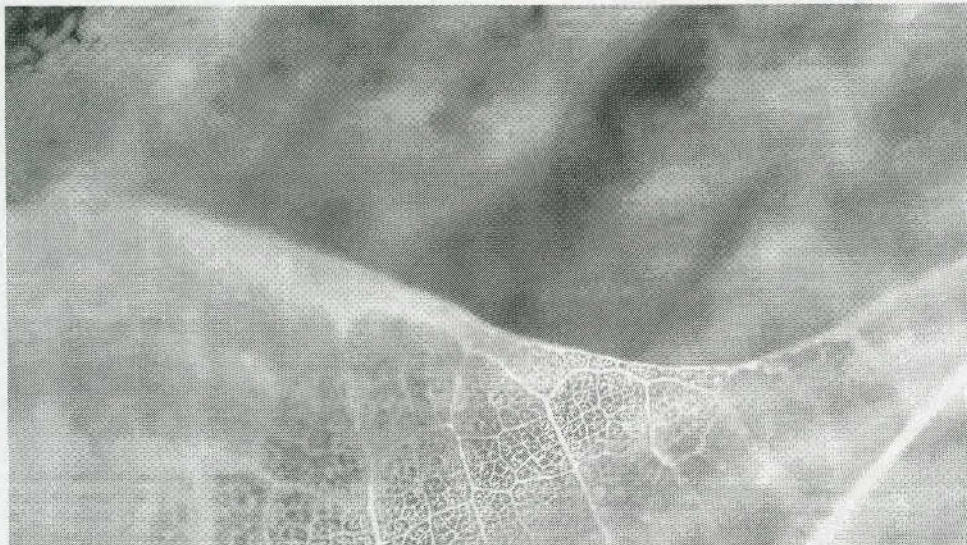
The Philosophy of the TCEQ

To accomplish our mission, we will:

- Base decisions on the law, common sense, sound science, and fiscal responsibility.
- Ensure that regulations are necessary, effective, and current.
- Apply regulations clearly and consistently.
- Ensure consistent, just, and timely enforcement when environmental laws are violated.
- Ensure meaningful public participation in the decision-making process.
- Promote and foster voluntary compliance with environmental laws and provide flexibility in achieving environmental goals.
- Hire, develop, and retain a high-quality, diverse workforce.

EEO Commitment

The TCEQ is an equal opportunity employer. The agency does not allow discrimination on the basis of race, color, religion, national origin, sex, disability, age, sexual orientation, or veteran status.





Operational Goals and Action Plans

Goal 1: Assessment, Planning, and Permitting

Protect public health and the environment by accurately assessing environmental conditions and by preventing or minimizing the level of contaminants and waste released to the environment through regulation and permitting of facilities, individuals, or activities with potential to contribute to pollution levels.

Action Items to Achieve Our Goal *(all items ongoing through 2023)*

Air

1. Review applications and issue minor and major new source review (NSR) air quality permits for construction of a new facility or modification of an existing facility. Reviews ensure that applicants properly apply Best Available Control Technology to protect public health and the environment.
2. Review applications and issue operating permits for sources subject to Title V of the federal Clean Air Act (FCAA) so as to codify all state and federal air requirements in an air authorization to ensure compliance.
3. Develop State Implementation Plans (SIPs) to attain and maintain National Ambient Air Quality Standards (NAAQS).
4. Continue the Texas Emissions Reduction Plan (TERP) program goal to reduce nitrogen oxide emissions from heavy-duty on-road vehicles and non-road equipment, marine vessels, locomotives, and certain stationary equipment, specifically in near-nonattainment and nonattainment counties, to achieve maximum nitrogen oxide reductions and compliance with the ozone NAAQS for the benefit of the state.
5. Track the amount of air contaminants released to the air throughout Texas from point, area, and mobile sources through the emissions inventory.
6. Maintain a network of stationary monitors that sample and analyze the air in Texas and report the results to the public and the U.S. Environmental Protection Agency.

Water

Water Availability

7. Review applications and issue water-right permits in a timely manner, in accordance with state law, including the Prior Appropriation Doctrine.
8. Assure water-right ownership transfers accurately reflect the information provided by the owners.
9. Identify areas experiencing, or expected to experience within the next 50 years, critical groundwater problems, including shortages of surface water or groundwater, land subsidence resulting from groundwater withdrawal, and contamination of groundwater supplies.
10. Provide timely, accurate, and efficient public outreach, education, and assistance for customers and stakeholders who are water-right owners, water-right-permit applicants, and water-well owners.
11. Offer timely, accurate, and efficient public assistance through the four watermaster programs.

Water Quality

12. Review applications and issue water quality discharge permits in accordance with state law, including the federally delegated Texas Pollutant Discharge Elimination System (TPDES) Program.
13. Administer an expedited and streamlined Reclaimed Water Program, which allows beneficial reuse of wastewater, resulting in a reduction of pollutants discharged to surface waters.

14. Continue to establish Texas Surface Water Quality Standards (TSWQS) to protect designated uses for water bodies, assess the condition of water quality, and establish permitting limits.
15. Assess surface water quality in Texas' water bodies to identify whether they meet established TSWQS. Monitor ambient water quality and manage surface water quality data. The data is used to assess environmental conditions through a variety of activities, such as assessing water quality, establishing science-based wastewater permit limits, and developing watershed-based plans.
16. Develop and implement watershed-based plans—such as Total Maximum Daily Loads (TMDLs), associated TMDL Implementation Plans, and Watershed Protection Plans—that are designed to preserve and restore surface water quality.
17. Conduct special studies to gather data and address site-specific water-quality issues.
18. Coordinate Texas' groundwater protection programs by facilitating the Texas Groundwater Protection Committee.
19. Assess groundwater quality in Texas' aquifers, identifying trends and potential problems.
20. Regulate activities that have the potential to pollute the Edwards Aquifer, and the connected surface waters entering the aquifer.
21. Regulate private and public non-exempt dams in Texas and protect the public through dam safety monitoring.

Waste

22. Decrease the amount of hazardous pollutants released into the environment from waste by diverting and reducing the amount of waste going to landfills consistent with state and federal law.
23. Require the proper and safe disposal of pollutants by monitoring the generation, treatment,

storage, and disposal of solid, hazardous, and radioactive waste and assessing the capacity of disposal facilities.

24. Review and make determinations on waste management facility registrations and permitting applications.

Occupational Licensing

25. Issue and renew occupational licenses to ensure that environmental professionals are qualified and competent to operate water, wastewater, and waste facilities in a manner that complies with state and federal requirements to protect human health and the environment.

Legal Review

26. Offer legal advice and counsel to agency programs to help the offices achieve strategies and performance measurement targets related to air quality permitting; air quality assessment and planning; waste management and permitting; radioactive-materials management; corrective action activities; occupational licensing; water-resource permitting; water assessment and planning; safe drinking water; and river compact commissions. Also offer legal advice and counsel to the executive director, the deputy executive director, and the executive offices, including the Environmental Assistance Division.

How Our Goal or Action Items Support Each Statewide Objective

Statewide Objective 1: Accountability

Accountable to tax and fee payers of Texas.

- **Thorough and efficient air quality permit application reviews.** These reviews ensure that public health and the environment are protected. Also, consistent and timely reviews result in applicants receiving proper authorizations and good customer service.

- **SIP development.** When developing SIP revisions, the TCEQ solicits input from the general public and regulated entities and responds formally to all comments received, including comments made at public hearings. The commission also takes formal action at their agenda meetings on all SIP revisions developed by TCEQ staff. (These meetings are subject to the Texas Open Meetings Act and the general public and regulated entities may also provide input directly to the commission on SIP revisions during these meetings.)
- **The TERP program.** This program offers grants to owners and operators of heavy-duty on-road vehicles and non-road equipment to replace or upgrade those vehicles and equipment in order to help keep the air clean in Texas. The use of the funds improves air quality for Texas residents, particularly in those areas where ozone concentrations do not meet federal standards. The program also supports the use of alternative fuels for transportation in Texas.
- **The Emissions Inventory.** This program allows the TCEQ to track and better understand air quality emissions data used for developing SIPs, modeling, setting air-emission fees, tracking trends, placing air monitors, assessing potential emission reductions from air quality control strategies, and planning other air quality activities.
- **Development of TSWQS, assessment of surface waters, and implementation of water quality protection and restoration.** The TCEQ partners with work groups for the development of Texas Surface Water Quality Standards, the development of guidance for water-quality assessment, and the development and implementation of watershed-based plans. The TCEQ also coordinates activities and strategy development through the watershed planning process.
- **Edwards Aquifer Protection Program.** Given the sensitive and unique geology of the Edwards Aquifer as home for the area's diverse fauna and as a primary source of drinking water for over 2 million people in Central Texas, the TCEQ regulates activities that have the potential to pollute the aquifer and the connected surface waters entering the aquifer.
- **Decisions based on science and valid data.** The TCEQ seeks input from subject-matter experts inside and outside the agency, establishes standard operating procedures, uses quality-assurance project plans to establish procedures for data collection, and uses data that have been validated in its regulatory programs.
- **Thorough and efficient air, waste, water quality, water rights, and occupational permit and license review.** The TCEQ efficiently conducts thorough reviews of permit and license applications to ensure protection of public health and the environment.
- **Continue to assess reasonable annual fees and fees for air, water, and waste application reviews,** while minimizing the need to increase such fees despite growing demands and decrease in resources.
- **Continuing to assess reasonable fees for the safe disposal of municipal, hazardous, and radioactive waste,** despite growing demands and decreasing resources, including a \$1.22 million, or 15 percent, reduction in federal RCRA funding from 2016 to 2020 for hazardous-waste activities. Reductions for 2018 and 2019 are \$260,000 each year.
- **Conduct periodic inspections of regulated dams that pose a high or significant hazard.** The TCEQ makes recommendations and reports to dam owners to assist them in maintaining safe facilities.
- **Staffing.** The TCEQ administers robust recruitment, hiring, training, and staff-development programs, ensuring that its staff has the technical, scientific, and administrative expertise necessary to meet the expectations of optimal transparency, competency, efficiency, and effectiveness.

- **Public access to information.** The TCEQ ensures the collection, analysis, and display of high-quality environmental data, including registrations, licenses, pending permit and enforcement actions, and compliance histories.
- **Timely authorization and permit processing.** Timelines track processing from the date of application receipt until final issuance.
- **Communication with the public.** The TCEQ coordinates with stakeholders and partner agencies, and offers access to information through its websites for projects, work groups, and regulatory programs.

Statewide Objective 2: Efficiency

Efficient by producing maximum results with no waste of taxpayer funds and by identifying any function or provision we consider redundant or not cost-effective.

- **Streamlined permitting.** The TCEQ offers electronic processes and correspondence, and applicants can apply for several authorizations through an electronic permitting system that eliminates the redundant step of data entry by the TCEQ.
- **Risk-based remediation.** The TCEQ provides a consistent corrective action process by incorporating risk assessment techniques to help focus investigations and to determine appropriate protective concentration levels for human health. The program sets reasonable and protective response objectives to ensure that available state funds are used to address environmental cleanups at higher risk sites.
- **The TERP program.** Approximately 90 percent of TERP funds are distributed through grants and contracts for projects to improve Texas' air quality, with the rest allocated for TCEQ administration. The agency establishes targets and criteria for the maximum amount that may be awarded for a grant in order to achieve reductions in NO_x emissions.
- **The Emissions Inventory.** The TCEQ updates and automates EI data submission practices to maximize staff resources and reduce direct program costs. As a result of the development and implementation of the web-based reporting system for the annual point source emission inventory (Web-EI), efficiencies have resulted from the reduction in printing, mailing, records handling, and storage costs.
- **Coordination of monitoring activities with agency partners.** The TCEQ works with local authorities and state and federal agencies to identify priorities, needs, and the use of resources when assessing air quality and surface water quality.
- **Checklists and forms.** The TCEQ utilizes a core data form for use across media and in permitting and compliance functions.
- **Electronic license submissions.** The TCEQ has increased electronic submittal of applications and examinations to reduce error and provide better exam scheduling for potential licensees. Electronic license submissions also eliminate the redundant step of data entry by the TCEQ.
- **Job task analysis for Occupational Licensing.** The TCEQ completes a job task analysis for each occupational license in order to develop effective examinations that reflect actual, up-to-date field conditions. Job task analyses provide a basis for improving and updating licensing courses and licensure examinations.
- **Air monitoring.** The TCEQ maintains one of the most extensive air-monitoring programs in the nation. Approximately 60 percent of the Texas air-monitoring network is owned and operated by the TCEQ, while the other 40 percent is owned and operated by partner organizations such as local governments, private companies, and universities. The data collected by these monitors are used in various TCEQ regulatory programs.
- **Edwards Aquifer Protection Program.** The TCEQ conducts streamlined administrative

reviews of Edwards Aquifer protection plans to allow staff to focus on the technical review in the most efficient manner.

- **Conduct dam safety workshops.** The TCEQ presents practical and straightforward information on issues that affect anyone who owns or operates a dam. Training includes information about state dam safety laws, regulations and enforcement, emergency action plans, inspections, and maintenance issues for all areas of a dam, as well as recommendations for improvements.

Statewide Objective 3: Effectiveness

Effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve.

- **Effective permitting.** The TCEQ reviews NSR Air Quality Permit applications and Title V operating permit applications and includes permit conditions that ensure protection of public health and the environment. The TCEQ issues wastewater permits that are consistent with the federally delegated Texas Pollutant Discharge Elimination System (TPDES) program and the state water quality management plan; it also issues permits that are consistent with the federally delegated waste permitting programs under the Resource Conservation and Recovery Act (RCRA) and Safe Drinking Water Act (SDWA) and the state waste management plan. Air, water, and waste permits and authorizations are all issued while continuing to meet performance-measure goals, while limiting the amount of pollutants that are discharged and protecting the environment and public health.
- **SIP development.** The TCEQ submits SIP revisions by the deadlines established by federal regulations to avoid potential federal sanctions. Concentrations of air pollutants that are addressed by the Texas SIP have decreased significantly since 2000, as the state's population and economy continue to grow. SIP revisions include the latest scientific understanding of the complex issues associated with NAAQS. Ozone, which is the primary air pollutant of concern in Texas, has decreased by 27 percent, while the statewide population has grown by roughly 30 percent over the past 16 years.
- **TERP program grants.** Since the establishment of the TERP in 2001, the agency has awarded over \$1 billion in TERP grants for projects that will reduce over 180,000 tons of NO_x emissions through fiscal 2017. The TCEQ also tracks grant expenditures to ensure that grant obligations are realized. The awarding of grant funds and the emission reductions achieved by the grant-funded projects are detailed in the agency's performance measure reporting.
- **Emissions inventory online reporting.** The EI program has developed an online reporting system to further simplify and streamline reporting and increase the accuracy of reported information.
- **Operating air monitors.** There are currently 424 air monitors operated in Texas. These monitors collect various combinations of scientific data about pollutants such as ozone, nitrogen dioxide, carbon monoxide, sulfur dioxide, air toxics, lead, particulate matter of 10 microns or less, and particulate matter of 2.5 microns or less.
- **Ensure accountability.** The TCEQ will continue to track submitted applications, staff performance, grant deliverables, quality of work, and performance measures to ensure accountability to agency goals and that core functions are fulfilled on time.
- **Continuous water quality planning and monitoring.** The TCEQ works through a cycle of establishing TSWQS, monitoring and assessing, and developing and implementing plans for water-quality protection and restoration. This includes the following:
 - Coordinating with agency partners.
 - Establishing and implementing standard procedures and quality-assurance plans.
 - Validating data used as the basis for decisions.

- Using subject-matter experts.
 - Reviewing processes to identify improvements and reduce errors.
 - Establishing work groups to seek information and input from stakeholders and agency partners for TMDL projects, Surface Water Quality Standards, Nutrient Criteria Development, and others.
- **Edwards Aquifer Protection Program.** While agency rules provide for a 90-day technical review period for Edwards Aquifer protection plans, on average the TCEQ meets an internal goal of 60 days from receipt of accurate and complete applications to issue plan authorizations.
 - **Dam inspections.** Inspections are conducted to document the safe design, construction, maintenance, repair, and removal of dams in the state. The percentage of high- and significant-hazard dams inspected during a five-year period is consistent with the inspection frequency of the federal program.

Statewide Objective 4: Customer Service

Providing excellent customer service.

- **Effective permitting.** Agency staff works closely with applicants throughout the entire permitting process. Several permitting options are available to applicants for their specific needs, including an expedited permitting program. The regulated community and general public have access to detailed information on the permitting process and numerous guidance documents and useful web pages.
 - **SIP development.** The TCEQ responds to verbal and written inquiries about the Texas State Implementation Plan and development of SIP revisions in a thorough, professional, and timely manner. The TCEQ has a dedicated email box (SIPRULES) for SIP inquiries, as well as detailed air quality data, photochemical modeling inputs, and a complete SIP history on the agency website. Also, TCEQ staff frequently present information on the SIP to stakeholders,
- including other state agencies, local governments, regulated industry, and the general public. Additionally, the TCEQ coordinates with Texas institutions of higher education to conduct scientific research studies that support the SIP.
- **TERP program tools.** The TERP programs use multiple customer communication tools, such as a dedicated website for TERP inquiries (www.terpgrants.org); an email listserv for updates and information regarding the TERP grants; and a toll-free phone number, 800-919-TERP (8377). The agency provides all solicitation and application documents for electronic download by applicants, and offers workshops in eligible areas prior to each grant application period. Staff members also provide information on the TERP programs at truck shows, trade shows, and seminars. TERP also offers selected presentations for grantees via Skype. Several members of the TERP staff speak fluent Spanish and are available to assist Spanish-speaking applicants.
 - **Emissions Inventory information.** The TCEQ maintains and annually updates an EI program web page, www.tceq.texas.gov/air-quality/point-source-ei/psci.html, that explains program requirements, provides program forms and data, and provides guidance documents to aid regulated entities in reporting. The TCEQ also coordinates and hosts an annual workshop and maintains Web-EI instructional YouTube videos and a dedicated helpline, 512-239-1717, to assist regulated entities in reporting.
 - **Public access to air quality information.** With the TCEQ's Geographical Texas Air Quality Monitoring (GeoTAM) viewer, the public can access information about air-quality monitors, view and print maps of areas of interest, and obtain details about selected air monitors and their surrounding area. Additionally, the TCEQ provides information—both online and through social media—related to the daily air-quality forecast for the state.

- **Edwards Aquifer Protection Program.** Posting of the Edwards Aquifer protection plan flowchart and checklists on the TCEQ's website provides information to assist applicants with submitting thorough, accurate, and complete plans. Receipt of quality plans allows for efficient and timely TCEQ review.
- **eCommerce.** The agency offers electronic reporting via the State of Texas Environmental Electronic Reporting System (STEERS) for the regulated community. STEERS represents progress toward establishing an enterprise approach to eCommerce and a streamlined customer interface.
- **Staff Development.** The TCEQ ensures that its staff develops the knowledge and skills necessary to deliver excellent customer service through comprehensive training on the expectations of the professional workplace; easily accessible, electronically posted policies and procedures; and consideration of customer feedback through avenues such as the agency's customer-service survey.
- **Communication.** The TCEQ provides accurate and prompt communication to the public by:
 - Establishing and implementing standard procedures to ensure consistent and accurate data collection.
 - Using both internal and external subject-matter experts for agency decision-making.
 - Reviewing and updating procedures.
 - Developing informational materials and providing education and outreach.
 - Working with stakeholders to implement our programs.
- **Providing opportunities for public input and feedback.** Tools the TCEQ uses for public input and feedback include the following:
 - Customer surveys
 - Work groups
 - Stakeholder and public meetings
- **Responding to public inquiries.** The TCEQ continues to provide outstanding customer

service by responding to internal and public inquiries in a timely and accurate manner and by participating in training programs and workshops to inform and assist the public.

- **Meeting application deadlines.** The TCEQ provides more user-friendly application information electronically, including through the agency website, and continues to provide daily phone service to answer questions from stakeholders and regulated entities.
- **Offering pre-application meetings.** The TCEQ offers pre-application meetings to regulated entities seeking to file an application with the agency in order to limit the number of deficiency notices associated with an application as well as decrease the application processing time.
- **Inform dam owners and operators.** The TCEQ maintains a document to answer the most commonly asked questions about hiring an engineer to initiate actions and repairs at dams. This document, along with several other links to helpful information—including guidance documents and information on current and past dam safety workshops—is available on the agency's public website.

Statewide Objective 5: Transparency

Transparent such that agency actions can be understood by any Texan.

- **Updated permit and project information.** The TCEQ posts information on its web pages regarding the various types of authorizations and permitting processes, as well as the status of ongoing projects.
- **SIP development information.** The TCEQ provides information on copies of all proposed and adopted State Implementation Plan revisions on its public website, and TCEQ staff use plain-language writing principles when drafting SIP revisions and public web pages (www.tceq.texas.gov/airquality/sip/). The TCEQ also provides newspaper notification of all public hearings on SIP revisions in the affected areas of the state.

- **TERP program information.** The agency provides updated program summaries and project lists on the TERP website, <www.tcrpgrants.org>. Information on the status of the TERP programs is also provided at workshops and trade fairs. Staff continually provides information and updates to interested organizations and entities regarding the status and latest results of the TERP programs.
- **Emissions inventory information.** The agency provides updated program summaries, EI data, and EI improvement projects on the TCEQ website, <www.tceq.texas.gov/airquality/point-source-ci/psei.html>. Information on EI data is also provided at workshops and trade fairs. Staff continually provides information and updates to interested organizations and entities regarding EI data and trends.
- **Water-well owner education and outreach.** The Office of Water offers specific information for water-well-owner education and outreach, and an online database.
- **Participation opportunities for the public and the regulated community.** Customers can track, find, or participate in all media-related permitting, licensing, and registration projects and activities. Information and services available include:
 - Pre-application meetings
 - Lists of pending applications posted on the website
 - Multiple general email boxes
 - Web pages that comply with the agency's plain-language and federal and/or state accessibility requirements
 - Web links to hot topics, such as current permit application status, as well as links to commonly used forms, checklists, and guidance documents
 - Advisory group meetings, including some that are webcast
 - Stakeholder meetings, including some that are webcast
 - Education and outreach efforts for permits, rules, and regulations
- **Promptly responding to public-information requests.** The TCEQ has established procedures for responding to inquiries.
- **Informational materials.** The TCEQ develops informative materials, including checklists and forms for the regulated community. The agency also provides additional public outreach opportunities to explain agency processes.
- **Ensuring transparency.** The TCEQ ensures transparency by:
 - Coordinating with agency partners and engaging stakeholders for TMDL projects, Surface Water Quality Standards, and Nutrient Criteria Development.
 - Establishing work groups to seek input.
 - Providing program and project information through its websites.
 - Holding and attending public meetings.
 - Operating a robust public information request program.

Other Considerations

- **Develop Mitigation Plan and disburse Volkswagen Trust funds.** As the lead agency for Texas in this case, the TCEQ is responsible for developing and implementing a Beneficiary Mitigation Plan to disburse \$209 million currently allocated to Texas as part of the Volkswagen Environmental Mitigation Trust Agreement. The agency will strive to maximize the use of these funds in an efficient manner consistent with the Trust Agreement.
- **Implement online TERP grant applications.** Developing the capability to provide user-friendly online grant applications for the Texas Emissions Reduction Plan (TERP) programs will further the Legislature's recommendation to reduce paperwork and improve efficiency.
- **Monitor possible changes to EPA grant timelines.** Recently, the EPA proposed

establishing new National Pollutant Discharge Elimination System (NPDES) permitting time-frame performance measures for EPA-issued NPDES permits (e.g., where the EPA, and not a delegated state, is the permitting authority) with a goal of 90 percent of the permits being issued within 180 days of application submittal.

If this new measure is passed down to delegated states as part of the EPA 106-grant program and associated Program Activity Measures (PAMs), the TCEQ would be challenged to meet its grant obligations. These federal 106 grants totaled \$2,319,290 in fiscal 2018. The TCEQ has established permitting time frames to issue permits within 300 to 330 days from application receipt, which includes a significant public-participation process.

■ **Monitor funding for water quality projects.**

Federal funding has remained essentially constant over the last several years for the agency's programs funded with Clean Water Act sections 106, 319, and 320 grants. Increasing project and administrative costs reduce the number of water quality projects that may be conducted. In addition, these programs have been identified for possible reduction of federal funding. Budget constraints may have impacts on conducting or funding projects that support the goals of the programs.

Affected activities include the development of Texas Surface Water Quality Standards, as well as the assessment of water bodies and the implementation of surface water protection and restoration plans.

Goal 2: Drinking Water

Protect public health and the environment by assuring the delivery of safe drinking water to the citizens of Texas consistent with requirements in the Safe Drinking Water Act; by providing regulatory oversight of water and sewer utilities; and by promoting regional water strategies.

Action Items to Achieve Our Goal

(all items ongoing through 2023)

Public Drinking Water System Supervision

1. Provide drinking water compliance monitoring to determine compliance with state and federal regulations based on analytical reports of the drinking-water samples collected and analyzed. Schedule and collect samples for chemical analysis through a third-party contractor to determine compliance by public water systems. Perform enforcement referrals of public water systems that fail to comply with the Safe Drinking Water Act. Maintain the Safe Drinking Water Information System Database that includes data acquisition and data transfers for the drinking-water inventory, violations, and action data to relay to the EPA.
2. Review plans for new or significantly modified public water systems, including the review of the financial, managerial, and technical capabilities of proposed public water systems. Review exception requests to the TCEQ's rules to verify that regulations can be met that will be protective of the public health.
3. Provide technical assistance by evaluating systems and providing detailed technical support to improve system operations. Provide drought-response planning and other support to identify potential sources of drinking water. Provide support to implement best management practices that will prevent contamination of drinking-water sources and provide assistance and technical training to public water systems through the Financial, Managerial, and Technical Assistance Program and the Texas Optimization Program.
4. Assist public water systems by appointing temporary managers or requesting the appointment of a receiver. Assist public water systems experiencing water availability concerns due

to natural disasters and assist with training related to water system security issues.

5. Review and process water district applications, including the review of bond applications for water and wastewater treatment infrastructures, district creations, and director appointments. Create, supervise, and dissolve certain water and water-related districts.

How Our Goal or Action Items Support Each Statewide Objective

Statewide Objective 1: Accountability

Accountable to tax and fee payers of Texas.

- **Ensure that the public receives a safe and adequate public water supply.** Better compliance decisions allow public water systems and their customers to be notified timely of potential dangers to human health. Additionally, because the state is able to contract with the sample collection company, a benefit of scale is realized, allowing for a cost savings that many public water systems would not be able to match. Technical assistance is also provided to public water systems during times of need (such as drought and other natural disasters) in order to help them maintain their compliance with state and federal law.
- **Review of plans and specifications for new and significantly modified public water systems.** This provides assurance that design standards are used that will be in compliance with the federal drinking-water rules. Reviewing the financial, managerial, and technical aspects of proposed public water systems ensures that public water systems are and can remain viable.
- **Identify potential sources of contamination.** The agency works to identify sources of contamination and implements best management practices to prevent contamination of drinking-water sources.
- **Implementation of Capacity Development Plans for Texas.** The TCEQ assists public water systems in the state to enhance or maintain financial, managerial, and technical (FMT) capability. With better FMT capability, systems are able to provide water more efficiently and at a potentially lower cost to both the utility and the utility's customers. There is a growing need for assistance due to increasing unfunded federal regulations and for assistance with emergency conditions, such as drought and, more recently, flood events.
- **Provision of financial and technical assistance to public water systems.** The approved Capacity Development Plan is a requirement under the Drinking Water State Revolving Fund (DWSRF) in order for Texas to receive full grant funding. DWSRF grant funding provides low- and no-cost loans to public water systems and supports TCEQ compliance assistance activities. These activities support water systems in their ability to drill new wells or find new sources and provide continuing service to their customers while meeting safe drinking water requirements.
- **Identification of at-risk public water systems.** The TCEQ provides compliance assistance to public water systems before violations warrant formal enforcement action. When a water system fails, it is often due to financial and managerial weaknesses that culminate in technical violations. These violations can be difficult to overcome without significant assistance, funding, enforcement actions, and financial and managerial restructuring.
- **Availability of public information.**
 - Coordinate with stakeholders and partner agencies.
 - Provide access to information through websites for projects, work groups, and programs.
- **Base decisions on science and valid data.**
 - Seek input from subject-matter experts.
 - Use data that have been validated in its regulatory programs.

Statewide Objective 2: Efficiency

Efficient by producing maximum results with no waste of taxpayer funds, and by identifying any function or provision we consider to be redundant or not cost-effective.

- **Coordinate monitoring activities with agency partners**, including local authorities and state and federal agencies, to identify priorities, needs, and the best use of resources.
- **Review policies and procedures periodically** to ensure that they are streamlined and adjusted in accordance with federal, state, and oversight-agency requirements and that redundant or non-core processes or policies are eliminated.
- **Implement technological solutions** as resources allow, reducing opportunities for error.

Statewide Objective 3: Effectiveness

Effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve.

- **Assessment of processes.** The TCEQ has procedures in place to track and measure its action items and grant deliverables. These tracking mechanisms allow the TCEQ to ensure that it remains on target to meet its core deliverables (performance measures and grant deliverables). These mechanisms also allow the TCEQ to determine if more effectiveness can be gained from adjusting a process or procedure. Once an analysis is complete, the agency can make changes to accommodate an improved process.

Statewide Objective 4: Customer Service

Providing excellent customer service.

- **Work cooperatively with entities to achieve compliance.** The TCEQ helps identify new or alternative water sources and helps match entities with possible funding sources for water treatment, new sources, regional projects, and other improvements. Additionally, the TCEQ provides on-site technical expertise to water-system owners and operators, and coordinates short- and long-term planning and possible regional solutions.

- **Offer technical assistance and templates for public water systems.** This allows for public-notice requirements to be met and for public notices to be developed correctly, which promotes rapid dissemination of these materials by the public water system to the public.
- **Communication.** The TCEQ provides accurate and prompt communication to the public by:
 - Establishing and implementing standard procedures to ensure consistent and accurate data collection.
 - Using internal and external subject-matter experts for agency decision-making.
 - Reviewing and updating procedures.
 - Developing informational materials and providing education and outreach.
 - Communicating promptly and accurately.
- **Staff Development.** The TCEQ ensures that its staff develops the knowledge and skills necessary to deliver excellent customer service, through comprehensive training on the expectations of the professional workplace; easily accessible, electronically posted policies and procedures; and consideration of customer feedback through avenues such as the agency's customer-service survey.
- **Opportunities for public input and feedback.** Tools the TCEQ uses for public input and feedback include the following:
 - Customer surveys
 - Work groups
 - Stakeholder and public meetings
- **Public water system training and assistance.** The TCEQ promotes and provides training and financial, managerial, and technical assistance through various activities such as correspondence, workshops, conferences, and meetings.

Statewide Objective 5: Transparency

Transparent such that agency actions can be understood by any Texan.

- **Participation opportunities for the public and regulated community.** The Water Supply Division uses a variety of tools to allow internal

and external customers to track, find, and, in some cases, participate in division activities, including the following:

- Access to information about the quality of customers’ drinking water, through the Texas Drinking Water Watch database
 - Access to the status of pending district application reviews, through the Water District Database
 - Advisory group and stakeholder meetings, some of which are webcast
 - Education, outreach, and online database for water-well owners
- **Providing access to data** through websites and by responding to requests for data.
 - **Promptly responding to public information requests.**
 - **Coordinate and participate in communication and educational outreach with the public and regulated community** at conferences and other relevant organizational meetings. The TCEQ also provides program and project information through its websites, establishes work groups to seek input, and holds public meetings.

Goal 3: Enforcement and Compliance Assistance

Protect public health and the environment by administering enforcement and environmental assistance programs that promote compliance with environmental laws and regulations, voluntary efforts to prevent pollution, and offer incentives for demonstrated good environmental performance while providing strict, sure, and just enforcement when environmental laws are violated.

Action Items to Achieve Our Goal

(all items ongoing through 2023)

Legal Review

1. Advise the executive director and agency management on legal matters related to enforcement; compliance history; the Texas

- Environmental, Health, and Safety Audit Privilege Act; and the Public Information Act.
2. Provide legal support to the Office of Compliance and Enforcement, the Office of Waste, the Office of Air, and the Office of Water.
3. Support the agency’s program areas in carrying out rulemaking functions.
4. Conduct timely and complete investigations for environmental crimes committed in the State of Texas.
5. Work proactively with local prosecutors to timely and fairly prosecute environmental crimes.

Compliance Assistance and Enforcement

1. Help small businesses and local governments comply with environmental rules through a toll-free hotline and hands-on technical assistance.
2. Promote pollution prevention to industry and the general public through presentations, booths, and workshops.
3. Promote compliance with environmental laws and regulations by conducting field investigations and responding to citizen complaints.
4. Take enforcement action as appropriate for documented violations of environmental laws.

How Our Goal or Action Items Support Each Statewide Objective

Statewide Objective 1: Accountability

Accountable to tax and fee payers of Texas.

- **Provide compliance assistance.** Compliance assistance can improve efficiency and avoid costs associated with enforcement (including agency administrative costs and penalty costs for regulated entities). Enforcing environmental laws protects the public health and creates a level playing field for entities whose business has the potential to affect the environment.
- **Consistent application of policies.** The TCEQ ensures that enforcement policies and practices, including assessment of administrative penalties, comport with state law and are applied consistently.

- **Staffing.** The TCEQ administers robust recruitment, hiring, training, and staff-development programs, ensuring that its staff has the technical, scientific, and administrative expertise necessary to meet the expectations of optimal transparency, competency, efficiency, and effectiveness.

Statewide Objective 2: Efficiency

Efficient by producing maximum results with no waste of taxpayer funds and by identifying any function or provision we consider redundant or not cost-effective.

- **Utilize compliance information.** Compliance activities for regulated entities are used to calculate an overall Compliance History classification that is then used by the TCEQ in many regulatory decisions, such as determination of issuance or renewal of permits, development of stricter permit conditions, or even assessment of higher enforcement penalties for documented violations.
- **Encourage voluntary audits.** In accordance with statute, the TCEQ implements the Texas Environmental, Health, and Safety Audit Privilege Act, which offers incentives for regulated entities to conduct voluntary audits at their facilities or operations. These audits assess their compliance with environmental, health, and safety regulations and their implementation of prompt corrective action. By offering this audit incentive, regulated entities have been able to identify and disclose violations and achieve compliance without the agency undertaking the traditional investigation and enforcement process.
- **Timely processing of civil enforcement cases and criminal investigations.** The agency processes cases and investigations using effective and efficient methods to obtain optimum results.
- **Utilizing reliable technology to assess compliance.** The TCEQ continues to invest in technology such as the optical gas-imaging camera and other monitoring and sampling equipment for emergency-response and compliance determinations.
- **Exploring new strategies for compliance monitoring.** Given ever-expanding regulated universes and data advancements, the TCEQ continues to examine new methods for desktop audits and screening tools that allow staff to identify problematic facilities most in need of on-site investigations. This approach allows the TCEQ to incorporate risk-assessment techniques to focus investigative efforts where environmental protection has the greatest impact.
- **Staffing.** The TCEQ promotes efficiency through ongoing division, office, and agency-wide evaluations of programs and staffing resources, ensuring that organizational structures and staffing are tailored, eliminating redundancies and streamlining as necessary to ensure cost-effective execution of the agency's mission.

Statewide Objective 3: Effectiveness

Effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve

- **Assist small businesses and local governments.** Each year, the TCEQ assists over 66,000 small businesses and local governments, and provides pollution prevention assistance through 125 presentations, booths, and workshops. This assistance helps achieve the core function of compliance.
- **Conduct investigations.** Each year, the TCEQ conducts over 100,000 compliance investigations of regulated entities, including nearly 5,000 as a result of complaints received. On average, the TCEQ issues over 17,000 Notices of Violation and approximately 1,500 administrative orders each year.
- **Promptly enforce against respondents.** The TCEQ timely initiates enforcement and adheres to established timelines, thereby minimizing any backlog of enforcement cases.
- **Improve criminal investigations through partnerships.** The TCEQ continuously

improves the criminal investigation process by developing and maintaining good relationships with Texas Environmental Task Force participants (including Texas Parks and Wildlife Department; Texas Railroad Commission; Texas Attorney General's Office; Texas Department of Public Safety; Texas General Land Office; Travis County; U.S. Department of Transportation; U.S. Environmental Protection Agency; U.S. Fish and Wildlife Service; the Federal Bureau of Investigation; and the U.S. Coast Guard). This creates additional opportunities for improvement in investigative techniques and leverages resources across state and federal agencies.

Statewide Objective 4: Customer Service

Providing excellent customer service.

- **Customize compliance assistance.** The TCEQ meets the specific needs of the regulated entity seeking compliance help. Additionally, the TCEQ has a dedicated 24-hour, toll-free complaint hotline, as well as an online form for submitting complaints. Complaints within the TCEQ's jurisdiction are prioritized and responded to in a timely manner. To ensure that the TCEQ is meeting its commitments under its Compact with Texans, the TCEQ makes available a Customer Service Survey at the conclusion of every investigation and provides the survey link on all agency correspondence and on the agency's website. When surveys are received indicating dissatisfaction with the TCEQ's service, staff makes efforts to address the concerns.

Statewide Objective 5: Transparency

Transparent such that agency action can be understood by any Texan.

- **Produce plain-language communications and guidance.** The TCEQ strives to write guidance documents and all communications so that any Texan can understand environmental regulations and issues.

- **Present activities online.** The TCEQ has an extensive public website where the public can track complaints and enforcement activities. The TCEQ creates an Annual Enforcement Report, available online, which contains information on the enforcement actions for each type of regulatory program in the agency for the most recent fiscal year, as well as the preceding five.
- **Simplify the process for creating as well as reporting activities and expenses for supplemental environmental projects.** The TCEQ has reduced the length of the SEP form and made the report more user-friendly.

Other Considerations

- **Replace aging monitoring equipment.** Investigators require the use of specialized equipment, such as optical gas-imaging cameras and other handheld monitoring equipment, and the equipment is in need of replacement.
- **Adjust to growth in industry and a competitive labor market.** The regulatory universe continues to expand in the state as technology advances and the population increases. An example of this increase is in the areas of the state experiencing oil and gas exploration, production, and transportation activities, along with increased construction of facilities and infrastructure to support the industry and expanding workforce. An expanding regulatory universe adds additional workload and complexity of investigations for the TCEQ.

Additionally, the TCEQ has experienced higher turnover rates in the areas where a component of the oil and gas industry—upstream, midstream, and downstream—is prevalent. Competitive salaries in this industry sector create difficulties in maintaining a high level of experience and job knowledge across all staff levels. In response, the agency has implemented targeted retention efforts related to the position of Natural Resource Specialist.

Goal 4: Pollution Cleanup Programs to Protect Public Health and the Environment

Protect public health and the environment by identifying, assessing, and prioritizing contaminated sites, and by assuring timely and cost-effective cleanup based on good science and current risk factors.

Action Items to Achieve Our Goal

(all items ongoing through 2023)

1. Identify, assess, and remediate Superfund sites and other sites contaminated by hazardous material, and respond to releases that threaten human health and the environment.
2. Assess and remediate sites contaminated by hazardous and nonhazardous pollutants released into the environment, and remediate leaking underground storage tanks.
3. Facilitate voluntary cleanup activities at contaminated sites to restore unused or under-used properties to economically productive use.

How Our Goal or Action Items Support Each Statewide Objective

Statewide Objective 1: Accountability

Accountable to tax and fee payers of Texas.

- **Oversee assessment and cleanups.** This ensures that human health and the environment are adequately protected.
- **Ensure that fees for cleanup oversight are charged and used appropriately.**
- **Recover costs.** When appropriate, the TCEQ seeks to recover the state's costs from responsible parties. If a responsible party is unknown, or unwilling or unable to perform necessary cleanup actions, state funds may be used to perform the cleanup.
- **Superfund.** The TCEQ pursues responsible parties to recover the costs of state Superfund cleanups, which are funded through fees paid to the Hazardous and Solid Waste Remediation Fee Account.

- **Ensure that grants and state funds allocated for cleanups are spent appropriately.**

Statewide Objective 2: Efficiency

Efficient by producing maximum results with no waste of taxpayer funds and by identifying any function or provision we consider redundant or not cost-effective.

- **Implement cleanup rules and guidance.** The TCEQ has established a clear and consistent risk-based corrective-action process directed toward the protection of human health and the environment, while providing flexibility in achieving cleanup goals in a cost-effective manner.

Statewide Objective 3: Effectiveness

Effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve.

- **Measure and report the number of contaminated sites** where no further corrective action is needed due to environmental cleanup requirements being met.
- **Measure and report on the number of contaminated sites that are assessed and prioritized for remediation and how efficiently these remediation goals are achieved.**

Statewide Objective 4: Customer Service

Providing excellent customer service.

- **Standardize reports.** The TCEQ uses standardized reports to ensure timely review and that cleanups move forward. Processes are in place to meet statutory deadlines for processing remediation program applications and cleanup activities.
- **Respond to customer inquiries.** The TCEQ responds to customers and maintains up-to-date information on the TCEQ Remediation Division website.
- **Connect with the public.** The TCEQ holds public meetings and outreach events to provide the public with relevant information and to seek meaningful input.

Statewide Objective 5: Transparency

Transparent such that agency action can be understood by any Texan.

- **Clear communication on the web.** The TCEQ provides current, clear, and concise information—including report forms and records—to the public through the TCEQ Remediation Division website.

Goal 5: Ensure Delivery of Texas’ Equitable Share of Water

The Texas river compact commissions will ensure the delivery of Texas’ equitable share of quality water from the commissions’ respective rivers and tributaries.

Action Items to Achieve Our Goal

(all items ongoing through 2023)

1. Offer technical and engineering advice to the five interstate river compact commissions, which apportion the waters of the Canadian, Pecos, Red, and Sabine rivers and the Rio Grande between or among the relevant states.
2. Coordinate with the attorney general’s office in any lawsuits relating to the river compact commissions.
3. Provide administrative and financial services to the five river compact commissions.

How Our Goal or Action Items Support Each Statewide Objective

Note: Some bullet items repeat.

Statewide Objective 1: Accountability

Accountable to tax and fee payers of Texas.

- Develop and maintain all required financial and budget reports relating to the river compact commissions.

Statewide Objective 2: Efficiency

Efficient by producing maximum results with no waste of taxpayer funds and by identifying

any function or provision we consider to be not cost-effective.

- **Provide financial services** such as budget development, general ledger and payroll accounting, voucher payment processing, and expenditure reports.
- **Maintain webpage** for each river compact commission, with related contact information, as part of the TCEQ website.
- **Post meeting notices** for each river compact commission.

Statewide Objective 3: Effectiveness

Effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve.

- **Provide technical and engineering advice** to river compact commissions.
- **Provide administrative support** to river compact commissioners.
- **Ensure that agency contracts are protective of state interests** and compliant with regulations and the law, while at the same time ensuring that the desired outcome is achieved.

Statewide Objective 4: Customer Service

Providing excellent customer service.

- **Maintain webpage** for each river compact commission, with related contact information, as part of the TCEQ website.
- **Post meeting notices** for each river compact commission.
- **Develop and maintain** all required financial and budget reports relating to the river compact commissions.
- **Maintain permanent open-record files** for the river compact commissions.
- **Provide river compact files and data to the public** as part of the TCEQ’s information-request program.

Statewide Objective 5: Transparency

Transparent such that agency action can be understood by any Texan.

- **Maintain webpages** for each river compact commission, with related contact information, as part of the TCEQ website.
- **Post meeting notices** for each river compact commission.

Other Considerations

- **State of New Mexico v. United States of America, and State of Texas v. New Mexico and Colorado.** In 2013, the State of Texas sued the states of New Mexico and Colorado in an original action in the U.S. Supreme Court, and the Supreme Court appointed a Special Master to preside over the case. In 2014, the U.S. joined Texas and intervened against New Mexico, claiming that it also had a stake in the matter. In 2016, the Special Master recommended that the Supreme Court deny New Mexico's motion to dismiss Texas' petition, but also recommended that the court dismiss the federal government's claim.

On March 5, 2018, a unanimous Supreme Court decided that the United States could continue to participate and pursue its claim, and in April the court replaced the Special Master with a senior federal judge. As of June 4, 2018, the state is waiting for the development of a full litigation schedule. The legal proceedings are expected to continue into the next biennium.

Goal 6: Indirect Administration

Provide effective and efficient administration of all agency programs and functions through executive leadership, information technology, telecommunications management, financial administration, human resources, legal services, procurement and contracts, fleet management, asset and risk management, mail and messenger services, and other key support services.

Action Items to Achieve Our Goal

(all items ongoing through 2023)

1. Provide central administration functions, through the offices of the Commissioners, the Executive Director, Administrative Services, and Legal Services.
2. Provide information resource functions—including enterprise applications, data, telecommunication systems, and records management—to further the agency's mission.
3. Provide other support services necessary to ensure that program responsibilities are met.
4. Advise the executive director and agency management on legal matters related to employment law, government ethics, procurements, grants and contracting, and the Public Information Act.
5. Provide legal support to the Office of Administrative Services.
6. Support the agency's program areas in carrying out rulemaking functions.
7. Provide administrative support to the Office of Legal Services.

How Our Goal or Action Items Support Each Statewide Objective

Note: Some bullet items repeat.

Statewide Objective 1: Accountability

Accountable to tax and fee payers of Texas.

- **Adopt and maintain written policies and procedures.** Policies and procedures are crafted by subject-matter experts; reviewed and adjusted periodically to meet federal, state, and oversight-agency requirements; and accessible online to all staff.
- **Implement technological solutions,** as resources allow, reducing opportunities for error.
- **Develop and publish all required financial and budget reports,** such as the Annual Financial Report, the Operating Budget, the Legislative Appropriations Request, etc., to show that the agency is operating in a fiscally prudent manner.

- **Increase the number of records to which the public has 24-hour access.**
- **Operate a file room** open to the public during regular business hours.
- **Operate a robust public information request program.**
- **Encourage fraud reporting.** The public and staff may submit allegations of fraud, waste, or abuse anonymously.
- **Comply with state contracting and procurement laws.**
- **Maintain the Chief Auditor's Office** to provide assurance and advisory services that help meet agency goals and objectives.
- **Protect the agency from unnecessary legal risk**, by ensuring that appropriate policies and practices are in place for contracts, grants, procurement, employment law, records retention, public-service ethics, and the processing and distribution of information for the public.
- **Support business practices that are compliant with state procurement laws and** ensure competitive contracting processes that will result in the best value for the state.
- **Maintain ethical standards.** TCEQ maximizes the public's trust by training all staff on their ethical obligations; maintaining electronically posted policies and procedures easily accessible for ongoing staff reference; and ensuring staff access to guidance, as needed, from on-staff professionals skilled in ethics-related statutory and regulatory requirements.

Statewide Objective 2: Efficiency

Efficient by producing maximum results with no waste of taxpayer funds and by identifying any function or provision we consider redundant or not cost-effective.

- **Adopt and maintain written policies and procedures.** Policies and procedures are crafted by subject-matter experts; reviewed and adjusted periodically to meet federal, state, and

oversight-agency requirements; and accessible online to all staff.

- **Implement technological solutions**, as resources allow, reducing opportunities for error.
- **Develop and publish all required financial and budget reports**, such as the Annual Financial Report, the Operating Budget, the Legislative Appropriations Request, etc., to show that the agency is operating in a fiscally prudent manner.
- **Operate a cost-saving-suggestions program.** All agency staff may suggest areas of potential cost savings.
- **Facilitate faster staff and public access to information** by increasing the volume of the agency's electronic records and data available online.
- **Implement and support online services** relating to license renewal, permitting, registrations, reporting, paying, and filing, and commenting regarding the commissioners' agenda.
- **Provide effective administrative support for the Office of Legal Services**, which enables them to focus on their core tasks and improves their efficiency.

Statewide Objective 3: Effectiveness

Effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve.

- **Adopt and maintain written policies and procedures.** Policies and procedures are crafted by subject-matter experts; reviewed and adjusted periodically to meet federal, state, and oversight agency requirements; and accessible online to all staff.
- **Implement technological solutions**, as resources allow, reducing opportunities for error.
- **Replace core agency information systems with current technology.**
- **Reduce the risk of employment-related legal actions** against the agency by working with management to proactively address complaints and disputes.

- **Ensure agency contracts are protective** of agency interests and compliant with regulations and the law, while at the same time ensuring that the desired outcome is achieved.
- **Provide paralegal support for public information requests** to ensure timely and appropriate responses. Identify and seek Attorney General Opinions on confidential information in accordance with the Public Information Act.
- **Integrate financial, human-resource, payroll, and timekeeping processes** with the Centralized Accounting and Payroll/Personnel System (CAPPS), the statewide Enterprise Resource Planning project. CAPPS will maximize the TCEQ's ability to manage business operations effectively and efficiently, while minimizing the risk of maintaining current legacy timekeeping, personnel, and learning-management systems.

Statewide Objective 4: Customer Service

Providing excellent customer service.

- **Adopt and maintain written policies and procedures.** Policies and procedures are crafted by subject-matter experts; reviewed and adjusted periodically to meet federal, state, and oversight agency requirements; and accessible online to all staff.
- **Implement technological solutions,** as resources allow, reducing opportunities for error.
- **Develop and publish all required financial and budget reports,** such as the Annual Financial Report, the Operating Budget, the Legislative Appropriations Request, etc., to show that the agency is operating in a fiscally prudent manner.
- **Increase electronic records and agency data to which the public has 24-hour access online.**
- **Operate a file room open to the public during regular business hours.**
- **Operate a robust public information request program.**

- **Expand agency business that customers can conduct online.**
- **Offer the agency's customer-service survey to its customers.**
- **Operate an anonymous waste, fraud, and abuse phone line.**
- **Ensure external customers are directed to appropriate, knowledgeable staff.**
- **Promptly respond to internal requests for legal assistance** with high-quality, well-written, well-researched opinions, advice, guidance, and recommendations.

Statewide Objective 5: Transparency

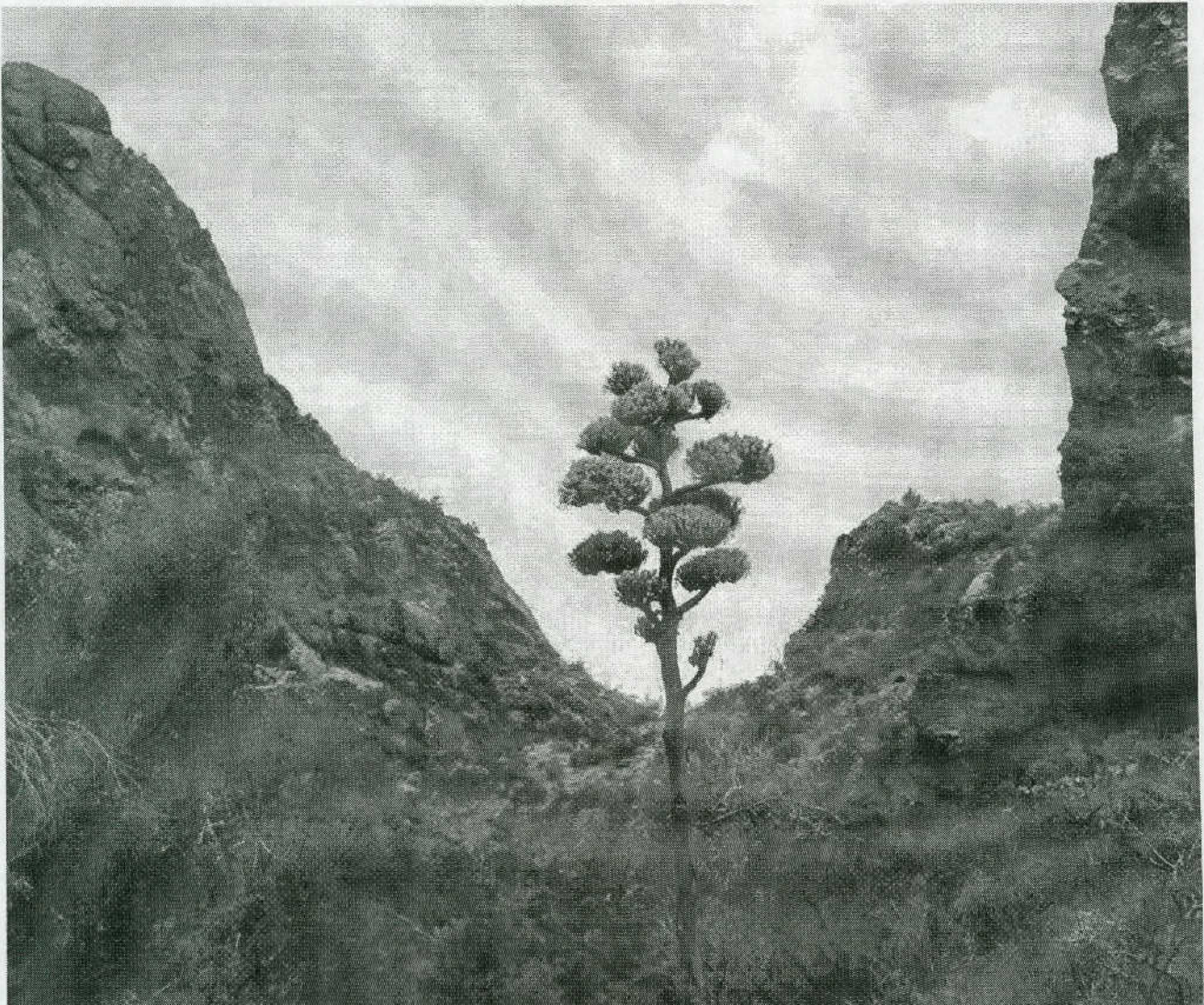
Transparent such that agency action can be understood by any Texan.

- **Adopt and maintain written policies and procedures.** Policies and procedures are crafted by subject-matter experts; reviewed and adjusted periodically to meet federal, state, and oversight agency requirements; and accessible online to all staff.
- **Implement technological solutions,** as resources allow, reducing opportunities for error.
- **Develop and publish all required financial and budget reports,** such as the Annual Financial Report, the Operating Budget, the Legislative Appropriations Request, etc., to show that the agency is operating in a fiscally prudent manner.
- **Increase electronic records and agency data to which the public has 24-hour access online.**
- **Operate a file room open to the public during regular business hours.**
- **Operate a robust public information request program.**
- **Prioritize customer service** and ensure that staff is available to answer inquiries from the public.
- **Continuously improve the agency website** to ensure the public's access to the latest information.

- **Inform the public of commission actions** by posting Commissioner’s Agenda and backup documents online and streaming Commissioner’s Agenda.
- **Maintain ethical standards.** The TCEQ maximizes the public’s trust by training all staff on their ethical obligations; maintaining electronically posted policies and procedures easily accessible for ongoing staff reference; and ensuring staff access to guidance, as needed, from on-staff professionals skilled in ethics-related statutory and regulatory requirements.

Other Considerations

- **Implement CAPPs.** Integrate financial, human-resource, payroll, and timekeeping processes with the Centralized Accounting and Payroll/Personnel System (CAPPs), the state-wide Enterprise Resource Planning project. CAPPs will maximize the TCEQ’s ability to manage business operations effectively and efficiently, while minimizing the risk of maintaining our current legacy timekeeping, personnel, and learning-management systems. Backfilling key staff is critical to the successful implementation and deployment of CAPPs.





Redundancies and Impediments

1. REDUNDANCIES & IMPEDIMENTS

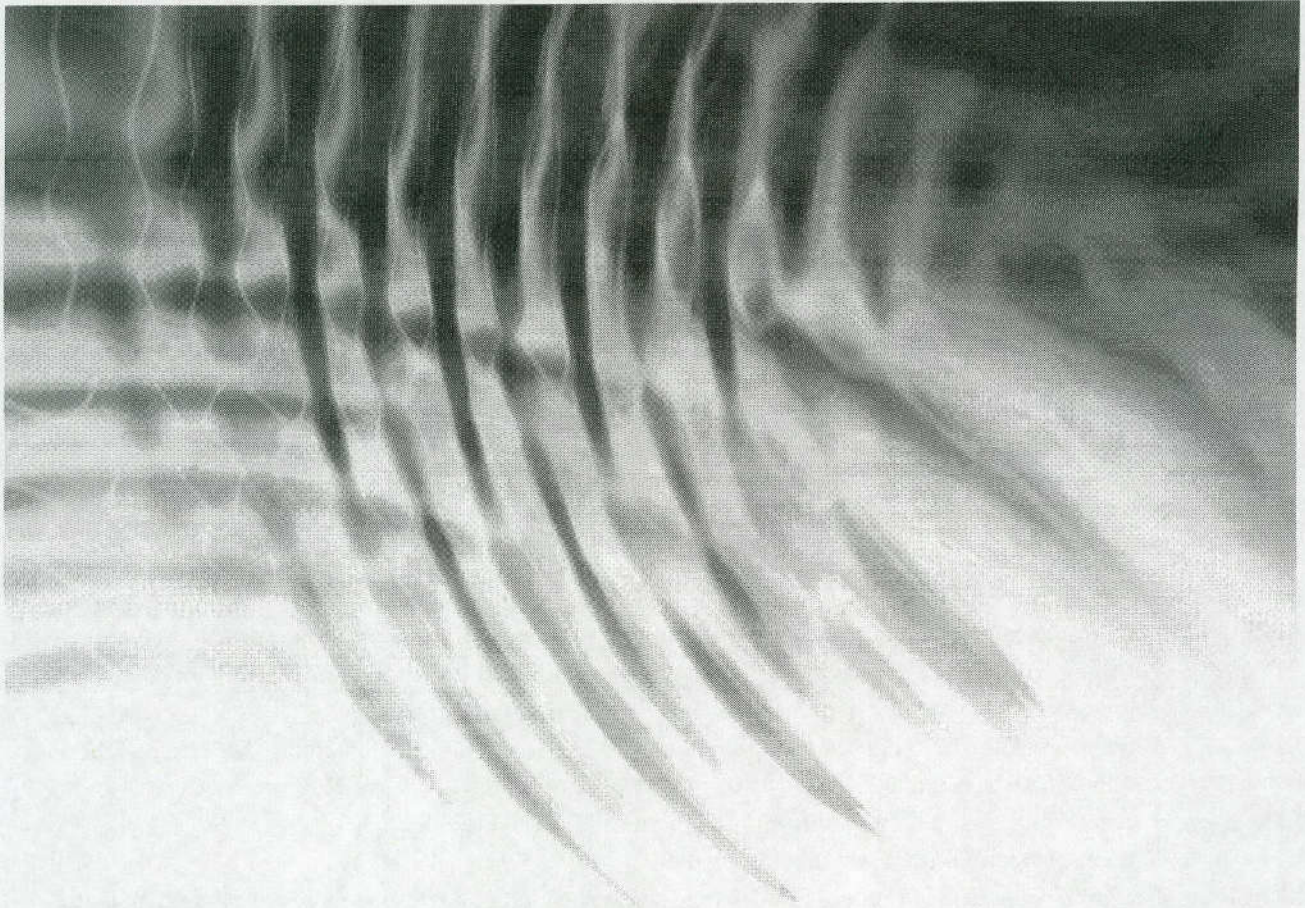
Service, Statute, Rule, or Regulation (provide specific citation, if applicable)	Why the Services, Statute, Rule, or Regulation Is Resulting in Inefficient or Ineffective Agency Operations	Agency Recommendation for Modification or Elimination	The Estimated Cost Savings or Other Benefit Associated with Recommended Change
Recommendation 1.1			
Water Rights Change of Ownership (Texas Water Code, Section 11.040; Texas Property Code)	The current process to convey a water right makes it difficult to research the chain of title, requiring significant staff resources and time to determine ownership.	Require that the conveyance of a water right be stated in the conveyance instruments, and that the complete chain of title and conveyance instruments be filed with the TCEQ at the time of the transaction.	This will result in improved administration and enforcement of water rights and the watermaster programs. It will also result in more efficient use of staff resources.
Recommendation 1.2			
Air Permitting Electronic Notice (Texas Health & Safety Code, Sections 382.05199, 382.056, and 382.0562)	The statute requires that permit-application notices be published in a newspaper, resulting in publication expenses as well as permitting delays due to the time it takes to arrange newspaper publication.	Allow the use of electronic publication of notices via the Texas Register or a dedicated TCEQ webpage and listserv, or both.	Applicants will save the cost of two newspaper publications. For the TCEQ, this will result in an estimated cost savings of \$12,000 for each standard permit rule package.
Recommendation 1.3			
Notification of Municipal Setting Designations Certificate (Texas Health & Safety Code, Sections 361.805 and 361.807)	The statute requires that certain private-well owners, regardless of whether they submitted comments on the MSD application, be provided a copy of the issued MSD certificate. Information about the MSD is provided upon application and again upon issuance, which is redundant.	Private-well owners will be notified that the MSD certificate will be published on the TCEQ website.	This will result in cost savings and more efficient communication with certain private-well owners.

2. REDUNDANCIES & IMPEDIMENTS RELATED TO NATURAL DISASTERS

Service, Statute, Rule, or Regulation (provide specific citation, if applicable)	Why the Services, Statute, Rule, or Regulation Is Resulting in Inefficient or Ineffective Agency Operations	Agency Recommendation for Modification or Elimination	The Estimated Cost Savings or Other Benefit Associated with Recommended Change
Recommendation 2.1			
Public Information Act Deadlines (Texas Government Code, Chapter 552)	The statute requires the agency to provide certain information to a Requestor or to the Office of the Attorney General within 10 days and 15 business days. This diverts agency resources and staff from response-and-recovery efforts to searching through emails and other agency documents.	Suspend or extend the deadlines for Public Information Act requests related to the disaster during the pendency of the disaster declaration, using the authority of and subject to the restrictions in Texas Government Code, Section 418.016(a).	This will allow staff to focus on disaster-related tasks and better prioritize agency resources.
Recommendation 2.2			
The agency is funded by multiple sources of funding. Each fund is limited to specific uses. For example, the Waste Management Account 0549 provides authority only to support waste activities.	The agency has investigators allocated to various environmental functions (such as waste, water, and air investigations), but during a disaster, employees are diverted from their assigned function to respond to the greatest need in the region. Since the agency is funded with multiple sources and is limited to their specific use, the agency expends a significant amount of time trying to ensure that the appropriate fund is utilized by staff during disaster-response efforts. The agency also has difficulty tracking staff within current financial systems and must create spreadsheets to manage the time worked, resulting in an inefficient use of resources. This tracking is critical to the recovery of costs and accurate reporting to state leadership.	Proposed rider to the General Appropriations Act, as follows: In the event of a disaster proclamation by the Governor under the Texas Disaster Act of 1975, Chapter 418, Government Code, the Texas Commission on Environmental Quality is hereby appropriated funds, in increments of \$1,000,000, from the General Revenue Fund 0001 to directly respond to a disaster. Within 30 days, the General Revenue Fund 0001 will be repaid in full by transfers from the agency's General Revenue-Dedicated fund accounts as it relates to work performed. The TCEQ shall notify the Legislative Budget Board and Governor of any decision to utilize General Revenue Fund 0001, including estimated cash transfers.	This rider would provide the agency with the ability to accurately track costs associated with disasters and provide a mechanism for funding these costs without additional appropriations.

2. REDUNDANCIES & IMPEDIMENTS RELATED TO NATURAL DISASTERS (continued)

Service, Statute, Rule, or Regulation (provide specific citation, if applicable)	Why the Services, Statute, Rule, or Regulation Is Resulting in Inefficient or Ineffective Agency Operations	Agency Recommendation for Modification or Elimination	The Estimated Cost Savings or Other Benefit Associated with Recommended Change
Recommendation 2.3			
<p>The current General Appropriations Act (Article VI, Rider 18) allows the agency to carry forward any unobligated and unexpended balances in appropriations made to it for the same purposes from the first year of a biennium to the second year of the biennium.</p>	<p>Using Hurricane Harvey as an example: This disaster event began in FY17 and continued into FY18, which spans multiple biennia. As a result, the agency experienced inefficiencies in making emergency purchases for necessary emergency-response equipment and support for emergency-response personnel. Having the ability to maintain consistent funding elements to utilize existing unexpended balances through the duration of a disaster event would provide greater efficiency to protect life or property threatened by a governor-declared disaster.</p>	<p>Proposed rider to the General Appropriations Act, as follows:</p> <p>In the event of a disaster proclamation by the Governor under the Texas Disaster Act of 1975, Chapter 418, Government Code, any unobligated and unexpended balances as of Aug. 31, 2019, (estimated to be \$0) are appropriated to the TCEQ for the biennium beginning Sept. 1, 2019. The funds shall be used for response-and-recovery costs incurred by the agency to respond to the disaster in accordance with the requirements of the proclamation.</p> <p>The TCEQ shall notify the Legislative Budget Board and Governor of any decision to utilize this provision.</p>	<p>This rider would provide the agency with the ability to utilize unexpended funds from the preceding fiscal year for the purpose of disaster response-and-recovery events that cross multiple biennia.</p>



Supplemental Schedules

- A. AGENCY BUDGET STRUCTURE, FISCAL YEARS 2020-2021 S-2
- B. PERFORMANCE MEASURES AND DEFINITIONS, FISCAL YEARS 2020-2021 S-10
- C. HISTORICALLY UNDERUTILIZED BUSINESS PLAN S-65
- D. STATEWIDE CAPITAL PLAN S-67
- E. HEALTH AND HUMAN SERVICES STRATEGIC PLAN (N/A)
- F. WORKFORCE PLAN, FISCAL YEARS 2019-2023 S-71
- G. REPORT ON CUSTOMER SERVICE S-88

SCHEDULE A

Agency Budget Structure, Fiscal Years 2020-2021

Goal 1: Assessment, Planning, and Permitting

Protect public health and the environment by accurately assessing environmental conditions, by preventing or minimizing the level of contaminants released to the environment through regulation and permitting of facilities, individuals, or activities with potential to contribute to pollution levels.

Objective 1.1: Reduce Toxic Releases

Decrease the amount of toxic chemicals released into the environment via air, water, and waste pollutants in Texas by at least 2 percent, comparing the current Toxic Release Inventory (TRI) values to the previous reported TRI reporting year values and reduce air, water, and waste pollutants through assessing the environment.

Outcome Measures

- 1.1 oc 1 Percent of stationary and mobile-source pollution reductions in ozone nonattainment areas
- 1.1 oc 2 Nitrogen oxides (NO_x) emissions reduced through the Texas Emissions Reduction Plan (TERP)
- 1.1 oc 3 Percent of Texans living where the air meets federal air quality standards
- 1.1 oc 4 Percent reduction in pollution from permitted wastewater facilities discharging to the waters of the state
- 1.1 oc 5 Percent of Texas classified surface waters meeting or exceeding water quality standards
- 1.1 oc 6 Percent of solid waste diverted from municipal solid waste landfills
- 1.1 oc 7 Percent decrease in the toxic releases in Texas
- 1.1 oc 8 Percent change in the amount of municipal solid waste going into Texas municipal solid waste landfills
- 1.1 oc 9 Percent of high and significant hazard dams inspected within the last five years
- 1.1 oc 10 Number of acres of habitat created, restored, and protected through implementation of Estuary Action Plans

Strategy 1.1.1: Air Quality Assessment and Planning

Reduce and prevent air pollution by monitoring and assessing air quality, developing and/or revising plans to address identified air quality problems, and assist in the implementation of approaches to reduce motor vehicle emissions.

Output Measures

- 1.1.1 op 1 Number of point source air quality assessments
- 1.1.1 op 2 Number of area source air quality assessments
- 1.1.1 op 3 Number of on-road mobile source air quality assessments
- 1.1.1 op 4 Number of non-road mobile source air quality assessments
- 1.1.1 op 5 Number of air monitors operated
- 1.1.1 op 6 Tons NO_x reduced through Emissions Reduction Plan
- 1.1.1 op 7 Number of vehicles repaired and/or replaced through LIRAP assistance
- 1.1.1 op 8 Number of emissions banking and trading transaction applications reviewed

Efficiency Measures

- 1.1.1 ef 1 Percent of valid data collected by TCEQ continuous and non-continuous air-monitoring networks
- 1.1.1 ef 2 Average cost per air quality assessment
- 1.1.1 ef 3 Average cost of LIRAP vehicle emissions repairs/retrofits
- 1.1.1 ef 4 Average cost per ton of NO_x reduced through TERP Expenditures

Explanatory Measures

1.1.1 ex 1 Number of days ozone exceedances are recorded in Texas

Strategy 1.1.2: Water Resource Assessment and Planning

Develop plans to ensure an adequate, affordable supply of clean water by monitoring and assessing water quality and availability.

Output Measures

1.1.2 op 1 Number of surface water assessments

1.1.2 op 2 Number of groundwater assessments

1.1.2 op 3 Number of dam safety assessments

Efficiency Measures

1.1.2 ef 1 Average cost per dam safety assessment

Explanatory Measures

1.1.2 ex 1 Percent of Texas rivers, streams, reservoirs, wetlands, and bays protected by site-specific water quality standards

1.1.2 ex 2 Number of dams in the Texas Dam Inventory

Strategy 1.1.3: Waste Management Assessment and Planning

Ensure the proper and safe disposal of pollutants by monitoring the generation, treatment, and storage of solid waste and assessing the capacity of waste disposal facilities; and by providing financial and technical assistance to municipal solid waste planning regions for the development and implementation of waste reduction plans.

Output Measures

1.1.3 op 1 Number of active municipal solid waste landfill capacity assessments

Efficiency Measures

1.1.3 ef 1 Average number of hours per municipal solid waste facility capacity assessment

Explanatory Measures

1.1.3 ex 1 Number of Council of Government regions in the state with ten years or more of disposal capacity

Objective 1.2: Review and Process Authorizations

Review and process 90 percent of air, water, and waste authorization applications within established time frames.

Outcome Measures

1.2 oc 1 Percent of air quality permit applications reviewed within established time frames

1.2 oc 2 Percent of water quality permit applications reviewed within established time frames

1.2 oc 3 Percent of water-rights permit applications reviewed within established time frames

1.2 oc 4 Percent of waste management permit applications reviewed within established time frames

Strategy 1.2.1: Air Quality Permitting

Perform complete and timely reviews of applications to release pollutants into the air.

Output Measures

- 1.2.1 op 1 Number of state and federal new source review air quality permit applications reviewed
- 1.2.1 op 2 Number of federal air quality operating permits reviewed

Explanatory Measures

- 1.2.1 ex 1 Number of state and federal air quality permits issued
- 1.2.1 ex 2 Number of federal air quality permits issued

Strategy 1.2.2: Water Resource Permitting

Perform complete and timely reviews of applications to utilize the state’s water resources or to discharge to the state’s waterways.

Output Measures

- 1.2.2 op 1 Number of applications to address water quality impacts reviewed
- 1.2.2 op 2 Number of applications to address water-rights impacts reviewed
- 1.2.2 op 3 Number of Concentrated Animal Feeding Operation (CAFO) authorizations reviewed

Explanatory Measures

- 1.2.2 ex 1 Number of water quality permits issued
- 1.2.2 ex 2 Number of water-rights permits issued or denied

Strategy 1.2.3: Waste Management and Permitting

Perform complete and timely reviews of applications relating to management and disposal of municipal and industrial solid and hazardous waste.

Output Measures

- 1.2.3 op 1 Number of new system waste evaluations conducted
- 1.2.3 op 2 Number of municipal non-hazardous waste permit applications reviewed
- 1.2.3 op 3 Number of industrial and hazardous waste permit applications reviewed

Explanatory Measures

- 1.2.3 ex 1 Number of municipal non-hazardous waste permits issued
- 1.2.3 ex 2 Number of industrial and hazardous waste permits issued
- 1.2.3 ex 3 Number of corrective actions implemented by responsible parties for solid waste sites

Strategy 1.2.4: Occupational Licensing

Establish and maintain occupational certification programs to ensure compliance with statutes and regulations that protect public health and the environment.

Output Measures

- 1.2.4 op 1 Number of applications for occupational licensing
- 1.2.4 op 2 Number of examinations processed
- 1.2.4 op 3 Number of licenses and registrations issued

Explanatory Measures

- 1.2.4 ex 1 Number of TCEQ licensed environmental professionals and registered companies
- 1.2.4 ex 2 Average cost per license and registration

Objective 1.3: Ensure Proper and Safe Recovery and Disposal

Ensure the proper and safe recovery of source material and disposal of low-level radioactive waste.

Strategy 1.3.1: Radioactive Materials Management

Ensure the proper and safe recovery of source material and disposal of radioactive materials.

Output Measures

- 1.3.1 op 1 Number of radiological monitoring and verification of air, water, soil/sediment, and flora samples collected

Explanatory Measures

- 1.3.1 ex 1 Amount of revenue deposited to the general revenue fund generated from the 5% gross receipts fee of the disposal of low-level radioactive waste and other radioactive substances
- 1.3.1 ex 2 Volume of low-level radioactive waste accepted by the state of Texas for disposal at the Texas Compact Waste facility

Goal 2: Drinking Water

Protect public health and the environment by assuring the delivery of safe drinking water to the citizens of Texas consistent with requirements in the Safe Drinking Water Act; by providing regulatory oversight of water and sewer utilities; and by promoting regional water strategies.

Objective 2.1: Increase the Number of Texans Served by Safe Drinking Water Systems

Supply 95 percent of Texans served by public drinking water systems with safe drinking water as required by the Safe Drinking Water Act, to provide regulatory oversight of water and sewer utilities, and to promote regional water strategies.

Outcome Measures

- 2.1 oc 1 Percent of Texas population served by public water systems which meet drinking water standards

Strategy 2.1.1: Safe Drinking Water Oversight

Ensure the delivery of safe drinking water to all citizens through monitoring and oversight of drinking water sources consistent with the requirements of the Safe Drinking Water Act.

Output Measures

- 2.1.1 op 1 Number of public drinking water systems that meet primary drinking water standards
- 2.1.1 op 2 Number of drinking-water samples collected
- 2.1.1 op 3 Number of district applications processed

Goal 3: Enforcement and Compliance Assistance

Protect public health and the environment by administering enforcement and environmental assistance programs that promote compliance with environmental laws and regulations, voluntary efforts to prevent pollution, and offer incentives for demonstrated environmental performance while providing strict, sure, and just enforcement when environmental laws are violated.

Objective 3.1: Increase Compliance and Response to Citizen Inquiries

Maintain at least 95 percent of all regulated facilities in compliance with state environmental laws and regulations, to respond appropriately to citizen inquiries and complaints, and to prevent pollution, conserve resources, and enhance compliance.

Outcome Measures

- 3.1 oc 1 Percent of investigated air sites in compliance
- 3.1 oc 2 Percent of investigated water sites and facilities in compliance
- 3.1 oc 3 Percent of investigated waste sites in compliance
- 3.1 oc 4 Percent of identified noncompliant sites and facilities for which timely and appropriate enforcement action is taken
- 3.1 oc 5 Percent of investigated occupational licensees in compliance
- 3.1 oc 6 Percent of administrative orders settled
- 3.1 oc 7 Percent of administrative penalties collected

Strategy 3.1.1: Field Inspections and Complaint Response

Promote compliance with environmental laws and regulations by conducting field inspections and responding to citizen complaints.

Output Measures

- 3.1.1 op 1 Number of investigations of air sites
- 3.1.1 op 2 Number of inspections and investigations of water rights sites
- 3.1.1 op 3 Number of investigations of water sites and facilities
- 3.1.1 op 4 Number of investigations of waste sites

Efficiency Measures

- 3.1.1 ef 1 Average days from air, water, or waste investigation to report completion

Explanatory Measures

- 3.1.1 ex 1 Number of citizen complaints investigated
- 3.1.1 ex 2 Number of emission events investigations
- 3.1.1 ex 3 Number of spill cleanup investigations

Strategy 3.1.2: Enforcement and Compliance Support

Maximize voluntary compliance with environmental laws and regulations by providing educational outreach and assistance to businesses and units of local governments; and assure compliance with environmental laws and regulations by taking swift, sure, and just enforcement actions to address violations.

Output Measures

- 3.1.2 op 1 Number of environmental laboratories accredited
- 3.1.2 op 2 Number of small businesses and local governments assisted

Efficiency Measures

- 3.1.2 cf 1 Average number of days to file an initial settlement offer

Explanatory Measures

- 3.1.2 ex 1 Amount of administrative penalties paid in final orders issued
- 3.1.2 ex 2 Amount required to be paid for supplemental environmental projects issued in final administrative orders
- 3.1.2 ex 3 Number of administrative enforcement orders issued

Strategy 3.1.3: Pollution Prevention, Recycling, and Innovative Programs

Enhance environmental performance, pollution prevention, recycling, and innovative programs through technical assistance, public education, and innovative program implementation.

Output Measures

- 3.1.3 op 1 Number of presentations, booths, and workshops conducted on pollution prevention/waste minimization and voluntary program participation
- 3.1.3 op 2 Number of quarts of used oil diverted from improper disposal

Explanatory Measures

- 3.1.3 ex 1 Tons of hazardous waste reduced as a result of pollution prevention planning
- 3.1.3 ex 2 Tons of waste collected by local and regional household hazardous waste collection programs
- 3.1.3 ex 3 Number of registered waste tire facilities and transporters

Goal 4: Pollution Cleanup Programs to Protect Public Health and the Environment

Protect public health and the environment by identifying, assessing, and prioritizing contaminated sites, and by assuring timely and cost-effective cleanup based on good science and current risk factors.

Objective 4.1: Contaminated Site Cleanup

Identify, assess, and remediate 6 additional Superfund sites and/or other sites contaminated by hazardous materials, and identify, assess and remediate the known leaking petroleum storage tank (LPST) sites.

Outcome Measures

- 4.1 oc 1 Percent of leaking petroleum storage tank sites cleaned up
- 4.1 oc 2 Number of Superfund remedial actions completed

- 4.1 oc 3 Percent of voluntary and brownfield cleanup properties made available for redevelopment, community, or other economic reuse
- 4.1 oc 4 Percent of industrial solid and municipal hazardous waste facilities cleaned up

Strategy 4.1.1: Storage Tank Administration and Cleanup

Regulate the installation and operation of underground storage tanks and administer a program to identify and remediate sites contaminated by leaking storage tanks.

Output Measures

- 4.1.1 op 1 Number of petroleum storage tank self-certifications processed
- 4.1.1 op 2 Number of emergency response actions at petroleum storage tank sites
- 4.1.1 op 3 Number of petroleum storage tank cleanups completed

Efficiency Measures

- 4.1.1 ef 1 Average days to authorize a state lead contractor to perform corrective action activities

Strategy 4.1.2: Hazardous Materials Cleanup

Aggressively pursue the investigation, design, and cleanup of federal and state Superfund sites; and facilitate voluntary cleanup activities at other sites and respond immediately to spills that threaten human health and the environment.

Output Measures

- 4.1.2 op 1 Number of immediate response actions completed to protect human health and environment
- 4.1.2 op 2 Number of Superfund site assessments
- 4.1.2 op 3 Number of voluntary and brownfield cleanups completed
- 4.1.2 op 4 Number of Superfund sites in Texas undergoing evaluation and cleanup
- 4.1.2 op 5 Number of Superfund remedial actions completed
- 4.1.2 op 6 Number of dry cleaner remediation program (DCRP) site assessments initiated
- 4.1.2 op 7 Number of dry cleaner remediation program site cleanups completed

Efficiency Measures

- 4.1.2 ef 1 Average days to process dry cleaner remediation program applications

Explanatory Measures

- 4.1.2 ex 1 Number of state and federal Superfund sites in post-closure care (O&M) phase
- 4.1.2 ex 2 Number of dry cleaner remediation program (DCRP) eligible sites

Goal 5: Ensure Delivery of Texas' Equitable Share of Water

The Texas river compact commissions will ensure the delivery of Texas' equitable share of quality water from the commissions' respective rivers and tributaries.

Objective 5.1: Ensure Delivery of 100 Percent of Texas' Equitable Share of Water

Ensure delivery of 100 percent of Texas' equitable share of quality water annually as apportioned by each commissions' respective compact.

Outcome measures

- 5.1 oc 1 Percentage received of Texas equitable share of quality water annually as apportioned by the Canadian River Compact
- 5.1 oc 2 Percentage received of Texas equitable share of quality water annually as apportioned by the Pecos River Compact
- 5.1 oc 3 Percentage received of Texas equitable share of quality water annually as apportioned by the Red River Compact
- 5.1 oc 4 Percentage received of Texas equitable share of quality water annually as apportioned by the Rio Grande River Compact
- 5.1 oc 5 Percentage received of Texas equitable share of quality water annually as apportioned by the Sabine River Compact

Strategy 5.1.1: Canadian River Compact

The Canadian River Compact will ensure the delivery of Texas' equitable share of quality water from the Canadian River and its tributaries as apportioned by the Canadian River Compact.

Strategy 5.1.2: Pecos River Compact

The Pecos River Compact will ensure delivery and maximize the availability of Texas' equitable share of quality water from the Pecos River and its tributaries as apportioned by the Pecos River Compact.

Strategy 5.1.3: Red River Compact

The Red River Compact will ensure delivery of Texas' equitable share of quality water from the Red River and its tributaries as apportioned by the Red River Compact.

Strategy 5.1.4: Rio Grande River Compact

The Rio Grande River Compact will ensure delivery and maximize the availability of Texas' equitable share of quality water from the Rio Grande and its tributaries as apportioned by the Rio Grande Compact.

Strategy 5.1.5: Sabine River Compact

The Sabine River Compact will ensure delivery of Texas' equitable share of quality water from the Sabine River and its tributaries as apportioned by the Sabine River Compact.

Performance Measures and Definitions, Fiscal Years 2020-2021

The State of Texas uses a set of organized procedures known as the Strategic Planning and Budgeting System, in which funding and other decisions are based on what an agency is *accomplishing*, rather than just on what it is doing. As an important element of the monitoring phase of budgeting, *performance measures* indicate the level of success attained in accomplishing agency goals.

Performance Measure Types

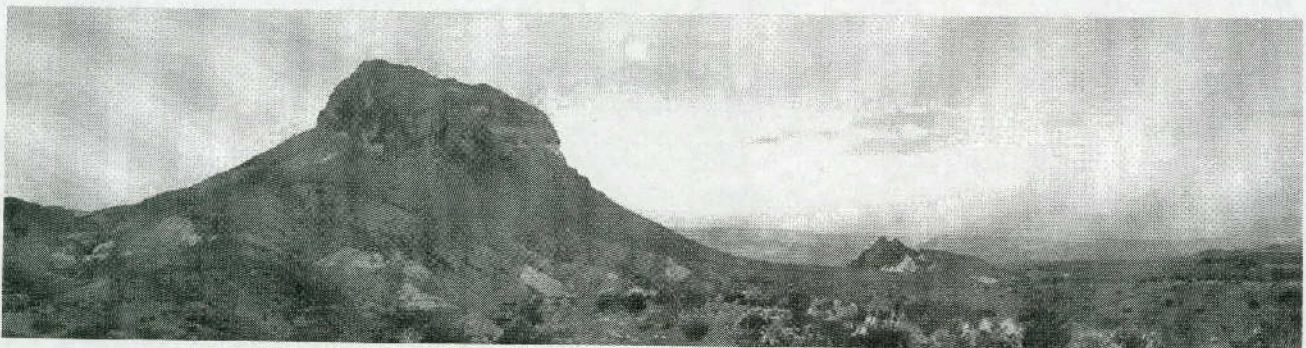
There are four types of performance measures, as follows:

1. **Outcome Measures (oc)**—are used to assess an agency’s effectiveness in serving its customers and in achieving its mission and goals. An outcome measure is typically expressed as a percentage, rate, or ratio.
2. **Output Measures (op)**—are used to count the services and goods produced by an agency. They are helpful in assessing agency workload and demand for services as well as agency efforts to address those demands. The number of people receiving a service and the number of services delivered are often used as measures of output.
3. **Efficiency Measures (ef)**—are used to quantify costs, unit cost, or productivity associated with a given outcome or output.
4. **Explanatory Measures (ex)**—reflect the agency’s operating environment and explain factors that are relevant to the interpretation of other agency measures.

Performance Measure Definition Components

The definition of a performance measure follows a format prescribed by the Texas Legislative Budget Board. This format has eight components, as follows:

1. **Short Definition**—provides a brief explanation of the measure, with enough detail to give a general understanding of it.
2. **Purpose/Importance**—describes the intended purpose of the measure and its significance.
3. **Source/Collection Data**—describes the source of the data or information and how it is collected.
4. **Method of Calculation**—clearly specifies how the measure is calculated.
5. **Data Limitations**—identifies any limitations and factors beyond the control of the agency that may affect reported performance.
6. **Calculation Type**—specifies whether the information is cumulative or non-cumulative from quarter to quarter.
7. **New Measure**—identifies whether the measure is new or has been significantly changed.
8. **Desired Performance**—clarifies whether the optimal level of performance is above or below projections.



Performance Measures and Definitions

The following is a list of the TCEQ's performance measures and definitions for fiscal years 2020-2021.

1.1 Outcome

1.1 oc 1 Percent of stationary and mobile-source pollution reductions in ozone nonattainment areas (key)

Short Definition: This measure quantifies changes in criteria pollutants or precursors for criteria pollutants from emission sources within an area that failed to meet the ozone National Ambient Air Quality Standard.

Purpose/Importance: The measure reflects trends of ozone criteria pollutants and/or precursors in ozone nonattainment areas. These changes are potential indicators of strategies put in place to reduce emissions which will result in meeting ozone attainment status.

Source/Collection of Data: The sources of data include the annual inventory of point sources and the triennial inventory of non-point sources.

Method of Calculation: This measure is calculated by subtracting NO_x and VOC emissions totals of the most recent emissions inventory from the total emissions of the previous year, divided by a base year (previous year) emissions. This measure is calculated on a calendar year (Jan. 1 through Dec. 31) basis because the inventories are developed on a calendar year schedule as required by the EPA.

Data Limitations: The lack of consistency between the methods of conducting emissions inventories for point and non-point sources result in the inability to compile detailed annual trend analyses.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

1.1 oc 2 Nitrogen oxides (NO_x) emissions reduced through the Texas Emissions Reduction Plan (TERP) (key)

Short Definition: This measure is intended to show the amount of NO_x emissions reduced through implementation of the TERP incentive grants for cleaner on-road and off-road heavy-duty engines.

Purpose/Importance: The TERP program was established by the 77th Legislature (Senate Bill 5) to offset emission reductions required of construction equipment operation and required accelerated purchase of cleaner diesel engines by providing incentives purchase or retrofit of cleaner on-road and off-road diesel engines.

Source/Collection of Data: Emissions reduced is the difference between emissions estimated for current equipment and emissions from new purchase or retrofit equipment as reported by grant recipients over the life of the projects.

Method of Calculation: Tons per year NO_x reduced is generated by totaling the annual emissions reduction reported by each grant recipient. That number is divided by an estimated number of days in an operational year: either 250 or 365 days, depending on the type of project. The final amount is expressed as tons per day reductions.

Data Limitations: None identified; grant recipients are required to report emissions reduced by the funded projects.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

1.1 oc 3 Percent of Texans living where the air meets federal air quality standards (key)

Short Definition: Percent of Texans living where the air meets federal air quality standards.

Purpose/Importance: This measure reflects compliance with federal air quality standards.

Source/Collection of Data: Population in counties in metropolitan areas that exceed federal air quality standards.

Method of Calculation: The percentage of Texas population in areas meeting federal clean air standards is measured by identifying the population within the counties in which the federal standards are being exceeded and subtracting this population figure from the statewide total population figure. This number is then divided by the total population and multiplied by 100 to derive a percentage. Population for Texas and Texas counties are taken from the most recent yearly population estimates released by the Texas State Data Center. This measure is calculated on a calendar year (Jan. 1 through Dec. 31) basis because data cannot be quality-assured in a timely manner so that it is available on a fiscal year basis.

Data Limitations: None identified

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

1.1 oc 4 Percent reduction in pollution from permitted wastewater facilities discharging to the waters of the state

Short Definition: Annual percent reduction in pollution from permitted wastewater facilities discharging to the waters of the state.

Purpose/Importance: This measure reflects the reduction in the pollution load from all facilities discharging to the waters of the state.

Source/Collection of Data: Using a TCEQ database maintained by the Water Quality Division, staff will report the total permitted pounds per day of the Five Day Biochemical Oxygen Demand (BOD5) or the Five Day Carbonaceous Biochemical Oxygen Demand (CBOD5) and the total permitted flow for the month of June of each year.

Method of Calculation: The total permitted pollution load from all facilities discharging to the waters of the state will be divided by the total permitted discharge flow to the waters of the state. The permitted pollution load will be subtracted from the previous year's permitted pollution load divided by the previous year's permitted pollution load, and multiplied by 100 to determine the percent reduction from the previous year.

Data Limitations: None identified

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

1.1 oc 5 Percent of Texas classified surface waters meeting or exceeding water quality standards (key)

Short Definition: Percent of Texas classified surface water meeting or exceeding water quality standards.

Purpose/Importance: This is a measure of the agency's success in developing and implementing state water quality management programs. The Texas surface water quality standards establish goals for water quality in the surface waters of Texas. The extent to which water quality standards are attained is an environmental measure of water quality in Texas rivers, reservoirs, and estuaries, as well as a reflection of monitoring intensity.

Source/Collection of Data: The Surface Water Quality Information System Database has summary information on the water quality status for water bodies in Texas. The information is generated by comparing water sampling data collected by the agency and its cooperators with criteria for the classified water bodies established in the Texas Surface Water Quality Standards (30 TAC 307). Classified water bodies are the larger water bodies in Texas, and their watersheds are the focus of water quality management efforts. There are approximately 375 classified water bodies in Appendix A. Standards attainment is reported in TCEQ's Texas Integrated Report for Clean Water Act, sections 305(b) and 303(d).

Method of Calculation: Summary totals are reported from the most recently EPA approved Integrated Report. The percent of Texas classified surface waters meeting or exceeding water quality standards is the number of rivers, reservoirs, and estuaries meeting or exceeding standards divided by the total amount of rivers, reservoirs, and estuaries assessed for the reporting period. The amounts assessed are expressed as miles for rivers, acres for reservoirs, and square miles for estuaries. The overall percent of waters meeting standards for the state is then calculated by totaling the percent of rivers, reservoirs, and estuaries meeting standards divided by three.

Data Limitations: The Integrated Report is prepared in even numbered years, adopted by the Commission and submitted as a draft document to the EPA for approval. The draft documents are posted on the agency website and used for reporting and planning purposes. The measure calculations are based on the most recent Integrated Report approved by the EPA. Compliance with water quality standards is based on the most recent sampling data typically for a period of seven years. The assessment integrates natural variability in water quality, and overall change in this measure, reflecting actual conditions, is relatively slow. Because the Integrated Report is updated only every two years, this measure remains constant for two years. If the EPA changes the requirement for the Integrated Report to a period other than every two years, the measure will also remain constant for that period of time.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

1.1 oc 6 Percent of solid waste diverted from municipal solid waste landfills

Short Definition: The annual percent of solid waste diverted from municipal solid waste landfills in the state.

Purpose/Importance: Provide a general indicator of the effectiveness of statewide solid waste diversion and planning efforts.

Source/Collection of Data: Waste diversion data is obtained from the annual reporting program for municipal solid waste landfills and processing facilities.

Method of Calculation: The percent diverted is determined by the formula: total amount diverted divided by the (total amount diverted plus total amount disposed) times 100.

Data Limitations: This measure only captures data for solid waste that arrives at a landfill or processing facility and is then diverted from disposal. It does not capture data for solid waste that is diverted to recycling before it gets to the landfill or processing facility. Economic factors and natural disasters are important but are not currently considered in the calculation.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

1.1 oc 7 Percent decrease in the toxic releases in Texas (key)

Short Definition: Annual percent decrease in the toxic releases in Texas.

Purpose/Importance: This measure reflects industry efforts to make reductions in their toxic releases.

Source/Collection of Data: Using the adjusted data reported in the annual Toxic Release Inventory, the amount of toxic releases during the reporting period, to air, land, and water will be subtracted from the previous year's level, and this difference will be divided by the previous year's level and multiplied by 100 to calculate the percent reduction.

Method of Calculation: Using the adjusted data reported in the annual Toxic Release Inventory, the amount of toxic releases during the reporting period, to air, land, and water will be subtracted from the previous year's level, and this difference will be divided by the previous year's level and multiplied by 100 to calculate the percent reduction.

Data Limitations: Data depends on the timely retrieval of information from the Toxic Release Inventory maintained by the EPA.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

1.1 oc 8 Percent change in the amount of municipal solid waste going into Texas municipal solid waste landfills

Short Definition: Annual percent change in the amount of municipal solid waste going into Texas municipal solid waste landfills.

Purpose/Importance: This measure reflects recycling and conservation efforts to reduce the amount of solid waste going into Texas municipal solid waste landfills.

Source/Collection of Data: The disposal amount in tons is based on the most current set of complete data obtained through annual reports required for all permitted municipal solid waste landfills.

Method of Calculation: The percent change in the amount of waste going into Texas municipal solid waste landfills will be computed by subtracting the disposed amount in tons for the previous year from the disposed amount in tons for the reporting period. This difference will then be divided by the disposed amount in tons for the previous year and multiplied by 100 to determine the percent change.

Data Limitations: Due to the continued growth in population in the state, there will more than likely be an increase in municipal solid waste going to municipal solid waste landfills despite the best efforts to encourage recycling and reuse for some time to come.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Below projections

1.1 oc 9 Percent of high and significant hazard dams inspected within the last five years (key)

Short Definition: Percent of high-hazard and significant-hazard dams that have had safety inspections performed within the last five years. Inspections include on-site investigations as well as in-house review of owner's engineer and contractor's inspection reports involving high-hazard and significant-hazard dams.

Purpose/Importance: The inspections are conducted to ensure the safe design, construction, maintenance, repair, and removal of dams in the state. The percent of inspections conducted on high-hazard and significant-hazard dams allows a comparison of state performance to federal program recommendations of inspections every five years.

Source/Collection: Dam Safety staff enter investigation information into the Dam Safety Module, which interfaces with several TCEQ databases, including Consolidated Compliance and Enforcement Database (CCEDS).

Method of Calculation: Using information obtained by running queries of the data in CCEDS, performance is calculated using the following formula: (number of high and significant-risk dams that have been inspected within the last five years divided by the total number of high and significant-risk dams) times 100.

Data Limitations: None

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

1.1 oc 10 Number of acres of habitat created, restored, and protected through implementation of Estuary Action Plans

Short Definition: Number of acres of habitat created, restored, and/or protected through implementation of Galveston Bay Estuary Program (GBEP) and Coastal Bend Bay Estuary Program (CBBEP) estuary action plans.

Purpose/Importance: Loss of habitat is one of the greatest threats facing the health of the Coastal Bend and Galveston Bay estuaries, designated by the EPA as estuaries of national significance. Habitat restoration and protection is critical for protecting significant fish and wildlife communities. Conservation areas, including wetlands, function to maintain water quality in the estuaries and surrounding tributaries. This measure must be reported by the estuary programs to the EPA and would be used in the future to express success of the Texas Coastal Management Program.

Source/Collection of Data: GBEP and CBBEP initiate and track habitat restoration projects within their established boundaries. These projects will be manually calculated for each program, added together, and reported by the Office of Water's Water Quality Planning Division.

Method of Calculation: Annual measure is determined by computing the area of habitat restored, created, or protected using aerial photography. Habitat types include tidal flats, inter-tidal marsh, freshwater and forested wetland, bird-nesting islands, coastal prairie, riparian, oyster reefs, and submerged aquatic vegetation. The measure is expressed in acres, inclusive of both wetland and upland areas.

Data Limitations: Actual acreage gained is influenced by changes in cost of land, availability of dredge material, changes in fuel cost, weather and partner monetary and in-kind contributions. Individual projections by GBEP and CBBEP will consider differences in land cost in the two geographical areas.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

1.1.1 Output

1.1.1 op 1 Number of point source air quality assessments (key)

Short Definition: The number of point source emissions inventories reviewed and loaded into a TCEQ database.

Purpose/Importance: The measure reflects the number of emissions inventories submitted from point sources in Texas and loaded into a TCEQ database. The emissions inventory data are used for planning activities such as State Implementation Plans and are submitted to the EPA as required in the federal Clean Air Act of 1990 and they are also used for permit modeling, emissions fee verification, and compliance and enforcement activities.

Source/Collection of Data: Data are collected through point-source emissions inventories that are submitted annually to the Commission by entities that are subject to the emissions inventory reporting requirements.

Method of Calculation: The count is based on the number of emissions inventories that are quality assured and loaded into a TCEQ database during each quarter of the fiscal year.

Data Limitations: Data is affected by the number of non-attainment areas in the state or by the NAAQS levels; should the number of non-attainment areas or the level or number of NAAQS change, the number of emissions inventories reviewed and entered will also change.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

1.1.1 op 2 Number of area source air quality assessments (key)

Short Definition: The number of area source categories for which emissions are inventoried or calculated by county and loaded into a TCEQ database.

Purpose/Importance: The measure reflects the number of area source emissions inventories developed for each area-source category and the affected counties in the State of Texas. The emissions inventory data are used for planning activities such as State Implementation Plans and are submitted to the EPA as required in the federal Clean Air Act of 1990.

Source/Collection of Data: Area sources are defined as a wide variety of stationary sources that generate air pollution but are not required to report as a point source. The emissions inventory data are developed for area-source categories by making regional or county emissions estimates. The estimates are derived from either a “top-down” approach that applies an emission factor to activity data such as county total population or a “bottom-up” approach that uses local area surveys. Each area-source emissions inventory is quality assured and loaded into a TCEQ database.

Method of Calculation: The number of assessments is calculated by multiplying the number of emissions inventories developed for an area-source category by the number of counties with active sources.

Data Limitations: The variety in the level of work performed on any particular area-source category limits its usefulness as an easily measured output measure.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

1.1.1 op 3 Number of on-road mobile source air quality assessments (key)

Short Definition: The evaluation of the number of on-road mobile source transportation-related scenarios. On-road mobile sources include vehicles used on roads for transportation of passengers or freight for which emissions are estimated.

Purpose/Importance: On-road mobile sources in large urban areas make up a very significant source of air emissions. In some ozone non-attainment areas, they are considered the largest source of ozone-forming pollutants. Emissions from these sources are included in strategies associated with ozone non-attainment area State Implementation Plans. Assessments are also used to evaluate the impacts of different vehicle inspection/maintenance (I/M) programs, roadway construction projects, and transportation-control measures.

Source/Collection of Data: Emission calculations and assessments are dependent on the inputs to the computer model used to develop emission factors, as well as on the travel activity applied to emission factors to calculate emissions. Variables assessed in different travel scenarios include measured vehicle miles of travel,

speeds, fleet composition, fuels, controls in place, and other information pertinent to the area of concern. Much of the travel-related data is provided by transportation planning agencies, at both the state and local level.

Method of Calculation: EPA computer models are the primary tool used to calculate mobile-source emissions. A particular set of inputs to the model will constitute a specific scenario being modeled. Collecting the input data, setting up and running the model, and applying the vehicle activity to estimate emissions for that scenario is considered one assessment. The number of assessments reported is based on a quarterly summation of weekly staff counts of mobile scenarios.

Data Limitations: None identified

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

1.1.1 op 4 Number of non-road mobile source air quality assessments

Short Definition: The number of non-road mobile source categories for which emissions are inventoried or calculated by county and loaded into a TCEQ database.

Purpose/Importance: The measure reflects the number of non-road mobile-source emission inventories developed for specific analysis years needed for State Implementation Plan (SIP) development and other analyses. The data is collected at the county-level. Non-road mobile sources make up a very significant source of air emissions in the state. Emissions from these sources are included in strategies associated with non-attainment area State Implementation Plans.

Source/Collection of Data: Non-road mobile sources include mobile engines, mobile equipment, and vehicles used off road for construction, agriculture, transportation, recreation, and many other purposes. The emissions inventory data are developed for non-road mobile-source categories by making regional or county emissions estimates. The estimates are derived from either a “top-down” approach that applies an emission factor to activity surrogates such as county equipment population or a “bottom-up” approach that uses local area surveys. Each non-road mobile-source emissions inventory is quality assured and loaded into a TCEQ database.

Method of Calculation: The number of assessments is calculated by summing the number of non-road mobile-source categories within each county for which emissions are developed during the reporting period.

Data Limitations: None identified

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

1.1.1 op 5 Number of air monitors operated (key)

Short Definition: Number of air monitors operated.

Purpose/Importance: This measure provides an indication of the agency’s ability to collect scientific data concerning the level of air pollutants to which Texas citizens are being exposed. The number of air monitors operated includes a count of the total number of individual monitors that are funded with state and/or federal funds and collect air pollutant data including ozone, nitrogen dioxide, carbon monoxide, sulfur dioxide, air toxics, lead, particulate matter of 10 micrometers or less, and particulate matter of 2.5 micrometers or less. This number does not include monitors that collect only meteorological outputs, such as wind speed/direction.

Source/Collection of Data: The source of the data is the Texas Air Monitoring Information System (TAMIS), a secure system of record for air monitoring data in Texas. TAMIS is the data system that displays monitoring information on the TCEQ website.

Method of Calculation: The number of air monitors is compiled from TAMIS using standardized reports which filter data by funding source and calculate a total number of air monitors operated with state and/or federal funds.

Data Limitations: This measure provides a reliable indication of the state's air pollution monitoring capability. The number of air monitors in operation across the state is limited by funding and staffing levels.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

1.1.1 op 6 Tons NO_x reduced through Emissions Reduction Plan (key)

Short Definition: This measure is intended to show the amount of NO_x emissions projected to be reduced through projects funded by TERP incentive grants awarded each year. Note that the corresponding outcome measure (1.1 oc 2) then shows the results of the projects as reported each year.

Purpose/Importance: The TERP program was established by the 77th Legislature (Senate Bill 5) to offset emission reductions required of construction equipment operation and required accelerated purchase of cleaner diesel engines by providing incentives for the purchase or retrofit of cleaner on-road and off-road diesel engines.

Source/Collection of Data: The grant applications include information that is used to calculate the number of tons of NO_x that will be reduced by that project.

Method of Calculation: The total tons projected to be reduced by each project are calculated using the methodologies established in the TCEQ's Guidelines for Emissions Reduction Incentive Grants (RG-388). The calculations are different for each type of projects. Only those projects funded under the TERP Emissions Reduction Incentive Grants (ERIG) and Rebate Grants Programs, as included in the guidelines, are included in the calculation.

Data Limitations: None identified; the calculations use data provided with the grant applications. The projected tons that will be reduced must be calculated in order to evaluate the project and make the grant award.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

1.1.1 op 7 Number of vehicles repaired and/or replaced through LIRAP assistance (key)

Short Definition: Number of vehicle (units) repaired or replaced in the Low-Income Vehicle Repair Retrofit and Accelerated Retirement Assistance Program (LIRAP). The program is also known as Air Check Texas Drive a Clean Machine.

Purpose/Importance: This measure determines the number of vehicle repairs and replacements that have taken place in the program.

Source/Collection of Data: This measure is generated from quarterly reports gathered by each program county for each quarter.

Method of Calculation: The cumulative number of vehicle repairs and replacements in each participating county for each quarter.

Data Limitations: Quarterly reports submitted by each participating county are not due until 30 days after the end of each quarter. To meet the performance measure timeline established, data will be reported from electronic data available as of the close of the quarter from each participating county. The data will then be updated, if necessary, based on the final quarterly reports submitted by the participating counties.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

1.1.1 op 8 Number of emissions banking and trading transaction applications reviewed

Short Definition: The total number of Emissions Banking and Trading (EBT) transaction applications for the Emission Reduction Credits, Discrete Emission Reduction Credits, Mass Emissions Cap and Trade, Emissions Banking and Trading of Allowances, and Highly Reactive Volatile Organic Compound Emissions Cap and Trade programs reviewed by the Air Quality Division, see additional detail in the Purpose/Importance section.

Purpose/Importance: This measure quantifies the EBT workload of the Air Quality Division staff assigned to review EBT applications. This count includes those applications that are withdrawn or denied, and which therefore do not result in transaction approval or credit issuance. Application types include emission credit and discrete emission credit certifications, emission credit and discrete emission credit notices of intent to use, cap and trade level of activity certifications, cap and trade annual reports, and credit/allowance transfers.

Source/Collection of Data: The source of data for this measure is the Emission Banking and Trading information management system database. An entry for each project is created in the database when the project is received in the Air Quality Division. Application reviewers are responsible for tracking certain elements of their assigned projects' progress through the review process, and ensuring that these tracking elements are entered into the database by data-entry staff. Data entry for each project is closed at the time the project is approved, denied, withdrawn, or issued. The data is retrieved by running a query on the EBT database.

Method of Calculation: This measure is calculated as the sum of the total number of EBT transactions applications for the reporting period.

Data Limitations: A potential limitation to data accuracy is the time lag between completion of a project and the entry of the completion tracking elements into the database. Generally, this time lag is less than one week.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

1.1.1 Efficiency

1.1.1 ef 1 Percent of valid data collected by TCEQ continuous and non-continuous air-monitoring networks

Short Definition: Percent of valid data collected by TCEQ continuous and non-continuous air-monitoring networks.

Purpose/Importance: The percent of valid data collected by the TCEQ's state and/or federally funded ambient air-monitoring networks provides an indication of the TCEQ's ability to collect complete and representative data concerning the level of air pollutants to which Texas citizens are being exposed.

Source/Collection of Data: Valid measurements are defined as measurements that meet the data quality objectives stated in the TCEQ's quality system, including federal monitoring criteria. Total possible measurements for continuous monitoring are defined as the number of samples that should theoretically be collected during the reporting period. Only valid data collected using state and/or federally funded air pollutant monitors are reported in this measure, and the source of the data is the TCEQ's data system (Texas Air Monitoring Information System). The data are reported once they are validated for the entire quarter (for most data, this is the quarter after it is collected), and the sampling periods are those described by federal regulations: January–March, April–June, July–September, and October–December.

Method of Calculation: The percentage of valid data collected for each pollutant is determined by dividing the number of valid measurements by the total possible measurements, then multiplying by 100. The final reported percentage is determined by averaging the percentages of valid data collected for all samples.

Data Limitations: The percent of valid data collected is limited by equipment failures and logistics (i.e., continuous power supply).

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

1.1.1 ef 2 Average cost per air quality assessment

Short Definition: This measure accounts for the funds expended by the Air Quality Division on salaries and other operating expenses related to staff working on air quality assessments divided by the number of assessments performed during the period.

Purpose/Importance: This measure reflects agency efforts to produce air quality assessments in an efficient manner. It also relates operating expenses to a combination of four output measures: point-source assessments, area-source assessments, non-road mobile-source assessments, and on-road mobile-source assessments.

Source/Collection of Data: Operating expense data is taken from Business Object Enterprise 11 (BOEXI) reports for the Air Quality Division. Staff in the Air Quality Division compile the number of assessments for the period.

Method of Calculation: The average cost per assessment is the total funds expended and encumbered through the reporting period of salaries and operating costs for staff performing point-source, area-source, and non-road mobile and on-road mobile-source air quality assessments divided by the total number of point-source, area-source, and non-road mobile and on-road mobile-source air quality assessments conducted during the reporting period.

Data Limitations: Since the outputs used to calculate this measure are not reported from a computer data file but are dependent on staff recording and reporting the number of assessments conducted, the reporting process is time consuming and subject to large variation. The resources expended on assessments vary widely between the different types of assessments, and the work load for mobile-source and area-source assessments is highly dependent on customer demand.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Below projections

1.1.1 ef 3 Average cost of LIRAP vehicle emissions repairs/retrofits (key)

Short Definition: Average cost of repairs/retrofits to cars participating in the Low-Income Vehicle Repair Assistance, Retrofit, and Accelerated Vehicle Retirement Program (LIRAP) that fail the vehicle emissions portion of the Inspection and Maintenance test.

Purpose/Importance: This measure seeks to provide a better understanding of the amount of funds a county might expect to allocate for vehicle repairs or retrofits.

Source/Collection of Data: This measure will be generated from quarterly reports gathered by each program county.

Method of Calculation: An average cost of LIRAP repairs and retrofits will be calculated each fiscal year by averaging data collected from participating county quarterly reports. Participating counties report monies allocated to each repair station for repairs and retrofits.

Data Limitations: Data is limited by the accuracy and efficiency of data reporting conducted by each program county.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Below projections

1.1.1 ef 4 Average cost per ton of NO_x reduced through TERP Expenditures (key)

Short Definition: This measure is intended to show the average cost per ton of NO_x emissions projected to be reduced through projects funded by TERP incentive grants awarded each year.

Purpose/Importance: The TERP program was established by the 77th Legislature (Senate Bill 5) to offset emission reductions required of construction equipment operation and required accelerated purchase of cleaner diesel engines by providing incentives for the purchase or retrofit of cleaner on-road and off-road diesel engines.

Source/Collection of Data: The grant applications include information that is used to calculate the number of tons of NO_x that will be reduced by that project.

Method of Calculation: The total tons projected to be reduced by each project funded are divided by the incentive amount for that project. The total tons projected to be reduced by each project are calculated using the methodologies established in the TCEQ's Guidelines for Emissions Reduction Incentive Grants (RG-388). The calculations are different for each type of projects.

Data Limitations: None identified; the calculations use data provided with the grant applications. The projected tons that will be reduced must be calculated in order to evaluate the project and make the grant award. The total tons projected to be reduced by the projects funded each year will be divided by the total grant awards for that year.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Below projections

1.1.1 Explanatory

1.1.1 ex 1 Number of days ozone exceedances are recorded in Texas

Short Definition: The number of days per year that the most recent ozone standard is exceeded at any regulatory air monitoring station throughout Texas.

Purpose/Importance: The measure reflects the frequency with which monitored areas measure levels of ozone concentrations higher than the National Ambient Air Quality Standards (NAAQS).

Source/Collection of Data: This information is tracked using the TCEQ's air quality database.

Method of Calculation: The sum of days that the ozone concentrations at any regulatory monitor in Texas exceeds the NAAQS. Ozone exceedances will be determined using regulatory air monitoring stations throughout Texas. If more than one regulatory air monitor exceeds the standard on any given day, that day would only count once. The exceedances will be based on the NAAQS standard in place at the beginning of the fiscal year (to be updated as necessary) for ozone.

Data Limitations: The measure depends on which federal standard is in place. This work is performed as needed.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Below projections

1.1.2 Output

1.1.2 op 1 Number of surface water assessments (key)

Short Definition: Number of surface water assessments includes a diverse assemblage of assessment types performed and reported by multiple divisions within the Office of Water.

Purpose/Importance: The measure attempts to quantify the surface water quality assessment activities of the agency. Assessment of water quality is essential to the identification of impacted water bodies, and the development of water quality standards, effluent standards for wastewater discharges, and watershed strategies.

Source/Collection: The Water Quality Division compiles and reports quarterly Water Quality Management Plan (WQMP) updates for new or amended projected effluent limitations, service area population and designated management agencies information for entities applying for the State Revolving Fund Loan, and proposed waste load allocations for new dischargers and revisions for Total Maximum Daily Load (TMDL) updates; and performs Receiving Water Assessments.

The Water Quality Planning Division performs and reports the Clean Water Act (CWA) Sections 305(b) and 303(d) Integrated Report, including the Nonpoint Source (NPS) Assessment; Clean Rivers Program Assessments; WQMPs (CWA Sec. 604(b)); NPS Annual Report; NPS Management Program; Estuary Program Assessments finalized by Galveston Bay Estuary Program or Coastal Bend Bays and Estuaries Program; Use Attainability Analyses; special studies supporting surface water quality assessment activities; and TMDLs and TMDL I-Plans.

Method of Calculation: This measure represents the sum of the number of surface water assessments completed during the reporting period. Each assessment unit/parameter pair counts as one output for TMDLs, I-Plans, and TMDL equivalents. Each water body counts as one output for use-attainability analyses. The assessments are tracked manually.

Data Limitations: The individual assessments included in the measure range from assessments requiring as little as one week to ten years to complete. Some assessments are recurring at various intervals while others are grant deliverables that occur only once, or are performed as needed based on permitting demands for documentation of stream conditions, stream standards, and reasonable uses. Within the fiscal year, the performance for the number of surface water assessments varies from quarter to quarter based on demand and available resources. In general, water quality assessment activities are scheduled for completion later in the fiscal year.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

1.1.2 op 2 Number of groundwater assessments (key)

Short Definition: Number of groundwater assessments. The reports completed evaluate environmental or programmatic data related to groundwater quality or quantity issues.

Purpose/Importance: The measure attempts to quantify the groundwater assessment activities of the agency. Assessments range in complexity and effort from a basic data report compiling and analyzing the results of a field sampling trip to a major report evaluating the water resources, future demand and recommended management strategies for a multi-county area. Assessment of groundwater quality and quantity issues is essential to the protection and conservation of limited groundwater resources.

Source/Collection: The Water Availability Division (WAD) of the Office of Water performs and reports groundwater quality assessments, regional groundwater vulnerability assessments, groundwater management program assessments, pesticides in groundwater assessments for a range of state and federal mandates.

Method of Calculation: The assessments will be tracked manually with completion recorded in an electronic database by the respective division identified above along with any explanation of variance required. The number of assessments by Office and the total of all assessments are reported quarterly.

Data Limitations: The individual assessments included in the measure range from assessments requiring as little as one week to one year to complete. Certain assessments come due each year and some every other year. Some assessments address federal or state mandates that may vary little or greatly from one fiscal year to the next. Within the fiscal year, the performance for the number of assessments varies from quarter to quarter. A straight-line projection of performance cannot describe the assessment activities. As such, the distribution cannot be normalized over a given time frame.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

1.1.2 op 3 Number of dam safety assessments (key)

Short Definition: Number of dam safety assessments conducted. Assessments include on-site investigations as well as in-house review of plans and specifications for dams, spillway adequacies, breach analyses, emergency action plans, engineering reports, water-use permit applications involving dams, and water district creation reviews involving dams.

Purpose/Importance: The measure reflects the combined workload of the agency and the agency's contractor associated with ensuring the safety of dams in the state. Assessments are conducted to ensure the safe design, construction, maintenance, repair and removal of dams in the state.

Source/Collection of Data: Using the Dam Safety Module—which interfaces with several TCEQ databases, including CCEDS—this measure is the total number of dam safety and security assessments completed in the reporting period.

Method of Calculation: Query of agency database

Data Limitations: None identified

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

1.1.2 Efficiency

1.1.2 ef 1 Average cost per dam safety assessment

Short Definition: Average cost per dam safety assessment completed. Assessments include on-site safety and security investigations as well as in-house review of plans and specifications for dams, spillway adequacies, breach analyses, emergency action plans, engineering reports, and water-use permit applications involving dams, and water district creation reviews involving dams.

Purpose/Importance: Assessments are conducted to ensure the safe design, construction, maintenance, repair, and removal of dams in the state. The average cost measures how efficiently these assessments are conducted.

Source/Collection of Data: Investigators enter investigation information into the Dam Safety Module, which interfaces with several TCEQ databases, including CCEDS. Each reporting period, the Dam Safety Section retrieves from the database the number of assessments completed. Unified Statewide Accounting System (USAS) expenditure figures for the Dam Safety Program are used to determine costs.

Method of Calculation: Database query retrieves the total number of assessments completed during the reporting period. Average cost per assessment is calculated by dividing total funds expended as reported in the USAS for the Dam Safety Program by the total number of dam safety assessments conducted through the reporting period.

Data Limitations: Average cost figures may vary considerably due to the number and complexity of assessments performed.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Below projections

1.1.2 Explanatory

1.1.2 ex 1 Percent of Texas rivers, streams, reservoirs, wetlands, and bays protected by site-specific water quality standards

Short Definition: Percent of Texas' rivers, streams, reservoirs, wetlands, and bays protected by site-specific water quality standards.

Purpose/Importance: The Texas Surface Water Quality Standards establish explicit numerical goals for water quality in the surface waters of Texas. The percentage of water bodies that have been assigned site-specific water quality standards is a measure of how well the standards have been tailored to individual water bodies and in the state. Using the Texas Water Quality Inventory, the percentage of state waters with designated site-specific standards is determined for each major water body type. These numbers are then averaged in order to develop a single statewide percentage. Calculated annually.

Source/Collection of Data: The TCEQ Texas Water Quality Inventory is used as a data source to provide the size of individual water bodies, and to provide the total amount of each water body type in the state. The Water Quality Inventory is a publicly available document that is periodically reviewed and updated by the TCEQ. The Texas Surface Water Quality Standards, which are established as Chapter 307 in Title 30 of the Texas Administrative Code, are used to determine the list of water bodies that are assigned site-specific water quality standards.

Method of Calculation: Water body types are defined as rivers, reservoirs, estuaries, and wetlands. The amount (area or length) of "classified" and "partially classified" waters with site-specific standards is determined for each water body type from the Texas Water Quality Inventory (TWQI) and the Texas Surface Water Quality Standards (TSWQS). Changes to the amount of each water body type with site-specific standards is determined from the most recently adopted TSWQS. For each water body type, the percent of waters with site-specific standards is calculated. The percentages of each water body type are averaged to obtain a single statewide percentage.

Data Limitations: The designation of water bodies with site-specific standards is typically revised every three years. Therefore, the rate of change of this measure is relatively slow.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

1.1.2 ex 2 Number of dams in the Texas Dam Inventory

Short Definition: Number of dams in the Texas Dam Inventory.

Purpose/Importance: This measure reflects the number of dams in the state subject to dam safety assessments.

Source/Collection of Data: The Dam Safety Section will use information from field inspections, aerial photography, and new water-rights permit applications to maintain and update an existing database of

approximately 7,250 dams. The database will be updated weekly by the additional listing of new dams and updated changes in the attributes of existing dams.

Method of Calculation: A query of the data maintained in state databases is run to obtain the number of existing dams.

Data Limitations: None identified

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

1.1.3 Output

1.1.3 op 1 Number of active municipal solid waste landfill capacity assessments (key)

Short Definition: The number of annual capacity assessments for active municipal solid waste landfills reviewed by the Waste Permits Division.

Purpose/Importance: To gather current and accurate landfill capacity data to assist in the development of regional solid waste management plans required by legislation (Chapter 363, Texas Health and Safety Code). This information is critical in determining whether sufficient disposal capacity exists to manage the quantity of municipal solid waste generated in the state.

Source/Collection of Data: Capacity assessment forms are prepared and downloaded to the agency's website annually and notice regarding submittal deadline is sent to municipal solid waste landfills by the Waste Permits Division. Customers have the option to submit hard-copy reports or report through the agency's e-reporting system. All data will be entered into an agency database. Data will be reviewed for consistency with previously reported capacity data, as well as for consistency with related permit and fee data. The first quarter of the fiscal year is spent preparing the Annual Report form, preparing and sending out the report notice, and assisting customers with completion of the forms. The majority of reviews are performed in the second and third quarters. Preparation of the annual summary report occurs in the fourth quarter.

Method of Calculation: The measure is calculated by tallying the number of capacity assessment reviews completed. A capacity assessment review is considered completed when: a report has been received and entered into the online report system; data has been checked for accuracy and compared with other data; and any discrepancies have been resolved.

Data Limitations: The number of capacity assessments depends wholly on the number of permitted landfills actively receiving waste in the state. This number may be affected by the issuance of new permits as well as by facility closures. Therefore, there may be some variance from the projected number of assessments.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

1.1.3 Efficiency

1.1.3 ef 1 Average number of hours per municipal solid waste facility capacity assessment

Short Definition: Average number of hours spent per municipal solid waste facility capacity assessments.

Purpose/Importance: This measure reflects agency efforts to conduct municipal solid waste facility capacity assessments in an efficient manner.

Source/Collection of Data: The number of hours spent by the staff and management on gathering and evaluating municipal solid waste facility capacity assessments, evaluating the data, and preparing a statewide report on the data will be tracked. A program cost account (PCA) code is used strictly for tracking this efficiency measure. The total number of hours charged monthly to this PCA code will be acquired through the USPS accounting system.

Method of Calculation: The average hours per capacity assessments is reported as the number of hours attributed to the PCA code divided by the total number of capacity assessments received during the reporting period.

Data Limitations: None identified

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Below projections

1.1.3 Explanatory

1.1.3 ex 1 Number of Council of Government regions in the state with ten years or more of disposal capacity

Short Definition: Of the 24 council of government (COG) regions in the state, the number with 10 years or more of projected municipal solid waste landfill capacity remaining.

Purpose/Importance: To identify those regions of the state with projected capacity to handle disposal needs for the next 10 years. Meeting this need may require more detailed solid waste management planning, possibly at the local level.

Source/Collection of Data: Capacity data are obtained through the annual reporting program for municipal solid waste landfills.

Method of Calculation: Capacity data entered into the program database is sorted geographically by COG region. Capacity is reported in cubic yards, and landfill compaction rates in pounds per cubic yard, as based on actual field measurements or on allowable estimation methods. With these data, capacity is then converted to tons. Landfill life expectancy in years for each COG region is then projected by dividing the capacity in tons by the number of tons disposed of in landfills during the annual reporting period. If results indicate a shortage of landfill capacity, staff reviews the anticipated capacity increases and/or disposal capacity utilized by a neighboring region. If analysis shows an actual shortage exists, the number is reported and planning is initiated.

Data Limitations: A number of landfills report capacity and compaction estimates rather than the results of actual field measurements. In addition, projected landfill life expectancies assume no changes in reported landfill size, disposal amounts, and compaction rates. Further, not all of total waste disposal is determined by actual scale weight, with much of waste disposal in the state determined by volume estimates.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

1.2 Outcome

1.2 oc 1 Percent of air quality permit applications reviewed within established time frames

Short Definition: The percentage of total air quality permit applications reviewed within respective time frames for various application categories; the measure considers applications for both New Source Review (NSR) and Title V permits. Established time frames will not apply to applications for which a hearing has been requested.

Purpose/Importance: This measure indicates the extent to which the Air Permits Division (APD) reviews air quality permit applications within established time frames. The time frames are based on permitting history and an evaluation of reasonable workload for permit-application reviewers.

Source/Collection of Data: The sources of data are NSR and Title V applications. Time frames for NSR applications: new permits-285 days; amendments-315 days; new federal permits (such as, prevention of significant deterioration, non-attainment, 112[g] or [j]) and major modifications-365 days; permits by rule, standard permits without public notice, changes to qualified facilities, and relocations-45 days; standard permits with public notice-150 days; standard permits for concrete batch plant-195 days; multiple plant permits-330 days; alterations and other changes, de minimis requests-120 days; renewals-270 days; and maintenance, startup, shutdown (MSS) permits-365 days. Time frames for Title V applications: site operating permits (SOP) initial issuance, revisions, and renewals-365 days; SOP voids and operating permit (OP) notifications-60 days; general operating permits (GOP) initial issuances-120 days; GOP revisions-330 days; GOP renewals-210 days; and GOP voids-60 days.

Method of Calculation: The number of applications reviewed within the target time frame divided by the total number of applications reviewed. Queries are conducted on the NSR and Title V Permits Information Management Systems (IMS) databases which count each complete permit application and number of days from the receipt date to the final action date. The processing times for each application are then compared to the target time frames. NSR applications are considered reviewed when the permit action is signed by the Executive Director or designee (ED), or when the application is considered void. Title V applications are considered reviewed when a grant letter or permit is signed by the ED, or the date on which the ED takes action to deny/void the application, or when the applicant withdraws the application.

Data Limitations: None identified

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

1.2 oc 2 Percent of water quality permit applications reviewed within established time frames

Short Definition: This measure includes non-contested wastewater permit applications. The percent of municipal and industrial wastewater permits reviewed within targeted time frames will be determined by dividing the number of applications reviewed within targeted time frames in that quarter by the total number of permits reviewed during that quarter and does not include contested permits or permits under additional review by the EPA. This information is tracked using databases administered in the wastewater permitting program. The targeted time frame for the review of municipal and industrial wastewater permits is established by statute, agency rules, or agency standard operating procedures.

Purpose/Importance: This measure indicates whether the agency is in compliance with established time frames for processing permit applications.

Source/Collection of Data: Staff enters all pertinent application information into the wastewater permitting databases as the application is processed. Staff queries this database and total the number of completed reviews within the fiscal year. Staff then subtracts the permit issuance date from the application received date to determine the review time for all reviews completed within the fiscal year.

Method of Calculation: The number of reviews completed within established time frames are summed and divided by the total number of reviews completed within the fiscal year.

Data Limitations: Applications are excluded from the count when suspended from processing in accordance with either agency rules or agency policy.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

1.2 oc 3 Percent of water-rights permit applications reviewed within established time frames

Short Definition: This measure includes non-contested water-rights permit applications. The percent of water-rights permit applications reviewed within targeted time frames will be determined by dividing the number of applications reviewed within the targeted time frame by the total number of permits issued or recommended for denial in the fiscal year. This information is tracked using water-rights databases. The targeted time frame for the review of water-rights permits is established by statute, agency rules or agency standard operating procedures.

Purpose/Importance: This measure indicates to what extent the Water Availability Division staff is in compliance in processing permit applications within established time frames.

Source/Collection of Data: Staff enters all pertinent application information into the water-rights permitting databases as the application is processed. Staff queries this database and total the number of completed reviews within the fiscal year. Staff then subtracts the completed date from the date of receipt to determine the review time for all reviews completed within the fiscal year.

Method of Calculation: The total number of reviews completed within established time frames are summed and divided by the total number of reviews completed for the reporting period.

Data Limitations: Applications are excluded from the count when suspended from processing in accordance with either agency rules or agency policy.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

1.2 oc 4 Percent of waste management permit applications reviewed within established time frames

Short Definition: Percent of waste management permit applications reviewed within established time frames. An application is considered reviewed upon transmittal of the final draft permit from the program to the Chief Clerk's Office for completion of other final actions, or the return/withdrawal of the application to the applicant either at the applicant's request or as the result of administrative or technical deficiencies.

Purpose/Importance: This measure reports whether the agency is in compliance with established time frames for reviewing permit applications.

Source/Collection of Data: Using an automated tracking system maintained by the Office of Waste, this measure will track the number of waste permit applications reviewed within the prescribed agency time frames during the fiscal year. This process will be completed on the following waste permit applications: (1) new, renewals, major and minor amendments, and Class 1, Class 1ED, Class 2, or Class 3 modifications, post closure orders and regulatory flexibility orders, for industrial nonhazardous solid waste facilities and hazardous waste treatment, storage, and disposal facilities, (2) new, renewals, major and minor amendments, and minor modifications for UIC Class I and Class III Injection Wells, (3) authorizations and new permits and revisions for UIC Class IV and V Injection Wells, (4) new, registrations, major and minor amendments, and notice and no-notice modifications for municipal solid waste, and (5) new, renewals, and major and minor amendments for radioactive material licenses and disposal.

Method of Calculation: Query agency databases for the number of applications reviewed and determine those reviewed within established time frames. The percent of waste permit applications reviewed is the total

number of waste permit applications reviewed within the target time frames divided by the total number of waste permit applications reviewed for the fiscal year. A reviewed application is defined as transmittal of the final draft permit, license, or order from the program to the Chief Clerk's Office, the return/withdrawal of the application to the applicant either by the applicant's request or as the result of administrative or technical deficiencies, or the transmittal of an authorization or modification letter to the applicant.

Data Limitations: None identified

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

1.2.1 Output

1.2.1 op 1 Number of state and federal new source review air quality permit applications reviewed (key)

Short Definition: The total number of new permits, permit amendments, permit alterations, and permit-by-rule (PBR) applications reviewed under the Texas Clean Air Act and the federal New Source Review (NSR) permitting programs.

Purpose/Importance: This measure quantifies the permitting workload of the Air Permits Division staff assigned to review state and federal new source review permit applications. The count includes those applications that are withdrawn or denied (which therefore do not result in permit approval or issuance) and application received and issued through ePermits system. Application types in this count include General Permits, Standard Permits (STDPMI), Flexible Permits, and federal Prevention of Significant Deterioration (PSD) and Non-Attainment Area (NAA) permits.

Source/Collection of Data: The source of the data for this measure is the NSR Permits Information Management System (IMS) database. Data entry for each application is closed when it is approved, issued, denied, or withdrawn. Completion of the review process occurs when permits are signed by the Executive Director (or designee) of the TCEQ, or when the application is considered void.

Method of Calculation: The measure is calculated as the sum of the total number of applications for new permits, permit amendments, permit alterations and permit-by-rule applications reviewed and processed by the Air Permits Division. The data is retrieved by query of the NSR IMS.

Data Limitations: None identified

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

1.2.1 op 2 Number of federal air quality operating permits reviewed (key)

Short Definition: The total number of applications for federal air quality operating permits reviewed under Title V of the federal Clean Air Act (CAA) (see additional detail in the Purpose/Importance section).

Purpose/Importance: This measure quantifies the permitting workload of the Air Permits Division staff assigned to review federal operating permit applications. This count includes those applications that are withdrawn, voided, or denied and which therefore do not result in permit authorization, approval, or issuance.

Source/Collection of Data: The source of the data for this measure is the Title V Information Management System (IMS) database. An entry for each project is created in the database when the project is received in the Air Permits Division. Application reviewers are responsible for tracking certain elements of their assigned

projects' progress through the review process, and ensuring that these tracking elements are entered into the database. Data entry for each project is closed when the project is approved, issued, denied, voided or withdrawn. Completion of the review process occurs when grant letters (GOP) and permits (SOP) are signed by the Executive Director (or designee) of the TCEQ, when the Executive Director (or designee) takes action to deny or void the application, or when the applicant withdraws the application.

Method of Calculation: The measure value is calculated as the sum of the total number of applications for federal air quality operating permits reviewed under Title V of the CAA. The necessary data is retrieved by query of the Title V IMS.

Data Limitations: A potential limitation of data accuracy is the time lag between completion of a project element and the entry of the completed tracking elements into the database. Generally, this time lag is less than one week.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

1.2.1 Explanatory

1.2.1 ex 1 Number of state and federal air quality permits issued

Short Definition: The number of state and federal new source review (NSR) air quality permits that were actually issued or approved. For purposes of NSR permits, "issued" means the Executive Director (or designee) of the TCEQ has signed the permits.

Purpose/Importance: This measure quantifies those NSR air quality permits applications, reviewed under the Texas Clean Air Act and the federal NSR permitting programs, which resulted in issued or approved permits.

Source/Collection of Data: The source of data for this measure is the NSR Permits Information Management System (IMS) database. The data is retrieved by running a query on the NSR IMS.

Method of Calculation: The measure value is calculated as the sum of the state and federal NSR permits issued or approved during the reporting period.

Data Limitations: A potential limitation of the data is the time lag between completion of a project element and the entry of the tracking element into the database. Generally, this time lag is less than one week.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

1.2.1 ex 2 Number of federal air quality permits issued

Short Definition: The number of federal air quality operating permits reviewed under Title V of the federal Clean Air Act (CAA) that was actually issued. For purposes of operating permits, "issued" means EPA review has been completed, and the Executive Director (or designee) has signed the grant letters and/or permits.

Purpose/Importance: This measure quantifies those federal air quality operating permits applications, reviewed under Title V of the CAA, which resulted in issued or approved permits.

Source/Collection of Data: The source of the data for this measure is the Title V Permits Information Management System (IMS) database. The data is retrieved by running a query on the Title V Permits IMS.

Method of Calculation: The measure value is calculated as the sum of the number of federal operating permits issued or approved during the reporting period.

Data Limitations: A potential limitation of the data is the time lag between completion of a project element and the entry of the tracking element into the database. Generally, this time lag is less than one week.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

1.2.2 Output

1.2.2 op 1 Number of applications to address water quality impacts reviewed (key)

Short Definition: Number of applications to address water quality impacts reviewed.

Purpose/Importance: This measure reflects agency workload with regard to the review of water quality permit applications.

Source/Collection of Data: The Water Quality Division (WQD) will provide the number of municipal and industrial wastewater permits drafted each reporting period and filed with the Chief Clerk for public notice. The total number of bio solids beneficial use registrations and permits and sewage sludge processing and disposal permits will be provided. The number of water treatment plant residual land application registrations and disposal permits will also be included. The number of general permits Notice of Intent (NOI), No Exposure Certifications (NECs), and Erosivity Waivers processed will be included. This measure does not include authorizations by rule or pretreatment audits. In addition to the information provided by the Wastewater Permitting Section, this measure includes Edwards Aquifer (EA) protection plans reviewed and applications reviewed for on-site sewage facilities (OSSF) by the OCE staff.

Method of Calculation: The WQD provides data from their database. For the permits and registrations, filing of draft permits with the Chief Clerk completes the program review. For general permits, mailing the confirmation letter completes the program review. OCE provides their data to the WQD. This information will be based on EA plan reviews that are completed and entered into the Central Registry Application Registration Tracking (CR-ARTS) database during the reporting period and OSSF applications that are reviewed and entered into CCEDS during the reporting period. These two numbers are added together to provide the number of applications reviewed.

Data Limitations: None identified

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

1.2.2 op 2 Number of applications to address water-rights impacts reviewed

Short Definition: This measure is the number of permitting action reviews completed and is calculated by totaling the number of water-rights applications, ownership transfers, temporary permits by Water Rights and regional staff, and water supply contracts processed and reviewed during the reporting period.

Purpose/Importance: This measure reflects agency workload with regard to the review of water-rights permit applications.

Source/Collection of Data: Water Rights Permitting staff enter milestone information into databases. Staff queries these databases for application reviews completed this quarter and reviews monthly activity reports for ownership changes and supply contracts. The numbers reported by Water Rights Permitting do not include Region numbers. The OCE provides data to the Water Availability Division.

Method of Calculation: The sum of applications, ownership changes, and contracts as reported from an agency database, and the number of applications provided by OCE staff, for the reporting period.

Data Limitations: None identified

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

1.2.2 op 3 Number of Concentrated Animal Feeding Operation (CAFO) authorizations reviewed (key)

Short Definition: Number of concentrated animal feeding operation (CAFO) authorizations reviewed.

Purpose/Importance: This measure reflects agency workload with regard to processing CAFO authorizations.

Source/Collection of Data: Using information maintained by the Water Quality Assessment Section, this measure will be reported at the end of each quarter by calculating the total number of concentrated animal feeding operation individual permits and Notices of Intent (NOIs) for coverage under the general permit reviewed/processed by the staff. Transmittal of reviewed applications from the program to the Chief Clerk's Office denotes process completed by the program. The mailing of the confirmation letter to the applicant for NOIs submitted for coverage under the general permit denotes the completion of the program review.

Method of Calculation: Using information maintained on the PARIS database for individual permits and the ARTS database for NOIs, this measure will be reported at the end of each quarter by calculating the total number of concentrated animal feeding operation permits reviewed by the staff and the total number of confirmation letters mailed for coverage under the general permit. Transmittal of reviewed applications from the program to the Chief Clerk's Office denotes process completed by the program.

Data Limitations: None identified

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

1.2.2 Explanatory

1.2.2 ex 1 Number of water quality permits issued

Short Definition: This measure will report the total number of water quality permits approved by the Executive Director or by the Commissioners.

Purpose/Importance: To report the number of TPDES, State, and Agricultural permits issued for the year.

Source/Collection of Data: This information is tracked in a database maintained by the Chief Clerk's Office.

Method of Calculation: This information is pulled from the database maintained in the Chief Clerk's Office and is supplied by a query to the database by the date the permit was signed.

Data Limitations: None identified

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

1.2.2 ex 2 Number of water-rights permits issued or denied

Short Definition: The total number of water-rights permits approved or recommended for denial by the Executive Director or by the Commissioners.

Purpose/Importance: This measure represents the number of water-rights permits issued or recommended for denial for the fiscal year.

Source/Collection of Data: This information is tracked in a database maintained by the Water Availability Division and is supplied by a query to the database by the date the permit was signed or the denial letter was sent.

Method of Calculation: The sum of the number of water-rights permits issued or denied for the reporting period.

Data Limitations: None identified

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

1.2.3 Output

1.2.3 op 1 Number of new system waste evaluations conducted

Short Definition: Audits conducted on generators' self-classification of their industrial waste.

Purpose/Importance: That wastes are correctly classified to ensure appropriate management, disposal, and fee assessment.

Source/Collection of Data: The data are collected through the waste stream notifications submitted by waste generators regulated by the TCEQ. In the case of out-of-state wastes written submissions from the generators are used. Waste streams are audited on a random basis or manually selected from a database maintained by the Waste Permits Division when there is sufficient information to suspect the wastes were classified incorrectly.

Method of Calculation: On a monthly basis, the total number of completed audits is maintained in a division spreadsheet. On a quarterly basis the total is derived, reconciled against information from the division maintained database, and reported. Audits are considered complete when: (1) the auditcc submits sufficient data for the TCEQ to review, and (2) the TCEQ has sufficient time to complete the review.

Data Limitations: Data could be affected by lack of response from generators or incorrect written submissions received from the generators.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

1.2.3 op 2 Number of municipal non-hazardous waste permit applications reviewed (key)

Short Definition: Number of non-hazardous waste permit applications and other authorizations reviewed. This includes the number of permit and registration application reviews for new, modified, or amended MSW storage, treatment, and processing permits, which includes recycling and disposal facilities. This also includes the number of notifications and other authorizations reviewed.

Purpose/Importance: This measure quantifies the number of reviews conducted to ensure that proposed facilities meet design and operational requirements and are protective of human health and the environment.

Source/Collection of Data: Information regarding the status of individual MSW permit applications is maintained in a database maintained by the Waste Permits Division. Date of review of a permit is entered into the database by a TCEQ staff member when a permit application is deemed technically complete. Using an agency databasc maintained by the Waste Permits Division, this measure will calculate the total of (1) the number of final draft permits for new, modified, and/or amended municipal solid waste storage, treatment, and disposal facilities; (2) the number of technical completions prepared for municipal solid waste landfills; (3) the number of municipal

solid waste landfill applications denied and withdrawn by the Commission; (4) the number of new and modified MSW registrations; and (5) the number of notifications and other authorizations acknowledged.

Method of Calculation: Totals are calculated by adding the numbers for each category together. For permit and registration applications, review is considered complete upon issuance of the final draft permit or registration. For modifications, completion of review is upon final draft modification or final action as appropriate for the type of modification. For notifications and other authorizations, review is considered complete upon issuance of the acknowledgement letter.

Data Limitations: None identified

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

1.2.3 op 3 Number of industrial and hazardous waste permit applications reviewed (key)

Short Definition: Number of permits, orders, licenses, and authorizations reviewed, denied, or withdrawn. Includes all permitting and authorization actions for hazardous waste facilities, industrial non-hazardous waste storage and processing facilities, and commercial industrial non-hazardous waste storage and processing facilities (new, renewed, major and minor amendments, modifications (Class 1, Class 1 with prior approval of the Executive Director (Class 1 ED), Class 2, and Class 3), post closure care orders and regulatory flexibility orders and Class I, Class III, Class V Underground Injection Control (UIC) wells (new, renewed, major and minor amendments, minor modifications, and regulatory flexibility orders), and radioactive-material facilities (new, renewed, and major and minor amendments).

Purpose/Importance: This measure quantifies the number of environmentally protective authorizations recommended by the TCEQ staff. A reviewed application is defined as: transmittal of the final draft permit, license, or order from the program to the Chief Clerk's Office, the return/withdrawal of the application to the applicant either by the applicant's request or as the result of administrative or technical deficiencies, or the transmittal of an authorization or modification letter to the applicant.

Source/Collection of Data: Using an agency database maintained by the Waste Permits Division, this measure will calculate the total of (1) the number of final draft permits/orders for new, renewals, major and minor amendments, Class 1 ED, 2, 3 modifications, regulatory flexibility orders, and post closure care orders for hazardous, industrial, and/or commercial industrial non-hazardous waste storage, treatment and disposal facilities; (2) the number of Class 1 modifications for hazardous, and industrial, and/or commercial industrial non-hazardous waste storage, treatment, and disposal facilities; (3) the number of final draft permits for new, renewed, amended and modified underground injection control wells; (4) the number of new and amended authorizations for underground injection control wells; and (5) the number of applications returned and/or withdrawn.

Method of Calculation: Totals are calculated by adding the number of reviewed items together. Data maintained in the database includes the facility name, identification number, date application is received, and date reviewed, or returned/withdrawn prior to final draft permit, or date of authorization or modification letter. Data is entered after the action has occurred.

Data Limitations: None identified

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

1.2.3 Explanatory

1.2.3 ex 1 Number of municipal non-hazardous waste permits issued

Short Definition: Number of non-hazardous waste permits issued.

Purpose/Importance: This measure reflects agency workload with regard to the number of permits issued. This measure quantifies the number of permits issued for facilities that are protective of human health and the environment.

Source/Collection of Data: Using an agency database maintained by the Waste Permits Division, this measure will be reported by calculating the number of permits and registrations issued or notifications and other authorizations acknowledged for municipal facilities in the fiscal year. A permit issued is one that has been signed by either the Executive Director (or designated representative) or by the Commission. Date of issuance of a permit is entered into the database by the TCEQ staff member when a copy of the issued permit is received by the Waste Permits Division from the Chief Clerk's Office. Date of the notification or other authorization acknowledged is entered into the database when the notification or other authorization is acknowledged by letter and assigned a notification or authorization number.

Method of Calculation: Query agency databases for reported performance. Totals are calculated by adding the numbers of issued permits, registrations, modifications, and amendments.

Data Limitations: None identified

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

1.2.3 ex 2 Number of industrial and hazardous waste permits issued

Short Definition: Number of hazardous waste permits or orders; industrial non-hazardous waste storage and processing permits or orders, commercial industrial non-hazardous waste storage and processing permits or orders; UIC permits, orders, and authorizations.

Purpose/Importance: This measure reflects agency workload with regard to the number of permits, orders, authorizations issued.

Source/Collection of Data: Using an agency database maintained by the Office of Waste, this measure will be reported by calculating the number of permits, orders, and authorizations issued for hazardous waste facilities, industrial non-hazardous storage and processing waste facilities, commercial industrial non-hazardous waste storage and processing waste facilities, UIC Class I injection wells, UIC Class III injection wells, and UIC Class V injection wells. A permit, order, or authorization issued is one that has been signed by either the Executive Director (or designated representative) or by the Commission.

Method of Calculation: Query agency database for reported performance. Totals are calculated by adding the numbers of issued permits, orders, and authorizations.

Data Limitations: None identified

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

1.2.3 ex 3 Number of corrective actions implemented by responsible parties for solid waste sites

Short Definition: Number of corrective actions at non-hazardous solid waste landfills.

Purpose/Importance: This measure reflects the number of corrective actions being performed by responsible parties to remediate releases from municipal solid waste and commercial industrial non-hazardous waste landfills.

Source/Collection of Data: Using an agency tracking system and manual record reviews maintained by the Waste Permits Division, this measure will be reported by calculating the number of municipal solid waste and commercial industrial non-hazardous waste landfill facility corrective action plans received and reviewed by staff, then implemented by responsible parties in accordance with their approved plans during the reporting period. This includes all corrective action activities (including groundwater and landfill gas remediation) at permitted municipal solid waste and commercial industrial non-hazardous waste landfill facilities. A corrective action is considered complete upon issuance of a letter by the agency to the responsible party indicating approval of corrective-action activities.

Method of Calculation: Query agency database and verify results with appropriate project managers.

Data Limitations: None identified

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

1.2.4 Output

1.2.4 op 1 Number of applications for occupational licensing

Short Definition: The number of individual applications for environmental professional licensure and registration that are received by the agency and are entered into the Consolidated Compliance and Enforcement Data System (CCEDS), and either issued a license, a deficiency letter, or a failure letter during the reporting period.

Purpose/Importance: This measure indicates the number of new and renewal applications received. It is a primary measure of workload and it indicates the number of potential licensed or registered professionals or companies.

Source/Collection of Data: The Permitting and Registration Support Division staff scans or manually enters data into the CCEDS for the applications received during this period.

Method of Calculation: This measure is calculated by running a query of CCEDS of all applications for environmental professional licensure and registration received by the agency during the reporting period.

Data Limitations: Receiving some applications at the central office may be dependent on the designated agents submitting them timely.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

1.2.4 op 2 Number of examinations processed (key)

Short Definition: The number of individual examinations received by the agency and entered into the Consolidated Compliance and Enforcement Data System (CCEDS) for processing.

Purpose/Importance: This measure indicates the number of exams administered to applicants who are potential licensees.

Source/Collection of Data: The Permitting and Registration Support Division staff scans or enters exam information into the Consolidated Compliance and Enforcement Data System (CCEDS) after examinations are administered by the commission's designated agents, the Permitting and Registration Support Division, and Field Operations Support Division staff.

Method of Calculation: This measure is calculated by running a query of CCEDS for all examinations processed during the reporting period.

Data Limitations: Receiving the examinations at the central office for processing is dependent on the designated agents submitting it timely.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

1.2.4 op 3 Number of licenses and registrations Issued

Short Definition: The number of new, newly upgraded, or renewed licenses and registrations issued to individuals and companies during the reporting period.

Purpose/Importance: This measure indicates the number of licenses that were issued or renewed for individuals and companies who have met licensing or registration requirements.

Source/Collection of Data: The Permitting and Registration Support Division staff generates certificates and licenses for qualified applicants and maintain this information in the Consolidated Compliance and Enforcement Data System (CCEDS).

Method of Calculation: This measure is calculated by running a query of the CCEDS database for new, newly upgraded, or renewed licenses and registrations issued to individuals and companies during the reporting period.

Data Limitations: Licensed individuals and companies may have change of addresses that go unreported to the agency. This may result in the loss of the license or registration due to failure to renew.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

1.2.4 Explanatory

1.2.4 ex 1 Number of TCEQ licensed environmental professionals and registered companies

Short Definition: The total number of environmental professional licenses and registrations currently registered with the agency.

Purpose/Importance: This measure presents the order of magnitude of the TCEQ licensing programs. It provides basic information for workload evaluation.

Source/Collection of Data: The Permitting and Registration Support Division maintains this information in the Consolidated Compliance and Enforcement Data System.

Method of Calculation: This measure is calculated by querying CCEDS for all active licenses and registrations.

Data Limitations: None

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

1.2.4 ex 2 Average cost per license and registration

Short Definition: The average annual cost per license and registration.

Purpose/Importance: Reflects the average cost for the licensing program per number of active licenses and registrations maintained by the agency.

Source/Collection of Data: The Operator Licensing Section annual budget is obtained from USAS. The licensing and registration data is maintained in the Consolidated Compliance and Enforcement Data System (CCEDS).

Method of Calculation: This measure is calculated by dividing the Operator Licensing Section total annual salary budget by the total number of licensees/registrants in force by the agency at the end of the reporting period.

Data Limitations: None identified

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Below projections

1.3.1 Output

1.3.1 op 1 Number of radiological monitoring and verification of air, water, soil/sediment, and flora samples collected

Short Definition: The number of radiological monitoring and verification samples of air, water, soil/sediment, and flora collected to address and evaluate any threat to human health and safety and the environment and/or to initiate a quality control check on licensees' monitoring program.

Purpose/Importance: This measure provides an indication of the number of actual samples taken by the agency to be analyzed for early warning of the migration and/or past movement of radiological constituents from regulated activities to protect human health and safety and the environment.

Source/Collection of Data: This measure will use an agency database or other data storage to track all samples taken by staff during inspections, confirmatory surveys, reclamation confirmations, and any other environmental monitoring and sampling events.

Method of Calculation: Using an agency database maintained by the Radioactive Materials Division, at the end of each quarter, the total number of samples taken during that quarter is determined. The total for each quarter is added to the total for any previous quarters during that fiscal year to come up with a cumulative total of samples taken during that fiscal year.

Data Limitations: None known at this time

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

1.3.1 Explanatory

1.3.1 ex 1 Amount of revenue deposited to the general revenue fund generated from the 5% gross receipts fee of the disposal of low-level radioactive waste and other radioactive substances

Short Definition: The total annual amount of revenue received by the TCEQ and deposited into the General Revenue Fund generated from the 5 Percent Gross Receipts Fee on the disposal of low-level radioactive and other radioactive substances at any Texas disposal facility.

Purpose/Importance: This measure provides an indication of the gross receipts of private, commercial operations that are accepting radioactive substances, and specifically low-level radioactive waste, from others for permanent disposal within the boundaries of the State of Texas.

Source/Collection of Data: This measure will use an agency database to track all revenue received by the TCEQ and deposited into the General Revenue Fund generated from the 5 Percent Gross Receipts Fee on the disposal of low-level radioactive waste and other radioactive substances at any Texas disposal facility.

Method of Calculation: Using an agency database maintained by the Radioactive Materials Division and information from the Revenues Section of the Financial Administration Division, at the end of each quarter, the total of deposits made during that quarter is determined. The total for each quarter is added to the total for any previous quarters during that fiscal year to come up with a cumulative total deposited during that fiscal year.

Data Limitations: None known at this time

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

1.3.1 ex 2 Volume of low-level radioactive waste accepted by the state of Texas for disposal at the Texas Compact Waste facility (key)

Short Definition: The total volume of low-level radioactive waste accepted by the State of Texas for disposal at the Texas Compact Waste Facility.

Purpose/Importance: This measure provides an indication of the total volume of low-level radioactive waste arriving in shipments at the Compact Waste Disposal Facility, taken title of by the TCEQ on behalf of the State of Texas, and subsequently permanently disposed of in the state-owned facility.

Source/Collection of Data: This measure will use an agency database to track all material received.

Method of Calculation: Using an agency database maintained by the Radioactive Materials Division at the end of each quarter, the total volume accepted by the State of Texas for disposal at the Texas Compact Waste Facility during that quarter is determined. The total volume for each quarter is added to the total for any previous quarters during that fiscal year to come up with a cumulative total volume taken during that fiscal year.

Data Limitations: None known at this time

Calculation Type: Cumulative

New Measure: No

Desired Performance: Below projections

2.1 Outcome

2.1 oc 1 Percent of Texas population served by public water systems which meet drinking water standards (key)

Short Definition: This measure will report the percent of the total Texas residential population served by all public water systems (PWSs) that have not had maximum contaminant level (MCL) violations, lead action level violations, or treatment technique violations.

Purpose/Importance: Measures the success of regulatory activities conducted by the TCEQ to protect the public health of Texans receiving water from a public drinking water system. This measure reflects the percent of the population in Texas served by drinking-water systems that meet drinking-water standards.

Source/Collection of Data: Population information is gathered during each comprehensive compliance investigation (CCI) survey of a public water system (PWS) conducted by field staff. Violation data is obtained from the review of chemical and microbiological sample analysis data that is submitted to the TCEQ from accredited certified laboratories after samples are collected by the PWS personnel or by contract sample collectors. Chemical and microbiological sample analysis data reports are kept in the TCEQ Central Records. Population, sample analysis, and violation data are kept in the Safe Drinking Water Information System (SDWIS).

Method of Calculation: Using the SDWIS, the measures are based on the total Texas population served by PWSs that have not had maximum contaminant level (MCL), lead action level, or treatment technique violations, as described by the Public Drinking Water Standards. This population figure is divided by the total Texas population served by all public water systems and multiplied by 100 to derive a percentage.

Data Limitations: None identified

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

2.1.1 Output

2.1.1 op 1 Number of public drinking water systems that meet primary drinking water standards (key)

Short Definition: Number of public drinking water systems that meet drinking-water standards.

Purpose/Importance: Measures the success of all regulatory activities conducted by the TCEQ to protect the public health of Texans receiving water from a public drinking water system. This measure will report the total number of all public water systems that have not had maximum contaminant level (MCL), lead action level, or treatment technique violations.

Source/Collection of Data: Public water system information is gathered during each comprehensive compliance investigation (CCI) of a public water system (PWS) conducted by field staff. Violation data is obtained from the review of chemical and microbiological sample analysis data that is submitted to the TCEQ from accredited laboratories after samples are collected by PWS personnel or by contract sample collectors. CCI reports, as well as chemical and microbiological sample analysis data reports, are kept in the TCEQ Central Records. Population, sample analysis, and violation data are kept in the Safe Drinking Water Information System (SDWIS).

Method of Calculation: Using the SDWIS, the measures will report the number of PWSs that have not had maximum contaminant level, lead action level, or treatment technique MCL violations as described by the Public Drinking Water Standards.

Data Limitations: None identified

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

2.1.1 op 2 Number of drinking-water samples collected (key)

Short Definition: Number of drinking-water samples collected.

Purpose/Importance: Chemical samples are collected from public water systems (PWSs) to protect public health by determining if the PWS is providing water that meets public drinking water standards to its customers. Samples must be collected in order to be analyzed.

Source/Collection of Data: Chemical samples are collected by PWS personnel, contract sample collectors, or TCEQ regional staff. The numbers are reported to the Water Supply Division on a monthly basis. Original data are kept in the Central Records facility located at TCEQ headquarters. It is also maintained electronically in the Safe Drinking Water Information System (SDWIS). Each reporting period, TCEQ regional staff submits the number of samples collected to the Water Supply Division.

Method of Calculation: The number of chemical samples is set by the requirements of the Public Drinking Water Standards, and the anticipated number is maintained in the SDWIS. Chemical samples collected from PWSs are reported from two sources. The number of chemical samples collected by the Water Supply Division contractor is tracked by the Water Supply Division, while samples collected by TCEQ regional staff will be reported by them to OCE staff on a monthly basis. The number of samples reported will be totaled by OCE staff and sent to the Water Supply Division on a quarterly basis.

Data Limitations: None identified

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

2.1.1 op 3 Number of district applications processed

Short Definition: Number of district applications processed.

Purpose/Importance: This measure reflects the number of major and minor district applications reviewed.

Source/Collection of Data: Using the agency's Water Utilities Database (WUD) system, this measure will report on the number of all district applications reviewed that receive either administrative approval, are referred to the Commission for action, or are dismissed or withdrawn.

Method of Calculation: Using the agency's WUD system, the number of district applications reviewed each quarter are summed and reported.

Data Limitations: The number of district applications received is related to the economy and development activity in the state.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

3.1 Outcome

3.1 oc 1 Percent of investigated air sites in compliance (key)

Short Definition: Percent of investigated air sites in compliance.

Purpose/Importance: The measure reflects investigation activity as regulated entities are investigated to determine compliance with rules, regulations, and statutes designed to protect human health and the environment. Measuring compliance rates of sites following investigations allows the agency to determine if regulatory assistance, investigation, and enforcement programs are effective. Lower compliance rates may indicate a need for increased assistance to the regulated community to ensure that they understand their responsibilities.

Source/Collection of Data: This information is tracked using CCEDS. An enforcement action is defined as issuance of an order, compliance agreement, or referral to an appropriate agency or division (the EPA, OAG, Remediation Division, or regional offices for Superfund, voluntary cleanup, or emergency removal action).

Method of Calculation: The percent of investigated air sites in compliance is derived by calculating the total number of sites investigated for compliance with air rules, regulations, and statutes minus the total number of air cases screened and approved for enforcement action, dividing this difference by the total number of sites investigated for compliance with air rules, regulations, statutes, multiplied by 100.

Data Limitations: The agency can encourage compliance through regulatory assistance and ensuring that a strong and fair enforcement program exists. However, the TCEQ cannot control the will or financial status of the regulated community regarding their ability to comply.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

3.1 oc 2 Percent of investigated water sites and facilities in compliance (key)

Short Definition: Percent of investigated water sites and facilities in compliance.

Purpose/Importance: This measure reflects investigation activity as regulated entities are investigated to determine compliance with rules, regulations, and statutes designed to protect human health and the environment. Measuring compliance rates following investigations allows the agency to determine if regulatory assistance, investigation, and enforcement programs are effective. Lower compliance rates may indicate a need for increased assistance to the regulated community to ensure that they understand their responsibilities.

Source/Collection of Data: The enforcement and investigation information is tracked using CCEDS, and the number of public water supply and wastewater treatment facilities is tracked using the federal Safe Drinking Water Information System, Integrated Compliance Information System, and National Pollutant Discharge Elimination System databases. The total number of cases screened and approved for enforcement action does not include occupational certification program activities. An enforcement action is defined as issuance of an order, compliance agreement, or referral to an appropriate agency or division (the EPA, OAG, Remediation Division, or regional offices for Superfund, voluntary cleanup, or emergency removal action).

Method of Calculation: The percent of investigated water sites and facilities in compliance is derived by taking the total number of facilities investigated for compliance with water rules, regulations, and statutes, including water-rights sites, wastewater treatment facilities, public water supply systems, sludge and septage transporters, beneficial use sites, stormwater facilities, on-site sewage facilities, and livestock and poultry operations; plus the number of wastewater and public water supply facilities required to self-report and/or conduct chemical analyses; minus the total number of water cases (for the categories described above) screened and approved for enforcement action; and dividing this difference by the total number of facilities investigated and evaluated for compliance with water rules, regulations, and statutes, including self-reporting requirements, as described above; multiplied by 100.

Data Limitations: The agency can encourage compliance through regulatory assistance and ensuring that a strong and fair enforcement program exists. However, the TCEQ cannot control the will or financial status of the regulated community regarding their ability to comply.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

3.1 oc 3 Percent of investigated waste sites in compliance (key)

Short Definition: Percent of investigated waste sites in compliance.

Purpose/Importance: The measure reflects investigation activity as regulated entities are investigated to

determine compliance with rules, regulations, and statutes designed to protect human health and the environment. Measuring compliance rates following investigations allows the agency to determine if regulatory assistance, investigation, and enforcement programs are effective. Lower compliance rates may indicate a need for increased assistance to the regulated community to ensure that they understand their responsibilities.

Source/Collection of Data: This information is tracked using CCEDS. An enforcement action is defined as issuance of an order, compliance agreement, or referral to an appropriate agency or division (the EPA, OAG, Remediation Division, or regional offices for Superfund, voluntary cleanup, or emergency removal action).

Method of Calculation: The percent of investigated waste sites in compliance is derived by calculating the total number of facilities investigated for compliance with waste rules, regulations, and statutes minus the total number of cases screened and approved for enforcement action, dividing this difference by the total number of facilities investigated for compliance with waste rules, regulations, and statutes, multiplied by 100. Waste sites include industrial and hazardous waste, municipal solid waste, petroleum storage tank, underground injection control, and radioactive waste sites.

Data Limitations: The agency can encourage compliance through regulatory assistance and ensuring that a strong and fair enforcement program exists. However, the TCEQ cannot control the will or financial status of the regulated community regarding their ability to comply.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

3.1 oc 4 Percent of identified noncompliant sites and facilities for which timely and appropriate enforcement action is taken (key)

Short Definition: Percent of identified noncompliant sites and facilities for which appropriate action is taken.

Purpose/Importance: This measure compares enforcement actions that the agency takes during a fiscal year and determines whether they have been taken within appropriate time frames. Timeliness of enforcement processes is important to ensure that the regulated entity returns to compliance as soon as possible.

Source/Collection of Data: Using CCEDS, the Enforcement Division will determine the total number of formal enforcement actions taken during the reporting period and will evaluate whether or not the actions were completed timely. Formal actions include issuance of an order, compliance agreement, or referral to an appropriate agency or division (the EPA, OAG, or Remediation or Field Operations Divisions for Superfund, voluntary cleanup, or emergency removal action), as determined according to agency guidelines. Each of these actions taken will be evaluated to determine whether or not the action was completed within internal agency time frames in order to determine whether appropriate action was taken, using the date of screening as the start date and the date of the order, compliance agreement, or referral as the end-date.

Method of Calculation: The percentage will be calculated by taking the total number of cases with actions taken within appropriate time frames against noncompliant facilities divided by the total number of cases with formal action taken, multiplied by 100 to derive a percentage.

Data Limitations: Time frames for completion of enforcement actions involve processes that cannot be solely controlled by the TCEQ. The respondents in these cases can create delays in processing the orders and compliance agreements if they request hearings or if the technical requirements are complex, requiring extensive negotiation.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

3.1 oc 5 Percent of investigated occupational licensees in compliance

Short Definition: Percent of investigated licensees in compliance.

Purpose/Importance: The measure reflects investigation activity as occupational certification licensees are investigated to determine compliance with rules, regulations, and statutes designed to protect human health and the environment. Measuring compliance rates following investigations allows the agency to determine if regulatory assistance, investigation, and enforcement programs are effective. Lower compliance rates may indicate a need for increased assistance to the regulated community to ensure that they understand their responsibilities.

Source/Collection of Data: This information is tracked using CCEDS. An enforcement action is defined as issuance of an order, compliance agreement, or referral to the OAG.

Method of Calculation: The percent of investigated licensees in compliance is derived by calculating the total number of licensees investigated minus the total number of occupational certification cases screened and approved for enforcement action, dividing this difference by the number of investigations, multiplied by 100.

Data Limitations: The agency can encourage compliance through regulatory assistance and ensuring that a strong and fair enforcement program exists. However, the TCEQ cannot control the will or financial status of licensees regarding their ability to comply.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

3.1 oc 6 Percent of administrative orders settled

Short Definition: Percent of Administrative Orders Settled by the Enforcement Division

Purpose/Importance: Reflects agency effectiveness in quick settlement of enforcement matters.

Source/Collection of Data: This information is tracked using CCEDS.

Method of Calculation: Using CCEDS, the percent of administrative orders settled by the Enforcement Division is calculated by determining the total number of administrative orders issued during the fiscal year and the number of those orders that contain a "settlement achieved by Enforcement Coordinator" date in the database. The number of orders settled by the Enforcement Division will then be divided by the total number of orders issued for the fiscal year and multiplied by 100.

Data Limitations: None identified

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

3.1 oc 7 Percent of administrative penalties collected (key)

Short Definition: Percent of administrative penalties collected.

Purpose/Importance: This measure reflects the success of administrative penalty collection efforts by the agency.

Source/Collection of Data: This measure will be calculated using databases maintained by the Financial Administration Division.

Method of Calculation: Using databases maintained by the Financial Administration Division, this measure will be reported by dividing the total amount of administrative penalty invoices outstanding at the end of the fiscal year by the total amount of administrative penalties invoiced and due for the fiscal year. This calculation

times 100 will yield the percent of administrative penalties not collected during the fiscal year. Subtracting this calculation from 100 percent provides the percent of administrative penalties collected during the fiscal year.

Data Limitations: None identified
Calculation Type: Non-cumulative
New Measure: No
Desired Performance: N/A

3.1.1 Output

3.1.1 op 1 Number of Investigations of air sites (key)

Short Definition: Number of investigations completed at regulated air sites.

Purpose/Importance: Regulated entities are investigated to determine compliance with rules, regulations, and statutes designed to protect human health and the environment.

Source/Collection of Data: Using the Consolidated Compliance and Enforcement Data System CCEDS, this measure is calculated by adding the total number of investigations completed for air entities during the reporting period. An investigation is defined as the evaluation of a regulated entity against a standard and includes all (initial and follow up) compliance investigations, file reviews, site assessments, and agent evaluations. Site is defined as a geographic location or place where regulatory activities of interest to the agency occur or have occurred. The number does not include citizen complaint investigations or emissions events investigations.

Method of Calculation: Each reporting period, OCE staff retrieves from CCEDS the number of investigations completed in the regional offices as well as those completed by city and/or county local programs for certain air related activities. An investigation is considered complete when the investigation has been conducted, a report has been written, management has approved, and the manager's approval date has been reflected in CCEDS.

Data Limitations: None identified
Calculation Type: Cumulative
New Measure: No
Desired Performance: Above projections

3.1.1 op 2 Number of inspections and investigations of water rights sites (key)

Short Definition: Number of inspections and investigations completed at regulated water-rights sites.

Purpose/Importance: The measure reflects agency efforts to divide the water of the streams and regulate the controlling works of reservoirs in accordance with the adjudicated water rights.

Source/Collection of Data: Using a manual count of records maintained by the Watermaster Program, this measure is the total number of Watermaster diversion site inspection and investigations performed as a result of a request to divert water.

Method of Calculation: Each reporting period, the Water Availability Division retrieves from the database the number completed by the Watermaster staff.

Data Limitations: None identified
Calculation Type: Cumulative
New Measure: No
Desired Performance: Above projections

3.1.1 op 3 Number of investigations of water sites and facilities (key)

Short Definition: This measure includes the number of investigations completed at regulated water sites and facilities, OSSF installation and follow-up investigations, as well as Edwards Aquifer Protection Program (EAPP) compliance and follow-up investigations. This measure does not include citizen complaint investigations, or watermaster investigations; and does not include OSSF or EAPP plan review investigations. That data is included in the performance measure no. 1.2.2 op 1, "Number of applications to address water quality impacts reviewed."

Purpose/Importance: Regulated entities are investigated to determine compliance with rules, regulations, and statutes designed to protect human health and the environment.

Source/Collection of Data: Using data retrieved from the Consolidated Compliance and Enforcement Data System (CCEDS), this measure is calculated by adding the total number of investigations completed for water entities during the reporting period. An investigation is defined as the evaluation of a regulated entity against a standard and includes all (initial and follow up) compliance investigations, file reviews, site assessments, and agent evaluations. Site is defined as a geographic location or place where regulatory activities of interest to the agency occur or have occurred.

Method of Calculation: Each reporting period, OCE staff retrieves from CCEDS the number of investigations completed in the regional offices for certain activities. An investigation is considered complete when the investigation has been conducted, a report has been written, management has approved, and the manager's approval date has been reflected in CCEDS.

Data Limitations: None identified

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

3.1.1 op 4 Number of investigations of waste sites

Short Definition: Number of investigations completed at waste sites. Site is defined as a geographic location or place where regulatory activities of interest to the agency occur or have occurred.

Purpose/Importance: Regulated entities are investigated to determine compliance with rules, regulations, and statutes designed to protect human health and the environment.

Source/Collection of Data: Using CCEDS, this measure is calculated by adding the total number of investigations completed at regulated municipal solid waste (MSW), industrial and hazardous waste (IHW), radioactive material recovery or waste disposal, and petroleum storage tank (PST) entities during the reporting period. Investigation is defined as the evaluation of a regulated entity against a standard and includes all (initial and follow up) compliance investigations, file reviews, site assessments, and agent evaluations. This number does not include citizen complaints investigations.

Method of Calculation: Each reporting period, OCE retrieves from CCEDS the number of investigations completed in the regional offices as well as those completed by OCE staff, contracted staff, and city and/or county local programs for certain activities. An investigation is considered complete when the investigation has been conducted, a report has been written, management has approved, and the manager's approval date has been reflected in CCEDS.

Data Limitations: None identified

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

3.1.1 Efficiency

3.1.1 ef 1 Average days from air, water, or waste investigation to report completion

Short Definition: Average time to complete an investigation of air, water, or waste sites. Investigation is defined as the evaluation of a regulated entity against a standard.

Purpose/Importance: The measure reflects how efficiently the agency completes investigations of air, water, or waste sites. An investigation is considered complete when the investigation has been conducted, a report has been written, management has approved, and the manager's approval date has been reflected in the database.

Source/Collection of Data: All investigation and report-completion data is entered into CCEDS.

Method of Calculation: This measure is derived by calculating the total number of calendar days between the date of an investigation and the date of completion, divided by the total number of completed investigations reported during the reporting period. An investigation is considered complete when the investigation has been conducted, a report has been written, management has approved, and management's approval date has been reflected in CCEDS.

Data Limitations: None identified

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Below projections

3.1.1 Explanatory

3.1.1 ex 1 Number of citizen complaints investigated

Short Definition: Number of citizen complaints investigated.

Purpose/Importance: Regulated entities are investigated to determine compliance with rules, regulations, and statutes designed to protect human health and the environment.

Source/Collection of Data: A complaint is considered investigated when the investigation has been conducted, a report has been written, management has approved, and management's approval date has been reflected in the database. The data for the number of citizen complaints investigated is collected in the Consolidated Compliance and Enforcement Data System (CCEDS).

Method of Calculation: Each reporting period, OCE retrieves from CCEDS the number of complaints investigated by the agency as well as those investigated by city or county local programs for certain activities. This measure is calculated by adding the total number of citizen complaints investigated during the reporting period.

Data Limitations: None identified

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

3.1.1 ex 2 Number of emission events investigations

Short Definition: Number of emissions events investigations. An investigation is defined as the evaluation of a regulated entity against a standard. A reported emissions event is considered investigated when either an evaluation has been conducted and the incident has been closed, or a report has been written and approved by management in the database.

Purpose/Importance: Regulated entities are investigated to determine compliance with rules, regulations, and statutes designed to protect human health and the environment. An emissions event is any upset event or unscheduled maintenance, startup, or shutdown activity, from a common cause, that results in unauthorized emissions of air contaminants from one or more emissions points at a regulated entity. Potential violations are identified through investigations of reports and records of these emissions. Investigations may include either: an onsite investigation conducted immediately following a major emissions event; a scheduled onsite investigation covering emissions events at the site from the most recent 12-month period; and an in-house investigation of an emissions event.

Source/Collection of Data: Using the Consolidated Compliance and Enforcement Database System (CCEDS), this measure is calculated by adding the total number of emissions events investigations.

Method of Calculation: OCE retrieves the data for the measure from CCEDS. The data represents the sum of the number of reported emissions events investigations conducted during the reporting period.

Data Limitations: The TCEQ has no control over the number of emissions events that occur.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Below projections

3.1.1 ex 3 Number of spill cleanup investigations

Short Definition: Number of spill cleanup investigations. A spill cleanup is considered investigated when the investigation has been conducted, a report has been written, management has approved, and management's approval date has been reflected in the database.

Purpose/Importance: Regulated entities are investigated to determine compliance with rules, regulations, and statutes designed to protect human health and the environment.

Source/Collection of Data: Using the Consolidated Compliance and Enforcement Data System (CCEDS), this measure is calculated by adding the total number of reported spills investigated. An investigation is defined as the evaluation of a regulated entity and includes all (initial and follow-up) on-site investigations, file reviews, site assessments, and emergency response activities. Investigations are conducted to ensure compliance of regulated entities with rules, regulations, and statutes designed to protect human health and the environment.

Method of Calculation: OCE retrieves the data for the measure from CCEDS; the data represents the number of spill cleanup investigations conducted during the reporting period.

Data Limitations: The TCEQ has no control over the number of spills that occur.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Below projections

3.1.2 Output

3.1.2 op 1 Number of environmental laboratories accredited (key)

Short Definition: Number of environmental laboratories accredited according to Texas Water Code 5.801, et seq.

Purpose/Importance: The measure reflects the number of environmental laboratories accredited according to standards adopted by the National Environmental Laboratory Accreditation Conference.

Source/Collection of Data: Each accreditation is documented by a certificate prepared by the Monitoring Division.

Method of Calculation: Accreditation information is compiled from primary records maintained by division staff.

Data Limitations: None identified

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

3.1.2 op 2 Number of small businesses and local governments assisted (key)

Short Definition: The number of small businesses and local governments assisted includes the following types of direct assistance: answers to hotline inquiries regarding permit and regulatory applicability; site assistance visits; notification of rule changes; outreach activities; industry specific workshops; and government sponsored conferences.

Purpose/Importance: This measure provides an indication of the responsiveness of Small Business and Local Government Assistance (SBLGA) staff to small business and local government inquiries. This measure also indicates pro-active activities provided by SBLGA staff to assist small businesses and local governments.

Source/Collection of Data: The data is collected using an electronic tracking and reporting system maintained by SBLGA staff.

Method of Calculation: A total number is obtained by adding the types of assistance provided to small businesses and local governments as indicated in the above definition.

Data Limitations: None identified

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

3.1.2 Efficiency

3.1.2 ef 1 Average number of days to file an initial settlement offer

Short Definition: Average number of days to file the initial settlement offer through either mailing a proposed order or filing an Executive Director's Preliminary Report and Petition (EDPRP).

Purpose/Importance: Reflects agency efficiency in filing notices notifying violators of the violations alleged and penalties sought.

Source/Collection of Data: This information is tracked using CCEDS.

Method of Calculation: Using CCEDS, the average number of days to file an initial settlement offer will be calculated as the sum of the number of days from assignment of the Enforcement Action Referral to the mailing date of the initial proposed order or the filing date of the initial EDPRP on a case, divided by the total number of initial draft orders and EDPRPs. EDPRPs for failed expedited orders will not be counted since the initial proposed orders will already have been counted in this category.

Data Limitations: None identified

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Below projections

3.1.2 Explanatory

3.1.2 ex 1 Amount of administrative penalties paid in final orders issued

Short Definition: Amount of administrative penalties required to be paid in final administrative orders issued.

Purpose/Importance: Reflects penalties required to be paid. Note: This is not the amount that is paid to TCEQ, but rather the amount that the administrative orders require to be paid; some may have payment schedules and some may be default orders.

Source/Collection of Data: Using CCEDS, this measure will be reported at the end of the fiscal year by calculating the total penalty amounts required to be paid in final administrative orders issued.

Method of Calculation: This measure will be derived by calculating the total penalty amounts required to be paid in final administrative orders issued.

Data Limitations: None identified

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: N/A

3.1.2 ex 2 Amount required to be paid for supplemental environmental projects issued in final administrative orders

Short Definition: Amount required to be paid for supplemental environmental projects (SEPs) issued in administrative orders.

Purpose/Importance: Reflects money required to be paid on projects required to be conducted in addition to penalty amounts paid in enforcement orders. The SEPs are normally designed to benefit the communities or the environment where the violations occurred.

Source/Collection of Data: Using CCEDS, this measure will be reported at the end of the fiscal year for the total dollar amount specified in the administrative orders that must be spent on SEPs approved by the agency.

Method of Calculation: This measure will be derived by calculating the total dollar amount specified in the administrative orders that must be spent on supplemental environmental projects approved by the agency.

Data Limitations: None identified

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: N/A

3.1.2 ex 3 Number of administrative enforcement orders issued

Short Definition: Number of administrative enforcement orders issued

Purpose/Importance: Reflects agency enforcement efforts.

Source/Collection of Data: Using CCEDS, this measure will be reported at the end of the fiscal year for the number of administrative orders issued.

Method of Calculation: This measure will be derived by calculating the number of administrative orders issued during the fiscal year.

Data Limitations: The agency has very limited control over the number of administrative enforcement orders that are issued in a given year. This number is determined by the number of violations committed by the regulated community. In addition, finalization of enforcement orders cannot be solely controlled by the TCEQ. Due process of law allows all respondents for enforcement orders the opportunity for hearing. The timing for the hearing is then

the decision of the administrative law judge at the State Office of Administrative Hearings. In addition, delays can occur when the technical requirements necessary to achieve compliance are complex, requiring extensive negotiations.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Below projections

3.1.3 Output

3.1.3 op 1 **Number of presentations, booths, and workshops conducted on pollution prevention/waste minimization and voluntary program participation (key)**

Short Definition: Total number of pollution prevention/waste minimization and voluntary program workshops, booths, and presentations conducted by Environmental Assistance and Take Care of Texas staff for promotion of pollution prevention/waste minimization and voluntary program participation.

Purpose/Importance: This measure provides an indication of Environmental Assistance and Take Care of Texas staff's ability to conduct outreach and information dissemination of pollution prevention and voluntary program information to Texas businesses and organizations.

Source/Collection of Data: Workshops, booths, and presentations are tracked by Environmental Assistance staff, who include workshop, booth, and presentation information in the section's events database. This information is then pulled from the database and compiled in a spreadsheet.

Method of Calculation: The number of workshops, booths, and presentations conducted during each quarter are summed. Fiscal year totals are calculated by adding quarterly totals.

Data Limitations: None identified

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

3.1.3 op 2 **Number of quarts of used oil diverted from improper disposal**

Short Definition: Number of quarts of used oil collected for processing instead of potential disposal in a landfill or release to land or water.

Purpose/Importance: This number indicates the amount of used oil that, if not collected by the registered collection centers, could otherwise be delivered to landfills or improperly disposed of, potentially causing harm to human health and the environment. The number is a quantitative measurement of pollution prevention. This number represents the total volume of used oil, expressed in quarts, that was reported to the agency by used oil collection centers. The collection centers collect and prepare the oil for recycling before reuse or resale to the public.

Source/Collection of Data: Using an automated agency system maintained by the Permitting and Registration Support Division, this measure tracks the quantities of used oil reported annually by used oil collection centers. The report is due on January 25 of each year and reflects activities for the previous year. No information is received during the first quarter and the totals are collected from forms received during the second quarter and late filings during the third quarter.

Method of Calculation: Performance data are obtained from querying automated agency systems for the number of quarts of used oil collected for processing.

Data Limitations: The TCEQ has no control over the number of quarts of used oil received by collection centers. Therefore, the number may fluctuate and there may be a wide range in this measure from year to year.

TCEQ staff continues to work with the collection centers to ensure that reported values are accurate and representative of actual oil collected.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

3.1.3 Explanatory

3.1.3 ex 1 Tons of hazardous waste reduced as a result of pollution prevention planning

Short Definition: This measure indicates the level of hazardous waste reduction by Texas facilities and provides information regarding the agency's efforts to reduce toxics released in Texas.

Purpose/Importance: This information is not measured by any other program at the TCEQ and provides information that is independent of economic factors such as production.

Source/Collection of Data: The source of the data is the information provided by facilities on the annual progress report required by Waste Reduction Policy Act (WRPA). This information is maintained in an Oracle database.

Method of Calculation: The measure is calculated by adding up the source reduction number from all facilities reporting.

Data Limitations: Data is dependent on accurate and timely reporting by facilities. In addition, the data reported reflects actual values from the prior year. For example, data reported in September 2000 will represent data received from industry in July 2000, which is for their calendar year 1999.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

3.1.3 ex 2 Tons of waste collected by local and regional household hazardous waste collection programs

Short Definition: The tons of waste collected through household hazardous waste collection programs, reported annually by the programs to the TCEQ.

Purpose/Importance: This measure provides data on how much household hazardous waste and other waste was collected and properly disposed of in Texas through household hazardous waste collection programs, thus reducing the impact on the environment.

Source/Collection of Data: Reports from collection programs. This data reports results of collection programs as submitted by entities with programs. Staff maintains the data in a spreadsheet database.

Method of Calculation: Summation of all reports submitted for related programs in Texas.

Data Limitations: Data quality is limited to quality of reports submitted to the agency.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

3.1.3 ex 3 Number of registered waste tire facilities and transporters

Short Definition: Number of Registered Waste Tire Facilities and Transporters.

Purpose/Importance: The number depicts the quantity of regulated facilities involved in scrap tire management, who have complied with the agency's rules and provide reports on tire management and recycling. The

number can also indicate any trends in scrap tire management, such as increase or decrease in number of facilities from year to year.

Source/Collection of Data: The number is obtained from either the Tires Management System (TMS) or an alternate database file from TMS. This number represents the universe of facilities that either transport, store, process, recycle or burn for energy recovery, scrap tires.

Method of Calculation: OCE registers and maintains data on these facilities. The number is a sum total of all entries in the database.

Data Limitations: None identified

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

4.1 Outcome

4.1 oc 1 Percent of leaking petroleum storage tank sites cleaned up (key)

Short Definition: The percentage of leaking petroleum storage tank sites at which no further corrective action is required, compared to the total population of known leaking petroleum storage tank sites.

Purpose/Importance: This measure provides an indication of the agency's efforts to clean up leaking petroleum storage tank sites relative to the total population of known leaking petroleum storage tank sites.

Source/Collection of Data: This measure uses an agency database maintained by the Remediation Division.

Method of Calculation: Using an agency database maintained by the Remediation Division, the number of leaking petroleum storage tank sites issued "no further action" letters is divided by the total number of reported leaking petroleum storage tank sites, multiplied by 100 to derive a percentage.

Data Limitations: Most "no further action" letters are issued upon a written request from responsible parties and the agency has limited control when these requests are submitted. Therefore, the percentage reported may represent fewer sites than would otherwise actually qualify for "no further action" status.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

4.1 oc 2 Number of Superfund remedial actions completed (key)

Short Definition: The number of state and federal Superfund sites with completed remedial actions since program inception.

Purpose/Importance: This measure reflects long-term agency efforts to clean up Superfund sites.

Source/Collection of Data: Using an automated agency system maintained by the Remediation Division the total number of state and federal Superfund sites since program inception attaining completion of the remedial action is calculated.

Method of Calculation: The total combined number of state and federal Superfund sites with completed remedial actions since program inception. The remedial action is considered complete when a site is deleted from the State Registry or the National Priorities List, upon the completion of construction, or upon documentation that no further action is needed.

Data Limitations: The agency has limited control over the federal Superfund program listings, progression of federal site cleanups and deletions. The progression of sites through the federal Superfund program is directly

related to federal funding issues, scheduling, and the final approval of submittals, which are reviewed by the EPA, Department of Defense and Department of Energy funding issues that are beyond the TCEQ's control also affect the progress of Superfund sites that are federal facilities.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

4.1 oc 3 Percent of voluntary and brownfield cleanup properties made available for redevelopment, community, or other economic reuse (key)

Short Definition: The percentage of voluntary and brownfield properties/sites returned to a productive use within a community.

Purpose/Importance: This percentage provides a measure of the overall efficiency of the VCP to meet the goals of applicants in receiving certificates of completion. The percentage derived is indicative of the trend of the willingness of applicants to voluntarily address their contaminated sites through the VCP and the adequacy of the VCP in meeting the review deadlines necessary for completing property transactions.

Source/Collection of Data: From information collected in a database, adding the total number of certificates of completion issued since the inception of the program and the total number of VCP applications accepted since the inception of the program.

Method of Calculation: The percentage is obtained by dividing the total number of VCP certificates of completion issued since the inception of the program by the total number of VCP applications accepted since the inception of the program, multiplied by 100.

Data Limitations: The TCEQ has no control over the number of applicants who voluntarily enter the VCP. Certificates are issued to applicants when they demonstrate a site has attained a remedy standard. The TCEQ has limited control of when these standards are attained.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

4.1 oc 4 Percent of industrial solid and municipal hazardous waste facilities cleaned up

Short Definition: Percent of industrial solid and municipal hazardous waste facilities cleaned up.

Purpose/Importance: This measure tracks the achievement of final cleanup goals at industrial solid waste and municipal hazardous waste facilities. It evaluates the reduction of the number of contaminated facilities across the state, and is a measure of the protection of human health and the environment.

Source/Collection of Data: The data source is correspondence sent out from the Industrial and Hazardous Waste Corrective Action Program. Correspondence and the facility status are logged in a database maintained by the Remediation Division.

Method of Calculation: The number of facilities with no further action in the Industrial and Hazardous Waste Corrective Action Program is divided by the total number of reported facilities in the program, and then multiplied by 100. The percentage is reported annually, at the end of the fiscal year.

Data Limitations: This measure involves review and approval of documents required by agency orders, permits, and compliance plans, as well as self-implemented cleanup allowed by the regulations. The agency does not have control over the number of cleanup projects, the number of documents submitted, or the types or quality of documentation submitted to pursue self-implemented cleanups.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

4.1.1 Output

4.1.1 op 1 Number of petroleum storage tank self-certifications processed

Short Definition: Number of petroleum storage self-certifications processed.

Purpose/Importance: The measure reflects agency workload in processing PST self-certifications.

Source/Collection of Data: Using an automated agency data system maintained by the Permitting and Registration Support Division, this measure will track the number of owner/operator self-certifications processed in Texas each year.

Method of Calculation: The automated agency systems will be queried for the number of self-certifications processed.

Data Limitations: None identified

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

4.1.1 op 2 Number of emergency response actions at petroleum storage tank sites

Short Definition: The number of leaking petroleum storage tank sites to which a state lead contractor is dispatched to address an immediate threat to human health or safety (e.g., an explosion or fire hazard, vapor impacts to buildings, or surface water impacts).

Purpose/Importance: This measure provides an indication of the number of leaking petroleum storage tank sites that have an emergency situation requiring action by the agency to protect human health or safety.

Source/Collection of Data: Using an agency database maintained by the Remediation Division, the number of leaking petroleum storage tank sites to which a state lead contractor is dispatched to address an emergency situation is tracked.

Method of Calculation: At the end of each quarter, the database is used to arrive at a total number of sites to which a state lead contractor was dispatched to address an emergency situation during that quarter. The total for each quarter is added to the total for any previous quarters during that fiscal year, to come up with a cumulative total of sites addressed during that fiscal year.

Data Limitations: Most response actions to leaking petroleum storage tank emergency situations are performed on a demand basis. Therefore, the number of sites that will require emergency response actions is unpredictable.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Below projections

4.1.1 op 3 Number of petroleum storage tank cleanups completed (key)

Short Definition: The number of leaking petroleum storage tank sites at which no further corrective action is required.

Purpose/Importance: This measure provides an indication of the agency's efforts to clean up leaking petroleum storage tank sites during the reporting period.

Source/Collection of Data: This measure uses an agency database maintained by the Remediation Division.

Method of Calculation: Using an agency database maintained by the Remediation Division, the number of leaking petroleum storage tank sites issued “no further action” letters during the reporting period is calculated.

Data Limitations: Most “no further action” letters are issued upon a written request from responsible parties and the agency has limited control when these requests are submitted. Therefore, since the number of these letters issued during a reporting period is primarily determined by the number submitted by the responsible parties, the reported number may represent fewer sites than would otherwise actually qualify for “no further action” status.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

4.1.1 Efficiency

4.1.1 ef 1 Average days to authorize a state lead contractor to perform corrective action activities

Short Definition: Average number of days for the agency to authorize, through a work order, a state lead contractor to perform corrective action activities at Leaking Petroleum Storage Tank (LPST) sites.

Purpose/Importance: This measure provides an indication of the agency’s efforts to clean up state lead LPST sites.

Source/Collection of Data: This measure uses an agency database maintained by the Remediation Division.

Method of Calculation: Using an agency database maintained by the Remediation Division, the number of state lead work-order proposals received is tracked, the number of days to review and respond to each proposal through issuance of a work order is recorded, and the average response time is calculated for the reporting period.

Data Limitations: None identified

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Below projections

4.1.2 Output

4.1.2 op 1 Number of immediate response actions completed to protect human health and environment

Short Definition: The number of immediate response actions completed to protect human health and the environment.

Purpose/Importance: This measure reflects the number of immediate response actions completed by the Remediation Division in an effort to protect human health and the environment and prevent sites from progressing into the Superfund program.

Source/Collection of Data: Using an agency database maintained by the Remediation Division, this measure will report the total number of incidents where immediate response actions were completed to protect human health and the environment.

Method of Calculation: At the end of a reporting quarter, a program database query will report the number of immediate response actions completed for that quarter. The immediate response action may be completed at the conclusion of field work (e.g., soil excavation); when the site is proposed to the State Registry or National Priorities List (e.g., for private water-well filtration system operation); or when the state participates in cost sharing of a complete response action by a federal agency. Additionally, the fiscal-year cumulative total will be reported each quarter in the year-to-date performance.

Data Limitations: Potential factors affecting this measure may be property access, lack of sites requiring response actions, budgetary or funding constraints, a determination that an incident is not time critical, the magnitude of required response activities, and community involvement.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Below projections

4.1.2 op 2 Number of Superfund site assessments

Short Definition: The number of potential Superfund sites that have undergone an eligibility assessment for either the state or federal Superfund program.

Purpose/Importance: This measure provides an indication of the Remediation Division efforts to prioritize and assess sites under Superfund program eligibility criteria during the reporting period.

Source/Collection of Data: Using an agency database maintained by the Remediation Division, the number of Superfund program eligibility assessments completed are tracked by completion date.

Method of Calculation: At the end of each quarter, a database query is conducted to arrive at a total number of Superfund program eligibility assessments completed during that quarter. The total for each quarter is added to the total for any previous quarters during that fiscal year to determine a cumulative total of eligibility assessments completed during that fiscal year.

Data Limitations: Eligibility assessments are conducted on sites referred to the Site Discovery and Assessment Program by various entities (consisting of but not limited to the U.S. Environmental Protection Agency, TCEQ Enforcement and Field Operations Emergency Response Programs, the State Attorney General's Office, and bankruptcy courts). The number of eligibility assessments that are completed each fiscal year is dependent on the number and complexity of referrals received by the program. Time critical factors may require the diversion of staff resources to immediate response actions rather than assessment activities.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

4.1.2 op 3 Number of voluntary and brownfield cleanups completed (key)

Short Definition: The number of voluntary cleanup and brownfields sites that have attained a remedy standard protective of human health and the environment.

Purpose/Importance: Upon attainment of a remedy standard, a certificate of completion is issued to the applicant for the site which states that all non-responsible parties are released from liability to the state for past contamination. This liability protection provides significant incentives for both site owners/operators and prospective purchasers to voluntarily bring contaminated sites into the Voluntary Cleanup Program (VCP).

Source/Collection of Data: Once a remedy standard is attained and a certificate is issued, certificates of completion are entered into a VCP database maintained by the Remediation Division.

Method of Calculation: The VCP database is queried for the quarterly and cumulative totals of certificates issued for the fiscal year.

Data Limitations: The TCEQ has no control over the number of applicants who voluntarily enter the VCP. Certificates are issued to applicants when they demonstrate a site has attained a remedy standard. The TCEQ has limited control of when these standards are attained.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

4.1.2 op 4 Number of Superfund sites in Texas undergoing evaluation and cleanup (key)

Short Definition: The combined number of Superfund sites in Texas that are undergoing evaluation and cleanup activities in the state and federal Superfund process.

Purpose/Importance: Reflects the combined number of state and federal Superfund sites in Texas that are undergoing remedial investigation, feasibility study, remedial design, or remedial action activities and progressing toward completion of the remedial action and delisting from the Texas Registry and the National Priorities List.

Source/Collection of Data: Using an automated agency system maintained by the Remediation Division, data will be collected to reflect the combined number of state and federal Superfund sites in Texas that are undergoing evaluation and cleanup.

Method of Calculation: Database query

Data Limitations: The agency has limited control over the federal Superfund program listings or the progression of federal site cleanups and deletions. The progression of sites through the federal Superfund program is directly related to federal funding issues, scheduling, and the final approval of submittals, which are reviewed by the EPA, Department of Defense and Department of Energy funding issues that are beyond the TCEQ's control also affect the progress of Superfund sites that are federal facilities. Additionally, the agency cannot accurately predict how many federal sites will be discovered and added to the program during any given year. Since Superfund sites are abandoned or inactive sites, each site is unique and has inherent unknowns (e.g., the nature and extent of the contamination problems) to be investigated before a remedy can be formulated.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

4.1.2 op 5 Number of Superfund remedial actions completed (key)

Short Definition: The combined number of state and federal Superfund sites that completed remedial actions during a reporting period.

Purpose/Importance: Reflects the combined number of state and federal Superfund sites in a reporting period no longer posing an unacceptable risk to human health or the environment due to the completion of remedial actions.

Source/Collection of Data: A program database maintained by the Remediation Division calculates the combined number of state and federal Superfund sites attaining remedial action completion status in a reporting period.

Method of Calculation: A program database query will report the number of state and federal Superfund sites that completed remedial actions for that quarter. The fiscal year cumulative total will be reported each quarter in the year-to-date performance. The remedial action is considered complete when a site is deleted from the State Registry or National Priorities List, upon the completion of construction, or upon documentation that no further action is needed. Completion of remedial action does not include post-completion care of the remedy, such as maintenance of treatment systems and on-site waste containment, long-term groundwater monitoring, or maintenance of site security.

Data Limitations: The agency has limited control over the federal Superfund program listings or the progression of federal site cleanups and deletions. The progression of sites through the federal Superfund program is directly related to federal funding issues, scheduling, and the final approval of submittals, which are

reviewed by the EPA. Department of Defense and Department of Energy funding issues that are beyond the TCEQ's control also affect the progress of Superfund sites that are federal facilities. Since Superfund sites are abandoned or inactive sites, each site is unique and has inherent unknowns that may delay attainment of the projected remedial action completion date.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

4.1.2 op 6 Number of dry cleaner remediation program (DCRP) site assessments initiated

Short Definition: The number of Dry Cleaner Remediation Program site assessments initiated. Site assessments are considered initiated upon the issuance of the first work order on the site.

Purpose/Importance: This measure provides an indication of the agency's efforts to clean up known dry-cleaning facilities contaminated by dry-cleaner solvents.

Source/Collection of Data: The Dry Cleaner Remediation Program database, maintained by the Remediation Division, will contain DCRP site data, including site assessment data.

Method of Calculation: The total number of site assessments initiated by the Dry Cleaner Remediation Program will be determined from the program's database. Quarterly and year-to-date totals will be generated for specific time periods as required by reporting schedules.

Data Limitations: The TCEQ has no control over the number of eligible dry-cleaner sites applying to the Dry Cleaner Remediation Program, since their choice controls the number of sites that enter the DCRP and the completion of tasks necessary to initiate site assessments.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

4.1.2 op 7 Number of dry cleaner remediation program site cleanups completed (key)

Short Definition: The number of Dry Cleaner Remediation Program (DCRP) sites that have had necessary response actions completed through either the removal or control of contamination to levels that are protective of human health and the environment.

Purpose/Importance: This measure reflects the agency's efforts to clean up known eligible dry-cleaning sites contaminated by dry-cleaner solvents.

Source/Collection of Data: The Dry Cleaner Remediation Program database, maintained by the Remediation Division, contains all program applicants and associated dry-cleaner facility data.

Method of Calculation: The DCRP database is queried for the quarterly and yearly totals of DCRP sites that have been issued "no further action" letters.

Data Limitations: The TCEQ has no control over the number of DCRP applications received. Dry-cleaner sites may or may not be deemed eligible for DCRP assessment and cleanup activities. The DCRP is required to investigate the nature and extent of the contamination for each site. Therefore, assessment and cleanup may vary depending on unique site conditions. In addition, the TCEQ is required to give consideration to sites that pose a higher relative risk to human health and the environment.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

4.1.2 Efficiency

4.1.2 ef 1 Average days to process dry cleaner remediation program applications

Short Definition: Texas Health and Safety Code, Chapter 374, mandates that the agency's review and ranking of applications to the Dry Cleaner Remediation Program is not to exceed 90 days.

Purpose/Importance: This measure provides the average number of days for the agency to process Dry Cleaner Remediation Program applications.

Source/Collection of Data: This measure is calculated using the Dry Cleaner Remediation Program database maintained by the Remediation Division.

Method of Calculation: Using the Dry Cleaner Remediation Program database, the number of program applications received is tracked, the number of days to review and rank each application is recorded, and the average review and ranking time is calculated for the reporting period.

Data Limitations: None identified

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Below projections

4.1.2 Explanatory

4.1.2 ex 1 Number of state and federal Superfund sites in post-closure care (O&M) phase (key)

Short Definition: The combined number of Superfund sites in Texas that require state funding for continued operation and maintenance (O&M) activities.

Purpose/Importance: Reflects the combined number of state and federal Superfund sites in Texas that have completed the remedial action process and now require continued state funding to ensure that the remedy remains effective during post-completion care. Activities may include maintenance of treatment systems and on-site waste containment, long-term groundwater monitoring, and maintenance of institutional controls or site security.

Source/Collection of Data: Using an automated agency system maintained by the Remediation Division, data will be collected to reflect the combined number of state and federal Superfund sites that are in a post-closure phase.

Method of Calculation: The sum of the number of state and federal Superfund sites in post-closure care phase, for the reporting period, as determined by a database query.

Data Limitations: None identified

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

4.1.2 ex 2 Number of dry cleaner remediation program (DCRP) eligible sites

Short Definition: The number of Dry Cleaner Remediation Program sites that have been ranked, prioritized, and evaluated for corrective action.

Purpose/Importance: This measure provides an indication of the agency's efforts to clean up known dry-cleaning facilities contaminated by dry-cleaner solvents.

Source/Collection of Data: The Dry Cleaner Remediation Program database, maintained by the Remediation Division, will contain DCRP site data.

Method of Calculation: The total number of eligible Dry Cleaner Remediation Program sites prioritized and added to the DCRP database. Quarterly and year-to-date totals will be generated for specific time periods as required by reporting schedules.

Data Limitations: The TCEQ has no control over the number of eligible dry-cleaner sites applying to the Dry Cleaner Remediation Program, since their choice controls the number of sites that enter the DCRP.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

5.1 Outcome

5.1 oc 1 Percentage received of Texas equitable share of quality water annually as apportioned by the Canadian River Compact

Short Definition: The interstate Canadian River Commission will complete an annual accounting of water stored in each state to determine compact compliance. The accounting of water stored in Texas' reservoirs will be used to determine the percent entitlement of water that Texas receives. Due to recent drought conditions, Texas currently stores approximately 100,000 acre-feet annually. The accounting will be completed during the third quarter of the following fiscal year, and will be for the previous calendar year.

Purpose/Importance: The measure is intended to show the extent to which Texas is receiving its share of waters as apportioned by the compact, and serves as an indicator of New Mexico's compliance with the terms of the compact. Continued performance of less than target could indicate that New Mexico has not met its delivery obligation for that year and Texas did not receive its equitable share. Performance of less than target could result in Texas initiating legal proceedings or action, and can serve as an indicator of increased resource needs to rectify any under-delivery. Occasional intermittent performance of less than target could be the result of lower than normal precipitation conditions. Precipitation conditions will need to be monitored to determine if a compact violation has occurred.

Source/Collection of Data: Annual reports of water storage as presented to the Canadian River Commission at its annual meeting.

Method of Calculation: This measure is calculated by dividing the actual amount of water stored in Texas' reservoirs (primarily Lake Meredith and Palo Duro Reservoir) by 100,000 acre-feet and converting to a percentage. The 100,000 acre-feet is the average amount of water Texas has in storage during recent years and with New Mexico complying with the compact.

Data Limitations: The accounting is for the previous calendar year, therefore information reported in a given year indicates actual performance for the prior calendar year.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

5.1 oc 2 Percentage received of Texas equitable share of quality water annually as apportioned by the Pecos River Compact

Short Definition: Using the water accounting report of the Pecos River Master and approved by the U.S. Supreme Court, water delivered to Texas will be computed. The water received, including any current credits of past over-deliveries of water, will be divided by the actual amount of water New Mexico is required to deliver

under the terms of the compact, as determined by the water accounting report. The accounting of water delivered to Texas is computed during the fourth quarter and will be for the previous calendar.

Purpose/Importance: Measure is intended to show the extent to which Texas is receiving its share of waters as apportioned by the compact, and serves as an indicator of New Mexico's compliance with compact terms. Performance of less than 100 percent in any given year indicates that New Mexico has not met its delivery obligation for that year and that Texas did not receive its equitable share. Performance of less than 100 percent could result in Texas initiating legal proceedings/action, and can also serve as an indicator of increased resource needs to rectify under-delivery.

Source/Collection of Data: Annual water accounting report prepared by the Pecos River Master and approved by the U.S. Supreme Court.

Method of Calculation: Measure is calculated by dividing the actual amount of water received by Texas, including any current credits of past over-deliveries of water (as determined by the annual accounting), by the amount of water New Mexico was required to deliver (as determined by the annual accounting) and converting to a percentage.

Data Limitations: Accounting of water is conducted by the River Master and Supreme Court during the fourth quarter. The accounting is for the previous calendar year; therefore, information reported in a given year indicates actual performance for the prior year.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

5.1 oc 3 Percentage received of Texas equitable share of quality water annually as apportioned by the Red River Compact

Short Definition: Using the reports of the engineering and legal committees of the interstate commission, water shortages to Texas' users will be evaluated. If no shortages exist, Texas has received 100 percent of its equitable share. As used in this measure, "equitable share" is defined as lack of water shortages.

Purpose/Importance: Measure is intended to show whether Texas' users of the Red River have experienced any water shortages. Because the quantity of water of the Red River is plentiful and is usually not an issue, a formal accounting of water deliveries to each state has not yet been initiated by the commission. Due to these factors, at this time it is more meaningful to assess whether needs of Texas' users of the Red River are being met, rather than whether each state is meeting its delivery obligation (as in the measures for the Pecos and Rio Grande). Performance of less than 100 percent in any given year indicates that shortages have been experienced and will serve as an indicator that rules for more reaches must be developed and more formal accounting procedures must be implemented.

Source/Collection of Data: Reports prepared by the engineering and legal committees of the interstate commission.

Method of Calculation: Measure is calculated by determining if there have been any water shortages to Texas' users. Engineer advisors from each state meet annually to discuss water use related to the compact and to identify any shortages.

Data Limitations: The Red River Compact Commission has not initiated formal accounting of water deliveries to each state, therefore "water shortages" is used as a proxy for determining whether Texas has received its equitable share of waters under the terms of the compact. To date, there have been no water shortages and performance has been 100 percent. If shortages occur, and once the commission approves rules for the

basin-wide accounting, a formal water accounting will commence. Reports used in calculating this measure will be completed after the commission's annual meeting, usually in the third quarter. Reporting will be on an annual basis for the previous calendar year.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

5.1 oc 4 Percentage received of Texas equitable share of quality water annually as apportioned by the Rio Grande River Compact

Short Definition: Using the water accounting report prepared by the engineer advisors and approved by the Commission, water delivered to Texas will be computed. The water delivered, including any current credits or debits of past over/under-deliveries allowable under the compact, will be divided by the actual amount of water Colorado and New Mexico are required to deliver under the terms of the compact, as determined by the water accounting report. The accounting of water delivered to Texas is computed during the third quarter and will be for the previous calendar year.

Purpose/Importance: Measure is intended to show the extent to which Texas is receiving its share of waters as apportioned by the compact, and serves as an indicator of Colorado's and New Mexico's compliance with compact terms. Performance of less than target in any given year may indicate that the compact signatories have not met their delivery obligation for that year and that Texas did not receive its equitable share. Performance of less than target could result in Texas initiating legal proceedings/action, and can also serve as an indicator of increased resource needs to rectify under delivery.

Source/Collection of Data: Annual water accounting report prepared by the engineer advisors and approved by the Commission.

Method of Calculation: Measure is calculated by dividing the actual amount of water received by Texas, including any current credits or debits of past over/under-deliveries allowable under the compact (as determined by the annual accounting), by the amount of water the signatory states were required to deliver (as determined by the annual accounting), and converting to a percentage.

Data Limitations: Accounting of water is conducted at the annual meeting (3rd quarter) of the Commission. The accounting is for the previous calendar year, therefore information reported in a given year indicates actual performance for the prior year.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

5.1 oc 5 Percentage received of Texas equitable share of quality water annually as apportioned by the Sabine River Compact

Short Definition: Using the water accounting of water diversions published in the annual report of the Sabine River Compact Administration, the acre-feet of water diverted by Texas will be compared to the historical average for the last five years.

Purpose/Importance: Measure shows whether Texas is receiving its equitable share of quality water from the Sabine River. As used in this measure "equitable share" means that Texas water use, did not exceed the maximum allowed under the compact (i.e., that sufficient water was available to meet the water needs of Texas users). Water quantity on the Sabine is plentiful. Texas and Louisiana may each use 50 percent of the waters,

however, to date neither state uses the full amount to which it is entitled. This measure can also serve to indicate whether diversions are increasing over prior years (indicated when percentage reported exceeds 100 percent), and indirectly, whether the amount of excess water available is diminishing. A sustained increase in water diversions may indicate the need for formal accounting procedures.

Source/Collection of Data: Annual report of the Sabine River Compact Administration.

Method of Calculation: Measure is calculated by dividing the actual amount of water diversion by the historical average of diversions for the last five years.

Data Limitations: The Sabine River Compact Commission has not initiated formal accounting of water deliveries to each state. As a result, amount of water diverted is one of the few indicators (or proxies) available for use in calculating "Percent received of Texas' equitable share." The commission does not control water usage (diversions). Reporting will be on an annual basis for the previous calendar year.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

Historically Underutilized Business Plan

The TCEQ Historically Underutilized Business Plan outlines the agency’s strategic framework for increasing its purchases from historically underutilized businesses (HUBs). A HUB is a for-profit entity that has not exceeded the size standard prescribed by 34 TAC 20.294, and has its principal place of business in Texas. HUBs must be at least 51 percent owned by an Asian Pacific American, African American, Hispanic American, Native American, American woman, or service-disabled veteran, who resides in Texas and actively participates in the control, operation, and management of the entity’s affairs.

Mission Statement

The agency’s procurement mission is to encourage and effectively promote the utilization of HUBs, while ensuring full and equal procurement opportunities for all businesses interested in supplying goods and services. The TCEQ implements its HUB mission through adherence to internal policies adopted in accordance with statutory requirements, strategies to achieve performance goals, and internal and external outreach programs.

Program Staff

The HUB program has two FTEs—a coordinator and an assistant coordinator. The HUB coordinator communicates directly with the executive director; both these FTEs serve as resources for other TCEQ program areas and vendors, and report and respond to oversight entities as required. Their specific

activities may include vendor outreach, educating staff on HUB program requirements, reporting on performance, and helping to ensure contract compliance. All TCEQ staff involved in procurement and contracting are required to implement state and agency HUB requirements, as identified in operating policies and procedures posted agency-wide.

Program Performance, Goals, Objectives, and Strategies

Table C.1 reflects 2016 and 2017 HUB program performance. Following the table are the operational goals, objectives, and strategies that the TCEQ employs in working to meet its HUB-related mission.

Outreach to Vendors

Goal 1. Increase the utilization of HUB-certified vendors through external outreach.

Objective 1.1. Encourage HUB participation through external outreach.

Strategy 1.1.A. Advise vendors, business associations, and others of the agency’s procurement processes and opportunities.

Strategy 1.1.B. Assist service-disabled-veteran-, minority-, and women-owned businesses in acquiring HUB certification.

Strategy 1.1.C. Evaluate the structure of procurements to determine whether additional HUB opportunities could be furthered by initiatives such as segmenting large procurements or offering alternative bonding or insurance criteria.

Table C.1. Agency-Specific HUB Goals and TCEQ Performance

Category	Goals for FYs 2016–2017	Performance		Goals for FYs 2019–2023
		2016	2017	
Commodity Contracts	21.1%	36.3%	28.4%	21.1%
Other Services Contracts	26.0%	38.9%	40.4%	26.0%
Professional Services Contracts	23.7%	14.0%	11.9%	23.7%
Special Trades*	32.9%	1.4%	13.6%	32.9%

* The TCEQ has limited decision-making ability in the Special Trades category. Procurement decisions in this category are primarily vested in the leaseholders.

Strategy 1.1.D. Facilitate mentor-protégé agreements to foster long-term relationships between contractors and HUBs.

Strategy 1.1.E. Conduct outreach activities that foster and improve relationships among HUB vendors, prime contractors, and purchasers.

Outreach to Purchasers and Key Decision Makers

Goal 2. Increase the utilization of HUB-certified vendors through internal outreach and procurement practices and policies.

Objective 2.1. Encourage directors, purchasers, project managers, and other personnel responsible for procurement of goods and services to maximize use of HUBs.

Strategy 2.1.A. Educate agency staff on HUB statutes and rules through online avenues, teleconferencing, and classroom training.

Strategy 2.1.B. Review existing policies and procedures and amend as necessary to encourage HUB utilization.

Strategy 2.1.C. Report HUB utilization data throughout the fiscal year so that each office can keep abreast of its ongoing performance.

SCHEDULE D

Statewide Capital Plan

Schedule D contains the Statewide Capital Planning Chart as prescribed by the Bond Review Board and the Texas Higher Education Coordinating Board. All state agencies are required to complete this capital planning chart for planned projects from fiscal 2019 through fiscal 2023.

The TCEQ submitted one capital project on this chart, the Critical Technology Upgrade Project, an information-resources project with a total cost of \$10,714,000 for the period from September 2018 to August 2023.

Integrated Campus Planning System

Texas Higher Education Coordinating Board

05/17/18

Environmental Quality, Texas Commission on (582)

Capital Expenditure Plan (MP1) Summary Report (Fiscal Years 2019 - 2023) as Reported in FY 2018

Project Name	Building Number	Building Name	Condition	Pri	GSF	E&G	Acres	CIP	Deferred Maintenance to be Addressed	Total Cost	Start Date	End Date
Critical Technology Upgrade Project	All			1	0	0	0		\$0	\$10,714,000	9/2018	8/2023
					0	0	0		\$0	\$10,714,000		

Totals by Project Type

Project Type	Number of Projects	GSF	E&G	Acres	Total Cost
Addition		0	0	0	\$0
New Construction		0	0	0	\$0
Repair and Renovation		0	0	0	\$0
Land Acquisition		0	0	0	\$0
Infrastructure		0	0	0	\$0
Information Resources	1	0	0	0	\$10,714,000
Leased Space		0	0	0	\$0
Unspecified		0	0	0	\$0
Totals		1	0	0	\$10,714,000

Summary of Planned Expenditures by Year

Project Type	2019	2020	2021	2022	2023	Balance	Total Cost
Addition	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Repair and Renovation	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land Acquisition	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Information Resources	\$2,000,000	\$2,814,000	\$1,600,000	\$1,800,000	\$1,200,000	\$1,300,000	\$10,714,000
Leased Space	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unspecified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Totals	\$2,000,000	\$2,814,000	\$1,600,000	\$1,800,000	\$1,200,000	\$1,300,000	\$10,714,000

Totals by Funding Sources

Funding Source	Number of Projects	Total Cost
Auxiliary Enterprise Fund	0	\$0
Auxiliary Enterprise Revenues	0	\$0
Available University Fund	0	\$0
Designated Tuition	0	\$0
Energy Savings	0	\$0
Federal Funds	0	\$0
Federal Grants	0	\$0
General Revenue	0	\$0
Gifts/Donations	0	\$0
Higher Education Assistance Fund Proceeds	0	\$0
Housing Revenue	0	\$0
Lease Purchase other than MLPP	0	\$0
Legislative Appropriations	1	\$10,714,000

Master Lease Purchase Program	0	\$0
Other	0	\$0
Other Local Funds	0	\$0
Other Revenue Bonds	0	\$0
Performance Contracting Energy Conservation	0	\$0
Permanent University Fund	0	\$0
Private Development	0	\$0
Private Development Funds	0	\$0
Revenue Financing System Bonds	0	\$0
Student Fees	0	\$0
Tuition Revenue Bond Proceeds	0	\$0
Unexpended Plant Funds	0	\$0
Unknown Funding Source	0	\$0
Unspecified	0	\$0
Totals		\$10,714,000

SCHEDULE E

Health and Human Services Strategic Plan

This schedule is not applicable to the TCEQ.

Workforce Plan, Fiscal Years 2019–2023

This document is also provided separately to the State Auditor's Office.

Key Factors Facing the Agency

During the next five years, the TCEQ expects challenges as it fulfills its mission and goals. Key economic and environmental factors affecting the agency's workforce include an aging workforce; retention of qualified, experienced employees; and turnover. Economic conditions and high unemployment have previously kept the TCEQ's turnover rate relatively low. Typically, during these climates, working for governmental agencies is perceived as more attractive and applicant pools increase. The competition to recruit and retain highly skilled employees remains a priority. By 2023, 37.7 percent of the TCEQ's workforce will be eligible to retire. To address these factors, the agency must continuously adapt and focus on implementing attractive recruitment and retention strategies to differentiate itself in the increasingly competitive job market.

The ability to compete for highly skilled applicants, particularly in hard-to-fill occupations, will continue to prove critical in our efforts to maintain a diverse and qualified workforce necessary for the agency to carry out its mission. The attractive benefits and retirement

package afforded state employees was altered in 2015 in an effort to address funding shortfalls. These changes will affect our ability to recruit applicants and retain staff.

The TCEQ does not expect significant changes in its mission, strategies, or goals over the next five years, but it does recognize the need to adapt readily to any changes required by legislation. Any new state and federal requirements will be demanding, considering budget and FTE constraints, and will likely point to a need to rely more heavily on program changes, process redesign, and technological advancements.

Retirement and Attrition

The departure of employees due to retirement and other reasons is, and will continue to be, a critical issue facing the TCEQ. Within the next five years, 37.7 percent of the TCEQ's workforce will be eligible to retire, with 20 percent eligible to retire by the end of fiscal 2018.

The TCEQ remains well below the state average of 18.5 percent in turnover for fiscal 2017. The TCEQ experienced turnover at 11.8 percent in fiscal 2017, with voluntary separations, excluding retirement, making up 50.2 percent of total separations. This potential loss of organizational experience and institutional knowledge poses a significant need for continued careful succession planning for key positions and leadership roles.

An ongoing focus on organizational development and training will also be required. Training and mentoring emerged as the primary strategy identified by agency offices to address skill gaps due to retirements, with hiring solutions ranking second.

Table F.1 demonstrates the projected increases in the number of employees eligible to retire from fiscal 2018 through fiscal 2023. The TCEQ estimates that approximately 929 employees (37.7 percent) will become eligible to retire by the end of fiscal 2023. Retirement of the agency's workforce at this level could significantly affect the agency's ability to deliver programs and accomplish its mission.

Table F.1. Projection of TCEQ Employees Eligible for Retirement, FYs 2018–2023

Fiscal Year	Projected Retirements	Percent of Total Agency Headcount (2,570)
2018	515	20.0
2019	599	23.3
2020	674	26.2
2021	755	29.4
2022	847	33.0
2023	929	37.7

Data Source: Texas Uniform Statewide Accounting System, as of 9/8/17.

New and Changing Requirements and Initiatives

New federal and state requirements, as well as internal initiatives, will continue to have an agency-wide impact. Offices may be required to change and modify, eliminate, or add programs, processes, and procedures. Also, to provide more timely data, the agency's use of technology to report and receive information is expanding.

Among other expected program changes, mandates, and initiatives are the following:

- **Accessibility Requirements.** Agency roles and responsibilities under Section 508 are aligned with WCAG 2.0 and will require more time and expertise when creating documents, webpages, and learning content.
- **Central Accounting and Payroll/Personnel System (CAPPS).** The statewide Enterprise Resource Planning project will involve adopting a common statewide system supporting financial, human-resource, payroll, and timekeeping functions.
- **Educational Outreach.** Promoting and providing educational information on Texas' successes in environmental protection encourages all Texans to help keep our air and water clean, conserve water and energy, and reduce waste.
- **Communicating with Elected Officials.** Agency staff strives to effectively communicate technical and complex environmental-quality and natural-resource issues of the agency to the state's leadership, elected officials, stakeholders, and the media. Developing effective working relationships with new members of the state legislature during a time of significant turnover in officeholders is vital to the TCEQ and its executive management, as is providing timely and accurate analysis of legislation affecting the agency.
- **Government Performance and Result Act.** This involves expansion of staff duties resulting from new federal-grant commitments and performance measures through the Government Performance and Result Act, without corresponding increases to the agency's authorized full-time equivalent (FTE) count.
- **Emergency Planning and Community Right-to-Know Act.** The agency will work to maintain a balance between the public's access to information through the Emergency Planning and Community Right-to-Know Act and protection of confidential information due to homeland-security concerns for the Tier II Chemical Reporting Program.
- **Population Growth.** Areas of the state experiencing tremendous growth leads to an increased regulatory universe in the form of business, water, and wastewater infrastructure; waste generation; and air emissions, in addition to urban areas encroaching on previously rural areas. Increased issues and complexity of issues associated with heavy-growth areas create challenges in providing adequate responses to citizen complaints; investigations to determine compliance with applicable air, waste, and water regulations; and education of regulated entities.
- **Increased Regulatory Oversight.** The agency will have investigation needs for an expanding regulatory universe and added complexity of these investigations without corresponding increases to the agency's FTE count. Examples include the following:
 - New roles and duties required to implement the Tier II Chemical Reporting Program.
 - Expanded roles and duties for the revised total chloroform rules (RTCR).
 - Increased issues associated with oil and gas activities that affect air (emission events and complaints, and comprehensive inspections), water (demand on water systems for both public drinking water and wastewater treatment), waste disposal methods, and other on-demand activities.
 - Continued implementation of the investigation-frequency requirements of the PST Energy Act.
 - Aggregate Production Operations (APOs) compliance activities continue to challenge investigation resources.

- Proposed liquefied natural gas plants, if approved, will require additional regulatory oversight in the air, water, and waste programs in the Border and Permian Basin Area.
 - For the Central Texas Area, economic changes have resulted in increased and complex construction activity in the areas covered by the Edwards Aquifer Program.
 - Increased water availability issues related to increasing drought conditions.
- **Updates to Federal Guidance in Relation to Staff Knowledge.** Changes in overall federal guidance related to the Environmental Protection Agency (EPA) and other agencies with ties to the TCEQ will necessitate staff members gaining additional knowledge to understand the changes, and subsequently, be able to audit the subject.
- **Expanding Federal and State Requirements and Initiatives.** The EPA is seeking changes to rules implementing the Safe Drinking Water Act (SDWA) and Clean Water Act (CWA) as well as revising guidelines for implementation of those and other programs. Specific challenges include:
- Expanding and more complex workloads with changing federal and state rules, regulations, and guidance, such as the Revised Total Coliform Rule, pending revisions to the Lead and Copper rules, Small MS4 Remand Rule, and the Dental Amalgam Rule.
 - Providing extensive guidance, technical assistance, and templates to help permittees and stakeholders understand changing, more complex rules.
 - Additional and more complex computer tools required by state and federal regulations such as the eReporting rule, Safe Drinking Water Information System, and the Surface Water Rights Database.
 - Keeping up with new and innovative technologies to assist facilities to identify, reduce, or remove contaminants.
- Aging and deteriorating drinking water and wastewater infrastructure, which adds to the workload due to increased numbers of complaints, requests for technical assistance, and media requests.
 - Drought conditions may continue to affect water resources and increase the cost of water to consumers, which in turn leads to an increase in the number of consumer-assistance requests received from the public; an increase in technical-assistance requests; an increase in the need for emergency approvals, including bond approvals; requests for emergency authorizations and exceptions that require staff to perform expedited technical and engineering reviews; and an increase in review of plans and specifications for innovative technology projects such as direct potable reuse.
 - Working with the EPA to resolve ongoing permitting issues such as temperature, wet-weather operations, and bacteria at industrial facilities.
 - Increased requirements for managing contracts and purchasing.
 - Increased reporting requirements for grants.
 - Implementing new programs, such as aquifer storage and recovery and enforcement of reporting violations of water use and conservation plans.
 - Demand for shorter processing timeframes for permits and authorizations, including change of ownership or water-rights permits, wastewater permits, and review of drinking-water plans and specifications.
 - Water-rights applications becoming more complex due to limited water availability and an increasing demand for water rights.
- **Reduced Funding for Water Programs.** Continued impacts to federal and state budgets have resulted in reduced funding for water programs, including changes to the grant structure and constraints on the use of grant funds.

- **New EPA Standards and Regulations.** The EPA continues to promulgate more stringent air quality standards and rules such as new Maximum Achievable Control Technology (MACT) requirements and lowering National Ambient Air Quality Standards (NAAQS). The new standards and regulations result in significant workload increases, specifically in processing air permit authorizations and the Tax Relief for Pollution-Control Property (Prop 2) Program. It will be necessary for the TCEQ to increase its proactive planning and ensure that employees are provided guidance on how to implement all new federal requirements. The agency will continue to provide feedback and available data that demonstrates any undue regulatory burden associated with the EPA's new and revised air quality standards and rules.
- **State Implementation Plan (SIP).** SIP revision development and coordinating is becoming more complex and the technical requirements are expanding, requiring an intimate knowledge of agency procedures and federal regulations, as well as computing and analytical abilities. This, combined with the constant changes in the air-quality field due to new regulations and new technologies, creates a high need for experienced, knowledgeable staff.

The EPA reviews all NAAQS criteria pollutants on a five-year cycle. It is possible that changes to the NAAQS may result in additional Texas counties being designated as nonattainment within the 2019-2023 timeframe. Each nonattainment area will require SIP revision development, along with potential control strategies specific to the pollutant.

For example, with the recent changes in the ozone standard, two SIP revisions for the 2015 8-hour ozone standard due in 2019/2020, and potentially multiple SIP re-designation requests or revisions for the 2008 ozone standard resulting from recent court rulings will affect the SIP. Also, transport and infrastructure SIP revisions

specific to each revised criteria pollutant will also be due within three years of promulgation of the revised NAAQS.

In addition to these SIP revisions, Texas is expected to continue to develop maintenance plans for certain criteria pollutants to show how an area will maintain its attainment status. The EPA's current review schedule for criteria pollutants is: primary nitrogen dioxide (NO₂) in 2018, primary sulfur dioxide in 2019, particulate matter (PM) in 2022, and secondary NO₂ and secondary SO₂ in 2022. The schedule for the next review of lead, carbon monoxide, and ozone is not known at this time.

- **Regional Haze SIP.** The agency will also be developing a Regional Haze SIP for the Guadalupe Mountains and Big Bend national parks for visibility protection. In Texas, the pollutants influencing visibility are primarily NO_x, SO₂, and PM. Regional Haze program requirements include a SIP to be due in 2021, 2028, and every 10 years thereafter, through 2064, and progress-report letters to the EPA in 2023 and every five years thereafter, to demonstrate progress toward the visibility goal.
- **Emissions Banking and Trading.** Emissions Banking and Trading will continue to be a workforce issue with existing and new nonattainment areas and the need for additional emission-reduction credits for offsets. There has been an increased interest in area- and mobile-source credit generation that will increase the demands placed on employees.
- **Texas Emission Reduction Plan (TERP) Program.** The workload demands for TERP continue to increase due to the additional 1,000 to 1,500 contracts that enter the monitoring portion of the program each biennium. These contracts are added to the over 10,000 contracts that are currently being monitored by the program.
- **Volkswagen State Environmental Mitigation Trust.** Gov. Greg Abbott has selected the TCEQ as the lead agency responsible for the administration

of funds received from the trust. The agency will administer the grant program distributing a minimum of \$209 million for projects that reduce NO_x in the environment. In general, the trust funds must be spent within ten years.

- **National Ambient Air Quality Standards.** As national ambient air quality standards are revised, accompanying revisions to federal requirements for air monitoring related to those standards could dictate changes in the number of monitors, monitoring locations, or monitoring methods across Texas' network. This could result in an increase to division workloads related to deployments, maintenance, operations, data verification, etc.
- **Expedited Permitting Program.** Implemented in November 2014, this program allows applicants to request an expedited review of an application filed under 30 TAC, chapters 106, 116, or 122. The challenge for the TCEQ is the limited number of experienced technical employees. The air program requires additional resources through employee overtime or contract labor to review projects designated as expedited.
- **Recycling Programs.** There is renewed legislative and external-stakeholder interest in market-development activities for recyclable materials. This includes new statutory manufacturer stewardship or recycling programs for products such as other electronics, paint, and alkaline batteries. We are also seeing a potential statutory expansion of current television and computer-equipment recycling programs in response to market changes.
- **RCRA Funding Reduction.** The EPA is continuing the 14-percent reduction in funding for Texas' Resource Conservation and Recovery Act (RCRA) programs, from \$8.5 million in 2015 to \$7.28 million in 2020.
- **Scrap Tire Program.** The Scrap Tire Program will continue to evaluate possible disposal and recycling avenues for scrap tires located across the state with the funding available.

- **Expiration of Dry Cleaner Remediation Program.** The agency will prepare for the expiration of the Dry Cleaner Remediation Program in 2021.
- **Low-level Radioactive Waste Facility.** The agency will coordinate and communicate with on-site resident inspectors at the state's low-level radioactive waste disposal facility.
- **On-site Sewage Facilities and Landscape Irrigation Programs.** The agency will do increased outreach to the regulatory communities about the On-site Sewage Facilities and Landscape Irrigation programs to support current and proposed regulatory requirements.

Information Technology

To maintain and enhance the agency's level of service, respond to increasing customer demands and expectations, and implement legislative changes, the TCEQ must prepare for several issues in the area of information technology (IT). They include:

- **Critical Technology Upgrade.** The agency is committed to major projects that will require expansive software and database skills. A primary focus will be the Critical Technology Upgrade (CTU) project—legacy applications core to the agency's mission will be upgraded with a contemporary platform over multiple biennia.
- **DIR/DCS Technology Requirements.** As a mandated Data Center Services (DCS) customer, the agency is required to maintain a posture of no more than one release prior to the current version for software. Additionally, the agency faces increased cost if server hardware is not "refreshed" at the designated interval. When software is upgraded or hardware is refreshed, application developers must test application code and remediate it as needed. While this practice is recommended for security reasons, it increases the maintenance overhead for application-development staff. As staff prioritizes time to maintain compliance with DCS standards, less time is available to modify or

build applications to meet the program areas' business needs.

- **Information Security.** Increasingly, legislation addresses policies and practices regarding information security. House Bill 8, 85th Legislative Session, mandates bi-annual security-risk assessments and elevated vulnerability testing for applications that process personally identifiable or confidential information. Retaining staff with the necessary expertise is an ongoing challenge in a field with high demand and escalating pay.
- **Increasing Technological Demands.** The agency is faced with demands applicable to internal and external stakeholders or users with expectations to maintain and improve online access and navigation to more information through increasing and varied access points, such as mobile devices, collaboration tools, and social media. This involves continued site restructuring and the use of analytics, metadata, and usability studies to adequately support emerging web-design and organization trends.
- **Increased Need for Digital Content.** There is a need to deliver more digital content for use on TCEQ websites—training, public education, and other informational content. Content must be produced in HD (high-definition), as SD (standard definition) fades away. Time spent on meeting accessibility requirements for video content will increase as the agency's video production increases.
- **IT Components for New Regulatory Programs.** New regulatory programs routinely require IT components to be developed and supported; the agency is providing more data and expanding the use of technology for reporting information and receiving authorizations. To implement the flow of electronic information between the regulated community and the public, business processes must be analyzed and documented. The agency's program areas will need to develop proficiency in analysis and design to facilitate implementation. The

challenge will be to ensure that staff is capable of building and using these tools effectively and efficiently.

- **Database Management.** Modifying, maintaining, expanding, and/or automating existing database, reporting, and storage capabilities, as well as new initiatives to allow greater public access to agency records, will require large commitments in funding and manpower resources.
- **Information Technology Skill Sets.** Keeping the skill levels of employees up to speed with constantly changing web and related technology, including advocating for increased skill sets around the agency, remains a challenge.
- **Environmental Compliance Technology.** In response to an increased demand for real-time data, additional staff will require training on applicable technology in the areas of environmental and compliance monitoring.
- **Online Access and Navigation.** Maintaining and improving online access and navigation (both internal and external) allows for quick dissemination of information to large groups, both in "real time" and customized, through increasing and varied access points, such as mobile devices, collaboration tools, and social media. This includes restructuring to adequately support content management.
- **Database Integration.** The TCEQ's Authorization and Remediation Tracking System (ARTS) database, CCEDs, Central Registry, and PARIS are being tapped to flow data electronically to the EPA National Environmental Information Enterprise Network (NEIEN). The EPA is seeking changes to rules implementing the Safe Drinking Water Act (SDWA) and Clean Water Act (CWA), as well as revising guidelines for the implementation of those programs.
- **Improvement and Transparency in Data Management.** There is a need for continued improvement and transparency in the agency's capabilities in electronic reporting,

data handling, and data management, including continued maintenance and enhancement of the Consolidated Compliance and Enforcement Data System (CCEDS).

- **Implementing IT Goals.** Skills are needed to implement the four primary IT goals in the Information Strategic Plan:
 - Improve internal and external access to information.
 - Promote effective and efficient service delivery.
 - Enable strategic management of information.
 - Support a high-performing, next-generation workforce.
- Equipment, technology, and training resources are not sufficient to maintain competencies and improve efficiencies. The agency will continue to monitor funding and examine program efficiencies, monitor and manage staff workloads, and evaluate the need for projects as funding reductions affect the agency.

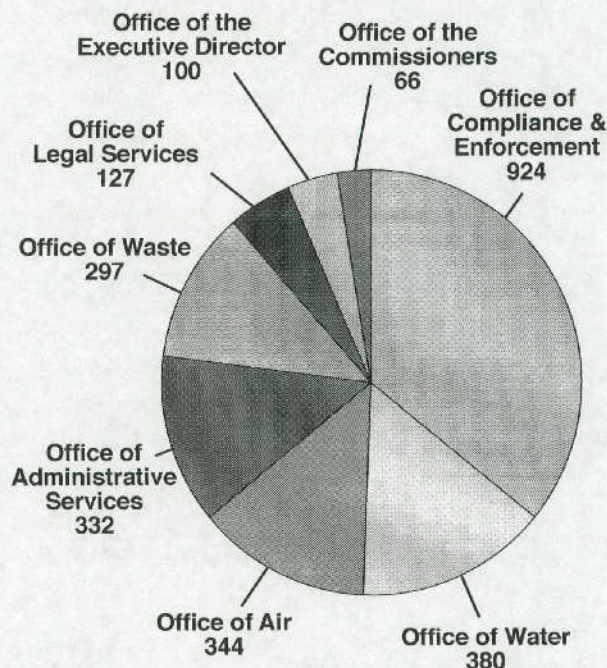
Current Workforce Profile (Supply Analysis)

In fiscal 2017, the TCEQ employed a cumulative total of 2,570 employees, which includes 301 separated employees. The following chart (Figure F.1) summarizes the agency workforce by office. The totals indicate an actual head count of employees, not full-time equivalents (FTEs), and do not include contractors or temporary personnel.

Location of Employees

As of Aug. 31, 2017, 756 employees—or 29.4 percent of the total workforce—were located throughout the 16 regional offices (see Figure F.2). In an effort to facilitate delivery of the agency’s services at the point of contact and to increase efficiencies, 119 of these employees (4.6% of the total workforce) were matrix-managed staff who worked in regional offices, but were supervised from the Central Office.

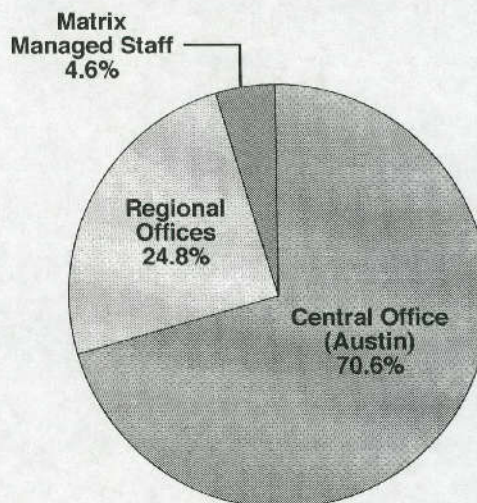
Figure F.1.
TCEQ Employees by Office, FY 2017



Note: Data includes separations.

Data Source: Texas Uniform Statewide Accounting System, as of 8/31/17.

Figure F.2.
TCEQ Employees by Location, FY 2017



Data Source: Texas Uniform Statewide Accounting System, as of 8/31/17.

Workforce Demographics

Figures F.3 and F.4 illustrate the agency’s workforce during fiscal 2017. Blacks and Hispanics constituted 28.3 percent of the agency’s workforce, with other ethnic groups representing over 7 percent. The available Texas labor force for Blacks is 11.8 percent; for Hispanics, it’s 36.8 percent. This reveals an under-utilization of over 18 percent for Hispanics.

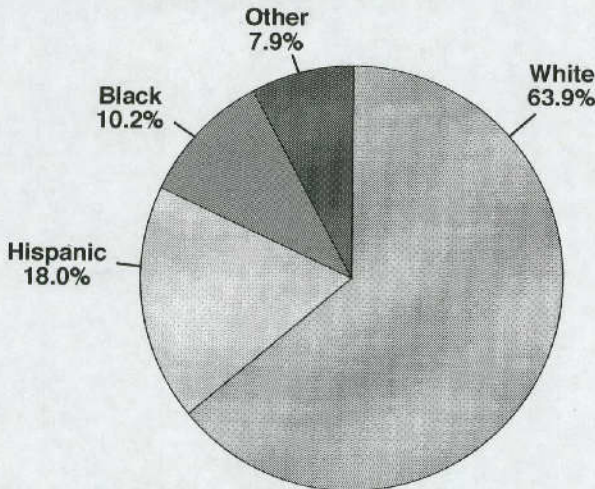
In fiscal 2017, the TCEQ workforce was 47.7 percent male and 52.3 percent female. These percentages indicate a small change from the last reporting period of fiscal 2015 (males, 47.5%; females, 52.5%). The available Texas labor force for males is 55 percent; for females, it’s 45 percent. This is a 7.5 percent under- and over-utilization, respectively, in these categories.

The TCEQ Workforce Compared to the Available Texas Civilian Labor Force

The TCEQ workforce comprises four employee job categories, as established by the Equal Employment Opportunity Commission (EEOC). These categories are: Official/Administrator, Professional, Technical, and Administrative Support.

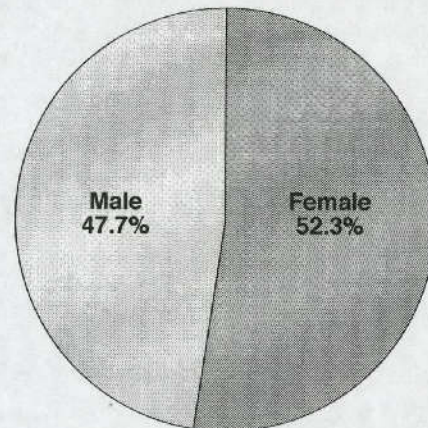
Table F.2 and figures F.5, F.6, and F.7 compare the agency workforce as of Aug. 31, 2017, to the available statewide civilian labor force as reported in the 2015–2016 *Equal Employment Opportunity and Minority Hiring Practices Report*, a publication of the Civil Rights Division of the Texas Workforce Commission. This table reflects the percentages of Blacks, Hispanics, and females within the available statewide labor force (SLF) and the TCEQ workforce. Although minorities

Figure F.3.
TCEQ Employees by Ethnicity, FY 2017



Data Source: Texas Uniform Statewide Accounting System, as of 8/31/17.

Figure F.4.
TCEQ Employees by Gender, FY 2017



Data Source: Texas Uniform Statewide Accounting System, as of 8/31/17.

Table F.2. TCEQ Workforce Compared to Available Statewide Labor Force, 8/31/17

EEOC Job Category	Black		Hispanic		Female	
	SLF	TCEQ	SLF	TCEQ	SLF	TCEQ
Official/Administrator	7.4%	7.7%	22.1%	11.6%	37.4%	42.5%
Professional	10.4%	7.2%	19.3%	16.6%	55.3%	47.4%
Technical	14.4%	11.1%	27.2%	18.5%	55.3%	22.2%
Administrative Support	14.8%	22.4%	34.8%	27.1%	72.1%	82.4%

Data Source: Texas Uniform Statewide Accounting System, as of 8/31/17.

and females are generally well represented at the TCEQ, the agency's ability to mirror the available statewide labor force remains difficult.

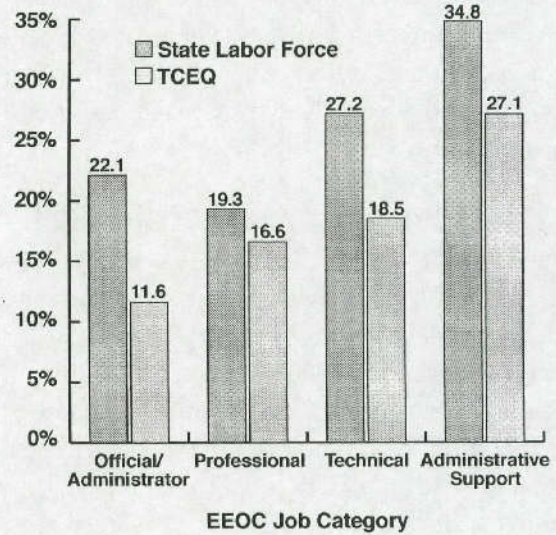
Compared to fiscal 2015, the SLF percentages increased for Blacks in the Technical, Administrative Support, and Official/Administrator job categories. While the SLF percentages increased for Blacks in the Technical category, the TCEQ continues to experience difficulty in mirroring the SLF. Consistent with the SLF decrease in the Professional category, the TCEQ's representation of Blacks in this category also decreased and the agency continues to be under-represented.

While the Hispanic SLF percentages increased, the TCEQ remains under-represented in all job categories for Hispanics.

The female SLF percentages increased significantly in the Technical job category; however, the agency remains under-represented by 33 percent. Females within the agency are under-represented in the Professional job category, and are well represented in the Administrative Support and Official/Administrator job categories. The agency continues to strive to

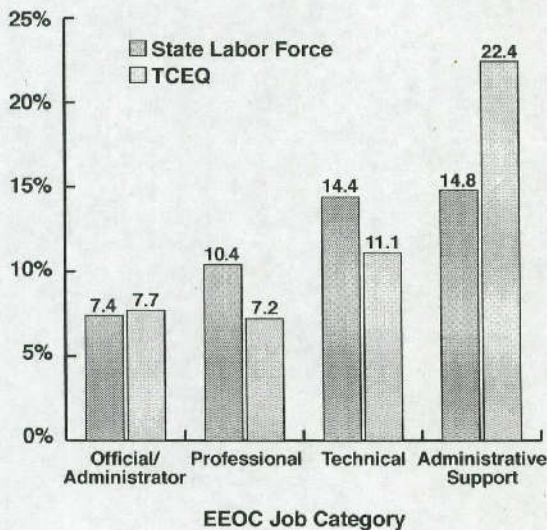
employ a labor force representative of the available Texas workforce.

Figure F.6.
TCEQ Hispanic Workforce Compared to Available Statewide Hispanic Labor Force, FY 2017



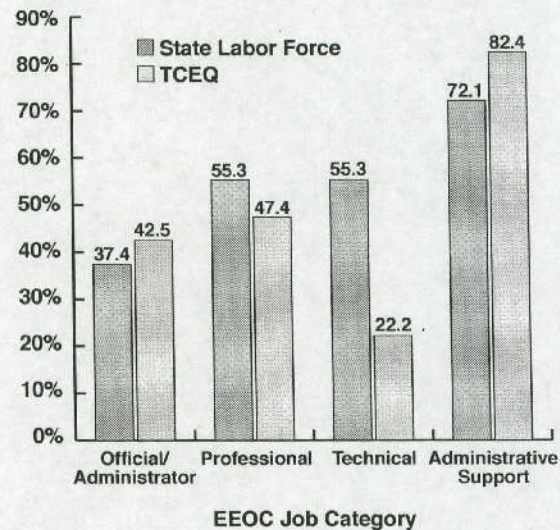
Data Source: Texas Uniform Statewide Accounting System, as of 8/31/17.

Figure F.5.
TCEQ Black Workforce Compared to Available Statewide Black Labor Force, FY 2017



Data Source: Texas Uniform Statewide Accounting System, as of 8/31/17.

Figure F.7.
TCEQ Female Workforce Compared to Available Statewide Female Labor Force, FY 2017



Data Source: Texas Uniform Statewide Accounting System, as of 8/31/17.

Workforce Qualifications

The TCEQ employs a highly qualified workforce in a variety of program areas, performing complex and diverse duties. Strong employee competencies are critical to meet program objectives and goals.

Over 18 percent of the TCEQ’s job classifications require a bachelor’s degree (see Figure F.8). Another 47 percent require a degree; however, related experience may substitute for this requirement. The remaining positions do not require a degree—they constitute 35 percent of the agency’s workforce.

Workforce Profile by Job Classification

Although over 75 percent of the agency’s employees are categorized as Officials/Administrators and Professionals, the work fulfilled by TCEQ employees is diverse, requiring the use of over 300 job classifications and sub-specifications. Figure F.9 represents the ten most frequently used job classification series in fiscal 2017.

In fiscal 2017, the TCEQ supplemented its workforce with 24 contracted staff to provide vital program support, manage workloads, and perform

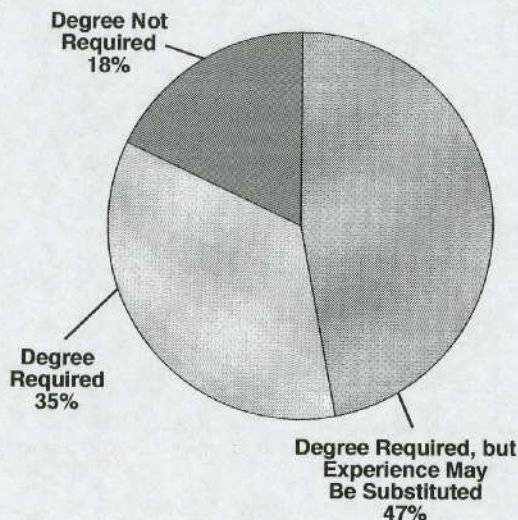
various information technology functions as a means of meeting agency goals and objectives.

Employee Turnover

TCEQ turnover consistently remains below statewide turnover. In fiscal 2017, for example, the statewide turnover rate was 18.5 percent, in comparison to the TCEQ’s turnover rate of 11.8 percent (see Figure F.10). This can be attributed to the agency’s recruitment and retention efforts.

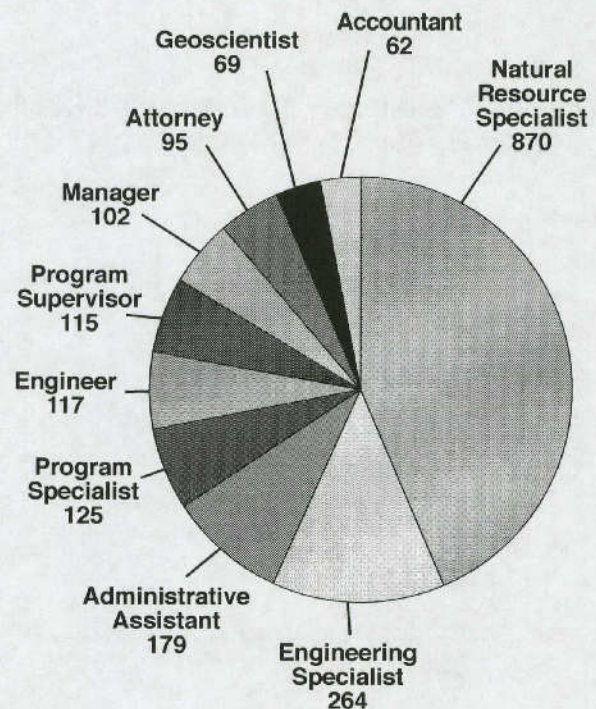
Recruitment and retention of qualified staff is critical to the ability of the agency to effectively carry out its objectives. It is imperative that quality replacements be found, trained, and retained. Certified and licensed staff are highly marketable outside of the agency, which results in turnover and lower

Figure F.8.
Education Requirements of TCEQ Employees, FY 2017



Data Source: Texas Uniform Statewide Accounting System, as of 8/31/17.

Figure F.9.
TCEQ Employees by Job Classification Series, FY 2017



Data Source: Texas Uniform Statewide Accounting System, as of 8/31/17.

experience levels in the remaining staff. Ensuring that agency salaries are competitive with other state agencies using similar skill sets continues to be a challenge.

See Figures F.11 and F.12 for additional information about the average tenure of the TCEQ workforce.

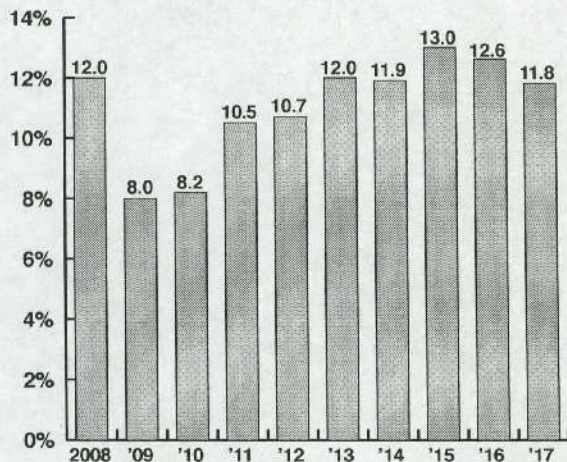
Future Workforce Profile (Demand Analysis)

The TCEQ carries out its mission through broad and diverse activities. These activities require that employees demonstrate a high level of proficiency in a variety of critical skills, also referred to as competencies. Table F.3 is a listing of sets of critical “competencies” that have been identified as the skill sets necessary to accomplish the agency’s mission.

The agency continues to emphasize and support workforce and succession planning. This process involves building a viable talent pool that contributes to the current and future success of the agency, including the need for experienced employees to mentor and impart knowledge to their potential successors. Such initiatives will enable the agency to

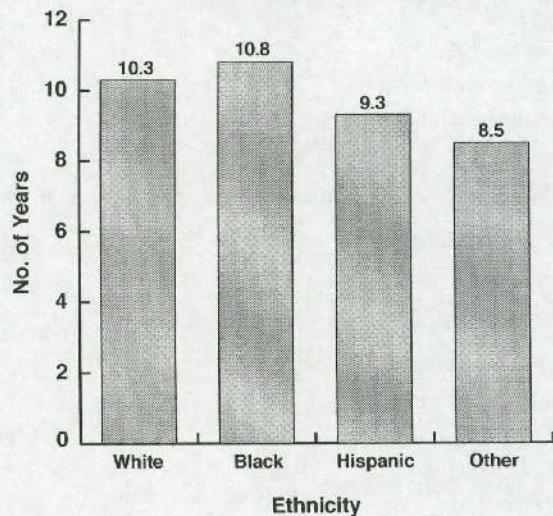
identify the skills, knowledge, and abilities needed to maintain our organizational excellence and to strengthen the skills of up-and-coming staff.

Figure F.10.
TCEQ Employee Turnover Rate, FYs 2008–2017



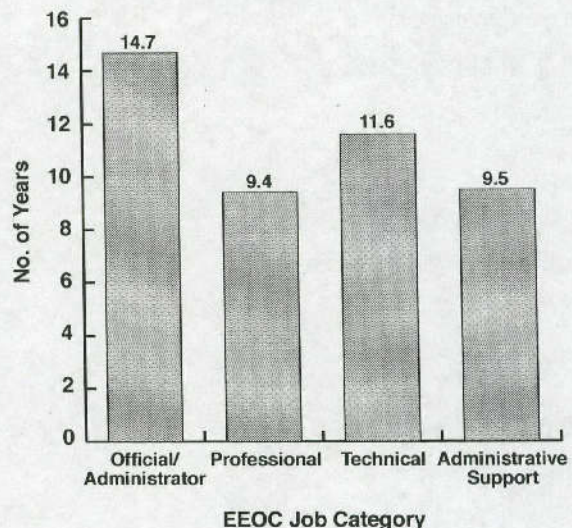
Data Source: Texas Uniform Statewide Accounting System, as of 8/31/17.

Figure F.11.
TCEQ Employee Average Tenure by Race, FY 2017



Data Source: Texas Uniform Statewide Accounting System, as of 8/31/17.

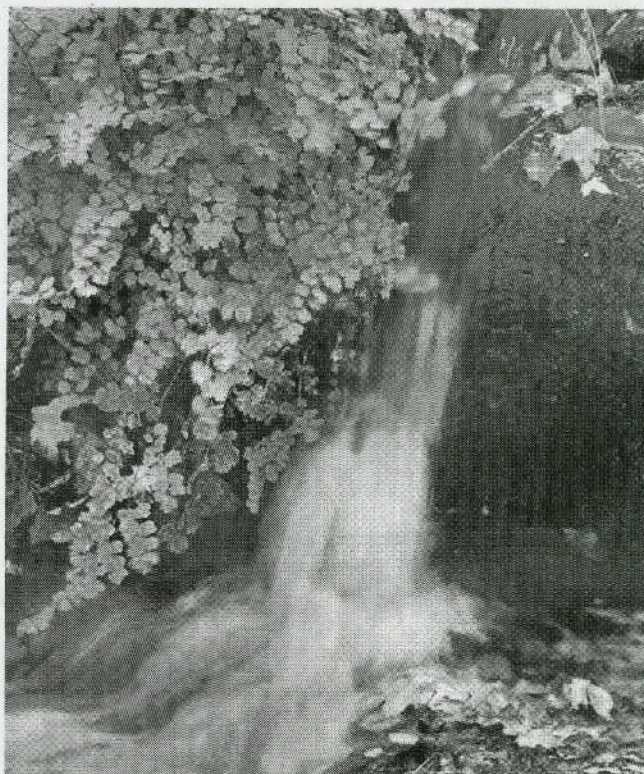
Figure F.12.
TCEQ Employee Average Tenure by EEOC Job Category, FY 2017



Data Source: Texas Uniform Statewide Accounting System, as of 8/31/17.

Table F.3. Critical Workforce Competencies within the TCEQ Offices

<p>Administrative Support</p> <ul style="list-style-type: none"> Computer skills Mail processing Record keeping <p>Communication</p> <ul style="list-style-type: none"> Customer service Cultural awareness Marketing and public relations Teamwork Translating technical information into layperson's terms Oral – public speaking and presentation Written – composition and editing <p>Financial Management</p> <ul style="list-style-type: none"> Contract management Financial administration Grant management <p>Information Development & Management</p> <ul style="list-style-type: none"> Accessibility Computer-assisted tools Database development, management, and integration Electronic reporting Graphic design Software proficiency Web development and maintenance <p>Management/Leadership</p> <ul style="list-style-type: none"> Building effective teams Delegation Facilitation Interpersonal skills Managerial courage Mentoring Performance management Strategic planning <p>Problem Solving</p> <ul style="list-style-type: none"> Analysis Critical thinking Decision making Innovation 	<p>Project Management</p> <ul style="list-style-type: none"> Coordination Managing multiple priorities Organizing Planning Quality analysis and process improvement <p>Technical Knowledge <i>(may be unique to a certain program area)</i></p> <ul style="list-style-type: none"> Agency policies, procedures, and programs Auditing skills Litigation skills Local, state, and federal laws, rules, and regulations Inventory management Policy analysis and development Regulation analysis and development Research Specialized technical knowledge Statistical analysis Technical analysis
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The agency strives to compete in the marketplace for certain disciplines, such as science and engineering. The predominant occupations used at the TCEQ—such as environmental engineer, scientist, and geoscientist—require STEM (science, technology, engineering, and math) degrees.

The Texas Workforce Investment Council reported that job growth in STEM occupations through 2024 is promising: approximately 80 percent of the fastest-growing occupations are in STEM fields. According to the U.S. Department of Commerce, employment in STEM occupations grew much faster than employment in non-STEM occupations over the last decade (24.4 percent versus 4.0 percent, respectively), and STEM occupations are projected to grow by 8.9 percent from 2014 to 2024, compared to 6.4 percent growth for non-STEM occupations.

STEM occupations command higher wages, earning 29 percent more than their non-STEM counterparts. This makes it difficult to recruit and retain staff in the STEM job fields. The occupations with the fastest growth in upcoming years—such as

statisticians, software developers, and mathematicians—all call for degrees in STEM fields.

The ability to recruit people with information-technology skills will also be essential. The Bureau of Labor Statistics states that seven out of the 10 largest STEM occupations are related to computers. The largest group of STEM jobs is within the computer and math fields, which account for close to half (49 percent) of all STEM employment. Information-security analysts are projected to have faster-than-average job growth, at 36.5 percent, with computer-systems analysts, software developers, and web developers maintaining a high profile as fast-growing occupations in Texas and elsewhere.

Gap Analysis

Each office within the TCEQ analyzed the anticipated need for each competency and the possible risk associated with the skill being unavailable over the next five years. Competencies that are “at risk” are indicated in Table F.4, prioritized by “low,” “medium,” or “high,” reserving the “high” designation for those gaps that will require action to address them.

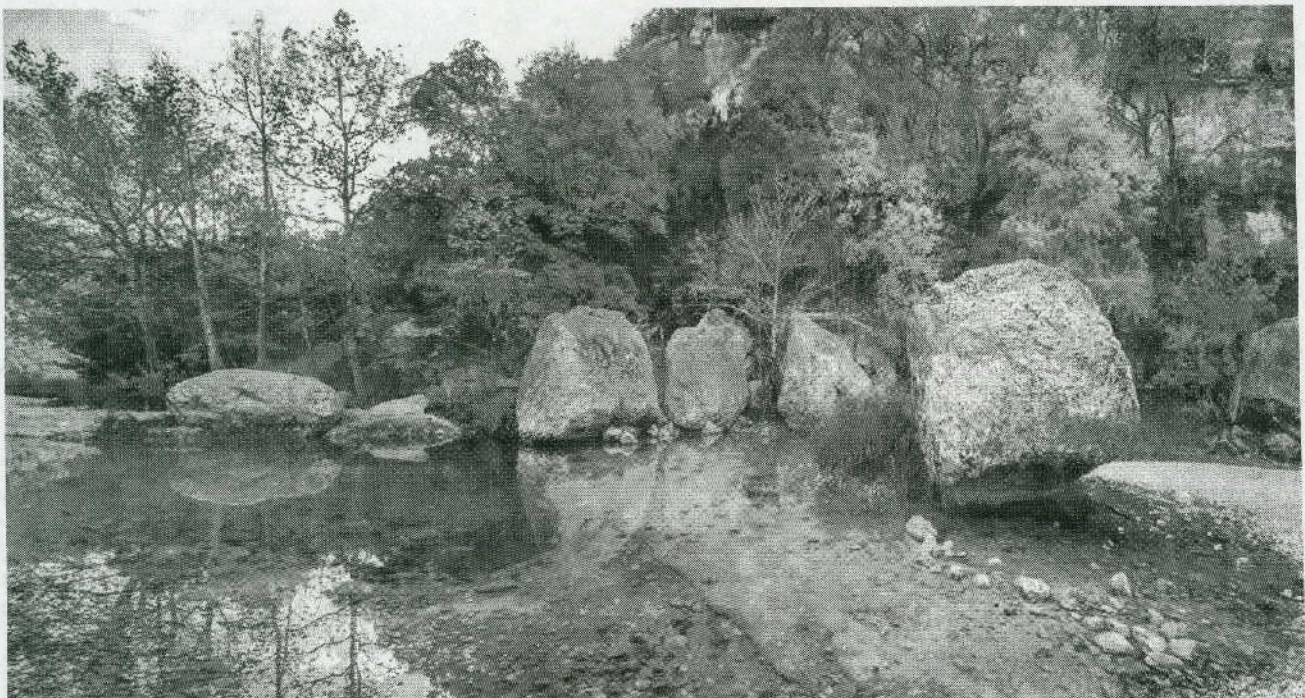


Table F.4. Competency Checklist and Gap Analysis

LEGEND										
CO – Office of the Commissioners ED – Office of the Executive Director		OAS – Office of Administrative Services OCE – Office of Compliance & Enforcement		OLS – Office of Legal Services OA – Office of Air			OOW – Office of Waste OW – Office of Water			
Skill Category	Skill	CO	ED	OAS	OCE	OLS	OA	OOW	OW	
Administrative Support	Computer skills			High						
	Mail processing									
	Record keeping									
	Other: Document reproduction services (OAS)									
Communication	Customer service									
	Cultural awareness									
	Marketing and public relations									
	Teamwork									
	Translating technical information into layperson's terms			Med			Med			
	Oral: Public speaking and presentation			Med						
	Written: Composition and editing			Med						
	Other: Public participation, publications (OA)						Med			
Financial Management	Contract management						Med		High	
	Financial administration				High		Med		High	
	Grant management				High		Med		High	
Information Development & Management	Accessibility			High						
	Computer-assisted tools	Med		Med			Med		High	
	Database development, management, and integration	High		High	High		High		High	
	Electronic reporting			Med	High		Med		Med	
	Graphic design				Low					
	Software proficiency			Med			Med		High	
	Web development and maintenance			Med					Med	
	Other: Crystal Report development (OAS)			Med						
Management/ Leadership	Building effective teams			Med						
	Delegation									
	Facilitation			Med						
	Interpersonal skills									
	Managerial courage	High		Low						
	Mentoring	High		High	High		Med			
	Performance management						Med			
	Strategic planning			Med			Med		Med	

continued on next page

Table F.4. Competency Checklist and Gap Analysis (continued)

Skill Category	Skill	CO	ED	OAS	OCE	OLS	OA	OOW	OW
Problem Solving	Analysis			High			Med		Low
	Critical thinking			Med	Med		High		Med
	Decision making			Med	Med		Med		High
	Innovation	Low		Low			High		Med
Project Management	Coordination			Med					
	Managing multiple priorities			Med					Med
	Organizing			Med					
	Planning			Med					
	Quality analysis and process improvement	Low		Med	High		High		Med
Technical Knowledge (may be unique to a certain program area)	Agency policies, procedures, and programs	Med			Med		Med		Med
	Auditing skills	High		Med	Med				Med
	Litigation skills								
	Local, state, and federal laws, rules, and regulations				Med		Med		Med
	Inventory management								
	Policy analysis and development				Low		Med		High
	Regulation analysis and development			Low	Med		Med		High
	Research						Med		
	Specialized technical knowledge	High		High	High		High	High	High

Strategy Development

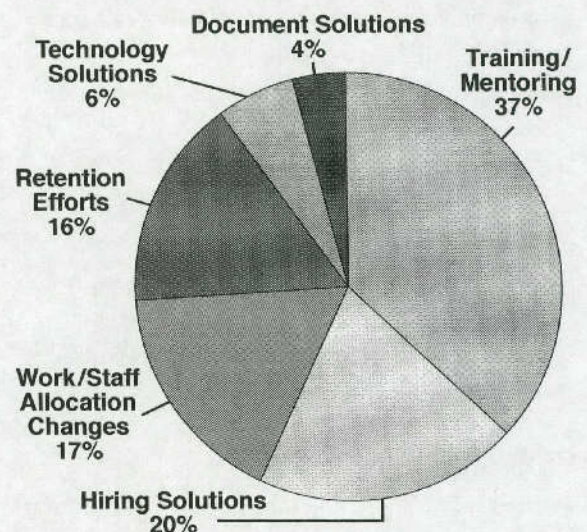
The TCEQ anticipates implementing key strategies, which are discussed in the following sections, to address expected skill gaps. Figure F.13 displays the strategies that were identified by agency offices.

As in past assessments, Training and Mentoring will be the primary focus, followed by Hiring Solutions, to ensure that the TCEQ aligns appropriate personnel with the necessary skill sets to fulfill the agency’s core functions. The use of strategies as indicated below reflects the fact that there is a critical need to continue developing current staff skills, while also developing future workforce skills.

Some of the specific strategies mentioned by agency offices are:

- Increase recruiting efforts to attract qualified engineers and water chemists and scientists.

Figure F.13. TCEQ Strategies to Address Skill Gaps



Data Source: Office Workforce Plan, TCEQ, March 2018.

- Ensure that agency salaries are competitive with other government agencies that have similar positions (i.e., city, county, state, and federal agencies).
- Obtain the equipment, technology, and training necessary to maintain a competent workforce within budgetary constraints.
- Participate in recruiting and training efforts as turnover of staff due to retirement and economic issues creates loss of knowledge and skills in critical program areas.
- Provide opportunities for management and technical experts to mentor, train, or facilitate on a regular basis.
- Recruit and retain staff with critical skill sets to ensure quality control in managing data functions and modifying processes to meet demands.
- Develop viable options to recruit, obtain access to, contract with, or train staff in critical-needs areas.
- Seek transition positions to allow new junior, interim, or training positions until full technical positions become available through attrition or retirement.
- Continue to document processes and procedures for core functions and produce guidance documents to record the protocol used for specialized decision-making.
- Develop tools (checklists, flow diagrams, guidance documents, desktop tools) to assist staff and the regulated community.
- Assign staff to special projects to increase their knowledge base.
- Assign backups to positions where medium and high gaps are identified and include these responsibilities on the backup's performance plan.
- Hold peer-review meetings to discuss common areas of concern and to ensure consistency in the processing of approvals, applications, permits, and authorizations.

Training and Mentoring

It is evident that mentoring, job shadowing, on-the-job training, and cross-training will continue to be critical to maintaining institutional knowledge and technical

expertise as well as to developing and enhancing critical workforce competencies. This will allow less-tenured staff to work with senior subject-matter experts, with the goal of developing and sharpening specific skills. It is also vital that the TCEQ provide quality training and professional-development opportunities that focus on agency and division critical skills, competencies, and technical requirements for all employees. Staff should be afforded the opportunity and encouraged to attend training that promotes professional development.

As agency resources are limited, the Human Resources and Staff Services (HRSS) Division is asked to enhance technical and leadership training, while maximizing training dollars. As an attempt to accommodate budget constraints, the agency utilizes internally developed classes and online training, as well as subject-matter-expert (SME) offerings that are free to the agency, whenever possible. In addition, the agency has increased the use of video teleconferencing (VTC) when appropriate, to save travel funds.

Hiring Solutions

While the agency has limitations on FTE levels, offices may address these constraints by realignment, the elimination of unnecessary programs, and documenting and streamlining business processes to maintain a consistent level of regulatory oversight and customer service. Offices will pursue hiring above the entry level for jobs that are hard to fill due to the competitive market base. In addition, the continuation of internship programs has proven to be a successful avenue for hiring employees that have an interest and experience in environmental work.

The TCEQ has a commitment to employing a qualified and diverse workforce. The recruitment program maintains a strong diversity focus and is committed to building a quality workforce. Recruitment events are regularly planned to target qualified ethnic minority and female candidates. The increased recruitment efforts necessitate a continued presence at events, while operating within limited agency resources.

The TCEQ will continue to analyze hiring practices and determine opportunities for enhanced

workforce diversity through usage of the Express Hire Program at diversity-focused events and predominantly minority colleges and universities. This program allows hiring supervisors to identify and hire qualified applicants for job vacancies on the spot at recruiting events. A final review of the applicant's qualifications, along with other hiring requirements, is conducted later.

Hiring supervisors also have the benefit of utilizing the agency's Transitions Hiring Program, which provides a diverse applicant pool to expedite hiring for entry-level positions requiring a degree. Recruiters actively recruit at colleges and universities and at professional events throughout the state. Hiring supervisors have access to a pool of graduating or recently graduated college students from diverse backgrounds for professional entry-level positions.

Retention Efforts

Retention of qualified staff remains a continuing challenge in a competitive market. Offices plan to retain individuals who possess essential competencies by providing opportunities for increased responsibility (promotions) and salary enhancements to recognize and reward exceptional performance. The TCEQ will also continue to provide developmental opportunities for employees to focus on critical skills, competencies, and technical requirements needed by the agency. It is vital to develop employees to offset potential losses in staff with technical expertise, institutional knowledge, and management experience.

Other retention strategies will include the continued use of recognition, administrative-leave awards, and flextime or other alternative work-hour schedules to support a more flexible and mobile workforce. In addition, HRSS administers employee programs to

promote the health, well-being, and education of employees, and to promote a sense of community throughout the TCEQ. Further, HRSS is launching a new Onboarding Program and is taking measures to facilitate the internal movement of staff with the intent of securing the agency's hiring investment.

Work and Staff Allocation Changes

Managers continue to review workforce needs and available skill sets to ensure that adequate staff are assigned to meet the business needs of the agency. Offices indicate that the strategies most utilized in this area will be to assign backups for key positions, include these backup responsibilities in their performance plans, restructure jobs, revise functional job descriptions, and, in some instances, involve entry- and journey-level positions in senior decision making. Managers may also pursue process redesign to improve efficiencies and reduce the risk associated with a potential loss of specialized skill sets.

Documentation and Technology Solutions

Managers understand the need for documenting processes and procedures to ensure that tools are available for training purposes and continuity of operations. Documenting processes and procedures also provides a basis for streamlining core functions and can be used for specialized decision-making. Development of tools (checklists, flow diagrams, guidance documents, desktop tools) that can be used by both staff and the regulated community will also streamline and communicate processes and answer frequently asked questions.

SCHEDULE G

Report on Customer Service

This report was submitted to the Legislative Budget Board on May 17, 2018. It reflects the information we gathered from our customers during the period March 1, 2016, through Feb. 28, 2018. We obtained this information through Customer Satisfaction Surveys that we received during this time, available online and as hard copy in various locations.



Texas Commission on Environmental Quality

Report on Customer Service

March 1, 2016 – February 28, 2018

Introduction

The Texas Commission on Environmental Quality (TCEQ) is the state's leading environmental agency and provides many services related to air and water quality, water supply, and waste management. Almost all of our services require interaction with our customers, Texans and people in other states and countries.

Texas Government Code Chapter 2114 requires state agencies to establish customer service standards, called a *Compact with Texans*. Under our compact, we commit to:

- Respond to requests for public information through telephone calls, correspondence, and e-mail in a timely, efficient and courteous manner, in accordance with all applicable state and federal statutes and regulations;
- Provide clear, concise, and accurate information related to all applicable permitting, licensing and registration procedures, through written materials, phone assistance, and our official website;
- Establish channels for public participation in all aspects of our operations, including, but not limited to, permitting, rulemaking and compliance, and customer service assistance;
- Track and respond to customer service complaints in a timely manner; and
- Maintain safe, clean, and accessible facilities across the state.

Chapter 2114 also requires state agencies to gather information about certain service elements provided by that agency (such as internet services and complaint-handling) and then report every two years on this gathered information. The TCEQ developed the Customer Satisfaction Survey to gather this information and to also help verify compliance with our Compact with Texans.

About Our Survey

We designed the survey for use by all of our customers that interact with us or our website. The survey contains eleven questions – the first three questions ask the customer to give general information about themselves while the remaining questions ask them to rate their level of satisfaction with certain service elements (on a scale of 1 to 5, with 5 being the highest). Next is a comment section, followed by an optional contact information section. See [Appendix B: Customer Satisfaction Survey](#) for a copy of our survey, containing text in English and Spanish.

Distribution

The most cost-effective method for reaching all of our customers is to distribute a web page link for the online survey; <tceq.texas.gov/customersurvey> for the English version and <tceq.texas.gov/encuesta> for the Spanish version. You will find these links in many locations, found typically on our:

- Web pages;
- Response emails from program-area email boxes (i.e., proxy boxes);
- Emails from the email service GovDelivery;
- Letters; and
- Publications.

Besides the online survey, we also have hardcopies available in the foyer of our regional offices and office headquarters in Austin. This allows survey access to anyone visiting our offices. Also, staff commonly distribute hardcopies to their customers that are undergoing an investigation.

Excluded Customers

While our survey is open to all Texans and our other customers, some of them may not be aware of the survey. This would include customers who never interact with us and our website, as well as some customers who interact with us solely by phone.

Survey Design Notes

The following subsection describes some of the potential nuances of the data based on design.

In question one, customers identify themselves by selecting one of the eight customer categories. We have customers that can fit into multiple categories, which might cause a customer to accidentally score a survey under a potentially less accurate category. For example, a customer that marks *Citizen* on the survey, but bases their satisfaction solely on their interactions with us as a consultant, would impact the *Citizen* statistics instead of the *Attorney/Consultant* statistics.

In addition, a customer that selects the customer category *Other* might fall into another customer category. This could impact the *Other* statistics instead of the statistics for another customer category.

On survey questions four through 11, the customer rates their satisfaction level on a scale of one to five, with five being the highest. A customer might rate differently than another customer because of different interpretations of this scale (e.g., one customer's five might be another person's three).

Also, customers can base their survey on one or many TCEQ-related interactions; meaning one customer might base it on several interactions, while another could base it on only one (such as one telephone call, or a visit to our website). This can cause issues when attempting to identify trends should a significant number of customers base their surveys (or specific survey questions) on older interactions.

Distribution Notes

Our online distribution system allows anyone with internet access to submit a survey. This allows noncustomers to submit surveys, and it also allows people to submit duplicate surveys (i.e., surveys from the same customer within the same timeframe about the same subject). To improve the accuracy of our results, we do not accept duplicate and noncustomer surveys.

Processing

When we receive a survey, we verify that it isn't a duplicate survey and that it came from one of our customers. Next, we determine which program area(s) would benefit from the information and send it to them. This includes customers suggesting improvements to our services. We also check the survey to see if the customer needs any assistance. For example: if a customer is very unsatisfied with the ease of finding information on our website (i.e., enters a score of one for survey question #10), we may:

- Contact them to find out what information they were looking for;
- If they couldn't find it, send this information to them;
- Ask for their suggestions to improve our website; and then
- Send those suggestions to the appropriate program area.

An important note: we can only provide assistance to those who enter their phone number or email address in their survey. The time it takes to provide assistance varies, depending on the type of assistance needed.

Data

Received Surveys

During this reporting period, we received 2,420 surveys— 792 hardcopy and 1,628 online. See Table 1: *Total Received Surveys*, for a comparison to the previous reporting period (March 1, 2014 through February 29, 2016).

Table 1: Total Received Surveys

	Previous Period	This Period	% Difference
Total Hardcopy	834	792	-5%
Total Online	1,401	1,628	+16%
Total	2,235	2,420	+8%

Costs

Some of the variables we need to determine the total cost for our survey are not available. For example, some surveys might require time from four or more staff members to provide the customer with an appropriate response, but we don't log their time or wages because it would impact the speed of our response time and increase staff costs from the time spent logging this information. However, we can estimate some of the costs associated with our survey.

One of the costs associated with our hardcopy survey is postage (i.e., we pay for the mailing costs when the customer returns the survey). We received 792 hardcopy surveys during this period; the current rate for mailing a one-ounce business-reply letter is \$0.57, so we estimate our postage cost at \$451.44. Our hardcopy survey also has an associated publication cost; during this period, we printed 6,000 surveys. The total publication cost was \$568.91, or about \$0.09 per survey. For our electronic survey, and excluding staff costs, we estimate a zero-cost because there are no direct costs for this distribution method.

Limitations

During this reporting period, we received 734 surveys (30% of the total surveys) without any contact information. We cannot determine a precise number of customers for these surveys; therefore, we based many of the values in the [Survey Results](#) section on the number of surveys received instead of the number of customers surveyed. This allows us to include all surveys into the results.

Response Rate

Typically, you calculate a response rate by dividing the number of customers surveyed by the number of customers who received the survey. Our survey method does not fit this model. As discussed in the previous subsection, we cannot determine the number of customers surveyed during this reporting period. In addition, we cannot determine the number of customers who received a survey because:

- For hardcopy surveys – logistically, it would be inefficient to track the number of customers who took a hardcopy survey; and
- For online surveys – we cannot track the number of customers who went to our webpage and noticed the survey link.

Survey Results

This section highlights the results from our survey during this reporting period. See the following section, [Opportunities for the Future](#), for a discussion on any of the issues mentioned below.

General

The following survey results include surveys received March 1, 2016 through February 28, 2018. In Table 2: *Customer Survey Performance Measures*, you will see general information and results from this period, with an explanation for each of the results in the following bullets.

Table 2: *Customer Survey Performance Measures*

Survey reporting period	March 1, 2016 – February 28, 2018
Total number of surveys	2,420
Percentage of surveys rating overall satisfaction with the TCEQ	81%
Percentage of surveys identifying ways to improve our services	3%
Total estimated customers served	28,801,338
Total customers identified	1,570
Total customers surveyed	Unknown
Total customer groups inventoried	8
Average response time	3 days

- **Total number of surveys:** We received 2,420 surveys from March 1, 2016 through February 28, 2018.
- **Percentage of surveys rating overall satisfaction with the TCEQ:** A total of 2,300 surveys provided a score for question four, how satisfied are you with the TCEQ. There were 1,865 surveys with a score of 4 or 5 (i.e., overall satisfied). This means that 81% of these surveys expressed overall satisfaction with the TCEQ, an increase of 1% compared to the last reporting period.
- **Percentage of surveys identifying ways to improve our services:** Out of the 2,420 surveys, 70 suggested an improvement which is 3% of the total surveys.
- **Total estimated customers served:** As the leading environmental agency for the state, we serve all Texans, including people that interact with us from other states or countries. We are unable to calculate the number of customers outside of Texas, but estimate the average number of Texans during this period at 28,801,338 (based on the Texas Department of State Health Service's population projections for 2016 through 2018).
- **Total customers identified:** From the 1,686 surveys submitted with contact information, we identified approximately 1,570 customers that took our survey; 99 of these customers submitted multiple surveys.
- **Total customers surveyed:** This value is unknown because we allow customers to submit surveys without entering any contact information. We received 734 surveys (30% of the total surveys) without any contact information.
- **Total customer groups inventoried:** As shown on the survey, there are eight customer categories – seven descriptive categories, and the category *Other*.
- **Average response time:** We identified 174 surveys where customers needed assistance. The average time it took us to respond was three days.

Overall Satisfaction

In Table 3: *Overall Satisfaction*, you will see the percent of surveys with a score of 4 or 5, for each customer category and survey question. The customer categories with the lowest

percentages were *Neighborhood or Community Representative* and *Citizen*; however, each of these percentages are higher than the percentages in the previous biennial report. The customer category with some of the highest percentages was *Owner or Employee of a Regulated Company*.

The survey question with the lowest percentages was question 10, the ease of finding information on our website. Survey question 6, staff is professional, received most of the highest percentages.

Table 3: Overall Satisfaction

	Attorney or Consultant	Citizen	Environmental Group Representative	Industry or Association Representative	Neighborhood or Community Representative	Other	Owner or Employee of a Regulated Company	Public or Elected Official	Combined
Satisfied with the TCEQ	78%	62%	84%	91%	57%	88%	90%	81%	81%
Staff is sufficiently knowledgeable	84%	74%	90%	93%	76%	92%	94%	92%	88%
Staff is professional	89%	77%	93%	95%	83%	94%	96%	96%	90%
How we handle telephone calls or e-mail inquiries	86%	70%	95%	88%	71%	92%	92%	92%	86%
Timeliness of our response to customer complaints	89%	68%	86%	90%	77%	88%	91%	89%	84%
Accuracy and helpfulness of our written information	89%	66%	88%	87%	69%	89%	90%	86%	83%
Ease of finding information on our website	59%	60%	75%	70%	48%	68%	71%	64%	66%
Usefulness of information on our website	66%	63%	84%	85%	59%	79%	83%	76%	76%

Descriptive Statistics

You can find the following information in [Appendix A: Survey Descriptive Statistics for March 1, 2016 – February 28, 2018](#):

- **Number of Surveys Received:** The number of surveys we received for each customer category.
 - **NOTE:** We accept incomplete surveys so the total number of scores for each question varies. For example, there are 32 surveys in the customer category *Neighborhood or Community Representative*, but only 26 have a score for question eight (timeliness of our response to customer complaints).
- **Mean:** The average score.
- **Median:** It is the midpoint when all of the scores (1-5) are in order. If the median is five, it means that 50% or more of the surveys scored a five.
- **Mode:** The most common score.
- **Standard Deviation:** The amount of scoring variability. The bigger the number, the more variation in the scores.

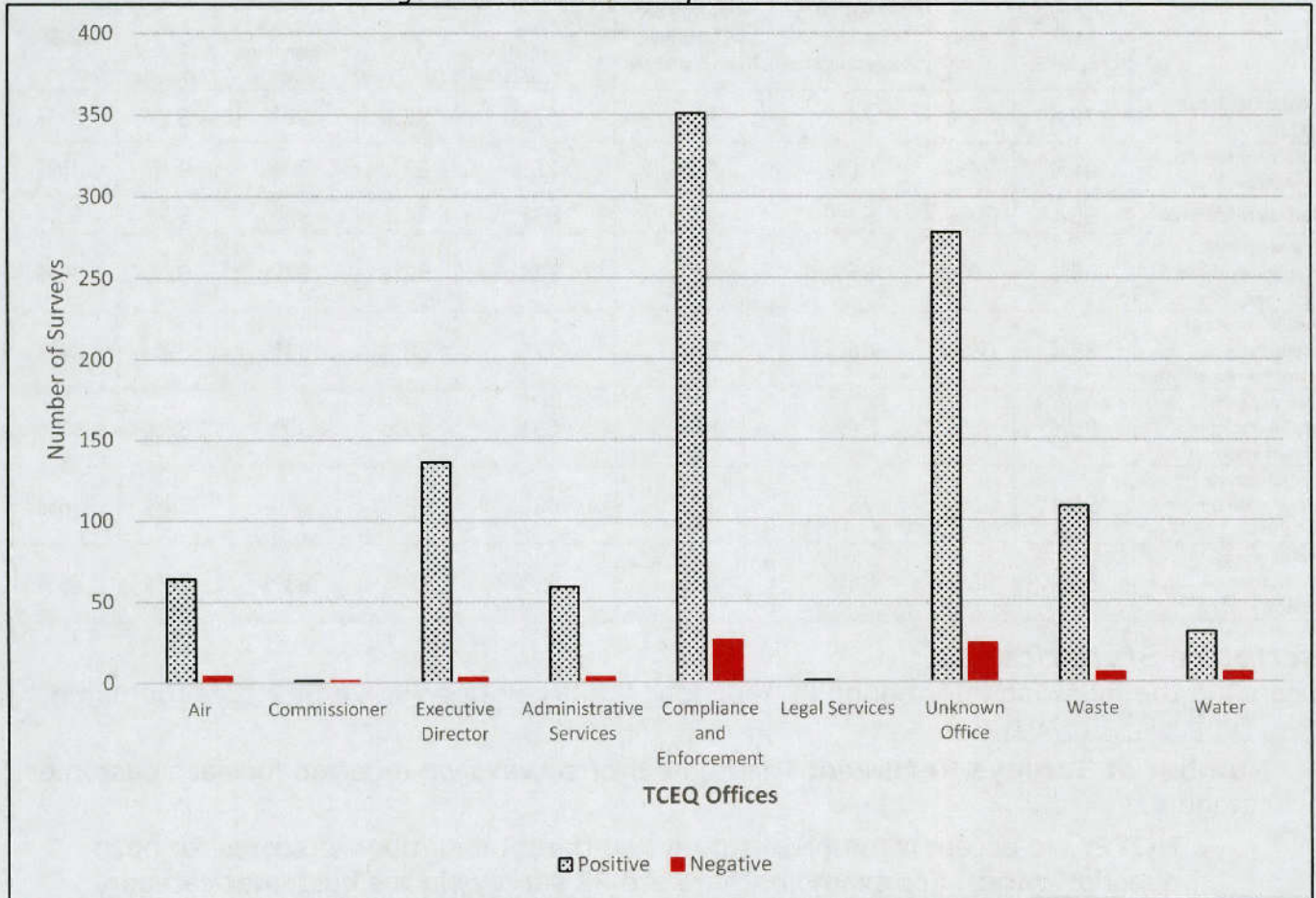
The appendix does not include confidence intervals for the mean (an interval containing the population mean, within a certain amount of confidence). This is because confidence intervals require random sampling, but our sample was not random (e.g., customers submitting multiple surveys). Since we only interact with a portion of our entire customer population, it is very unlikely we could have a true random sample and get significant results.

Survey Comments

For the reporting period, 1,595 surveys included comments. We categorized each comment by its service elements and staff interactions, and also noted if the customer's experience with that service (or staff member) was a positive or negative experience.

From the comments about staff, 93% of our customers said it was a positive experience, and these customers scored staff professionalism and knowledgeability (survey questions five and six) the highest on their surveys. Figure 1 shows the total number of positive and negative experiences with staff, grouped together at the office-level.

Figure 1: Customers' Experiences with Staff



From the comments about our services, the one mentioned the most was our online services, including our website. From these comments, 79% of these customers had a negative experience.

Opportunities for the Future

For this reporting period, 81% of the surveys reported overall satisfaction with the TCEQ. Even with this high value (which is higher than the previous reporting period), we strive to do better. This section suggests opportunities to improve our survey data, increase the amount of survey data, and most importantly, improve our services.

Improving Survey Data

As mentioned in the subsection [Distribution Notes](#), we do not accept duplicate and noncustomer surveys. We will continue to focus on these efforts to further improve our survey data.

Increasing Survey Data

Early in this reporting period, we updated our icon and other survey graphics to improve the visibility of our online survey. Compared to the last reporting period, we received 16% more online surveys and 5% less hardcopy surveys; this may indicate an increase of online surveys because of these new graphics. We will continue to test other methods to motivate our customers to submit surveys.

Improving Our Services

Website

The subsection [Overall Satisfaction](#) shows survey question 10 (ease of finding information on our website) with the lowest percentages; however, it is 3% higher than the previous reporting period's combined overall satisfaction score. In addition, 21% of our customers that commented about our online services indicated a positive experience which is 9% higher than the previous reporting period. In the next reporting period, we expect an increase to survey questions 10 and 11 (usefulness of information on our website) because we upgraded our website in September 2017, based on customer feedback. We plan to monitor surveys and continue forwarding any suggestions for improvements to our online services onto appropriate staff.

Customer Complaints

As discussed in the subsection [Processing](#), we review surveys to see if a customer needs any assistance – this includes customer complaints. In the previous reporting period, the average response time was four days after we received the survey; for this reporting period, it was three days. This decrease is partly due to our new, faster response procedures we used during the entire reporting period. We will continue to use our new response procedures when any surveyed customers need assistance.

Phone Etiquette

Compared to the previous reporting period, we received over twice as many comments regarding our phone etiquette (a total of 99 comments); 53% of these were positive comments which is a 13% increase from the previous reporting period. In addition, overall satisfaction for survey question 7 (how we handle telephone calls and e-mail inquiries) increased 2% from the previous reporting period. This service will be a focus in the next reporting period to determine methods for improving our phone etiquette and to adhere to our Compact with Texans commitment to “respond to requests for public information through telephone calls, correspondence, and e-mail in a timely, efficient and courteous manner, in accordance with all applicable state and federal statutes and regulations.”

Appendix A: Survey Descriptive Statistics for March 1, 2016 – February 28, 2018

	Attorney or Consultant	Citizen	Environmental Group Representative	Industry or Association Representative	Neighborhood or Community Representative	Other	Owner or Employee of a Regulated Company	Public or Elected Official	Combined
Number of Surveys Received	120	685	60	139	32	216	1,067	101	2,420

Survey Questions

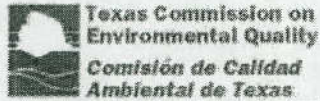
Satisfied with the TCEQ	4.2	3.5	4.4	4.5	3.5	4.5	4.5	4.4	4.2
	5, 5, 1.3	5, 5, 1.7	5, 5, 1.2	5, 5, 0.9	4, 5, 1.5	5, 5, 1.1	5, 5, 0.9	5, 5, 1	5, 5, 1.3
Staff is sufficiently knowledgeable	4.4	4.0	4.6	4.6	4.1	4.6	4.7	4.6	4.5
	5, 5, 1.2	5, 5, 1.5	5, 5, 0.9	5, 5, 0.8	5, 5, 1.3	5, 5, 1	5, 5, 0.8	5, 5, 0.8	5, 5, 1.1
Staff is professional	4.6	4.2	4.7	4.7	4.3	4.7	4.8	4.8	4.6
	5, 5, 1	5, 5, 1.4	5, 5, 0.9	5, 5, 0.7	5, 5, 1.3	5, 5, 0.9	5, 5, 0.7	5, 5, 0.7	5, 5, 1
How we handle telephone calls or e-mail inquiries	4.4	3.9	4.7	4.6	4.0	4.6	4.6	4.6	4.4
	5, 5, 1.3	5, 5, 1.6	5, 5, 0.8	5, 5, 0.9	5, 5, 1.4	5, 5, 1	5, 5, 0.9	5, 5, 0.8	5, 5, 1.2
Timeliness of our response to customer complaints	4.5	3.8	4.4	4.6	4.1	4.5	4.6	4.6	4.3
	5, 5, 1.1	5, 5, 1.7	5, 5, 1.2	5, 5, 1	5, 5, 1.5	5, 5, 1.1	5, 5, 0.9	5, 5, 0.9	5, 5, 1.3
Accuracy and helpfulness of our written information	4.5	3.7	4.4	4.5	3.9	4.5	4.5	4.5	4.3
	5, 5, 1	5, 5, 1.7	5, 5, 1.2	5, 5, 0.9	5, 5, 1.5	5, 5, 1	5, 5, 0.9	5, 5, 0.9	5, 5, 1.2
Ease of finding information on our website	3.6	3.5	4.1	4.0	3.2	4.0	4.0	3.9	3.8
	4, 5, 1.4	4, 5, 1.6	5, 5, 1.3	4, 5, 1.2	3, 5, 1.5	4, 5, 1.2	4, 5, 1.2	4, 5, 1.2	4, 5, 1.3
Usefulness of information on our website	3.9	3.6	4.2	4.3	3.5	4.2	4.3	4.2	4.0
	4, 5, 1.3	4, 5, 1.6	5, 5, 1.3	5, 5, 1	4, 5, 1.5	4, 5, 1.1	5, 5, 1	5, 5, 1.1	5, 5, 1.3

KEY

Mean (average score)

Median (middle score), Mode (most common score), Standard Deviation (variability)

Appendix B: Customer Satisfaction Survey



Customer Satisfaction Survey Encuesta de Satisfacción del Cliente

1. Please identify yourself: (mark only one) Favor de identificarse: (marque sólo uno)
- | | |
|---------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> Citizen Ciudadano | <input type="checkbox"/> Public/Elected Official
Funcionario público/elegido |
| <input type="checkbox"/> Environmental Group Representative
Representante de grupo ambiental | <input type="checkbox"/> Attorney/Consultant Abogado/asesor |
| <input type="checkbox"/> Industry/Association Representative
Representante de industria/asociación | <input type="checkbox"/> Neighborhood/Community Representative
Representante comunitario/de vecindad |
| <input type="checkbox"/> Owner/Employee of Regulated Company
Dueño/empleada de una compañía regulada | <input type="checkbox"/> Other (please describe) Otro (favor de describir) |

2. What Texas county do you live in? ¿En cuál condado de Texas vive? _____

3. What was the nature of your contact with us? (mark only one)
¿Cuál era la naturaleza de su contacto con nosotros? (marque sólo uno)
- | | | |
|-----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| <input type="checkbox"/> General Information
Información general | <input type="checkbox"/> Problem Resolution
Resolución de problemas | <input type="checkbox"/> Technical Assistance Ayuda técnica |
| <input type="checkbox"/> Permitting/Licensing Assistance
Ayuda con permisos/licencia | <input type="checkbox"/> Investigation/Inspection
Investigación/Inspección | <input type="checkbox"/> Other (please describe)
Otro (favor de describir) |

How satisfied are you? (on a scale of 1 to 5, with 5 being very satisfied)
¿Qué tan satisfecho está? (en una escala de 1 a 5, 5 siendo lo muy satisfecho)

4. With the Texas Commission on Environmental Quality Con la Comisión de Calidad Ambiental de Texas	5	4	3	2	1	N/A
5. That our staff is sufficiently knowledgeable Que nuestro personal está suficientemente informado	5	4	3	2	1	N/A
6. That our staff is professional Que nuestro personal es profesional	5	4	3	2	1	N/A
7. With how we handle your telephone calls or e-mail inquiries Sobre cómo atendemos sus preguntas por teléfono o correo electrónico	5	4	3	2	1	N/A
8. With the timeliness of our response to customer complaints Con la puntualidad de nuestras respuestas a quejas de clientes	5	4	3	2	1	N/A
9. With the accuracy and helpfulness of our written information Con la exactitud y utilidad de nuestra información escrita	5	4	3	2	1	N/A
10. With the ease of finding information on our website Con la facilidad de encontrar información en nuestro sitio web	5	4	3	2	1	N/A
11. With the usefulness of information on our website Con la utilidad de información en nuestro sitio web	5	4	3	2	1	N/A

12. Comments: (on staff performance, agency service, or suggested improvement)
Comentarios: (sobre el desempeño de nuestro personal, el servicio de la agencia, o sugerencias para mejorar)

Additional space for comments on the back. Espacio adicional para comentarios al dorso

Contact Information: (optional) Información de contacto (opcional)

Name: Nombre: _____

Phone Number: Número de teléfono: _____ E-mail: Correo electrónico: _____

Note: An e-mail address of a member of the public that is provided for the purpose of communicating electronically with a governmental body is confidential in most, but not all, cases. See public information at: www.tceq.texas.gov/itac/privacy/. Also, individuals are entitled to request and review their personal information that the agency gathers on its forms. They may also have any errors in their information corrected. To review such information, contact us at 512-259-3282.
Nota: Una dirección de correo electrónico de un miembro del público que se proporcione para el propósito de comunicaciones electrónicas con una entidad gubernamental es confidencial en la mayoría, pero no en todos, los casos. Para más información en: www.tceq.texas.gov/itac/privacy/. Además, individuos tienen derecho de revisar y actualizar su información personal que lo agencia recoge en sus formularios. También tienen derecho de que se corrijan cualquier error que haya en su información. Para examinar tal información, comuníquese con nosotros al 512-259-3282.

TCEQ-10333 (10/17)

