



STRATEGIC *PLAN*

FISCAL YEARS 2021-2025

TEXAS COMMISSION ON
ENVIRONMENTAL QUALITY

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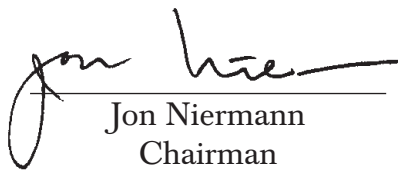


STRATEGIC PLAN

FISCAL YEARS 2021-2025

Submitted to the
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and the Legislative Budget Board

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Chairman
Oct. 1, 2015 – Aug. 31, 2021
Austin



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Aug. 20, 2018 – Aug. 31, 2023
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www.tceq.texas.gov/publications

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



CHAPTER 1

Agency Mission and Philosophy

The Mission of 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.

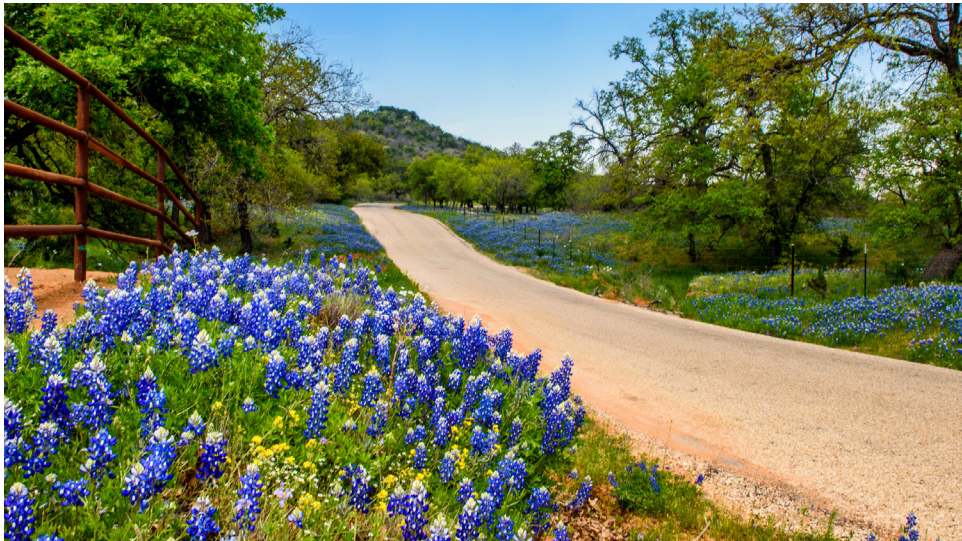
The Philosophy of TCEQ

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

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.





CHAPTER 2

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 2025)

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 Plan (SIP) revisions 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 air quality in Texas and report the results to the public and the U.S. Environmental Protection Agency.

Water

7. Maintain and improve the quality of water within each river basin through the Texas Clean Rivers Program, a partnership focused on identifying, evaluating, and addressing water-quality issues utilizing a watershed management approach.
8. Review applications and issue water-right permits in a timely manner, in accordance with state law, including the Prior Appropriation Doctrine.
9. Assure that water-right ownership transfers accurately reflect the information provided by the owners.
10. 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.
11. 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.
12. Provide education, coordination, and enforcement of surface water diversions to prevent water from being wasted or used in excess of water rights within the jurisdiction of the four watermaster programs.

G O A L 1 : A S S E S S M E N T , P L A N N I N G , A N D P E R M I T T I N G

13. Review applications and issue water quality discharge permits in accordance with state law, including the federally delegated Texas Pollutant Discharge Elimination System (TPDES) Program.
14. Administer an expedited and streamlined Reclaimed Water Program, which allows beneficial reuse of wastewater, resulting in a reduction of pollutants discharged to surface waters.
15. 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.
16. 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.
17. 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 protect and restore surface water quality.
18. Protect and restore the health and productivity of the bays and estuaries while supporting continued economic growth and public use.
19. Conduct special studies to gather data and address site-specific water-quality issues.
20. Coordinate Texas' groundwater protection programs by facilitating the Texas Groundwater Protection Committee.
21. Conduct performance reviews of groundwater conservation district management plans when necessary to protect groundwater resources.
22. Regulate activities that have the potential to pollute the Edwards Aquifer and the connected surface waters entering the aquifer.
23. Upon delegation from the EPA, review and process permit applications for discharges of produced water, hydrostatic test water, and gas-plant effluent into surface water in this state resulting from certain oil and gas activities as stated in HB 2771, 86th Legislative Session.

Waste

24. Review applications and issue Aquifer Storage and Recovery injection-well authorizations and Aquifer Recharge authorizations to facilitate local entities' efforts to develop these water management tools important to sustaining future water supplies.
25. 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.
26. 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.
27. Review and make determinations on waste management facility registrations and permitting applications.
28. Review Aggregate Production Operation (APO) registrations annually. Operators pay an annual fee based on the number of acres disturbed.

Occupational Licensing

29. 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.

G O A L 1 : A S S E S S M E N T , P L A N N I N G , A N D P E R M I T T I N G

Dam Safety

30. Regulate private and public non-exempt dams in Texas and protect the public through dam safety monitoring.

Legal Review

31. 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, dam safety, and river compact commissions. Also offer legal advice and counsel to the executive director, the deputy executive director, and the executive offices.

How Our Goal or Action Items Support Each Statewide Objective**Accountable to tax and fee payers of Texas**

- **Fiscal accountability.** The agency utilizes internal controls to safeguard state and federal funds, ensuring its fiduciary responsibility to the people of Texas.
- **Assessment of fees.** A majority of TCEQ's funding (82.4%) comes from fees and other revenue paid by regulated entities to General Revenue–Dedicated accounts. In situations where the agency has the flexibility to set the fees, it evaluates fee structures while minimizing the need to increase them, despite growing demands and a decrease in resources.
- **Surcharges for expedited air permits.** For air permit applicants who seek expedited reviews, the agency charges a surcharge to cover the expenses incurred in the expedited processing. If the cost of processing the permit is less than the surcharge, the difference (minus an administrative fee) is refunded to the applicant.
- **Maximizing TERP grants with low administrative costs.** The agency establishes TERP grant criteria for the maximum award amount in order to achieve reductions in NO_x emissions. Approximately 90% of TERP funds are distributed through grants and contracts for projects to improve Texas' air quality, with the rest allocated for TCEQ administration.
- **Ensure accountability.** 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.

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

- **Lean process improvement.** The agency has implemented Lean, a collection of principles that endeavor to enhance processes through a variety of methods, including eliminating aspects that do not add value. Lean originated in the private sector and is now a continuous improvement strategy used by the U.S. Environmental Protection Agency and other governmental entities across the nation.
- **Thorough air, waste, water quality, and water-rights permit and license review.** TCEQ efficiently conducts thorough reviews of permit and license applications to ensure protection of public health and the environment. 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 agency staff. TCEQ utilizes a core data form for use across media and in permitting and compliance functions. Timelines track processing from the date of application receipt until final issuance.
- **Streamlined Edwards Aquifer protection plan reviews.** TCEQ conducts streamlined administrative

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

- **Electronic license submissions and job task analysis.** 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. 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.
- **Risk-based remediation.** 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.
- **Coordination of monitoring activities with agency partners.** 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.
- **The Emissions Inventory.** TCEQ updates and automates data-submission practices for emissions inventory data 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.

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

- **Decisions based on science and valid data.** 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.
- **Effective permitting.** 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.
- **Air monitoring.** TCEQ maintains one of the most extensive air-monitoring programs in the nation, with approximately 400 state-owned and -operated monitoring. 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. Approximately 60% of the Texas air monitoring stations are owned and operated by TCEQ, while the other 40% 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.
- **Emissions Inventory and online reporting.** The Emissions Inventory program allows 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. The EI program has developed an online reporting system to further simplify and streamline reporting and increase the accuracy of reported information.
- **SIP development.** To avoid potential federal sanctions, TCEQ submits SIP revisions by the deadlines established by federal regulations. Concentrations of air pollutants that are addressed by the Texas SIP have decreased significantly since 2000, even 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,

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which is the primary air pollutant of concern in Texas, has decreased by 30%, while the statewide population has grown by roughly 37% over the past 18 years (2000 through 2018). TCEQ coordinates with Texas institutions of higher education to conduct scientific research studies that support the SIP.

- **TERP program grants.** Since the establishment of the TERP in 2001, the agency has awarded over \$1.3 billion in TERP grants for projects that will reduce over 187,000 tons of NO_x emissions through fiscal 2019. 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.
- **Continuous water quality planning and monitoring.** TCEQ works through a cycle of establishing TSWQS, monitoring and assessing, and developing and implementing plans for water-quality protection and restoration. This includes coordinating with agency partners and establishing and implementing standard procedures and quality-assurance plans. The agency also validates data used as the basis for decisions, uses subject-matter experts and reviews processes to identify improvements and reduce errors. Using workgroups, the agency gathers input from stakeholders and agency partners for TMDL projects, Surface Water Quality Standards and Nutrient Criteria Development.
- **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, TCEQ regulates activities that have the potential to pollute the aquifer and the connected surface waters entering the aquifer. While agency rules provide for a 90-day technical review period for Edwards Aquifer protection plans, on average 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. TCEQ conducts periodic inspections of regulated dams that pose a high or significant hazard and makes recommendations and reports to dam owners to assist them in maintaining safe facilities.
- **Emergency Management Support Team.** The Emergency Management Support Team supports the state's capability to prepare for, respond to, and recover from disasters caused by nature or people. Part of this function involves coordinating state-level preparation activities with the Texas Department of Emergency Management and supporting TCEQ's regional offices by training staff on enhanced disaster preparedness, and response to and recovery from large-scale or statewide disasters.
- **Lean process improvement.** With Lean implementation, the programs will utilize visual management and performance metrics to help identify and solve problems, streamline processes, and develop strategies for continuous improvement.
- **Staffing.** 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.

Providing excellent customer service

- **Regulatory assistance available across Texas.** If a business or local government needs assistance with the permitting process or a regulation, support is available through the Small Business and Local Government Assistance program. The agency operates a toll-free phone number (800-447-2827) and has compliance assistance personnel in every regional office to provide information and assistance throughout the regulatory process.
- **Offering pre-application meetings.** TCEQ offers pre-application meetings to regulated entities seeking to file an application with the agency, so as to limit the number of deficiency notices associated with an application as well as decrease the application processing time.

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- **Communication.** TCEQ provides accurate and prompt communication to the public by establishing and implementing standard procedures to ensure consistent and accurate data collection. TCEQ also utilizes subject-matter experts for decision-making and develops informational materials for education and outreach. The agency works with stakeholders to implement its programs.
- **Providing opportunities for public input and feedback.** TCEQ uses various methods for public input and feedback, such as customer surveys, work groups, and stakeholder and public meetings.
- **Meeting application deadlines.** 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. Customers can track, find, or participate in all permitting, licensing, and registration projects and activities. TCEQ develops informative materials, including checklists and forms, for the regulated community.
- **Effective permitting.** 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 webpages.
- **SIP development.** 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. 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.
- **TERP program tools.** The TERP programs use multiple customer communication tools, such as a dedicated webpage 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 and offers workshops in eligible areas prior to each grant application period. Staff members provide information on the TERP programs at truck shows, trade shows, and seminars. TERP also offers webinars for grantees via Skype. Several members of the TERP staff speak fluent Spanish and are available to assist Spanish-speaking applicants.
- **Emissions Inventory information.** TCEQ maintains and annually updates an EI program webpage, <www.tceq.texas.gov/airquality/point-source-ei/psei.html>, that explains program requirements, provides program forms and data, and provides guidance documents to aid regulated entities in reporting. TCEQ also coordinates and hosts an annual workshop and maintains Web-EI instructional YouTube videos, a dedicated helpline (512-239-1773), and a dedicated email box (PSINVENT) to assist regulated entities in reporting.
- **Edwards Aquifer Protection Program.** Pending Edwards Aquifer protection plan applications are listed on TCEQ's website. Electronic posting enhances the public's access to pending applications and ability to participate in TCEQ's review process.
- **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.
- **Dam safety.** Through dam safety workshops, 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. 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.

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- **Staff Development.** 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.

Transparent such that agency actions can be understood by any Texan

- **Public access to information.** TCEQ ensures the collection, analysis, and display to the public of high-quality environmental data, including: registrations, licenses, pending permit and enforcement actions, and compliance histories. The agency prioritizes providing information to the public on its website, including posting pending applications as well as weblinks to “hot” topics such as emergency response events and educational outreach efforts for permits, rules, and regulations. In addition, some advisory and stakeholder group meetings are held publicly via webcast.
- **Responding to public inquiries.** 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.
- **Updated permit and project information.** TCEQ posts information on its webpages regarding the various types of authorizations and permitting processes, as well as the status of ongoing projects.
- **Ensuring transparency.** TCEQ ensures transparency by coordinating with agency partners and engaging stakeholders and work groups. The agency also provides program and project information on its website and operates a robust public information request program. The agency also provides additional public outreach opportunities to explain agency processes.
- **SIP development information.** When developing SIP revisions, TCEQ solicits input from the public and regulated entities and responds formally to all comments received. TCEQ provides information on copies of all proposed and adopted SIP revisions on its public website, and TCEQ staff use plain-language writing principles when drafting SIP revisions and public webpages (see <www.tceq.texas.gov/airquality/sip/>). TCEQ also provides newspaper notification of all public hearings on SIP revisions in the affected areas of the state. The commission also takes formal action at their public agenda meetings on all SIP revisions developed by TCEQ staff.
- **TERP program information.** The agency provides updated program summaries and project lists on the TERP website, at <www.terpgrants.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, at <www.tceq.texas.gov/airquality/point-source-ei/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.
- **Public access to air quality information.** With 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, TCEQ provides information—both online and through social media—related to the daily air-quality forecast for the state.
- **Water-well owner education and outreach.** The Texas Groundwater Protection Committee, through the Office of Water, offers specific information for water-well-owner education and outreach, and an online Water Well Report Viewer.
- **Public access to information about water-right permits.** The TCEQ’s Surface Water Rights Viewer provides the public access to information about water-right permits, including locations where water is authorized for diversion or use, copies of water-right permits, and water-use data.

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Other Considerations

- **Develop Mitigation Plan and disburse Volkswagen Trust funds.** As the lead agency for Texas in this case, 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. As of May 2020, the agency has opened three grant rounds, under the Texas Volkswagen Environmental Mitigation Program (TxVEMP), totaling more than \$134 million for projects to repower or replace school buses, shuttle buses, transit buses, refuse vehicles, local freight vehicles, and port drayage vehicles. To date, approximately \$67 million in TxVEMP grants have been awarded.
- **Implement online TERP grant applications.** Developing the capability to provide user-friendly online grant applications for the Texas Emissions Reduction Plan programs will further the Legislature’s recommendation to reduce paperwork and improve efficiency.
- **Monitor possible changes to EPA grant timelines.** Recently, EPA proposed establishing new National Pollutant Discharge Elimination System (NPDES) permitting time-frame performance measures for EPA-issued NPDES permits (e.g., where EPA, and not a delegated state, is the permitting authority) with a goal of 90% 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), TCEQ would be challenged to meet its grant obligations. These federal 106 grants totaled \$2,319,290 in fiscal 2018. 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.
- **Conduct research projects.** The TCEQ will conduct research on various issues of concern. For example, the agency will characterize the potential health effects of particulate matter and crystalline silica emissions from aggregate production operations, of pathogens from the land application of biosolids, and of drinking water contamination by harmful algal blooms caused by excess nutrients in the water.
- **Communicate with local emergency management personnel.** In accordance with HB 137 passed in the 86th Texas Legislative Session, TCEQ provides reports to applicable local emergency-management directors indicating when a dam hazard classification changes to high- or significant- and the conditions of each high- and significant-hazard dam.
- **Hiring and retention of professionally licensed staff.** The agency has experienced challenges in the hiring and retaining of professionally licensed staff, specifically professional engineers. An example is the hiring and retaining of engineers in the Dam Safety Program.

G O A L 2 : D R I N K I N G W A T E R

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 efficient regulation of the production, treatment, delivery, and protection of safe and adequate drinking water and by promoting regional water strategies.

Action Items to Achieve Our Goal

(all items ongoing through 2025)

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 enforcement action data to relay to EPA.
2. Review plans and specifications 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 TCEQ's rules to verify that regulations can be met that will be protective of public health.
3. Provide assistance by evaluating systems and providing comprehensive technical support to improve system operations. Provide technical 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 operational failures 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 infrastructure, district creations and dissolutions, and director appointments.

How Our Goal or Action Items Support Each Statewide Objective**Accountable to tax and fee payers of Texas**

- **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, flooding, and operational failures in order to help them maintain their compliance with state and federal law.
- **Assist new water systems.** The agency reviews plans and specifications for new and significantly modified public water systems. This provides assurance that the design standards used will be in compliance with the state and federal drinking-water rules. Reviewing the financial, managerial, and technical aspects of proposed public water systems ensures that public water systems will remain viable.
- **Financial, managerial 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

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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 public 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.** 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, managerial, and technical weaknesses that culminate in violations. These violations can be difficult to overcome without significant technical assistance, funding, enforcement, and financial and managerial restructuring.

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.** For efficiency and the best use of resources, the agency coordinates with local authorities as well as state and federal agencies, to identify priorities and needs.
- **Streamlined procedures.** The agency reviews 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.
- **Efficient use of technology.** TCEQ implements technological solutions as resources allow, reducing opportunities for error.
- **Implementation of Capacity Development Plans for Texas.** 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 public water system and their customers. There is a growing need for assistance due to increasing unfunded federal regulations and for assistance with emergency conditions, such as natural disasters and operational failures.

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

- **Base decisions on science and valid data.** The agency seeks input from subject-matter experts and uses data that have been validated in its regulatory programs.
- **Assessment of processes.** TCEQ has procedures in place to track and measure its action items and grant deliverables. These tracking mechanisms allow TCEQ to ensure that it remains on target to meet its core deliverables: performance measures and grant deliverables. These mechanisms also allow 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.
- **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.

Providing excellent customer service

- **Work cooperatively with entities to achieve compliance.** 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, 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, guidance and public notice templates for public water systems.** TCEQ provides a wide variety of assistance to the regulated community as well as specialized assistance

G O A L 2 : D R I N K I N G W A T E R

to individual public water systems to help them comply with rules and regulations. TCEQ works closely with stakeholders to develop numerous guidance documents to assist all types of public water systems. In addition, TCEQ provides a variety of public-notice templates, which allows for public-notice requirements to be met and for public notices to be developed correctly, which in turn promotes rapid dissemination of these materials by the public water system to the public.

- **Communication.** TCEQ provides accurate and prompt communication to the public by establishing and implementing standard procedures to ensure consistent and accurate sharing of information. Data is readily available through reports on the public website, self-service electronic queries, and the public information request process. The agency also provides informational materials for education and outreach, most of which are also available in a free PDF format on the agency website.
- **Staff development.** 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.
- **Public water system training and assistance.** TCEQ promotes and provides training and financial, managerial, and technical assistance through various activities such as correspondence, workshops, conferences, and meetings.
- **Provide assistance and grant funding to schools and childcare facilities regarding voluntary lead testing at taps.** TCEQ provides assistance and grant funding to schools and childcare facilities to help them identify sources of lead in drinking water in their facilities through voluntary lead testing at facility taps.

Transparent such that agency actions can be understood by any Texan

- **Opportunities for public input and feedback.** Tools TCEQ uses for public input and feedback include customer surveys, work groups, stakeholder input, advisory committees, and public meetings.
- **Texas Drinking Water Watch database.** The Drinking Water Watch database provides access to information about the quality of drinking water.
- **Educational outreach.** TCEQ coordinates and participates in communication and educational outreach with the public and the regulated community at conferences and other relevant organizational meetings. TCEQ also provides program and project information through its websites, establishes work groups to seek input, and holds public meetings. The TCEQ also created a Compliance Notebook to assist owners and operators of small transient noncommunity public water systems comply with reporting and record-keeping requirements.
- **Availability of public information.** The agency coordinates with the public and partner agencies and provides access to information through its website or by telephone, and through its regional offices. The agency also promptly responds to requests for information.

G O A L 3 : E N F O R C E M E N T A N D C O M P L I A N C E A S S I S T A N C E

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 2025)

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

6. Help small businesses, local governments, and school districts comply with environmental rules through a toll-free hotline, compliance tools, and hands-on technical assistance. The EnviroMentor Program matches qualified professionals with community members to help them understand complex environmental regulations.
7. Promote pollution prevention to industry and the general public through presentations, workshops, and participation in industry and trade organization conferences and events.
8. Promote compliance with environmental laws and regulations by conducting field investigations and responding to citizen complaints.
9. Take enforcement action as appropriate for documented violations of environmental rules.

How Our Goal or Action Items Support Each Statewide Objective**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.** TCEQ ensures that enforcement policies and practices, including assessment of administrative penalties, comport with state law and are applied consistently.
- **Experienced staffing.** 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.

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 TCEQ in many regulatory decisions, such as

G O A L 3 : E N F O R C E M E N T A N D C O M P L I A N C E A S S I S T A N C E

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, 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.** TCEQ continues to invest in technology such as the optical gas-imaging camera (OGIC), UltraRAE, and other monitoring and sampling equipment for emergency-response and compliance determinations. Recently included in this investment are upgrades to equipment and instrumentation used in conducting mobile monitoring of air quality and sharing of data between remote locations and TCEQ headquarters for more timely decision-making.
- **Exploring new strategies for compliance monitoring.** Given ever-expanding regulated universes and data advancements, TCEQ continues to examine new methods for investigations, desktop audits, and screening tools—such as flyovers utilizing the OGIC—that allow staff to identify problematic facilities most in need of on-site investigations. This approach allows TCEQ to incorporate risk-assessment techniques to focus investigative efforts where environmental protection has the greatest impact.
- **Improve criminal investigations through partnerships.** TCEQ continuously improves the criminal-investigation process by developing and maintaining good relationships with Texas Environmental Task Force participants (including Texas Governor’s Office, 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. Attorney’s Office, 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.
- **Maintain Tier II Chemical Reporting Program.** By serving as the state repository for chemical inventory reports required under both the federal Emergency Planning and Community Right-to-Know Act and the Texas Community Right-to-Know Act, TCEQ has streamlined the annual reporting process and has successfully improved the accuracy of data and fees collected.
- **Staffing.** TCEQ promotes efficiency through ongoing division, office, and agency-wide evaluations of programs and staffing resources. The agency ensures that organizational structures and staffing are tailored, eliminating redundancies and streamlining as necessary to ensure cost-effective execution of the agency’s mission.

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

- **Promptly enforce against respondents.** TCEQ timely initiates enforcement and adheres to established timelines, thereby minimizing any backlog of enforcement cases.
- **Conduct investigations.** Each year, TCEQ conducts over 100,000 compliance investigations of regulated entities, including nearly 5,000 as a result of complaints received. On average, TCEQ issues over 17,000 Notices of Violation and approximately 1,300 administrative orders each year.

G O A L 3 : E N F O R C E M E N T A N D C O M P L I A N C E A S S I S T A N C E

Providing excellent customer service

- **Assist small businesses and local governments.** Each year, TCEQ assists over 66,000 small businesses and local governments, and provides pollution prevention assistance through presentations, workshops, and participation in trade organization conferences. This assistance helps achieve the core function of compliance.
- **Customize compliance assistance.** TCEQ meets the specific needs of the regulated entity seeking compliance help. Additionally, TCEQ has a dedicated 24-hour, toll-free complaint hotline, as well as an online form for submitting complaints. Complaints within TCEQ’s jurisdiction are prioritized and responded to in a timely manner. To ensure that TCEQ is meeting its commitments under its Compact with Texans, 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 TCEQ’s service, staff makes efforts to address the concerns.

Transparent such that agency action can be understood by any Texan

- **Produce plain-language communications and guidance.** TCEQ strives to write all communications including guidance documents so that any Texan can understand environmental regulations and issues.
- **Present activities online.** TCEQ has an extensive public website where the public can track complaints and enforcement activities. 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 and reporting information for supplemental environmental projects.** TCEQ has reduced the length of the SEP form and made the report more user-friendly.

Other Considerations

- **Employee and public safety during COVID-19.** In response to the COVID-19 pandemic, TCEQ began implementing a remote working environment for many of its employees on March 16, 2020. The agency adjusted its work practices to continue its mission while employing measures to slow the spread of this virus and keep all employees, families, and communities as healthy and safe as possible. The agency doubled its internet bandwidth and purchased additional technology to ensure productivity while employees work from home.

During this period, TCEQ has not relaxed any limits on air emissions or discharges to water and continues to ensure safe drinking water and the safe management of waste. The agency has adapted protocols to ensure that investigators and watermasters can safely conduct their field work. One such change requires investigators and watermasters to travel alone in agency vehicles. Additionally, key agency staff—such as the chemists in the air lab of TCEQ’s Monitoring Division—work in shifts to keep safe-distancing practices.

To address impacts resulting from social-distancing measures, the Executive Director adjusted deadlines for certain routine regulatory reporting requirements and, pursuant to agency rules, implemented a variance process for certain public-notice requirements. These administrative-relief measures are designed to accommodate an appropriate response to the pandemic while achieving the same policy objectives. The affected reports are still required, and public notices are still being provided, but in a manner that facilitates social distancing.

TCEQ, on a case-by-case basis, is also exercising its enforcement discretion for those instances when noncompliance is unavoidable directly due to impact from the coronavirus. In order for this type of discretion to be considered, regulated entities must first demonstrate that they were adversely affected by the virus and must keep adequate records related to the noncompliance, including details of the regulated entity’s best efforts to comply.

GOAL 4: POLLUTION CLEANUP PROGRAMS TO PROTECT PUBLIC HEALTH AND THE ENVIRONMENT

The agency also created a COVID-19 website with key information for the public and regulated community on topics such as medical-waste transportation, disposal of coronavirus-contaminated material, and guidance for bulk crude-oil storage.

- **Replace aging monitoring equipment.** Investigators use specialized equipment—such as OGICs, Ultra-RAEs, and other handheld monitoring equipment—during investigations. Replacing aging equipment or upgrading to newer technologies is an ongoing consideration.
- **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. Competitive salaries in certain industry sectors create difficulties in maintaining a high level of experience and job knowledge across all staff levels. In response, the agency continues to target retention efforts related to the position of Natural Resource Specialist.

Additionally, it is increasingly difficult for TCEQ to recruit and retain staff in areas of the state where the cost of living is higher, and staff are leaving the agency to take higher-paying positions at other state agencies and local governmental agencies.

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 2025)

1. Respond to releases of hazardous and non-hazardous pollutants that threaten human health and the environment.
2. Protect the environment by using a risk-based approach for the assessment and cleanup of sites with soil and groundwater contamination by requiring mitigation and removal of contamination to levels protective of human health and the environment.
3. Facilitate voluntary cleanup activities at contaminated sites and revitalization of brownfields to restore unused or under-used properties to economically productive use.
4. Evaluate damage to natural resources as a result of discharges of oil or release of hazardous substances and seek restoration of the injured resources when appropriate through the Natural Resource Trustee Program.

How Our Goal or Action Items Support Each Statewide Objective

Accountable to tax and fee payers of Texas

- **Oversee assessment and cleanups.** This ensures that human health and the environment are adequately protected and that fees for cleanup oversight are used appropriately.
- **Recover costs.** When appropriate, 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.** 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.
- **Fiduciary responsibility.** The agency ensures that grants and all funds allocated for cleanups are spent appropriately.

GOAL 5: ENSURE DELIVERY OF TEXAS'
EQUITABLE SHARE OF WATER

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.** 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.

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

- **Contaminated-Site Assessments.** The agency measures and reports on the number of contaminated sites that are assessed and prioritized for remediation and how efficiently these remediation goals are achieved.

Providing excellent customer service

- **Standardize reports.** 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.** TCEQ responds to customers and maintains up-to-date information on the TCEQ Remediation Division website.
- **Connect with the public.** TCEQ holds public meetings and outreach events to provide the public with relevant information and to seek meaningful input.

Transparent such that agency action can be understood by any Texan

- **Clear communication.** 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 2025)

1. Offer technical 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 member 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

Accountable to tax and fee payers of Texas

- **Financial services.** The agency provides financial services such as budget development, general ledger and payroll accounting, voucher payment processing, and expenditure reports.

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

- **Streamlined administrative support.** TCEQ provides administrative support to river compact commissioners in the coordination and facilitation of the engineer advisors and annual compact meetings.

G O A L 6 : I N D I R E C T A D M I N I S T R A T I O N

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

- **Technical expertise.** The agency provides technical advice to river compact commissions.
- **Legal review.** TCEQ ensures that all 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.

Providing excellent customer service

- **Website hosting.** The agency maintains webpages for each river compact commission, with related contact information, as part of the TCEQ website.
- **Meeting notices.** The agency posts meeting notices for each river compact commission in a timely manner to ensure that the public has adequate prior notice of each annual meeting.

Transparent such that agency action can be understood by any Texan

- **Public information.** TCEQ provides river compact files and data to the public as part of TCEQ's information-request program.

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, Michael J. Melloy. On Jan. 31, 2019, the Special Master issued an amended litigation plan extending discovery until May 1, 2020, and with the trial scheduled for spring of 2021.

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 2025)

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, information security, telecommunication systems, and data and records management.
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.

G O A L 6 : I N D I R E C T A D M I N I S T R A T I O N

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

Accountable to tax and fee payers of Texas

- **Financial reporting.** The agency develops and publishes all required financial and budget reports—such as the Annual Financial Report, the Operating Budget, the Legislative Appropriations Request, etc.—to demonstrate that the agency is operating in a fiscally prudent manner.
- **Encourage fraud reporting.** The public and staff may anonymously submit allegations of fraud, waste, or abuse.
- **Minimize legal risk.** The agency protects the state 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.
- **Procurement compliance.** TCEQ supports best business practices that are compliant with state procurement laws and ensure competitive contracting processes that will result in the best value for the state.
- **Cost-saving-suggestions program.** All agency staff may suggest areas of potential cost savings.
- **Auditing Services.** The agency maintains the Chief Auditor's Office to provide assurance and advisory services that help meet agency goals and objectives. They provide independent and objective information, analyses, and recommendations to assist management in effecting constructive change, managing business risk, or improving compliance and accountability of the regulated community and business partners.

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

- **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.
- **Use of technology.** The agency implements technological solutions based on industry best practices and follows the state criteria to ensure that resources are applied efficiently.
- **Access to information online.** The agency facilitates faster staff and public access to information by increasing the volume of the agency's electronic records and data available online.

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

- **Technology improvements.** Investment in information technology is aligned with agency goals and priorities for the purpose of developing greater efficiencies, maintaining systems infrastructure, and complying with information-technology requirements.
- **Minimize risk of employment-related legal actions.** The agency reduces the risk of legal action against the agency by working with management to proactively address complaints and disputes.
- **Effective contracting.** The agency works to ensure that 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.
- **Timely responses to requests.** The agency provides legal support for public-information requests to ensure timely and appropriate responses. It also identifies and seeks Attorney General opinions on confidential information in accordance with the Public Information Act.

G O A L 6 : I N D I R E C T A D M I N I S T R A T I O N

- **CAPPS implementation.** The agency works toward integrating 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 TCEQ's ability to manage business operations effectively and efficiently, while minimizing the risk of maintaining current legacy timekeeping, personnel, and learning-management systems.

Providing excellent customer service

- **Online customer services.** The agency has implemented and continues to support online services for license renewal, permitting, registrations, reporting, paying, filing, and commenting regarding the commissioners' agenda.
- **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.
- **Customer-service surveys.** The agency utilizes customer-service surveys to improve the overall experience for its customers and the general public.
- **Knowledgeable staff.** The agency ensures that external customers are directed to appropriate, knowledgeable staff.
- **Anonymous reporting.** The agency operates an anonymous waste, fraud, and abuse phone line.
- **High-quality legal assistance.** The agency promptly responds to internal requests for legal assistance with high-quality, well-written, well-researched opinions, advice, guidance, and recommendations.

Transparent such that agency action can be understood by any Texan

- **Agency website.** TCEQ continuously improves its agency website to ensure the public's access to the latest information, employing plain language, analytics, and accessible coding to increase usability.
- **Access to public information.** The agency has increased electronic records and agency data to which the public has 24-hour access online and operates a file room open to the public during regular business hours. In addition, TCEQ operates a robust public information request program.
- **Access to commission documents.** The agency informs the public of commission actions by posting Commissioner's Agenda and backup documents online and streaming Commissioner's Agenda.
- **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.

Other Considerations

- **CAPPS.** The agency works toward fully implementing CAPPS HR/Payroll and plans for the next phase, CAPPS Financials, which will affect the agency's budgeting, accounting, and monitoring systems. CAPPS Financials is scheduled to be implemented in the next biennium. Backfilling and filling gaps in the new system with additional staff has been critical to the successful implementation and continued deployment of CAPPS.



CHAPTER 3

Redundancies and Impediments

1. REDUNDANCIES & IMPEDIMENTS

Service, Statute, Rule, or Regulation (with 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	Estimated Cost Savings or Other Benefit Associated with Recommended Change
Recommendation 1.1			
Air and Wastewater Permitting Electronic Notice (Texas Health & Safety Code, Sections 382.05199, 382.056, and 382.0562, and Texas Water Code, Sections 5.552, 5.553, and 26.022)	The statute requires that permit-application notices and notices of a hearing 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 newspaper publication. For TCEQ, this will result in an estimated cost savings of \$12,000 for each standard permit rule package.
Recommendation 1.2			
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 (with 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	Estimated Cost Savings or Other Benefit Associated with Recommended Change
Recommendation 2.1			
<p>The agency is funded by multiple sources of funding. Each fund is limited to specific uses.</p> <p>For example, the Waste Management Account 0549 provides authority only to support waste activities.</p>	<p>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.</p> <p>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.</p> <p>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.</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, 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.</p> <p>TCEQ shall notify the Legislative Budget Board and Governor of any decision to utilize General Revenue Fund 0001, including estimated cash transfers.</p>	<p>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.</p>

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

Service, Statute, Rule, or Regulation (with 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	Estimated Cost Savings or Other Benefit Associated with Recommended Change
Recommendation 2.2			
<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 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>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 2022–2023 S-2
- B. PERFORMANCE MEASURES AND DEFINITIONS, FISCAL YEARS 2022–2023 S-9
- C. HISTORICALLY UNDERUTILIZED BUSINESS PLAN S-60
- D. STATEWIDE CAPITAL PLAN S-62
- E. HEALTH AND HUMAN SERVICES STRATEGIC PLAN (N/A)
- F. WORKFORCE PLAN, FISCAL YEARS 2021–2025 S-66
- G. REPORT ON CUSTOMER SERVICE S-87

Agency Budget Structure, Fiscal Years 2022–2023

Goal 1: Assessment, Planning, and Permitting

To 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% as 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 Reduction in Nonattainment Areas (key)
- 1.1 oc 2 Nitrogen Oxides (NO_x) Emissions Reduced through Texas Emissions Reduction Plan (TERP) (key)
- 1.1 oc 3 Percent Texans Living Where Air Meets Federal Air Quality Standards (key)
- 1.1 oc 4 Percent Discharges Reduced
- 1.1 oc 5 Percent of Texas Surface Water Meeting or Exceeding Water Quality Standards (key)
- 1.1 oc 6 Percent Solid Waste Diverted from Municipal Solid Waste Landfills
- 1.1 oc 7 Percent Decrease in the Toxic Releases in Texas (key)
- 1.1 oc 8 Percent Change in Municipal Solid Waste Going to Landfills
- 1.1 oc 9 Percent of High and Significant Hazard Dams Inspected within the Last Five Years (key)
- 1.1 oc 10 Number of Acres of Habitat Created, Restored, and Protected

Strategy 1.1.1: Air Quality Assessment and Planning

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

Output Measures

- 1.1.1 op 1 Number of Point-Source Air Quality Assessments (key)
- 1.1.1 op 2 Number of Area-Source Air Quality Assessments (key)
- 1.1.1 op 3 Number of Mobile-Source On-Road Air Quality Assessments (key)
- 1.1.1 op 4 Number of Non-Road Mobile-Source Air Quality Assessments
- 1.1.1 op 5 Number of Air Monitors Operated (key)
- 1.1.1 op 6 Tons NO_x Reduced through Emissions Reduction Plan (key)
- 1.1.1 op 7 Number of Emissions Banking and Trading Applications Reviewed

Efficiency Measures

- 1.1.1 ef 1 Percent of Valid Data Collected by Air Monitoring Networks
- 1.1.1 ef 2 Average Cost Per Air Quality Assessment
- 1.1.1 ef 3 Average Cost per Ton of NO_x Reduced through Emissions Reduction Plan (key)

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 (key)
- 1.1.2 op 2 Number of Groundwater Assessments (key)
- 1.1.2 op 3 Number of Dam Safety Assessments (key)

Efficiency Measures

- 1.1.2 ef 1 Average Cost per Dam Safety Assessment

Explanatory Measures

- 1.1.2 ex 1 Percent of Rivers, Streams, Wetlands, Bays Protected by Site-specific 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 (key)

Efficiency Measures

- 1.1.3 ef 1 Number of Hours Spent Per Municipal Solid Waste Capacity Assessment

Explanatory Measures

- 1.1.3 ex 1 Council of Government Regional Disposal Capacity

Objective 1.2: Review and Process Authorizations

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

Outcome Measures

- 1.2 oc 1 Percent Air Permits Reviewed
- 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 in 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 Air Quality Permit Applications Reviewed (key)
- 1.2.1 op 2 Number of Federal Air Quality Operating Permits Reviewed (key)

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 (key)
- 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 (key)

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 Municipal Nonhazardous Waste Permit Applications Reviewed (key)
- 1.2.3 op 3 Number of Industrial and Hazardous Waste Permit Applications Reviewed (key)

Explanatory Measures

- 1.2.3 ex 1 Number of Municipal Nonhazardous 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

Strategy 1.2.4: Occupational Licensing

Establish and maintain occupational professional 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 Licensee Examinations Processed (key)
- 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 Samples Collected

Explanatory Measures

1.3.1 ex 1 Revenue to General Revenue from 5% Gross Receipts Fee on Disposal of Waste

1.3.1 ex 2 Volume of Low-level Waste Accepted at Texas Compact Waste Facility (key)

Goal 2: Drinking Water

To 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 efficient regulation of the production, treatment, delivery and protection of safe and adequate drinking water and promoting regional water strategies.

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

Supply 95% 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 Drinking Systems Meeting Primary Water Standards (key)

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 Meeting Drinking Water Standards (key)

2.1.1 op 2 Number of Drinking Water Samples Collected (key)

2.1.1 op 3 Number of District Applications Processed

Goal 3: Enforcement and Compliance Assistance

To protect public health and the environment by administering enforcement programs 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.

Objective 3.1: Increase Compliance and Response to Citizen Inquiries

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

Outcome Measures

- 3.1 oc 1 Percent of Investigated Air Sites in Compliance (key)
- 3.1 oc 2 Percent of Investigated Water Sites in Compliance (key)
- 3.1 oc 3 Percent of Investigated Waste Sites in Compliance (key)
- 3.1 oc 4 Percent of Identified Noncompliant Facilities with Appropriate Action Taken (key)
- 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 (key)

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 (key)
- 3.1.1 op 2 Number of Investigations of Water Rights Sites (key)
- 3.1.1 op 3 Number of Investigations of Water Sites (key)
- 3.1.1 op 4 Number of Investigations of Waste Sites

Efficiency Measures

- 3.1.1 ef 1 Average Days 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 violation situations.

Output Measures

- 3.1.2 op 1 Number of Environmental Laboratories Accredited (key)
- 3.1.2 op 2 Number of Small Businesses and Local Governments Assisted (key)

Efficiency Measures

- 3.1.2 ef 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 Paid for Projects in 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 Presentations, Booths and Workshops/Pollution Prevention and Minimization (key)
- 3.1.3 op 2 Number of Quarts of Used Oil Diverted from Potential Improper Disposal

Explanatory Measures

- 3.1.3 ex 1 Tons of Hazardous Waste Reduced Because of Pollution Prevention Planning
- 3.1.3 ex 2 Tons of Waste Collected through Household Hazardous Waste Collection
- 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

To 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 six additional Superfund sites and/or other sites contaminated by hazardous materials, and identify, assess and remediate the known leaking petroleum storage tank sites.

Outcome Measures

- 4.1 oc 1 Percent of Leaking Petroleum Storage Tank Sites Cleaned Up (key)
- 4.1 oc 2 Number of Superfund Remedial Actions Completed (key)
- 4.1 oc 3 Percent of Voluntary and Brownfield Cleanup Properties Available for Reuse (key)
- 4.1 oc 4 Percent Industrial Solid and Municipal Hazard Waste Clean Ups

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 Petroleum Storage Tank Cleanups Completed (key)

Efficiency Measures

- 4.1.1 ef 1 Average Days to Authorize a Contractor to Perform Corrective Action

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 Voluntary and Brownfield Cleanups Completed (key)
- 4.1.2 op 2 Number of Superfund Evaluations and Cleanups Underway (key)
- 4.1.2 op 3 Number of Superfund Remedial Actions Completed (key)
- 4.1.2 op 4 Number of Dry Cleaner Remediation Program Site Cleanups Completed (key)

Explanatory Measures

- 4.1.2 ex 1 Number of Superfund Sites in Post Closure Care (key)

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% of Texas’ Equitable Share of Water

Ensure delivery of 100% of Texas’ equitable share of quality water annually as apportioned by each commission’s respective compact.

Outcome Measures

- 5.1 oc 1 Percentage Received of Texas Equitable Share of Quality Water Annually - Canadian River Compact
- 5.1 oc 2 Percentage Received of Texas Equitable Share of Quality Water Annually - Pecos River Compact
- 5.1 oc 3 Percentage Received of Texas Equitable Share of Quality Water Annually - Red River Compact
- 5.1 oc 4 Percentage Received of Texas Equitable Share of Quality Water Annually - Rio Grande River Compact
- 5.1 oc 5 Percentage Received of Texas Equitable Share of Quality Water Annually - 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.

SCHEDULE B

Performance Measures and Definitions, Fiscal Years 2022–2023

The State of Texas uses a set of organized procedures known as the Strategic Planning and Performance 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 TCEQ's performance measures and definitions for fiscal years 2022–2023.

1.1 Outcome

1.1 oc 1 Percent Reduction in 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 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 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. The grants may be funded by the Texas emissions reduction account and/or Texas emissions reduction fund.

Purpose/Importance: The TERP program was established 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 Texans Living Where 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 United States Census Bureau. 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 Discharges Reduced**

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 Surface Water 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 recent Integrated Report approved by EPA. Compliance with water quality standards is based on the most recent sampling data typically for a period of seven to ten 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 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 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 from municipal solid waste landfills and processing facilities for the fiscal year.

Method of Calculation: The agency generates an Excel report from the IDA reporting system for diversion and disposal data. 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 municipal solid waste landfill or processing facility and is then diverted from disposal. It does not capture data for solid waste that is diverted to recycling or reuse 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 EPA.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

1.1 oc 8 **Percent Change in Municipal Solid Waste Going to Landfills**

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

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

Source/Collection of Data: Using the agency's Internal Data Application (IDA) reporting system with waste data maintained by the Waste Permits Division, this measure quantifies the change in the waste disposal amount between the current and the previous year for municipal waste landfills.

Method of Calculation: The agency queries an Excel report generated from the IDA reporting system for the disposal data for the current year and then calculates the difference from the pervious year. The percent change is determined by the formula: total disposed amount for the current year minus the disposed amount for the previous year divided by the disposed amount for the previous year times 100.

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

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Below projectionss

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

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 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 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 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 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 area source category emission inventories developed by the number of applicable counties.

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 Mobile-Source On-Road 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 multiplying the number of non-road mobile-source category emissions inventories divided by the number of counties.

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. The grants may be funded by the Texas emissions reduction account and/or Texas emissions reduction fund.

Purpose/Importance: The TERP program was established 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 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 Emissions Banking and Trading 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, rejected, 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, rejected, 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 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 TCEQ's state and/or federally funded ambient air-monitoring networks provides an indication of 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 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 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 workload 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 per Ton of NO_x Reduced through Emissions Reduction Plan (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. The grants may be funded by the Texas emissions reduction account and/or Texas emissions reduction fund.

Purpose/Importance: The TERP program was established 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 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 TCEQ's air quality database.

Method of Calculation: The sum of days that the ozone concentrations in Texas exceeds the NAAQS. Ozone exceedances will be determined using a subset of 15 long-running regulatory ozone monitors in Texas.

If more than one of the 15 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 Rivers, Streams, Wetlands, Bays Protected by Site-specific 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 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.

Purpose/Importance: This measure reflects the agency's efforts in obtaining current and accurate municipal solid waste 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: Using the agency's Internal Data Application (IDA) reporting system with waste data maintained by the Waste Permits Division, this measure tracks the number of capacity assessments reviewed for municipal solid waste landfills for the quarterly reporting period. Capacity assessment data, submitted by a facility owner or operator by a hard-copy form available on the agency's website or through the agency's e-reporting system, are entered in the IDA reporting system. A capacity assessment review is complete when the program indicates that the assessment is approved in the IDA reporting system.

Method of Calculation: The agency queries an Excel report generated from the IDA reporting system for the number of capacity assessments reviewed for the reporting period. The sum of capacity assessment reviews completed is reported.

Data Limitations: The number of capacity assessments depends wholly on the number of permitted municipal solid waste landfills actively receiving solid 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 Number of Hours Spent Per Municipal Solid Waste Capacity Assessment

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

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

Source/Collection of Data: Using a designated program cost account (PCA) code entered on the agency's time sheet form, this measure tracks the time spent by the Waste Permits Division to obtain and review capacity assessments and prepare stateside annual report summary for active municipal solid waste landfills for the fiscal year. The first quarter is spent obtaining capacity assessment reports. Most reviews are performed in the second and third quarters. Preparation of the statewide annual report summary occurs in the fourth quarter. The total number of hours charged monthly to this PCA code is acquired through the agency's accounting system.

Method of Calculation: The total number of hours attributed to the PCA code through the current fiscal year is divided by the total number of capacity assessments received through the fiscal year and achieves the new calculated average for each quarter.

Data Limitations: None identified

Calculation Type: Cumulative

New Measure: No

Desired Performance: Below projections

1.1.3 Explanatory

1.1.3 ex 1 Council of Government Regional 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: This measure identifies 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: Using the agency's Internal Data Application (IDA) reporting system with waste data maintained by the Waste Permits Division, this measure quantifies the remaining disposal capacity data for each of the COG regions for the fiscal year. Data is obtained from the annual capacity assessments for active municipal solid waste landfills. Capacity is reported in cubic yards, and landfill compaction rates are reported in pounds per cubic yard, as based on actual field measurements or 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 for the annual reporting period.

Method of Calculation: The agency queries an Excel report generated from the IDA reporting system for capacity and disposal data for municipal solid waste landfills located in a COG and then calculates the number of years for remaining landfill capacity for the COG. The total number of COG regions with 10 years or more of projected landfill capacity is reported for the period.

Data Limitations: Many 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 Air Permits Reviewed

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 and exclude days on applicant hold.

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; 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. Timeframes will exclude the number of days a project was on applicant hold.

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, excluding days on applicant hold. 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 the fiscal year by the total number of permits reviewed during the fiscal year and does not include contested permits, permits under additional review by EPA, or the days the application is on hold by the applicant. 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 reviewed 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. Processing time frames will exclude the number of days any application is placed on hold by the applicant. This exclusion will include the day of request through the end of the requested period.

Data Limitations: Applications are excluded from the count when suspended from processing in accordance with either agency rules or agency policy. When an applicant places an application on hold, the number of days the application is on hold is subtracted from the total number of processing days.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Above projections

1.2 oc 4 **Percent of Waste Management Permit Applications Reviewed in Established Time Frames**

Short Definition: Percent of waste management permit applications reviewed within established time frames.

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

Source/Collection of Data: Using agency databases with waste data maintained by the Office of Waste, this measure tracks the number of waste permit applications reviewed within the established agency time frames for 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 and commercial nonhazardous solid waste storage and processing facilities, coal combustion residual disposal facilities and hazardous waste treatment, storage, and disposal facilities, (2) new, registrations, major and minor amendments, and notice and no-notice modifications, and notifications for municipal solid waste facilities, and (3) new, renewals, major and minor amendments, minor modifications, endorsements, and revocation applications for underground injection control (UIC) Class I and Class III applications, (4) new permits, authorizations, amendments, and revocations for UIC Class IV and Class V applications, (5) new, renewals, endorsements, and major and minor amendments for radioactive material licenses and disposal.

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/denial of the application 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. For an application that requires the transmittal of a final draft permit from the program area to the Chief Clerk's Office, the review date is the date of this transmittal. For an application that does not require the transmittal of a final draft permit from the program to the Chief Clerk's Office, the application is considered reviewed upon the transmittal of an authorization, modification or endorsement letter from the program area to the applicant. For the application returned or withdrawn, either at the applicant's request or as the result of administrative or technical deficiencies, the application is considered reviewed upon the transmittal of the return or withdrawal of the application to the applicant, unless a final draft permit was transmitted to the Chief Clerk's Office for the application. Returned or withdrawn applications with a final draft permit transmitted to the Chief Clerk's Office will be considered reviewed when the final draft permit was transmitted to the Chief Clerk's Office.

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

Data Limitations: None identified. Applications are excluded from the count when suspended from processing in accordance with agency policy.

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 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 (STDPMPT), 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 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 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 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 have been reviewed during the reporting period. OSSF application reviews are considered complete once they have been entered and the manager's approval date has been reflected in CCEDS. 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 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 auditee submits sufficient data for TCEQ to review, and (2) TCEQ completes 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 Nonhazardous Waste Permit Applications Reviewed (key)

Short Definition: The number of municipal non-hazardous waste permit applications reviewed.

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

Source/Collection of Data: Using the agency databases with waste data maintained by the Waste Permits Division, this measure tracks the number of municipal solid waste (MSW) permit applications reviewed within the quarterly reporting period. This process is completed for the following MSW permit applications: new, registrations, major and minor amendments, notice and no-notice modifications, and notifications. A reviewed application is defined as transmittal of the final draft permit/registration from the program to the Chief Clerk's Office, the return/withdrawal/denial of the application 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.

Method of Calculation: The agency queries agency databases for the number of applications reviewed for the reporting period.

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 industrial and hazardous waste permit applications, orders, licenses and authorizations reviewed.

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

Source/Collection of Data: Using agency databases with waste data maintained by the Office of Waste, this measure tracks the number of industrial and hazardous waste permit applications reviewed for the quarterly reporting period. 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 and commercial nonhazardous solid waste storage and processing facilities, coal combustion residual disposal facilities and hazardous waste treatment, storage, and disposal facilities, (2) new, renewals, major and minor amendments, and minor modifications, endorsements, and revocation applications for underground injection control (UIC) Class I and Class III Injection Wells, (3) new permits, authorizations, amendments, and revocations for UIC Class IV and V Injection Wells, and (4) new, renewals, endorsements, and major and minor amendments for radioactive material licenses and disposal.

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/denial of the application 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. For an application that requires the transmittal of a final draft permit from the program to the Chief Clerk’s Office, the application is considered reviewed upon transmittal of the final draft permit to the Chief Clerk’s Office. For an application that does not require the transmittal of a final draft permit from the program to the Chief Clerk’s Office, the application is considered reviewed upon the transmittal of an authorization, modification, or endorsement letter from the program area to the applicant. For an application returned or withdrawn, either at the applicant’s request or as the result of administrative or technical difficulties, the application is considered reviewed upon the transmittal of the return or withdrawal of the application to the applicant.

Method of Calculation: The agency queries its databases for the total number of reviewed industrial and hazardous waste permit applications for the reporting period.

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 Nonhazardous Waste Permits Issued

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

Purpose/Importance: This measure reflects the agency’s workload regarding the number of permits, registrations, and notifications issued.

Source/Collection of Data: Using the agency’s databases with data maintained by the Waste Permits Division, this measure tracks the number of municipal solid waste (MSW) permit applications issued or acknowledged for the fiscal year. This process is completed on the following MSW permit applications: new, registrations, major and minor amendments, notice and no-notice modifications, and notifications. A permit or registration issued or acknowledged is one that has been signed by either the Executive Director (or designated representative) or by the Commission. Date of issuance for a permit or registration is entered into the database when a copy of the issued authorization is received by the program from the Chief Clerk’s Office. A notification or other MSW authorization acknowledgement letter is signed by the Executive Director (or designated representative). Date of acknowledgment for a notification or other MSW authorization is entered into the database after the transmittal of an authorization or modification letter to the applicant.

Method of Calculation: The agency queries its databases for the number of applications issued and acknowledged. The sum is the total of issued permits, registrations, modifications, amendments, and notifications for the reporting period.

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 industrial and hazardous waste permits, orders, licenses and authorizations issued.

Purpose/Importance: This measure reflects the agency’s workload regarding the number of permits, authorizations and licenses issued.

Source/Collection of Data: Using agency databases with waste data maintained by the Office of Waste, this measure tracks the number of industrial and hazardous waste permit applications issued or acknowledged for 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 and commercial nonhazardous solid waste storage and processing facilities, coal combustion residual disposal facilities and hazardous waste treatment, storage, and disposal facilities, (2) new, renewals, major and minor amendments, and minor modifications, endorsements, and revocation applications for UIC Class I and Class III Injection Wells, (3) authorizations and new permits and revisions for UIC Class IV and V Injection Wells, and (4) new, renewals, and major and minor amendments for radioactive material licenses and disposal. A permit, order, or authorization issued or acknowledged is one that has been signed by either the Executive Director (or designated representative) or by the Commission.

Method of Calculation: The agency queries its databases for the number of applications issued and acknowledged. The sum is the numbers of issued permits, orders, licenses, and authorizations for the reporting period.

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

Short Definition: Number of corrective actions implemented 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 the agency's Internal Data Application (IDA) reporting system with waste data maintained by the Waste Permits Division and manual record reviews performed by program staff, this measure tracks the number of municipal solid waste and commercial industrial non-hazardous waste landfill corrective action plans issued in the fiscal year. This includes all corrective action plans (including groundwater and landfill gas remediation) at authorized municipal solid waste and commercial industrial non-hazardous waste landfill facilities. A corrective action plan is considered implemented upon issuance of a permit or registration modification letter to the responsible party.

Method of Calculation: The agency queries the IDA reporting system and verifies the results with the appropriate program area. The sum is the number of corrective actions implemented, for the reporting period.

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 occupational licensure and registration that are received and processed by the agency.

Purpose/Importance: This measure indicates the number of new and renewal applications received for potential licensed or registered individuals or companies.

Source/Collection of Data: The Permitting and Registration Support Division staff scans or manually enters data into the Consolidated Compliance and Enforcement Data System (CCEDS) for the applications received.

Method of Calculation: A query of CCEDS is run for all applications for environmental professional licensure and registration received and processed by the agency. The total is the number of all applications for occupational licensing received and processed for the reporting period.

Data Limitations: General market and economic conditions impact the number of occupational license applications. Receipt of 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 Licensee Examinations Processed (key)

Short Definition: The number of examinations administered 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: A query of CCEDS is run for all examinations processed to report this measure. The total is the number of all examinations processed during the reporting period.

Data Limitations: General market and economic conditions impact the number of occupational license applications. Receipt of 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 or renewed licenses and registrations issued to individuals and companies.

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: A query of the CCEDS database is run for new, renewed licenses and registrations issued to individuals and companies. The total is the number of new and renewed licenses and registrations issued to individuals and companies during the reporting period.

Data Limitations: General market and economic conditions impact the number of occupational license applications. 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. The total is the number of all active licenses and registrations for the reporting period.

Data Limitations: General market and economic conditions impact the number of occupational license applications.

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 environmental occupational 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 Occupational 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: The average cost per license and registration is the total of all expenditures divided by the number of active licenses and registrants for 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 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: The agency counts the total number of samples taken during that quarter from a tracking spreadsheet. 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 identified

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

1.3.1 Explanatory

1.3.1 ex 1 Revenue to General Revenue from 5% Gross Receipts Fee on Disposal of Waste

Short Definition: The total annual amount of revenue received by 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.

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 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.

Method of Calculation: Using 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 identified

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

1.3.1 ex 2 Volume of Low-level Waste Accepted at 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 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 a database maintained by the Radioactive Materials Division to track all material received. The division will query and report the total volume of waste accepted for disposal at the Texas Compact Waste. The volume represents the total cumulative amount of waste taken during the fiscal year.

Method of Calculation: The total is the volume of low-level radioactive waste accepted for disposal at the Texas Compact Waste facility for the reporting period.

Data Limitations: None known

Calculation Type: Cumulative

New Measure: No

Desired Performance: Below projections

2.1 Outcome

2.1 oc 1 Percent of Texas Population Served by Drinking Systems Meeting Primary 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 or treatment technique violations.

Purpose/Importance: Measures the success of regulatory activities conducted by 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 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) 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 Meeting 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 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) 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 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 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 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 Database (WDD) 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 WDD 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 (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, 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 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 (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, 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 (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, 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 Facilities with Appropriate Action 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 (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 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, 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% 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 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 (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, which are included in the Number of Applications to Address Water Quality Impacts Reviewed measure.

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 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: The TCEQ has no control over the number of complaints received.

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: 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: 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 Paid for Projects in 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 or 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 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 Presentations, Booths and Workshops/Pollution Prevention and Minimization (key)

Short Definition: Total number of pollution prevention/waste minimization and voluntary program workshops, booths, and presentations conducted by External Relations staff for promotion of pollution prevention/waste minimization and voluntary program participation.

Purpose/Importance: This measure provides an indication of External Relations Division 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 External Relations 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 Potential Improper Disposal

Short Definition: Number of quarts (in millions) 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 calendar year. No information is received during the first or fourth quarter. Data is collected from forms received during the second quarter and late filings during the third quarter.

Method of Calculation: Performance data is obtained from querying automated systems Internal Data Application (IDA) for the number of quarts of used oil collected for processing. The total is the number of quarts of used oil diverted from landfills or improper disposal for the reporting period.

Data Limitations: 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 Because 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 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 through Household Hazardous Waste Collections

Short Definition: The tons of waste collected through household hazardous waste collection programs, reported annually by the programs to 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: Using the agency’s Internal Data Application (IDA) reporting system with tire data maintained by the Waste Permits Division, this measure quantifies the number of regulated facilities that either transport, store, process, recycle, or burn for energy recovery, scrap tires.

Method of Calculation: The agency queries an Excel report generated from the IDA reporting system for registered waste tire facilities and transporters. 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 the Internal Data Application (IDA) reporting system, 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 the Internal Data Application (IDA) reporting system 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 EPA. Department of Defense and Department of Energy funding issues that are beyond 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 Available for Reuse (key)

Short Definition: Percent of voluntary and brownfield cleanup properties made available for redevelopment, community, or other reuse. The percentage 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: Data is collected from the Internal Data Application (IDA) reporting system.

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: 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. 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 Industrial Solid and Municipal Hazardous Waste Clean Ups

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: Data is collected from the Internal Data Application (IDA) reporting system.

Method of Calculation: The number of facilities with no further action in the Industrial and Hazardous Waste Corrective Action Program divided by the total number of reported facilities in the program for the reporting period, 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. The sum is the number of petroleum storage self-certifications processed by agency staff for the reporting period.

Data Limitations: None identified

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

4.1.1 op 2 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: Data is collected from the Internal Data Application (IDA) reporting system.

Method of Calculation: 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 Contractor to Perform Corrective Action

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: Data is collected from the Internal Data Application (IDA) reporting system.

Method of Calculation: 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 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 the Internal Data Application (IDA) reporting system.

Method of Calculation: The Internal Data Application (IDA) reporting system is queried for the quarterly and cumulative totals of certificates issued for the fiscal year.

Data Limitations: 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. TCEQ has limited control of when these standards are attained.

Calculation Type: Cumulative
New Measure: No
Desired Performance: Above projections

4.1.2 op 2 Number of Superfund Evaluations and Cleanup Underway (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 the Internal Data Application (IDA) reporting system, 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: The total number of state and federal Superfund sites in Texas undergoing evaluation and cleanup for the reporting period is reported.

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 EPA. Department of Defense and Department of Energy funding issues that are beyond 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 3 **Number of Superfund Remedial Actions Completed (key)**

Short Definition: The number of state and federal Superfund sites for which remedial actions were completed 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: The Internal Data Application (IDA) reporting system is queried to calculate the combined number of state and federal Superfund sites attaining remedial action completion status in a reporting period.

Method of Calculation: The query will report the number of state and federal Superfund sites for which remedial actions were completed during the reporting period. 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 EPA. Department of Defense and Department of Energy funding issues that are beyond 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 4 **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 data source is the Internal Data Application (IDA) reporting system.

Method of Calculation: The Internal Data Application (IDA) reporting system is queried for the quarterly and yearly totals of DCRP sites that have been issued "no further action" letters.

Data Limitations: 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, TCEQ is required to consider sites that pose a higher relative risk to human health and the environment. The program is set to expire on September 1, 2021; however, the statute allows for corrective action to continue for sites already in the program to the extent money from the fund is available.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Above projections

4.1.2 Explanatory

4.1.2 ex 1 Number of Superfund Sites in Post Closure Care (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 the Internal Data Application (IDA) reporting system, 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

5.1 Outcome

5.1 oc 1 Percentage Received of Texas Equitable Share of Quality Water Annually - 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 - 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% 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% 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 - 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% 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% 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%. 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 - 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 - 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% 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%), 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

Mission Statement

The mission of the TCEQ Historically Underutilized Business (HUB) program is to encourage and effectively promote the utilization of HUBs in procurements and contracts for commodities and services, while ensuring full and equal procurement opportunities for all businesses interested in supplying good and services. 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.

Policy

TCEQ has adopted Title 34, Texas Administrative Code, Chapter 20, Subchapter D (34 TAC 20D). Additional guidance is provided in TCEQ's Operating Policies and Procedures as well as in its Guide for Administrative Procedures (GAP) Manual.

Definition

A HUB is defined in Chapter 2161 of the Texas Government Code and 34 TAC 20.282 as a for-profit entity meeting the following additional criteria:

- The principal place of the business must be in Texas.
- The owner of the business must be a resident of the State of Texas.
- At least 51% of the assets and at least 51% of all classes of the shares of stock or other equitable securities in the business must be owned by one or more persons whose business enterprises have been historically underutilized (economically disadvantaged), because of their identification as members of at least one of the following groups: African American, Hispanic American, Asian/Pacific American, Native American, American women, and service-disabled veterans.
- The individuals mentioned above must demonstrate active participation in the control, operation, and management of the business.

- The business must be classified as a small business according to the U.S. Small Business Administration's size standards (identified by North American Industry Classification System codes) as set forth in 13 CFR 121.201.

Program Staff

The TCEQ has two FTEs—a coordinator and an assistant coordinator—focused solely on the HUB program. The HUB coordinator communicates directly with the executive director; both FTEs serve as resources to other TCEQ program staff and vendors, and report and respond to oversight entities as required. HUB staff activities include vendor outreach, educating staff on 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-related rules, as identified in operating policies and procedures posted agency-wide.



Program Performance, Goals, Objectives, and Strategies

Table C.1 reflects 2018 and 2019 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.

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.

Table C.1. Agency-Specific HUB Goals and TCEQ Performance

Category	Goals for FYs 2018–2019	Performance		Goals for FYs 2021–2025
		2018	2019	
Commodity Contracts	21.1%	38.1%	48.1%	21.1%
Other Services Contracts	26.0%	44.2%	40.4%	26.0%
Professional Services Contracts	23.7%	15.4%	8.3%	23.7%
Special Trades	32.9%	19.6%	22.4%	32.9%

S C H E D U L E 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 2021 through fiscal 2025.

TCEQ submitted one capital project on this chart, the Critical Technology Upgrade Project, an information-resources project with a total cost of \$7,600,000 for the period from September 2020 to August 2025.

Integrated Campus Planning System

Texas Higher Education Coordinating Board

05/20/20

Environmental Quality, Texas Commission on (582)

Capital Expenditure Plan (MP1) Summary Report (Fiscal Years 2021 - 2025) as Reported in FY 2020

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	\$0	\$7,600,000	9/2020	8/2025
					0	0	0	0	\$0	\$7,600,000		

Totals by Project Type

Project Type	Number of Projects	GSF	E&G	Acres	Total Cost
Addition	0	0	0	0	\$0
New Construction	0	0	0	0	\$0
Repair and Renovation	0	0	0	0	\$0
Land Acquisition	0	0	0	0	\$0
Infrastructure	0	0	0	0	\$0
Information Resources	1	0	0	0	\$7,600,000
Leased Space	0	0	0	0	\$0
Unspecified	0	0	0	0	\$0
Totals	1	0	0	0	\$7,600,000

Summary of Planned Expenditures by Year

Project Type	2021	2022	2023	2024	2025	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	\$1,600,000	\$1,800,000	\$1,200,000	\$1,800,000	\$1,200,000	\$0	\$7,600,000
Leased Space	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unspecified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Totals	\$1,600,000	\$1,800,000	\$1,200,000	\$1,800,000	\$1,200,000	\$0	\$7,600,000

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	\$7,600,000

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		\$7,600,000

SCHEDULE E

Health and Human Services Strategic Plan

This schedule is not applicable to TCEQ.

Workforce Plan, Fiscal Years 2021–2025

This document is also provided separately to the State Auditor's Office.

Key Factors Facing the Agency

During the next five years, 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. The competition to recruit and retain highly skilled employees remains a priority. By 2025, 34% of 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.

Table F.1. Projection of TCEQ Employees Eligible for Retirement, FYs 2020–2025

Fiscal Year	Projected Retirements	Percent of Total Agency Headcount (2,625)
2020	497	18.9
2021	570	21.7
2022	654	24.9
2023	728	27.7
2024	810	30.8
2025	893	34.0

Data Source: Texas Uniform Statewide Accounting System, as of 8/31/19.

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 TCEQ. Within the next five years, 34% of TCEQ's workforce will be eligible to retire, with 19% eligible to retire by the end of fiscal 2020.

TCEQ remains well below the state average of 19.6% in turnover for fiscal 2019. TCEQ experienced turnover at 14.5% in fiscal 2019, with voluntary separations, excluding retirement, making up 54.8% 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 2020 through fiscal 2025. TCEQ estimates that approximately 893 employees (34%) will become eligible to retire by the end of fiscal 2025. Retirement of the agency's workforce at this level could significantly affect the agency's ability to deliver programs and accomplish its mission.

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:

- **Digital Content and Accessibility Requirements.** Delivering more digital content—training, public education, and other informational material—on TCEQ websites. Will have to produce content in HD (high-definition) as SD (standard definition) fades away. Accessibility requirements for video will increase at the same time that the agency's video production increases. Maintaining and improving online access, accessibility, and navigation (both internal and external) through increasing and varied access points (such as mobile devices, collaboration tools, and social media) and situations (such as disasters). This includes continued website restructuring and upgrading, employing analytics, metadata, and usability studies to adequately support emerging web and application design and organization trends. Agency roles and responsibilities under Section 508 are aligned with Web Content Accessibility Guidelines 2.0, which requires more time and expertise when creating documents, webpages, and learning content.
- **Public Information Requests and Access to Public Records.** Participation in and support of the increased number of public information requests (PIR), legislative requests, and media requests. Modifications to existing databases and reporting capabilities and new initiatives allowing greater public access to agency records. The design, testing, and implementation of these initiatives may require large commitments in funding and manpower resources.
- **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. TCEQ will deploy CAPPS HR/Payroll in July 2020. Additional CAPPS modules—including Financials, Learn and Recruit—will be implemented over the next three years. Implementation requires significant staff time and resources devoted to the development of new processes and procedures as well as training content and materials, to the delivery of agency-wide training, and to change-management efforts.
- **Continuous Process Improvement Initiatives: Lean.** In fiscal 2020, TCEQ, in collaboration with EPA, adopted Lean. Lean is being deployed across the agency aggressively to enhance agency processes and reduce backlogs. Lean requires extensive coordination with program areas on logistics and training/staff development. The Office of Administrative Services offers significant organizational and programmatic input requiring additional time and resources from staff with a specialized skillset to successfully implement and sustain Lean initiatives across the agency.
- **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 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.

■ **Disaster- and Emergency-Response Plan-**

ning. There are emerging responsibilities associated with disaster- and emergency-response assistance, coordination, and information collection, including developing GIS map layers for wastewater treatment plant infrastructures. The public has created a demand for fast disclosure and transparency of monitoring data during high-profile emergency-response events such as fires and explosions. The agency must be agile in facilitating procurement and contracting within guidelines and as needed during emergencies and continue to refine processes and procedures with respect to disaster response, including hurricane-preparedness activities.

■ **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.

The growing population trends and limited additional water resources in Texas have resulted in public water systems considering innovative or alternative treatment technologies. The thorough and comprehensive review of these complex and innovative or alternative treatment technologies requires highly experienced engineers and scientists to both protect public health and support economic growth. These technologies require significant research and time, taxing senior-level staff possessing high levels of technical expertise who may be needed for multiple projects. These staff are also needed to provide expertise in emergency situations affecting public health.

■ **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:

- Prevention of explosions and fires in the petrochemical industry in the Coastal & East Texas Area.
- 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 industry 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 Underground Storage Tank provisions of the federal Energy Policy Act.
- Sustained focus on aggregate production operations (APOs) and their impact on the environment and on citizens' property.

Compliance activities for APOs continue to challenge investigation resources in the Central Texas Area. TCEQ's APO Registration Program is moving from the Office of Water to the Office of Waste.

- 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.
- Addressing an increasing number of odorousness complaints related to poultry operations and meeting expedited investigation timeframes in the Central Texas Area and the Coastal & East Texas Area.
- Meeting investigation needs for an expanding dam safety regulatory universe without corresponding increases to staffing numbers.
- For the Central Texas Area, economic changes have resulted in increased and complex construction activity in the areas covered by the Edwards Aquifer Program. This has increased the workload due to the increase in number and complexity of the plans for review.
- Increased water availability issues related to increasing drought conditions.
- Increase in public involvement on applications for municipal solid waste (MSW) disposal, processing, and management facilities has resulted in longer application review times and an increase in staff effort on MSW applications. Between fiscal 2017 and fiscal 2018, the Waste Permits Division (WPD) received an average of 5,867 comments on MSW applications per year. In the previous three years, fiscal 2014 to fiscal 2016, WPD received an average of 949 comments per year.

- **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 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.**

- EPA is seeking changes to rules implementing the Safe Drinking Water Act (SDWA) as well as revising guidelines for implementation of those programs.
- Expanding and more complex workloads with changing federal and state rules, regulations, and guidance—such as the Waters of the U.S. Rule, Methods Update Rule, Revised Total Coliform Rule, Lead and Copper Rule revisions, lead testing in schools and childcare facilities, and regulations regarding perfluorinated compounds and perchlorate.
- 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.
- Technologies to remove or reduce contaminants in drinking water have become more complex since the 1996 SDWA Amendments. As water quality technologies and program requirements change, the degree of technical expertise necessary to

understand and manage these issues, as well as perform compliance determinations, increases. Additionally, Texas water systems are challenged by aging and deteriorating infrastructure, a well-documented problem which will require significant investment to protect public health and ensure reliable delivery of safe drinking water. Drivers influencing Texas' public water systems utilizing more complex water treatment technologies include strain on available water supplies to address continued population growth, and the need to re-evaluate water-treatment practices to address rule revisions.

- In administering the Texas Groundwater Protection Committee, the Groundwater Program will continue to be challenged to coordinate with nine other state agencies or organizations and across 20 internal groundwater protection programs in 10 divisions and 3 offices. The most recent version of the Texas Groundwater Protection Strategy is a dynamic document that will be continuously reviewed and updated, instead of being updated every six years, requiring brief but continuous staff time.
- Water Rights Permitting. Due to limited water availability and increasing demand, water-right applications are becoming increasingly complex, raising numerous legal and technical issues. Those issues include indirect reuse, system operation plans, water management plans, reservoir operation plans, major new reservoir projects, interbasin transfer considerations, desalination, and aquifer storage and recovery. This increased complexity translates into additional time demands for permitting projects. To balance those increased workloads, the 86th Texas Legislature passed House Bill 1964, streamlining the process for certain limited water-right amendments. TCEQ is currently implementing this legislation and will be

tracking the efficiencies created. Additionally, the Water Rights Permitting program is using the Environmental Protection Agency's Lean Management System (ELMS) as a tool to evaluate permitting processes. This tool is designed to identify and solve process problems and ensure continuous improvement within the process.

- Water availability is a key component in TCEQ's technical review of water-rights applications. TCEQ uses surface water availability models (WAMs) to evaluate water availability for new permits and impacts associated with amending existing permits. The WAMs are structured to implement the prior-appropriation doctrine so that TCEQ only permits water that is available and senior water rights are protected. The 86th Texas Legislature passed HB723 and appropriated \$2.162 million requiring TCEQ to obtain or develop updated naturalized flow datasets for the water availability models for the Red, Neches, Brazos, and Rio Grande river basins. TCEQ will be contracting this work, which is expected to be completed in fiscal 2021.
- Non-Watermaster River Basin Evaluations. The 82nd Legislature adopted HB 2694, TCEQ's Sunset Legislation, which continued the agency for 12 years. The legislation also included a requirement for TCEQ to evaluate river and coastal basins that do not have a watermaster, assess whether there is a need to appoint a watermaster, and issue a report with its findings. This assessment is required at least once every five years. The new cycle started in fiscal 2017 and will run through fiscal 2022.
- 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.

- Preparation of application to EPA for delegation of oil and gas wastewater as required by HB 2771 (86th Regular Session).
- Increased requirements for managing contracts and purchasing.
- Increased reporting requirements for grants.
- Recent legislation and growing public interest in aquifer recharge, managed aquifer recharge, and aquifer storage and recovery will require program-specific geoscientific expertise.
- 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.
- Expanding permit programs result in increased noticing requirements, public participation, and the potential for an increase in the number of public comments, public meetings, and matters necessitating consideration at Agency Agenda meetings. Agency initiatives can affect the workload of offices.
- Meeting anticipated new federal requirements to establish a state levee safety program.
- Federal and state requirements may change for analyses performed in the Sugar Land Laboratory (e.g., lower metals criteria). This would require the laboratory to obtain NELAC accreditations anew. The laboratory must adhere to state and federal policies, maintain documentation of the processes used to ensure the quality of

the analyses conducted in the laboratory, and continuously improve those quality processes. This creates a need for additional staff (FTEs) for the efficient progression to a more enhanced and comprehensive environmental laboratory. In addition to required audits, the laboratory will explore and discover ways in which the laboratory can be improved to achieve maximum capabilities. As the Sugar Land Laboratory moves toward a more technologically advanced, paperless, and automated environment, the laboratory may experience an increase in analytical requests with shorter turnaround times and lower detection limits as well as requests to perform other analyses that coincide with new EPA and governmental regulations. This will require the laboratory to stay abreast of advancements in technology, instrumentation, and software. Staff training will be necessary to keep current with technological changes, and to gain competency and to maintain proficiency with analyses, software, and hardware in the environmental analytical field.

- Increase the influence of the Toxicology, Risk Assessment, and Research Division (TRARD) on federal regulations and policies that affect TCEQ and Texas's regulated community disproportionately compared to other states.
- Incorporate New Approach Methods (NAMs) of toxicity testing into the TRARD's methodologies to keep up with federal regulatory requirements to reduce the use of animals in toxicity testings.
- **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.** EPA continues to promulgate more stringent air quality standards and regulations, such as the

Maximum Achievable Control Technology (MACT) requirements and the Affordable Clean Energy (ACE) Rule. The new standards and regulations result in significant workload increases, specifically in the processing of air permit authorizations, the creation of new state plans implementing the federal regulations, the Emissions Banking and Trading Program offset requests, and General Conformity determination review. It will be necessary for the Office of Air to increase its proactive planning to ensure that the office can meet the increased workload demand and provide employees with additional training regarding the new federal requirements.

- **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.

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 2021–2025 timeframe. Each nonattainment area will require SIP revision development, along with potential control strategies specific to the pollutant.

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 have to develop maintenance plans for certain criteria pollutants to show how an area will maintain its attainment status. EPA is scheduled to review the NAAQS for ozone and particulate matter (PM) in 2020. The next review of lead, carbon

monoxide, nitrogen dioxide, and sulfur dioxide (SO₂) is not known at this time.

The agency is currently developing numerous attainment demonstration, reasonable further progress, emission inventory, and international transport SIP revisions for several counties and areas of the state for the 2008 and 2015 primary NAAQS Ozone Standards. If these areas do not meet current EPA standards by 2020, additional SIP revisions will be required. In addition, the agency may be required to implement an emissions penalty fee program for major stationary sources in the Houston-Galveston-Brazoria and Dallas-Fort Worth areas and an emissions inspection and maintenance program for gasoline-powered vehicles in Bexar County. For areas that meet the standards by 2020, the agency will have to develop redesignation requests and maintenance plan SIP revisions.

- **Regional Haze SIP.** The agency is also developing a Regional Haze SIP for the Guadalupe Mountains and Big Bend national parks, as well as Federal Class I areas in surrounding states, which is due in 2021. Another Regional Haze SIP will be due in 2028 and every 10 years thereafter, through 2064. Regional Haze program requirements also include a progress-report letter due to EPA in 2023 and every five years thereafter, to demonstrate progress toward the visibility goal.
- **Texas Emission Reduction Plan (TERP) Program.** TERP is an important strategy in achieving maximum reductions in nitrogen oxides from mobile sources to demonstrate compliance with the Texas SIP. The TERP includes ten unique grant programs. Beginning in fiscal 2022, TCEQ will be authorized to award grant funds from the collected TERP Trust Fund revenues, projected to be \$547 million per biennium. This is more than three times the amount of funding allocated to the current TERP program and will double the number of contracts

managed by employees from approximately 5,000 to over 10,000. The Office of Air estimates that the TERP program will need one new FTE for each additional \$10 million of collected revenue above existing appropriation to maintain current levels of workload. In addition, the anticipated increase in the TERP program will also require updated and improved data management systems and the creation of online applications.

- **Volkswagen State Environmental Mitigation Trust.** Gov. Abbott selected TCEQ as the lead agency responsible for the administration of \$209 million received from the Volkswagen State Environmental Mitigation Trust for grants to reduce nitrogen oxides in the environment. Beginning in fiscal 2019 and through fiscal 2021, TCEQ will manage grant openings and awards for 10 mitigation categories, resulting in over 1,000 new contracts to be monitored by Office of Air employees over the next seven 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 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.

- **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.

Information Technology

To maintain and enhance the agency's level of service, respond to increasing customer demands and expectations, and implement legislative changes, 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.** 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). 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.

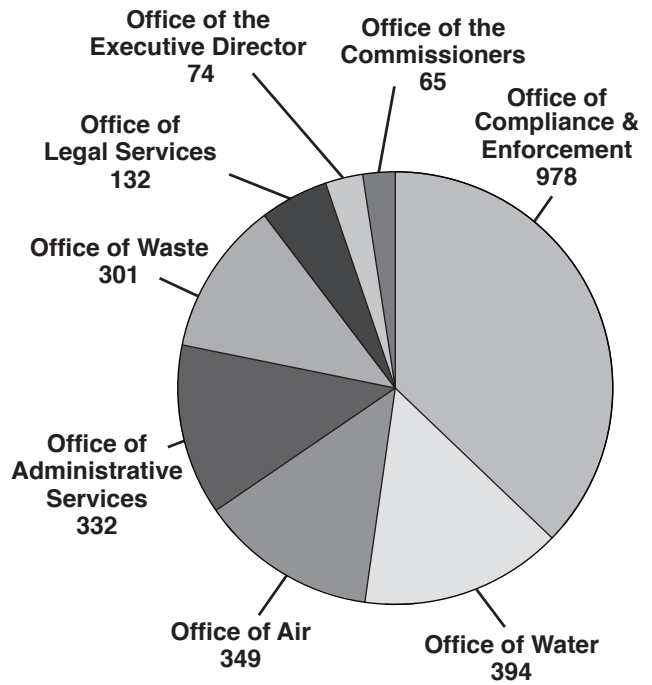
Current Workforce Profile (Supply Analysis)

In fiscal 2019, TCEQ employed a cumulative total of 2,622 employees, which includes 376 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

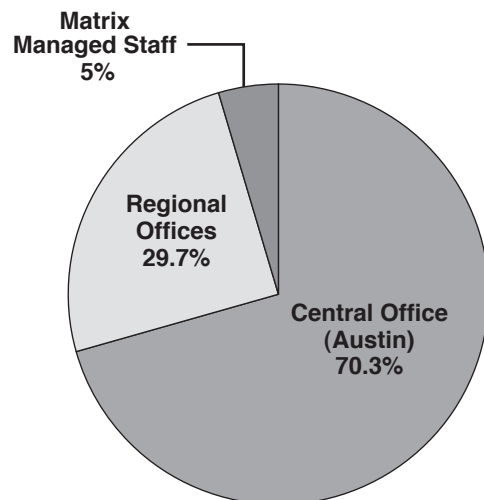
As of Aug. 31, 2019, 778 employees—or 29.7% of the total workforce—were located throughout the 16 regional offices (see Figure F.2). In an effort to facilitate delivery of the agency’s services at the point of contact and to increase efficiencies, 131 of these employees (5% of the total workforce) were matrix-managed staff who worked in regional offices, but were supervised from the Central Office.

Figure F.1.
TCEQ Employees by Office, FY 2019



Note: Data includes separations.
Data Source: Texas Uniform Statewide Accounting System, as of 8/31/19.

Figure F.2.
TCEQ Employees by Location, FY 2019



Data Source: Texas Uniform Statewide Accounting System, as of 8/31/19.

Workforce Demographics

Figures F.3 and F.4 illustrate the agency’s workforce during fiscal 2019. Blacks and Hispanics constituted 28.3% of the agency’s workforce, with other ethnic groups representing over 9%. The available Texas labor force for Blacks is 11.8%; for Hispanics, it’s 37.1%. This reveals an under-utilization of over 19% for Hispanics.

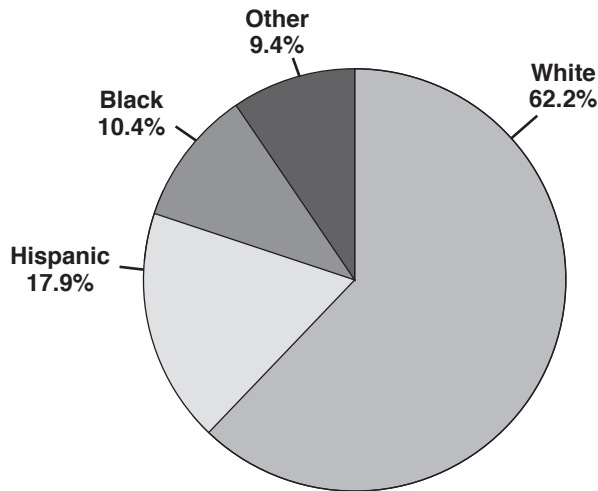
In fiscal 2019, the TCEQ workforce was 46.7% male and 53.3% female. These percentages indicate a small change from the last reporting period of fiscal 2018 (males, 47%; females, 53%). The available Texas labor force for males is 55%; for females, it’s 45%. This represents a 7.3% under- and over-utilization, 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.

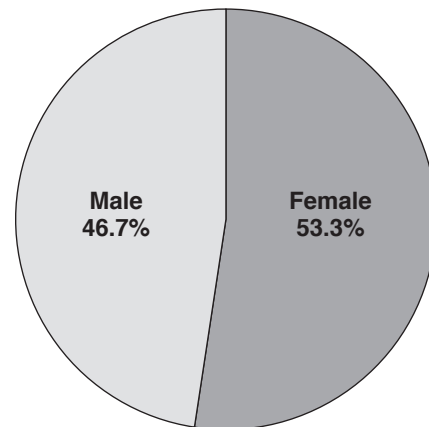
Table F.2 and figures F.5, F.6, and F.7 compare the agency workforce as of Aug. 31, 2019, to the available statewide civilian labor force as reported in the 2017–2018 *Equal Employment Opportunity and Minority Hiring Practices Report*, a publication of the Civil Rights Division of the Texas Workforce Commission. This table reflects the percentages of Blacks, Hispanics, and females within the available statewide labor force (SLF) and the TCEQ workforce.

Figure F.3.
TCEQ Employees by Ethnicity, FY 2019



Data Source: Texas Uniform Statewide Accounting System, as of 8/31/19.

Figure F.4.
TCEQ Employees by Gender, FY 2019



Data Source: Texas Uniform Statewide Accounting System, as of 8/31/19.

Table F.2. TCEQ Workforce Compared to Available Statewide Labor Force, 8/31/19

EEOC Job Category	Black		Hispanic		Female	
	SLF	TCEQ	SLF	TCEQ	SLF	TCEQ
Official/Administrator	8.1%	8.4%	22.4%	12.9%	38.8%	46.6%
Professional	10.9%	6.7%	20.3%	16.7%	54.5%	47.9%
Technical	14.4%	10.5%	29.2%	24.2%	55.2%	30.7%
Administrative Support	14.3%	2.5%	36.4%	24.4%	71.6%	82.6%

Data Source: Texas Uniform Statewide Accounting System, as of 8/31/19.

Although minorities and females are generally well represented at TCEQ, the agency’s ability to mirror the available statewide labor force remains difficult.

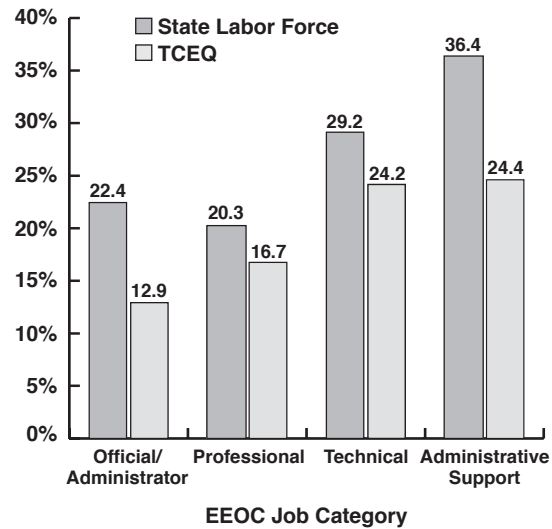
Compared to fiscal 2018, the SLF percentages increased for Blacks in the Professional and Official/Administrator job categories. While the SLF percentages remained the same for Blacks in the Technical category, TCEQ continues to experience difficulty in mirroring the SLF. While the SLF shows a slight increase in the Professional category, TCEQ’s representation of Blacks in this category decreased and the agency continues to be under-represented.

While the Hispanic SLF percentages increased, 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 24.5%. 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

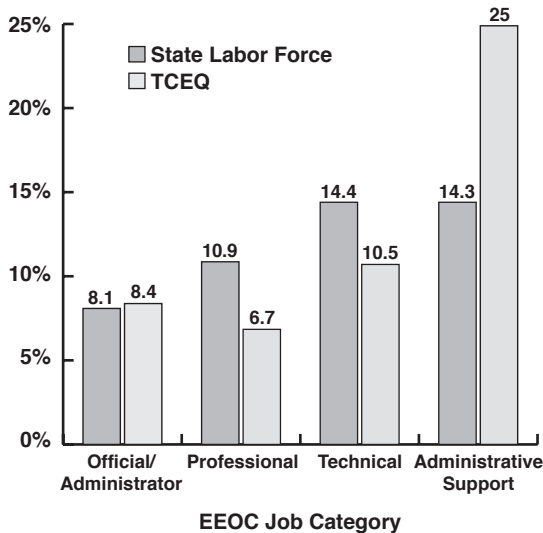
employ a labor force representative of the available Texas workforce.

Figure F.6.
TCEQ Hispanic Workforce Compared to Available Statewide Hispanic Labor Force, FY 2019



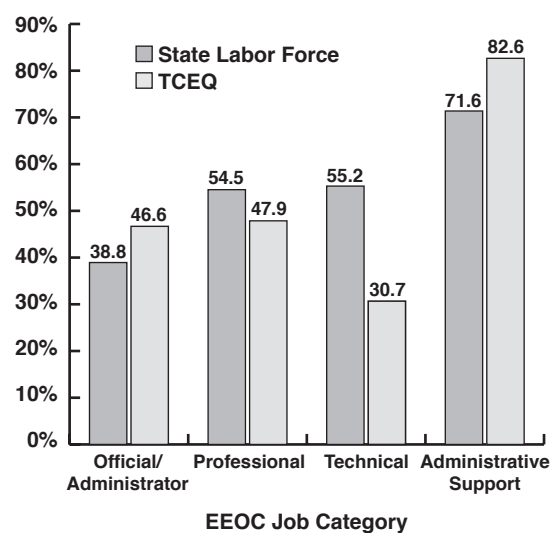
Data Source: Texas Uniform Statewide Accounting System, as of 8/31/19.

Figure F.5.
TCEQ Black Workforce Compared to Available Statewide Black Labor Force, FY 2019



Data Source: Texas Uniform Statewide Accounting System, as of 8/31/19.

Figure F.7.
TCEQ Female Workforce Compared to Available Statewide Female Labor Force, FY 2019



Data Source: Texas Uniform Statewide Accounting System, as of 8/31/19.

Workforce Qualifications

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% of TCEQ’s job classifications require a bachelor’s degree (see Figure F.8). Another 47% require a degree; however, related experience may substitute for this requirement. The remaining positions do not require a degree—they constitute 35% of the agency’s workforce.

Workforce Profile by Job Classification

Although over 75% 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 2019.

In fiscal 2019, TCEQ supplemented its workforce with 69 contracted staff to provide vital program

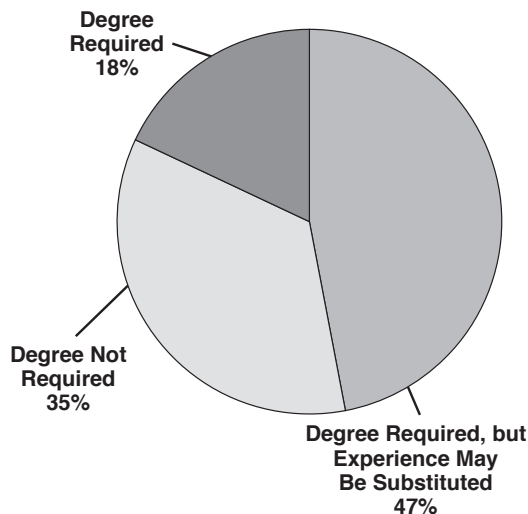
support, manage workloads, and perform various information technology functions as a means of meeting agency goals and objectives.

Employee Turnover

TCEQ turnover consistently remains below statewide turnover. In fiscal 2019, for example, the statewide turnover rate was 20.3%, in comparison to TCEQ’s turnover rate of 14.5% (see Figure F.10). This can be attributed to the agency’s recruitment and retention efforts.

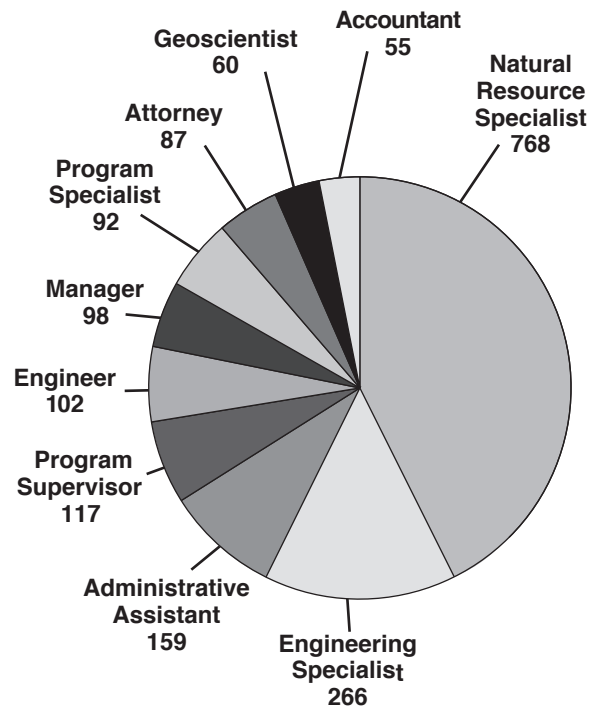
Recruitment and retention of qualified staff is critical to the ability of the agency to effectively carry out its objectives. It is imperative that quality replacements be found, trained, and retained. Certified and licensed staff are highly marketable outside of the

Figure F.8.
Education Requirements of TCEQ Employees, FY 2019



Data Source: Texas Uniform Statewide Accounting System, as of 8/31/19.

Figure F.9.
TCEQ Employees by Job Classification Series, FY 2019



Data Source: Texas Uniform Statewide Accounting System, as of 8/31/19.

agency, which results in turnover and lower 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.

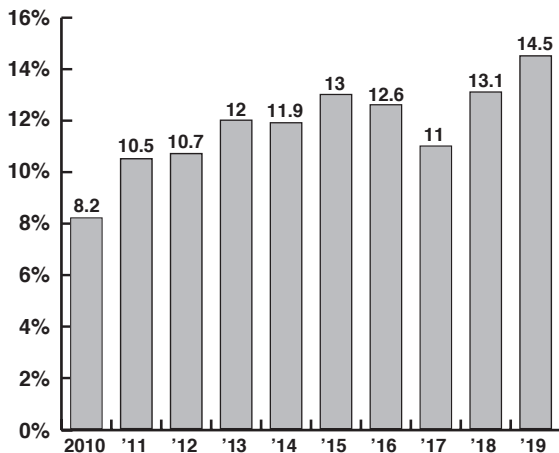
Future Workforce Profile (Demand Analysis)

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

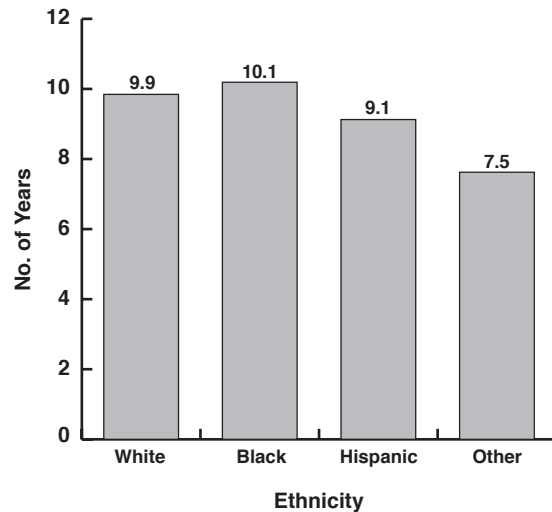
identify the skills, knowledge, and abilities needed to maintain our organizational excellence and to strengthen the skills of up-and-coming staff.

Figure F.10.
TCEQ Employee Turnover Rate, FYs 2010–2019



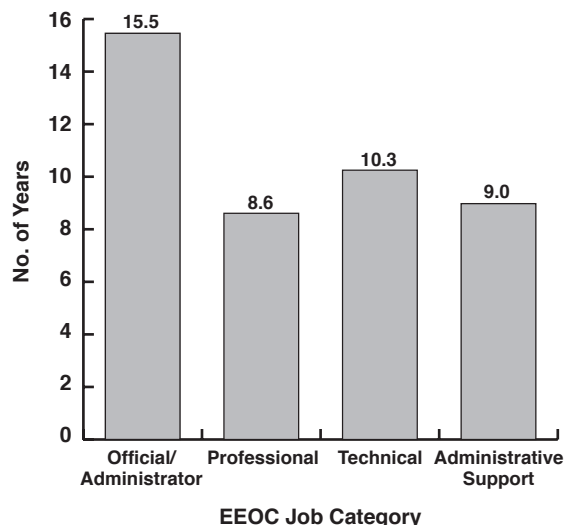
Data Source: Texas Uniform Statewide Accounting System, as of 8/31/19.

Figure F.11.
TCEQ Employee Average Tenure by Race, FY 2019



Data Source: Texas Uniform Statewide Accounting System, as of 8/31/19.

Figure F.12.
TCEQ Employee Average Tenure by EEOC Job Category, FY 2019



Data Source: Texas Uniform Statewide Accounting System, as of 8/31/19.

Table F.3. Critical Workforce Competencies within TCEQ Offices

Administrative Support	Problem Solving
Basic computer skills Standard software skills Mail processing Operate general office equipment Record keeping Inventory management	Analysis Critical thinking Decision making Innovation
Communication	Project Management
Customer service Active listening Cultural awareness Marketing and outreach Public relations Teamwork Translating technical information into layperson’s terms Oral – public speaking and presentation Written – composition and editing	Coordination Managing multiple priorities Organizing Planning Quality analysis and process improvement
Financial Management	Technical Knowledge <i>(may be unique to a certain program area)</i>
Contract management Financial administration General procurement Grant management	Agency policies, procedures, and programs Audit skills Litigation skills Local, state, and federal laws, rules, and regulations Policy analysis and development Regulation analysis and development Research Specialized technical knowledge Statistical analysis Technical analysis
Information Development & Management	
Accessibility Computer-assisted tools Database management Electronic reporting Graphic design Software proficiency Web development and maintenance	
Management/Leadership	
Building effective teams Delegation Facilitation Interpersonal skills Managerial courage Mentoring Performance management Strategic planning	

The agency strives to compete in the marketplace for certain disciplines, such as science and engineering. The predominant occupations used at 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% 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% versus 4.0%, respectively), and STEM occupations are projected to grow by 8.9% from 2014 to 2024, compared to 6.4% growth for non-STEM occupations.

STEM occupations command higher wages, earning 29% 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%) of all STEM employment. Information-security analysts are projected to have faster-than-average job growth, at 36.5%, 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 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	Basic computer skills								
	Standard software skills								
	Mail processing								
	Operate general office equipment								
	Record keeping				Med				Med
	Inventory management			Low					
Communication	Customer service								
	Active listening								
	Cultural awareness								
	Marketing and outreach						Med		
	Public relations						Med		
	Teamwork			High					
	Translating technical information into layperson’s terms	Med		High			Med	Med	Med
	Oral – public speaking and presentation	Med		Med				High	Med
	Written – composition and editing	High		High			Med		
	Other: Services for limited English proficient individuals	High							
Financial Management	Contract management			High			High	Med	Med/High
	Financial administration			High	High		High	High	High
	General procurement			High	High		Med		Med/High
	Grant management				High		High		Med/High
Information Development & Management	Accessibility	High		High	Med		Med		Med
	Computer-assisted tools	Med		Low			Med		High
	Database management	High		High	High		High	Med	High
	Electronic reporting			High			Med		Med
	Graphic design			Med					
	Software proficiency			High			Med		High
	Web development and maintenance	High		Low				Low	Med
	Other: Federal grantor systems utilized to meet reporting requirements			High					
	Other: CAPPs database management, electronic reporting, software proficiency			High					

continued on next page

Table F.4. Competency Checklist and Gap Analysis (continued)

Skill Category	Skill	CO	ED	OAS	OCE	OLS	OA	OOW	OW
Management/ Leadership	Building effective teams				Low		Med		Med
	Delegation				High		Med		Med
	Facilitation	Med		Med					Med
	Interpersonal skills								
	Managerial courage	High							
	Mentoring			Low	High		Med		Med
	Performance management						Med		
	Strategic planning		High	Low	High		Med		Med
	Other: Staff development/retention				High				
Problem Solving	Analysis			High			Med		Med
	Critical thinking			High	Med		High	Low	Med/High
	Decision making			High	Med		Med	Low	High
	Innovation	Low		Med			Med		Med/High
Project Management	Coordination								
	Managing multiple priorities			High	High		Med	Low	
	Organizing				High				
	Planning								
	Quality analysis and process improvement	Low		High	Med		Med		Med
Technical Knowledge (may be unique to a certain program area)	Agency policies, procedures, and programs						Med	Med	High
	Auditing skills	High			Med			Med	Med
	Litigation skills								
	Local, state, and federal laws, rules, and regulations			High	Low/Med		Med	Med	Med/High
	Policy analysis and development			High	Low		Med	Low	Med/High
	Regulation analysis and development			Low	Low		Med	High	High
	Research						Med		
	Specialized technical knowledge	High		High	High		High	High	High
	Statistical analysis	High		Med	High		Med	High	Med
Technical analysis	Med		High	High		High	High	High	

Strategy Development

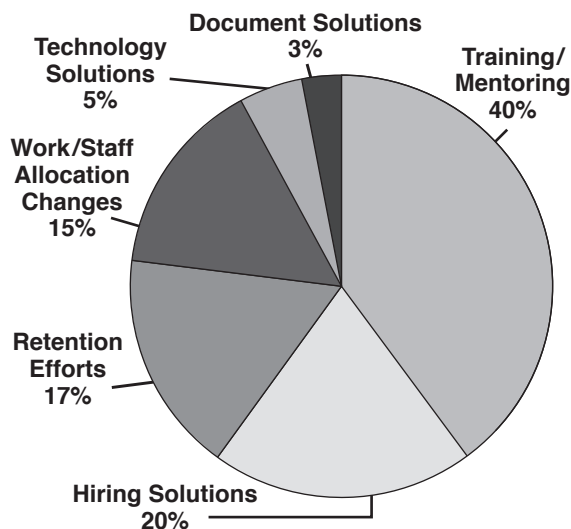
TCEQ anticipates implementing key strategies, which are discussed in the following sections, to address expected skill gaps. Figure F.13 displays the strategies that were identified by agency offices.

As in past assessments, Training and Mentoring will be the primary focus, followed by Hiring Solutions, to ensure that 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, water chemists, geologists, toxicologists, health physicists, scientists, and attorneys. Recruit and retain staff in these specialized fields by competing with career benefits in the private sector.
- Ensure that agency salaries are competitive

Figure F.13.
TCEQ Strategies to Address Skill Gaps



Data Source: Office Workforce Plan, TCEQ, March 2020.

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.
- Implement an adequate succession plan for key staff to increase the availability of experienced and capable employees that are prepared to assume roles in these critical program areas as they become available by 2025.
- Provide opportunities for management and technical experts to mentor, train, or facilitate on a regular basis.
- Develop viable options to recruit, obtain access to, contract with, or train staff in critical-needs areas.
- Recruit and retain staff with critical skill sets to ensure quality control in managing data functions and modifying processes to meet demands.
- Recruit and retain staff in key positions that possess the specialized knowledge to perform current and anticipated mission-critical functions.
- Seek transition positions to allow new junior, interim, or training positions until full technical positions become available through attrition or retirement.
- 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, web 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.
- Seek approval for additional FTEs for new programs that will require additional staff.
- Retain employees by offering the use of flex-time and teleworking.

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 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.

The TCEQ Leadership and Management Excellence Program is a new training program that promotes the alignment of leadership and management development to TCEQ organizational goals. The program is focused on the continuous development of knowledge, skills, and abilities within TCEQ’s Leadership and Management competency model. The alignment of competencies to leadership and supervisory roles allows for common language and promotes consistency in development opportunities. The program is designed to be flexible to individual and organizational needs while encouraging continuous improvement and 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.

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.

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. Further, HRSS launched the Engineer Hiring Program, designed to provide a continuous applicant pool of licensed engineers.

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. 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 TCEQ. Further, HRSS is launching an Engineer Development Program to strengthen staff expertise and to retain and promote engineers and

engineers-in-training (EITs) in support of the agency's mission-critical functions.

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.

S C H E D U L E G

Report on Customer Service

This report was submitted to the Legislative Budget Board on June 1, 2020. It reflects the information we gathered from our customers during the period March 1, 2018, through Feb. 29, 2020. 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, 2018 – February 29, 2020

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, both 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. TCEQ developed the Customer Satisfaction Survey to gather this information and to help verify compliance with our Compact with Texans.

About our Survey

We designed the survey to be used by all customers that interact with us or our website. The survey contains 11 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.

In February 2020, the Legislative Budget Board (LBB) and Office of the Governor (OOG) required agencies to measure customer satisfaction with eight new standard survey questions. Per the new requirement, we revised our customer survey in March 2020 to replace questions four through 11 with the eight newly required questions. See [Appendix C: Customer Satisfaction Survey](#) for a copy of the previous survey, containing text in English and Spanish. See [Appendix D: Customer Satisfaction Survey](#) for a copy of our revised survey, containing text in English and Spanish.

Although the newly required questions did not receive specific feedback during this period, we correlated the statistical data from this period to the newly required standard questions. See [Appendix B: Survey Descriptive Statistics for Newly Required Standard Questions](#).

Please also note that statistical data was not correlated to newly required survey question four. Although historical questions listed on our survey between 2005 and 2013 were similar to question four, the historical data was not correlated.

Distribution

The most cost-effective method for reaching all of our customers is to distribute a link to 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, including:

- web pages,
- response emails from program-area email boxes (i.e., proxy boxes),
- emails from GovDelivery,
- letters, and
- publications.

In addition to the online survey, there are also hardcopies of the survey available in the foyer of all regional offices and the TCEQ headquarters in Austin. This provides survey access to anyone visiting our offices. Staff also commonly distribute hardcopies to customers that are undergoing an investigation.

Defined Customers

Our survey is open to all Texans and other customers, including:

- environmental group representatives
- industry/association representatives
- owners/employees of a regulated company
- public/elected officials
- attorneys
- consultants
- neighborhood/community representatives

Some of our customers may not be aware of the survey. This could 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. Many customers 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. One customer might rate differently than another 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). If a significant number of customers base their surveys (or specific survey questions) on older interactions, this can cause issues when attempting to identify trends.

Distribution Notes

Our online distribution system allows anyone with internet access to submit a survey. This means that non-customers can submit surveys, and customers can 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 non-customer surveys.

Processing

When we receive a survey, we verify that it is not 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 customer suggestions for 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 previous survey question number 10), we may:

- Contact them to find out what information they were looking for;
- Send the information to them if they could not find it;
- 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 2,580 surveys—623 hardcopy and 1,957 online. See Table 1: *Total Received Surveys*, for a comparison to the previous reporting period (March 1, 2018 through February 29, 2020).

Table 1: Total Received Surveys

	Previous Period	This Period	% Difference
Total Hardcopy	792	623	-21%
Total Online	1,628	1,957	+20%
Total	2,420	2,580	+7%

Costs

Some of the variables that 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 do not 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 623 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 \$355.11. Our hardcopy survey also has an associated publication cost;

however, we did not print any surveys during this period. Thus, the total publication cost was not included in the report. For our electronic survey, excluding staff costs, we estimate there to be zero cost because there are no direct costs for this distribution method.

Limitations

During this reporting period, 748 surveys (29% of the total submitted) were received 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, rather than the number of customers surveyed. This allows us to include all surveys in the results.

Response Rate

Typically, a response rate is calculated 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 web page 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, 2018 through February 29, 2020. 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, 2018 – February 29, 2020
Total number of surveys	2,580
Percentage of surveys rating overall satisfaction with the TCEQ	74%
Percentage of surveys identifying ways to improve our services	3%
Total estimated customers served	29,952,183
Total customers identified	1,678
Total customers surveyed	Unknown
Total customer groups inventoried	8
Average response time	2 days

- **Total number of surveys:** We received 2,580 surveys from March 1, 2018 through February 29, 2020.
- **Percentage of surveys rating overall satisfaction with the TCEQ:** A total of 2,452 surveys provided a score for question four, *How satisfied are you with the TCEQ?* There were 1,819 surveys with a score of four or five (i.e., overall satisfied). This means that 74% of these surveys expressed overall satisfaction with the TCEQ, a decrease of 7% compared to the last reporting period.

- **Percentage of surveys identifying ways to improve our services:** Out of the 2,580 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 to be 29,952,183 (based on the Texas Department of State Health Service’s population projections for 2018 through 2020).
- **Total customers identified:** From the 1,801 surveys submitted with contact information, we identified approximately 1,733 customers that took our survey; 101 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 748 surveys (29% of the total submitted) 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 228 surveys where customers needed assistance. The average time it took us to respond was two days.

Overall Satisfaction

In Table 3: *Overall Satisfaction*, you will see the percent of surveys with a score of four or five, for each customer category and survey question. The customer categories with the lowest percentages were *Citizen* and *Neighborhood or Community Representative*; however, each of these percentages are higher than the reported percentages in the previous biennial report. The customer category with some of the highest percentages was *Public or Elected Official*.

The survey question with the lowest percentages was question 10, the ease of finding information on our website. Survey question six, *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	83%	52%	75%	82%	65%	84%	84%	85%	74%
Staff is sufficiently knowledgeable	89%	66%	87%	87%	79%	91%	91%	95%	84%
Staff is professional	92%	70%	90%	92%	79%	91%	94%	94%	87%
How we handle telephone calls or e-mail inquiries	86%	65%	82%	87%	67%	89%	88%	93%	82%
Timeliness of our response to customer complaints	82%	62%	84%	88%	74%	88%	86%	92%	80%
Accuracy and helpfulness of our written information	84%	56%	76%	86%	67%	85%	86%	86%	77%
Ease of finding information on our website	68%	50%	70%	71%	48%	65%	66%	70%	62%
Usefulness of information on our website	77%	52%	73%	77%	64%	74%	77%	82%	69%

Descriptive Statistics

You can find the following information in [Appendix A: Survey Descriptive Statistics for March 1, 2018 – February 29, 2020](#):

- **Number of Surveys Received:** The number of surveys we received for each customer category.
 - **NOTE:** Because we accept incomplete surveys, the total number of scores for each question varies. For example, there are 777 surveys in the customer category *Citizen*, but only 480 have a score for previous survey question eight (timeliness of our response to customer complaints).
- **Mean:** The average score.
- **Median:** The midpoint when all 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.

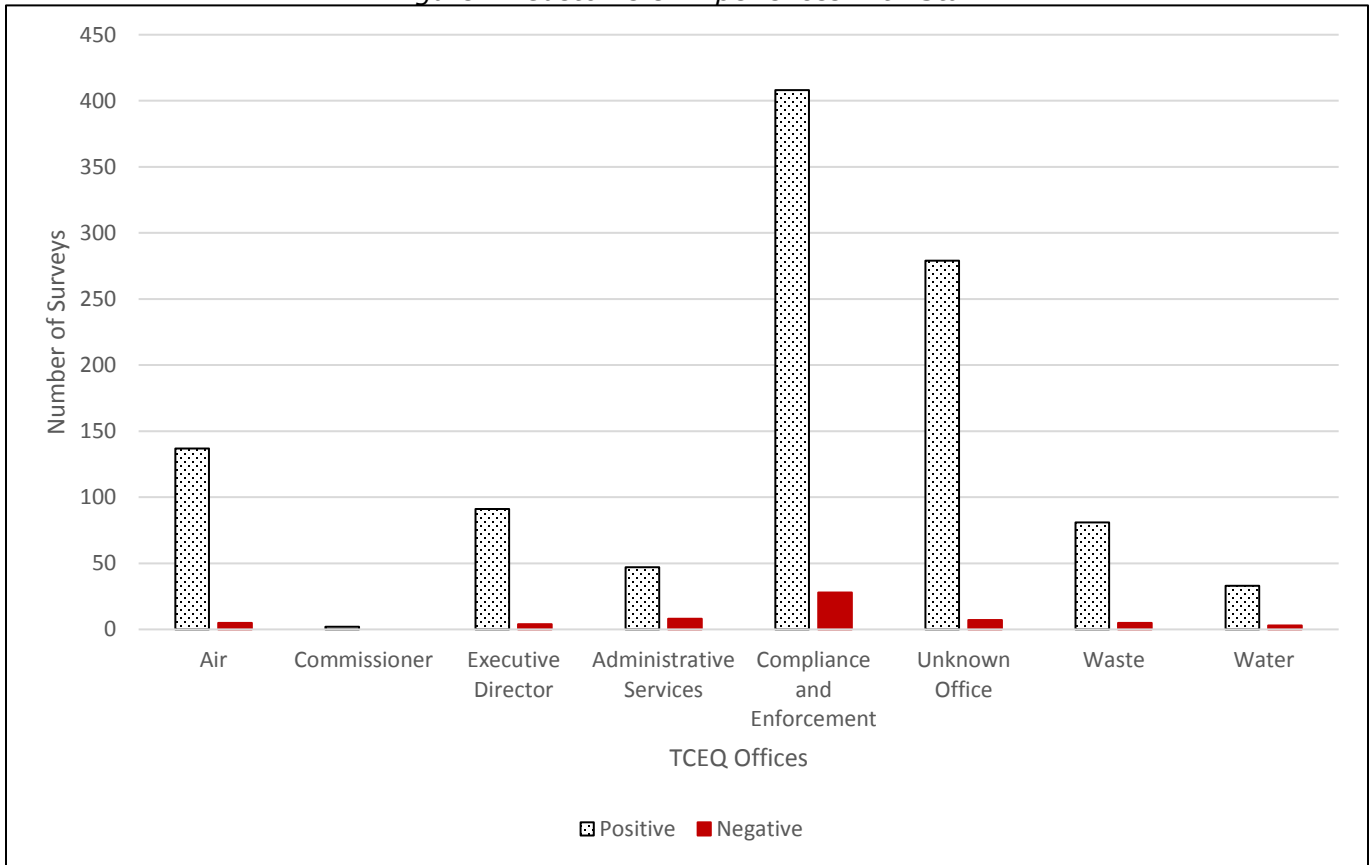
Survey Comments

For this reporting period, 1,800 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 1,138 comments about staff, 95% of our customers said it was a positive experience, and these customers scored staff professionalism and knowledgeability (previous 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.

From the 183 comments about online services, such as our website, 89% of customers indicated they had a negative experience. To address this, all negative comments were forwarded to the appropriate program area management chains for review. Some early actions taken during this period include additional customer service agents to take calls, new online tutorials, guidance documents, and assistance forms to utilize program area web pages more effectively.

Figure 1: Customers' Experiences with Staff



Opportunities for the Future

For this reporting period, 74% of the surveys reported overall satisfaction with the TCEQ. With this value (which is lower 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 non-customer surveys. We will continue to focus on these efforts to further improve our survey data.

Increasing Survey Data

In this reporting period, we continued to improve the visibility of our online survey. Compared to the last reporting period, we received 20% more online surveys and 21% less hardcopy surveys; this may indicate an increase of online surveys because of the streamlined survey on our website. 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, which is a 4% decrease compared to the previous period. It should be noted that data correlated to newly required survey question seven (internet site, including ease of use) was 6% higher than survey question 10 (ease of finding information on our website). We expect an increase to satisfaction when switching to the new standard required

questions, and as we continue to forward suggestions for improvements to our online services to 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 three days after we received the survey; for this reporting period, the number of customers needing assistance increased by 31%, and the average response time was two days after we received the survey. This decrease in response time is partly due to the streamlined response procedures we implemented, including a calculated response tool and multiple staff that regularly monitor customer feedback. We will continue to use these response procedures when surveyed customers need assistance.

Phone Etiquette

Compared to the previous reporting period, we received 41% less comments regarding our phone etiquette (a total of 59 comments); 31% of these were positive comments, which is a 22% decrease from the previous reporting period. In addition, overall satisfaction for survey question seven (how we handle telephone calls and e-mail inquiries) decreased 4% from the previous reporting period. This service will continue to 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, 2018 – February 29, 2020

Number of Surveys Received	159	777	84	140	35	169	1,120	96	2,580
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Survey Questions									
	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	4.3 5, 5, 1.2	3.2 4, 5, 1.8	4.1 5, 5, 1.5	4.3 5, 5, 1.3	3.7 4, 5, 1.6	4.3 5, 5, 1.3	4.3 5, 5, 1.3	4.4 5, 5, 1.6	4.0 5, 5, 0
Staff is sufficiently knowledgeable	4.5 5, 5, 1.1	3.8 5, 5, 1.7	4.5 5, 5, 1.2	4.5 5, 5, 1.1	4.2 5, 5, 1.4	4.6 5, 5, 1	4.6 5, 5, 1	4.7 5, 5, 1.3	4.4 5, 5, 0
Staff is professional	4.6 5, 5, 1	3.9 5, 5, 1.6	4.6 5, 5, 1.1	4.7 5, 5, 0.8	4.2 5, 5, 1.4	4.7 5, 5, 0.9	4.7 5, 5, 0.8	4.8 5, 5, 1.2	4.5 5, 5, 0
Handling of phone calls or e-mails	4.5 5, 5, 1.2	3.7 5, 5, 1.7	4.4 5, 5, 1.3	4.5 5, 5, 1.2	3.7 5, 5, 1.7	4.6 5, 5, 1.1	4.5 5, 5, 1.1	4.6 5, 5, 1.4	4.3 5, 5, 0
Timeliness of response to customer complaints	4.3 5, 5, 1.4	3.6 5, 5, 1.8	4.3 5, 5, 1.3	4.4 5, 5, 1.2	3.9 5, 5, 1.5	4.5 5, 5, 1.2	4.4 5, 5, 1.2	4.6 5, 5, 1.4	4.2 5, 5, 0
Accuracy and helpfulness of written information	4.4 5, 5, 1.2	3.4 4, 5, 5, 1.8	4.2 5, 5, 1.5	4.5 5, 5, 1	3.8 5, 5, 1.6	4.3 5, 5, 1.2	4.4 5, 5, 1.2	4.4 5, 5, 1.5	4.1 5, 5, 0
Ease of finding information on TCEQ website	3.8 4, 5, 1.3	3.2 4, 5, 1.7	3.9 4, 5, 1.4	4.0 4, 5, 1.2	3.5 3, 5, 1.4	3.8 4, 5, 1.4	3.8 4, 5, 1.3	4.0 5, 5, 1.5	3.6 4, 5, 0
Usefulness of information on TCEQ website	4.0 4, 5, 1.2	3.3 4, 5, 1.7	4.0 5, 5, 1.4	4.2 5, 5, 1.1	3.5 4, 5, 1.6	4.1 5, 5, 1.3	4.1 5, 5, 1.2	4.2 5, 5, 1.5	3.8 4, 5, 0

KEY	
Mean (average score)	
Median (middle score), Mode (most common score), Standard Deviation (variability)	

Appendix B: Survey Descriptive Statistics for March 1, 2018 – February 29, 2020 (Correlated with LBB and OOG Required Questions)

	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	159	777	84	140	35	169	1,120	96	2,580

Survey Questions	NA		NA		NA		NA		NA	
	NA, NA, NA	NA, NA, NA	NA, NA, NA	NA, NA, NA	NA, NA, NA	NA, NA, NA	NA, NA, NA	NA, NA, NA	NA, NA, NA	
How satisfied are you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?	4.6	3.8	4.5	4.6	4.2	4.7	4.7	4.8	4.4	
How satisfied are you with agency staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability?	5, 5, 1.1	5, 5, 1.7	5, 5, 1.2	5, 5, 1.1	5, 5, 1.4	5, 5, 1	5, 5, 1	5, 5, 1.3	5, 5, 0	
How satisfied are you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?	5, 5, 1	5, 5, 1.6	5, 5, 1.1	5, 5, 0.8	5, 5, 1.4	5, 5, 0.9	5, 5, 0.8	5, 5, 1.2	5, 5, 0	
How satisfied are you with the agency's Internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and	4.3	3.6	4.3	4.4	3.9	4.5	4.4	4.6	4.2	
	4.5	3.7	4.4	4.5	3.7	4.6	4.5	4.6	4.3	

information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?	4, 5, 1.2	3.5, 5, 1.7	5, 5, 1.3	4.5, 5, 1.3	4.5, 5, 1.2	3.5, 5, 1.7	4.5, 5, 1.1	5, 5, 1.1	4, 5, 0
	4.5	3.7	4.4	4.5	3.7	4.6	4.5	4.6	4.3
How satisfied are you with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely	5, 5, 1.4	5, 5, 1.8	5, 5, 1.3	5, 5, 1.2	5, 5, 1.5	5, 5, 1.2	5, 5, 1.2	5, 5, 1.4	5, 5, 0
	4.4	3.4	4.2	4.5	3.8	4.3	4.4	4.4	4.1
How satisfied are you with the agency's ability to timely serve you, including the amount of time you wait for service in person?	5, 5, 1.2	5, 5, 1.8	5, 5, 1.5	5, 5, 1	5, 5, 1.6	5, 5, 1.2	5, 5, 1.2	5, 5, 1.5	5, 5, 0
	4.3	3.2	4.1	4.3	3.7	4.3	4.3	4.4	4.0
How satisfied are you with any agency brochures or other printed information, including the accuracy of that information?	5, 5, 1.3	5, 5, 1.7	5, 5, 1.4	5, 5, 1.2	5, 5, 1.4	5, 5, 1.4	5, 5, 1.3	5, 5, 1.5	5, 5, 0
	4.3	3.2	4.1	4.3	3.7	4.3	4.3	4.4	4.0
Please rate your overall satisfaction with the agency.	5, 5, 1.2	4, 5, 1.8	5, 5, 1.5	5, 5, 1.3	4, 5, 1.6	5, 5, 1.3	5, 5, 1.3	5, 5, 1.6	5, 5, 0
	4.3	3.2	4.1	4.3	3.7	4.3	4.3	4.4	4.0

KEY

Mean (average score)	
Median (middle score), Mode (most common score), Standard Deviation (variability)	

Appendix C: Customer Satisfaction Survey



Texas Commission on Environmental Quality
Comisión de Calidad Ambiental de Texas

Customer Satisfaction Survey Encuesta de Satisfacción del Cliente

- Please identify yourself: (mark only one) *Favor de identificarse: (marque sólo una)*
 - Citizen *Ciudadano*
 - Environmental Group Representative
Representante de grupo ambiental
 - Industry/Association Representative
Representante de industria/asociación
 - Owner/Employee of Regulated Company
Dueño/empleado de una compañía regulada
 - Public/Elected Official
Funcionario público/elegido
 - Attorney/Consultant *Abogado/asesor*
 - Neighborhood/Community Representative
Representante comunitario/de vecindad
 - Other (please describe) *Otro (favor de describir)*
- What Texas county do you live in? *¿En cuál condado de Texas vive?* _____
- What was the nature of your contact with us? (mark only one)
¿Cuál era la naturaleza de su contacto con nosotros? (marque solo uno)
 - General Information
Información general
 - Permitting/Licensing Assistance
Ayuda con permiso/licencia
 - Problem Resolution
Resolución de problemas
 - Investigation/Inspection
Investigación/Inspección
 - Technical Assistance *Ayuda técnica*
 - 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
<i>Con la Comisión de Calidad Ambiental de Texas</i> | 5 | 4 | 3 | 2 | 1 | N/A |
| 5. That our staff is sufficiently knowledgeable
<i>Que nuestro personal está suficientemente informado</i> | 5 | 4 | 3 | 2 | 1 | N/A |
| 6. That our staff is professional
<i>Que nuestro personal es profesional</i> | 5 | 4 | 3 | 2 | 1 | N/A |
| 7. With how we handle your telephone calls or e-mail inquiries
<i>Sobre cómo atendemos sus preguntas por teléfono o correo electrónico</i> | 5 | 4 | 3 | 2 | 1 | N/A |
| 8. With the timeliness of our response to customer complaints
<i>Con la puntualidad de nuestras respuestas a quejas de clientes</i> | 5 | 4 | 3 | 2 | 1 | N/A |
| 9. With the accuracy and helpfulness of our written information
<i>Con la exactitud y utilidad de nuestra información escrita</i> | 5 | 4 | 3 | 2 | 1 | N/A |
| 10. With the ease of finding information on our website
<i>Con la facilidad de encontrar información en nuestro sitio web</i> | 5 | 4 | 3 | 2 | 1 | N/A |
| 11. With the usefulness of information on our website
<i>Con la utilidad de información en nuestro sitio web</i> | 5 | 4 | 3 | 2 | 1 | N/A |
| 12. Comments: (on staff performance, agency service, or suggested improvement)
<i>Comentarios: (sobre el desempeño de nuestro personal, el servicio de la agencia, o sugerencias para mejorar)</i> | | | | | | |

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 more information at <www.tceq.texas.gov/goto/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 512-239-3282.

Nota: Una dirección de correo electrónico de un miembro del público que se proporciona para el propósito de comunicarse electrónicamente con una entidad gubernamental es confidencial en la mayoría, pero no todos, de los casos. Vea más información en <www.tceq.texas.gov/goto/privacy>. Además, individuos tienen derecho de pedir y examinar su información personal que la agencia reúne en sus formularios. También tienen derecho de que se corrija cualquier error que haya en su información. Para examinar tal información, comuníquese con nosotros al 512-239-3282.

TCEQ-10333 (10/17)

Appendix D: Revised Customer Satisfaction Survey



Texas Commission on Environmental Quality
Comisión de Calidad Ambiental de Texas

Customer Satisfaction Survey Encuesta de Satisfacción del Cliente

1. Please identify yourself: (mark only one) Favor de identificarse: (marque sólo una)
- | | | |
|--|--|--|
| <input type="checkbox"/> Citizen Ciudadano | <input type="checkbox"/> Owner/Employee of Regulated Company Dueño/empleado de una compañía regulada | <input type="checkbox"/> Neighborhood/Community Representative Representante comunitario/de vecindad |
| <input type="checkbox"/> Environmental Group Representative Representante de grupo ambiental | <input type="checkbox"/> Public/Elected Official Funcionario público/elegido | <input type="checkbox"/> Other (please describe) Otro (favor de describir) |
| <input type="checkbox"/> Industry/Association Representative Representante de industria/asociación | <input type="checkbox"/> Attorney/Consultant Abogado/asesor | |

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 fue la naturaleza de su contacto con nosotros? (marque sólo una)
- | | | |
|---|--|--|
| <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 permiso/licencia | <input type="checkbox"/> Investigation/Inspection Investigación/Inspección | <input type="checkbox"/> Other (please describe) Otra (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, donde 5 es muy satisfecho)

5 – Very Satisfied Muy satisfecho	4 – Satisfied Satisfecho	3 – Neutral Neutral	2 – Unsatisfied Insatisfecho	1 – Very unsatisfied Muy insatisfecho	N/A – Not applicable No aplica
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4. How satisfied are you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness? ¿Qué tan satisfecho está con las instalaciones de la agencia, incluyendo su acceso, la ubicación de las oficinas, señalización y limpieza? 5 4 3 2 1 N/A

5. How satisfied are you with agency staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability? ¿Cuán satisfecho está con el personal de la agencia, incluyendo cortesía, amabilidad y conocimientos, y si los miembros del personal se identifican adecuadamente con los clientes por nombre, incluyendo el uso de placas o etiquetas con nombres para rendición de cuentas? 5 4 3 2 1 N/A

6. How satisfied are you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications? ¿Cuán satisfecho está con las comunicaciones de la agencia, incluyendo el acceso telefónico gratuito, el tiempo promedio que pasa en espera, las transferencias de llamadas, el acceso a una persona en vivo, cartas, correo electrónico y otros medios de comunicación como cualquier aplicación de mensajería de texto o de móvil aplicable? 5 4 3 2 1 N/A

7. How satisfied are you with the agency's Internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain? ¿Qué tan satisfecho está con el sitio de Internet de la agencia, incluyendo la facilidad de uso del sitio, el acceso móvil al sitio, la información sobre la ubicación del sitio y la agencia, y la información accesible a través del sitio, tal como una lista de servicios y programas y a quién contactar para obtener más información o para quejarse? 5 4 3 2 1 N/A

8. How satisfied are you with the agency's complaint-handling process, including whether it is easy to file a complaint and whether responses are timely? ¿Cuán satisfecho está con el proceso de la agencia para el manejo de quejas, incluyendo si es fácil presentar una queja y si las respuestas son oportunas? 5 4 3 2 1 N/A

9. How satisfied are you with the agency's ability to timely serve you, including the amount of time you wait for service in person? ¿Cuán satisfecho está con la capacidad de la agencia de servirle oportunamente, incluyendo la cantidad de tiempo que pasa esperando servicio en persona? 5 4 3 2 1 N/A

10. How satisfied are you with any agency brochures or other printed information, including the accuracy of that information? ¿Cuán satisfecho está con los folletos u otra información impresa de la agencia, incluyendo la exactitud de esa información? 5 4 3 2 1 N/A

11. Please rate your overall satisfaction with the agency. Por favor, califique su satisfacción general con la agencia. 5 4 3 2 1 N/A

12. Comments: (on staff performance, agency service, or suggested improvement) Comentarios: (sobre el desempeño del personal, el servicio de la agencia o mejoras sugeridas) _____

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 _____
 Email Correo electrónico _____
 TCEQ-10333 (3/20) _____

Note: An email 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 more information at <www.tceq.texas.gov/goto/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 512-239-3282.
 Nota: Una dirección de correo electrónico de un miembro del público que se proporciona para el propósito de comunicarse electrónicamente con una entidad gubernamental es confidencial en la mayoría, pero no todos, de los casos. Vea más información en <www.tceq.texas.gov/goto/privacy>. Además, individuos tienen derecho de pedir y examinar su información personal que la agencia reúne a través de sus formularios. También tienen derecho de que se corrija cualquier error que haya en su información. Para examinar tal información, comuníquese con nosotros al 512-239-3282.